A meeting of the **CABINET** will be held in the **CIVIC SUITE, ROOM 1A, PATHFINDER HOUSE, ST. MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 20 NOVEMBER 2014** 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 held on 23rd October 2014. — **Christine Deller 388007**

2. MEMBERS' INTERESTS

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

3. TREASURY MANAGEMENT: SIX MONTHLY REVIEW (Pages 5 - 10)

To consider a report by the Head of Resources. — **Clive Mason 388157**

4. CORPORATE PLAN - PERFORMANCE MONITORING/QUARTER 2 (Pages 11 - 44)

To consider progress against key activities and performance data in the Council's Corporate Plan for the period 1st July to 30th September 2014. — **Adrian Dobbyne 388100**

5. SHARED SERVICE - BUILDING CONTROL (Pages 45 - 56)

To consider a report by the Head of Development on the business case for a Building Control Shared Service. — **Andy Moffat 388400**

Dated this 12 day of November 2014

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 the Democratic Services Team on Tel No. 01480 388007/234/015 or email Democratic.Services@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 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.

This page is intentionally left blank

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 23 October 2014.

PRESENT: Councillor J D Ablewhite – Chairman.

Councillors B S Chapman, D B Dew, R B Howe, T D Sanderson and D M Tysoe.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor J A Gray.

43. MINUTES

The Minutes of the meeting of the Cabinet held on 11th September 2014 were approved as a correct record and signed by the Chairman.

44. MEMBERS' INTERESTS

No declarations were received from the Members present.

45. DEVELOPMENT PLAN POLICY ADVISORY GROUP

Given a vacancy following the recent death of Councillor Mrs P J Longford, it was

RESOLVED

> that Councillor Mrs L Kadic be appointed to the membership of the Development Plan Policy Advisory Group for the remainder of the municipal year.

46. SHARED SERVICES

By way of a report by the Managing Director (a copy of which is appended in the Minute Book), the Cabinet considered an update on the progress of the project to work in partnership with Cambridge City and South Cambridgeshire District Councils to deliver shared services.

The Executive Leader explained that a number of general principles had emerged in discussion with partner Councils and that one of these involved the selection of a lead or host authority who would take responsibility for progressing the business case for each new shared service. Whilst noting that Huntingdonshire had assumed the project lead for ICT, in the first instance, it was understood that this would not necessarily indicate the location of the service in the future. This would be an operational decision having considered each business case and the strategic accommodation priorities of each Council.

Members received details of the current approach in terms of HR, accommodation capacity and the savings that it was envisaged would be achieved under the project and were assured that an evaluation process had been put in place by DCLG to ensure that the Transformation Challenge Grant Fund awarded to the authority would be used appropriately. In this regard, the Managing Director undertook to forward a copy of the project management plan to Cabinet Members.

Having discussed the potential timescale for achievement of each shared service project, noted that the effective target date would be 1st April 2015 and welcomed the support of the Overview & Scrutiny Panel (Economic Well Being) for the recommendations in the report, the Cabinet

RESOLVED

(a) that the progress achieved to date by three partner Councils working together to deliver shared services be noted and endorsed;

(b) that the general principles for progressing the project in relation to the proposed lead, location and cost sharing proposals be approved;

(c) that a phased approach to the development of ICT and Legal Shared Services be adopted with interim project support appointed to assist with the process and to help develop full business cases; and

(d) that a post of Business and Legal Practice Manager be established in advance of the proposed shared legal service to assist with the transformation programme and development of the shared service.

47. BUDGET MONITORING 2014/15 (REVENUE & CAPITAL) AND AN UPDATE ON ZERO BASED BUDGETING

The Head of Resources presented a report (a copy of which is appended in the Minute Book) updating the Cabinet on the present position with regard to the 2014/15 revenue and capital budget and progress on the zero based budgeting exercise.

In terms of budget monitoring, Members noted an estimated variation or underspend of £171,000 and £689,000 in the revenue and capital budgets respectively and a projected increase in New Homes Bonus arising from the completion of 137 additional properties more than originally forecast. It also was explained that the Zero Based Budgeting (ZBB) exercise would examine certain ‘heavy’ services in great detail and others with a lighter touch.

Following discussion on the methodology adopted for the ZBB exercise and concern at the timescale for its completion given how intrinsically it was linked to the Shared Services and ‘Facing the Future’ projects, the Managing Director undertook to consider ways and the capacity of the organisation to expedite the process. Having received the views of the Overview & Scrutiny Panel (Economic Well Being) and expressed its appreciation to the Corporate Management and Accountancy Teams for their efforts thus far, the Cabinet

RESOLVED

(a) that the forecast revenue and capital budgets of £20.699m and £5.879m respectively and the proposals for undertaking the Zero Based Budget exercise in preparation for the forward budget be noted; and

(b) that the Managing Director be requested, after consultation with the Executive Leader and Executive Councillor for Resources, to report to the Cabinet by March 2015 on a budgetary plan which would assign a timescale to the completion of the ZBB exercise.

48. EXCLUSION OF THE PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority and the employees of, or office holders, under, the authority.

49. OPTIONS FOR FRAUD INVESTIGATION POST SFIS

Having regard to a joint report by the Corporate Fraud Manager and the Head of Customer Services (a copy of which is appended in the annex to the Minute Book), the Cabinet considered the future of the District Council's fraud team in view of the establishment by the Government of a Single Fraud Investigation Service designed to investigate all welfare fraud under the control of the Department of Works and Pensions.

Having been appraised of the extent of the proposed service from 2015 and on the recommendation of the Corporate Governance and Overview & Scrutiny (Economic Well Being) Panels, the Cabinet

RESOLVED

that proposed Option 4 which would ensure that the Council retains a fraud presence post SFIS be adopted but that Officers continue to pursue consideration of shared service options with partner authorities by 2016.

Chairman

This page is intentionally left blank

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	**Treasury Management** **Review of Performance: 6 Monthly Review**
Meeting/Date:	Cabinet 20 November 2014
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:
In February 2014 the council adopted the 2014/15 Treasury Management Strategy. Best practice and prescribed treasury management guidance requires members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

Recommendation(s):
It is recommended that Overview and Scrutiny notes the report and recommends the report to Cabinet and then to Council.

1. PURPOSE

1.1 To update members, in line with best practice and prescribed Treasury Management guidance, on treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

2. TREASURY MANAGEMENT STRATEGY

2.1 The Council approved the 2014/15 treasury management strategy at its meeting on 13 February 2014.

2.2 All treasury management activity undertaken during the period complied with the CIPFA Code of Practice and relevant legislative provisions.

2.3 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. TREASURY MANAGEMENT ACTIVITY

Cash Flow Management

3.1 The vast majority of activity over the past 6 months has been in managing short term fluctuations in cash flow by borrowing or investing for periods that ensure sustainable cash liquidity and at cost that is the most economically advantageous for the council.

3.2 Much of the investment activity has been in call accounts and Money Market Funds. These accounts offer two clear advantages considering the current investment market:

- One of the primary Treasury Management objectives is the security of funds invested; because these accounts allow immediate access to funds this reduces the risk of default.
- These accounts provide a fair return on amounts invested.

3.3 There have also been deficits at various times over the period which has required the council to borrow temporarily from other Local Authorities at low rates (typically between 0.27% and 0.40%), the maximum period or borrowing has been 35 days.

Long Term Borrowing and Investments

3.4 During the period the council has made available the following investment facilities:

- £1.371m to Huntingdon Regional College, which has been back-to-back funded by long-term borrowing for the same amount from the Public Works Loans Board (PWLB).
- £0.071m to Huntingdon Gym.
- £0.010m to Alconbury Parish Council.

With regard to the investments in Huntingdon Gym and Alconbury Parish Council, these are currently being financed from within the Councils own working capital.

3.5 As at the 30 September the council had short and long term external investments of £9.2m and borrowing of £16.4m. The following table summarises the transactions during the period and further detailed analysis is shown in Appendix 1.

2013/14 £m			2014/15 £m
6.4	**Investments**	- as at 31st March	3.5
(58.9)		- matured in period	(100.8)
65.8		- arranged in period	106.5
13.3		- as at 30th September	**9.2**
(16.0)	**Borrowing**	- as at 31st March	(17.4)
20.5		- matured/repaid in period	20.0
(22.0)		- arranged in period	(19.0)
(17.5)		- as at 30th September	**(16.4)**
(9.6)	**Net investments at 31st March**		**(13.9)**
(4.2)	**Net investments at 30th September**		**(7.2)**

4. PERFORMANCE – INTEREST RETURN

4.1 As noted in para 3.4 the council borrowed a further £1.5m from the PWLB for 10 years, this was borrowed in August 2013 at 2.24% (2.44% less the 0.2% certainty rate). The investment with Huntingdonshire Regional College allows the council to make a small return on the cost of borrowing over the life of the investment.

4.2 To give an indication of net investment performance, the summary below excludes the above long-term investments and borrowing to give a fairer comparison with the current benchmark of the 7 day rate.

SHORT-TERM PERFORMANCE FOR THE 6 MONTHS APRIL 2014 – SEPTEMBER 2014					
Net investments	**Performance**	**Benchmark**	**Variation from benchmark**	**Managed Funds 1 April £m**	**Managed Funds 30 Sept £m**
Excluding Huntingdon Regional College, Huntingdon Gym and Alconbury Parish Council	**0.43%**	**0.23%**	**+0.20%**	**4.1**	**(2.7)**
Note: The Benchmark performance is based on the local authority seven day deposit rate, this is the rate that a local authority can expect to earn on an investment. This rate is published on the Financial Times website.					

5. PERFORMANCE – AGAINST BUDGET IN 2013/14

5.1 The latest forecast outturn is for the net cost of interest to be under budget by £39,000 (net cost of £0.361m against a budget of £0.400m). The small saving is attributable to a combination of low borrowing interest rates (especially between local authorities), reduction in revenue spending, delays in capital expenditure and higher than expected revenue reserves.

6 TREASURY MANAGEMENT INDICATORS

6.1 The Council measures its exposures to certain treasury management risks with the following indicators which generally relate to the position as at 30 September.

6.2 Interest rate exposures

It is therefore proposed to replace it with the following indicators which better illustrate the position:

		Limits		**Actual**
		Max.	**Min.**	**Sept 2014**
Borrowing: longer than 1 year	Fixed Variable	100% 25%	75% 0%	100% 0%
Investments: longer than 1 year	Fixed Variable	100% 0%	100% 0%	100% 0%

All borrowing and investing for less than one year is variable by definition. Control over the council's exposure to interest rates will be achieved as follows:

6.3 Maturity structure of borrowing

This indicator prescribes the limits within which the Council can borrow to either maintain effective cash flow or to cover capital expenditure.

Borrowing	**Upper**	**Lower**	**Actual**
Under 12 months	92%	0%	30%
12 months and within 24 months	92%	0%	0%
24 months and within five years	92%	0%	0%
Five years and within 10 years	93%	1%	9%
10 years and above	100%	7%	61%

6.4 **Investment repayment profile – limit on the value of investments that cannot be redeemed within 364 days**

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The total principal sums invested to final maturities beyond the period end were:

	2014/15 £m	2015/16 £m	2016/17 £m
Limit on investments over 364 days as at 31 March each year.	32.7	34.0	37.7
Actual principal invested beyond year end as at 30 September 2013	1.3	1.2	1.0

7. COMMENTS OF THE OVERVIEW AND SCRUTINY PANEL

7.1 The Overview and Scrutiny Panel (Economic Well-Being) reviewed the content of the report at their meeting on 6th November 2014. Members endorsed the recommendation set out at Section 8.

8. REASONS FOR THE RECOMMENDED DECISIONS

8.1 It is recommended that Overview and Scrutiny notes the report and recommends the report to Cabinet and then to Council.

9. LIST OF APPENDICES INCLUDED

Appendix 1 – Investments and Borrowing as at 30 September 2014

BACKGROUND PAPERS

Working papers in Financial Services

CONTACT OFFICER

Clive Mason, Head of Resources
(01480 388157

David Ablett, Interim Accountancy Manager
(01480 388026

APPENDIX 1

Investments as at 30 September 2014

		£m	Investment date	Rate %	Repayment date
Term Deposits					
Alconbury Parish Council		0.010	08/07/13	0.50	08/07/16
Huntingdonshire Regional College		1.371	05/08/13	3.34	05/08/23
Huntingdon Gym		0.071	2/10/13	5.13	30/09/23
		1.452			
Liquidity Accounts					
NatWest		0.060	01/04/13	0.25	Call
Cambridge Building Society		0.100	09/10/13	0.50	Call
Santander		1.620	30/09/14	0.50	Call
Handelsbanken		2.000	22/09/14	0.40	Call
Barclays		0.950	23/09/14	0.45	Call
Ignis Liquidity Fund		2.000	15/09/14	0.40	Call
PSDF		1.000	15/09/14	0.36	Call
TOTAL		**7.730**			

Borrowing as at 30 September 2014

	£m	Borrowing date	Rate %	Repayment date
Long Term				
PWLB	1.433	07/08/13	2.44	07/08/23
PWLB	5.000	19/12/08	3.91	19/12/57
PWLB	5.000	19/12/08	3.90	19/12/58
Short Term				
Middlesbrough Council	5.000	11/09/14	0.29	03/10/14
TOTAL	**16.433**			

Public
Key Decision - YES

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	CORPORATE PLAN - PERFORMANCE REPORT
Meeting/Date:	SOCIAL WELL-BEING 4th NOVEMBER 2014 ECONOMIC WELL-BEING 6TH NOVEMBER 2014 ENVIRONMENTAL WELL–BEING 11TH NOVEMBER 2014 CABINET 20th NOVEMBER 2014
Executive Portfolio:	Cllr JASON ABLEWHITE AND RELEVANT EXECUTIVE COUNCILLORS
Report by:	POLICY AND PERFORMANCE MANAGER
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress against the key activities identified in the Council's Corporate Plan for 2014/15 for period 1st July to 30th September 2014

Each of the Corporate Plan's strategic themes have been allocated to an Overview and Scrutiny Panel, as follows:

Social Well Being –	Working with our Communities
Economic Well – Being –	A strong local economy and Ensuring we are a customer focused and service lead council
Environmental Well- Being -	Enable sustainable growth

Recommendation(s):

Members are recommended to consider progress made against key activities and performance data in the corporate plan.

This page is intentionally left blank

1. PURPOSE

1.1 The purpose of this report is to present to Members performance management information on the Council's Corporate Plan for 2014/15

2. BACKGROUND

2.1 The Council's Corporate Plan was adopted by Council in April 2014. This is a two year plan and outlines its own priorities and its role in supporting the shared ambition for Huntingdonshire. The plan sets out what the Council aims to achieve in addition to our core statutory services.

3. PERFORMANCE MANAGEMENT

3.1 Members of the Overview & Scrutiny Panels have an important role in the Council's Performance Management Framework and the process of regular review of performance data has been established. It is intended that Members should concentrate their monitoring on the strategic themes and associated objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved

3.2 Progress against Corporate Plan objectives is reported to Chief Officers Management Team quarterly on a service by service basis. A progress report from each Division includes performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each Performance Indicator those services contribute towards.

3.3 Overview and Scrutiny Panels will receive the appropriate quarterly performance reports, ordered by strategic theme. These will include performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each relevant Performance Indicator within each theme. The comments of the Overview and Scrutiny Panels are set out at Appendix A to this report.

3.3 Cabinet will receive a quarterly performance report for each of the Corporate Plan strategic themes including all performance indicator data.

BACKGROUND INFORMATION

Performance Management reports

The Council's Corporate Plan

CONTACT OFFICER
Howard Thackray, Corporate Policy & Performance Manager
((01480) 388035

CORPORATE PLAN – PERFORMANCE REPORT

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period July to September 2014

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	4		**2**		**1**				

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Review the Council's business growth and inward investment role	Ongoing	Cllr Sanderson	Andy Moffat	Q2 Economic Development: Outcomes of countywide review/rewiring still unknown so review of HDC role is on hold. Service activities continuing as normal. *Q1 Economic Development:* *Discussion paper prepared for Cambridgeshire Public Services Board (CPSB) May meeting which reviewed the Economic Development service across Cambridgeshire and proposed a new County-wide service structure. This is now being taken forward by County Council as one of the service areas being explored for 'Rewiring the Public Sector'.*

					HDC review to begin following outcome of the above.
G	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	Q2 Economic Development: Successful Accessing Funding event hosted showcasing HDC's funding portal www.Huntingdonshire4Business.org. 64 business representatives attended of which 96.8% registered a good or excellent evaluation score for Content & 90.3% for Organisation. Planning for December event started and on target – Theme: Innovation & Taxation *Q1 Economic Development:* *Planning for August 2015 event started and on target. Theme: accessing funding*
R	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	Q2 Development Management: As Q1 report – Target date of Dec 2014. *Q1 Development Management:* *During this period, 2 of the 3 Team Leader posts were vacant and this impacted on capacity and performance. Resources directed to major applications.*

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	Q2 Planning Policy: As above *Q1 Planning Policy:* *The CIL governance structure is currently tied to the HSP and options for reviewing this will be considered in January 2015.*
G	Influence the Local Enterprise Partnership (LEP) Strategic Economic Plan and supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth		Cllr Dew and Cllr Sanderson	Andy Moffat	Q2 Economic Development and Planning Policy: Outcomes for the LEP overall were disappointing but the two projects mentioned above have been awarded funding. LEP Leaders agreed that more local authority input should be involved in subsequent rounds of funding applications. HDC is leading this input. Next submission for funding due to Government in November. *Q1 Economic Development and Planning Policy:*

					• *This action has been completed through working direct and via the Cambridgeshire and Peterborough Joint Strategic Planning Unit.*
					• *Continued dialogue with LEP including through briefing executive leader before LEP board meetings*
					• *LEP Board on the 13th May decided the priority list of capital schemes for 2015/16 along with revenue 'asks'.*
					• *2/5 Band 1 (Top) priorities are in Hunts:*
					  ○ *Alconbury Weald EZ High Tech Company Expansion (£3.6m)*
					  ○ *Alconbury Weald Technical and Vocational Centre, Huntingdonshire (£5m)*
					• *Announcements for all LEPs expected July*

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	Q2 Economic Development: • Further commitment by SFA to fund 0.5FTE for support and coordination of Enterprise Zone skills group activities. • Skills Hub - partner commitment received, awaiting signing of Partnership agreement, which includes:- Business plan (3yr) and an activity schedule detailing yearly targets, activities and costings. • Event for 16th December (promoting apprenticeship) in early days of planning. *Q1 Economic Development:* • *0.5 FTE funded by Skills Funding Agency (SFA)* • *Continued support and coordination of EZ skills group and partnership activities.* • *Developed proposal for a multi-partner skills hub – now seeking partner commitment*
G	Support the development of stronger links between businesses and education through Huntingdonshire Academies Secondary Partnership (HASP) with a focus on local employability		Cllr Sanderson	Andy Moffat	Q2 Economic Development: • Further commitment by HASP to fund 0.5FTE for financial year 2014/15 • HASP 1.5 FTE commitment to the Skills Hub • Involvement with apprenticeship event in December.

					Q1 Economic Development: • *0.5 FTE Funded by HASP* • *Advance stage planning for July event: Education facing event to raise awareness of the economic landscape and business skills needs* • *HASP representation on the EZ Skills Steering Group*

STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

Period July to September 2014
Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		**2**						

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	10		**3**		**2**				**1**

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

WE WANT TO: Become more business-like and efficient in the way we deliver services

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Introduce zero base budgeting for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	Q2 Interim Resources recruited; including use of specialist "strategic finance" specialists. Programme of work identified, reported to members and staff/managers consulted. *Q1 Currently recruiting interim resources*
G	Deliver 'Facing the Future' (FtF)	Various	Cllr Gray for programme Various for themes / activities	Adrian Dobbyne	Q2 Facing the Future continues to be subject to revision and updates from Officers in discussion and agreement with Cabinet Members. The status of all identified activities is now much clearer and further work is being undertaken to quantify financial saving to activities. With the new Senior Management Team in place, the prioritisation of activities can be firmed up with Portfolio Holders. This will then help allocate resources to those activities that need them to progress (e.g. Project Management, Lean Processes) where some activities just need to happen within existing resources (e.g. stop the service). Further work is being undertaken to help make the list more manageable by removing those activities that are on hold, to be deferred, to stop or have been completed. A full record will be maintained but we need to make the list usable. Cabinet and

					the Senior Management Team meet on 10 November to review the list, so that we will have a definitive and agreed list fully updated next month. Additional project management training has been undertaken by 12 Officers and a further 19 Officers have been selected to receive training in Lean in October and November. *Q1 Across the Council progress is being made. Some highlights include:* • *The CCTV service with Cambridge City is now live.* • *Shared service discussions connected to IMD, Legal and Building Control are continuing within the Strategic Partnership.* • *A training package for Officers who will be taking the lead in Project Management within the FtF Programme has been developed, and the first intake of Officers has received the training.* • *A similar training session was delivered on tools and techniques to generate efficiencies (the method is called LEAN). This officer group has been briefed to start using the training as a priority.* • *The new HoS are reviewing progress on the FtF ideas and ensuring the most beneficial ideas are being progressed.* • *A further update on FtF is planned for O&S (Economic) on the 4th Sept.*
G	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Grey	Clive Mason	Q2 Work to develop investment grade proposals for a package of energy saving measures at each of the councils 9 main sites is ongoing. A progress report will be presented to Scrutiny in the 3rd quarter, proposals finalised by 31st March 2015 for implementation in 2015/16. *Q1 Energy Audits undertaken at each of the Councils main sites, meetings held with managers in relevant service areas (Facilities, Estates and Operations). A prioritised and costed programme of energy efficiency projects being developed. Full business case to be presented in 3rd Quarter 2014/15*
G	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	Q2 Appointment of a Graduate Trainee has been made and they start 22 October. The Marketing Officer has now moved into the team. The evidence gathering on marketing and branding is now complete and a review of a draft Communications Strategy

					has been made with the Senior Manager Team and will be updated and issued in November. All activities will be assessed and where relevant new processes put in place to support the strategy. *Q1 Communications review undertaken in May. Team structure now being reviewed, with recruitment underway. Marketing & Branding exercise in evidence gathering stage.*
G	Carry out staff satisfaction survey	Aug 2014	Cllr Ablewhite	Jo Lancaster	Q2 The Employee Survey was undertaken in August with the results analysed in September. Around 50% of employees completed the survey. The results have been shared with all staff and there were three simultaneous feedback sessions arranged for October. Focus Groups are being arranged, which will help formulate an action plan, which will be monitored by the Senior Managers Team. This will be presented to Employment Panel in November. Although in many areas the results were understandable, this wasn't a surprise and it is clear that we can identify some very positive actions to take. *Q1 Survey launched 15^{th} July and will run for a month. Managers asked to help encourage employee participation. Article due in Team Brief.*

WE WANT TO: Ensure customer engagement drives service priorities and improvement

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	Q2 This is now resolved. Corporate Team have a SharePoint 2010 list that they can enter the required data to that is then visible on the website. *Q1 The revised Consultation and Engagement Strategy (approved in June 2014) promotes better use of the website and intranet. IMD to resolve some issues relating to links between the calendar/database/website.*
A	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	Q2 The survey was completed on 7 September with 705 replies. The key findings have been identified and will be reported to the Overview and Scrutiny Panel (Social Well Being) and to Cabinet in November. The Senior Managers Team have been briefed on the findings. This will now help inform the budget setting process and be particularly useful as we undertake zero based

					budgeting in many areas. *Q1 Final version of the survey being considered. Survey to start on 7th August*
G	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC - TBC	Cllr Chapman	John Taylor	Q2 Govt announcement: National roll out of UC to take place during 2015/16 for single people only initially. Migration of existing claims expected to start at some point in 2016. This is for working age customers only; pensioner HB expected to remain with local authorities until around 2020. Trials starting on delivering UC support locally including local authority involvement. *Q1 We have agreed deferred date of SFIS, with DWP, to May 2015.* *Watching developments nationally with respect to Universal Credit.*

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Growth in Business rates	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Number of days to process new benefits claims Aim to minimise	25 days	22.07 days	27 days	28.5 days	A	27 days	c. 27 days	G
Comments: (Customer Services) *1st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.* *Q2: Performance has improved on Q1-32 days. September performance exceeded target. More automation was introduced in March and processes have now bedded in.*								
Number of days to process changes of circumstances Aim to minimise	8 days	6.3 days	8 days	7.9 days	G	8 days	c. 8 days	G
Comments (Customer Services) *1st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.* *Q2: Performance back on track. Automation of some processes now taking effect.*								
Number of days to process new council tax support claims Aim to minimise	21 days	21 days	27 days	27.4 days	G	27 days	c. 27 days	G
Comment: (Customer Services) *1st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.* *Q2: Performance has improved on Q1. September performance exceeded target. More automation was introduced in March and processes have now bedded in.*								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of days to process council tax support change events Aim to minimise	5 days	4.4 days	8 days	7 days	G	8 days	c. 8 days	G
Comments: (Customer Services) *1st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.* *Q2: Performance back on track. Automation of some processes now taking effect.*								
% of Council Tax collected against target Aim to maximise	98.3%	57.3%	57.0%	57.3%	G	98.5%	98.5%	G
Comment: (Customer Services) *Pleasing given the welfare/technical changes and the challenging financial climate. On target to meet yearend target.*								
% of Business Rates collected against target Aim to maximise	98.8%	57.8%	59.0%	59.2%	G	98.5%	98.5%	A
Comments: (Customer Services) *Taking account of the large appeals (10% of receipts to date) and other changes, the collection rate remains on target – which represents good performance*								
Telephone satisfaction rates Aim to maximise	98.6%	98.6%	98%	95%	98%	G	95%	G
Comments: (Customer Services) *We are changing the way we survey our customers in the next quarter. This is because we are switching from a phone survey at the end of a call to the Call Centre to a twice yearly postal survey to a sample of customers. This will shorten phone calls, increase the randomness of the survey and allow both the Call Centre and Customer Service Centres to be assessed in the same way – promoting greater consistency in how we assess quality of service'*								
Customer service centre satisfaction rates Aim to maximise	98.7%	99%	95%	99%	G	95%	95%	G
Comments: (Customer Services) *We are changing our survey questions and method for the next quarter.*								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Staff sickness (working days lost per FTE) Aim to minimise	7.6	n/a	No target set	5.9	R	No target set	12.0	R
Comments: (Corporate Office) *This is the highest figure that HDC has ever reported for cumulative to Quarter 2. 60% of all days lost this quarter were due to long-term sickness absence (high). With quarters 3 and 4 traditionally worse for sickness levels, the likelihood is that we will be well above last year's level by the end of 2014/15 and Managers are implementing the sickness absence policy to mitigate against sickness absence. This is well above an EELGA average of 7.7, CIPD private sector average of 5.7 and a CIPD public sector average of 7.9.*								
Subsidy per visit to council owned leisure facilities Aim to minimise	n/a	n/a	n/a	£0.35	A	-£0.01	£0.00	G
Comments: (Leisure and Health) *Increased income (£240K) on this time last year is skewed by advanced collection of income from schools and gym memberships (approx. £150K).* *Expenditure up minimally mainly due to net effect of pay review.*								
% of rent achievable on estates portfolio Aim to maximise	96%	96%	100%	97%	A	100%	100%	G
Comments: (Resources) *target set at 100% as aim is to maximise the rental income by rent and lease reviews (increase the achievable income). The % rent received for the quarter is calculated from the total budgeted potential income for the commercial estate – less lost income from vacant units and rent arrears for the quarter. Note - Several units are due to complete on new leases in July – therefore this performance should improve (reduce void rent losses).*								
% of space let on estates portfolio Aim to maximise	92%	90%	95%	98%	G	95%	95%	G
Comments: (Resources) *Target - set at 95% as there is allowance for turnover of units and void periods of 3-6 months. % space let calculated by total number of industrial, retail and office premises available minus the number of vacant units in the quarter (note the full year is calculated by an average of the quarters).*								
% of rent arrears on estates portfolio Aim to minimise	-1%	-1%	-1%	1.5%	R	-1%	1%	A
Comments: (Resources) *Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been a slight increase in arrears and the rent arrears recovery process /procedures have been reviewed and internal audit recommended actions applied.*								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Total amount of energy used in Council buildings Aim to minimise	12,025,230 (kWh)	6,619,314 (kWh)	6,487,006 (kWh)	6,197,543 (kWh)	G	2% ↓in energy use	11,784,725 (kWh)	G
Comments (Operations)								
Total diesel fuel used from Council's fleet of vehicles Aim to minimise	577,777.93 (Litres)	306,936.43 (Litres)		294,062.34 (Litres)	G	1% reduction in diesel fuel used	564,903.84 (Litres)	G
Comment: (Operations)								

STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period July to September 2014
Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	2		**6**		**1**				

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	2		**1**		**4**				**1**

WE WANT TO: Improve the supply of new and affordable housing to meet future needs

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	Q2 The potential Council loan to Luminus for extra care in St Ives is progressing through due diligence. *Q1 Housing Strategy:* *The Council agreed in principle to provide a loan to Luminus for the development of extra care at Langley Court St Ives.*
A	Implement action plan to adopt a Local Plan 2036	Submission Draft to Cabinet in Nov 2104	Cllr Dew	Andy Moffat	Q2 Planning Policy: Further to discussions with the leadership, a further round of targeted consultation, including town/parish councils, is to take place from January 2015. The Stage 4 Submission Draft Local Plan is therefore now expected to be taken to Cabinet in April 2015. *Q1 Planning Policy:* *The Local Plan preparation is on target. The Stage 4 Submission*

					Draft Local Plan will be taken to Cabinet in November 2014.
A	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots and Wyton	Ongoing	Cllr Dew	Andy Moffat	Q2 Development Management, Planning Policy, Economic Development and Housing Strategy: Alconbury Weald – S.106 completed and outline planning permission has been granted. The first conditions submissions have already been received. St Neots – First stage of Loves Farm Phase 2 was considered by the Development Management Panel in July. Wintringham Park viability submissions are being considered. Loves Farm Phase 2 viability submissions are awaited. Wyton – A document summarising the initial consultation events with Councillors has been circulated to Members and Town and Parish Councils surrounding the Wyton site. Defence Infrastructure Organisation (DIO) are assessing the final submissions from the two potential developers. We expect to be notified which developer will be appointed to lead the development of Wyton airfield shortly after the decision is made on 20th October. *Q1 Development Management, Planning Policy, Economic Development and Housing Strategy:* *Alconbury Weald – S.106 nearing completion, which will enable outline permission to the issued. Work on Design Codes for Phase 1 (circa 1000 dwellings and EZ) is well-advanced.* *St Neots – The development is made up of Wintringham Park and Loves Farm Phase 2. Like Alconbury Weald, these applications will be put to S.106 Advisory Group and Development Management Panel in two stages. First stage – to consider the proposed uses and amounts of each use plus the broad scope of S.106 matters to be sought. Second stage – to consider full details of S.106 matters and updates on any outstanding matters at first stage. First stage of Wintringham Park was considered in April. First stage of Loves Farm Phase 2 is due to be considered in July.* *Wyton – Defence Infrastructure Organisation are in the process of selecting a strategic development partner for the site. Two organisations have been shortlisted. Officers attended a presentation from the two potential developers and contributed to the subsequent evaluation. The final decision will be made in*

					October. Consultation events were held for Elected Members and surrounding Town and Parish Councils in June and a document summarising the outcome from these events is being produced. The DIO and consultants are pulling together a body of evidence to help support the allocation of Wyton airfield in the forthcoming Local Plan.
G	Negotiate the provision of new affordable housing on all relevant sites	Ongoing	Cllr Dew	Andy Moffat	Q2 Housing Strategy: As Q1. *Q1 Housing Strategy:* *Affordable housing is being negotiated where relevant in line with the Local Plan policy and viability of sites.*
G	Review council assets to identify which could be used to facilitate affordable housing		Cllr Dew	Andy Moffat	Q2 Housing Strategy : The sale of Hermitage Road Earith is being progressed by Estates and Legal. BPHA (the Housing Association that has acquired the site) have designed a scheme and consulted Planning colleagues before further consultation with the Parish Council. *Q1 Housing Strategy :* *Cabinet approved the sale of Hermitage Road Earith for new affordable housing. Next step is to progress with the sale and work on a draft scheme in consultation with BPHA and Earith Parish Council.*

29

WE WANT TO: Develop sustainable growth opportunities in and around our market towns

Status	Key Actions for 2014/15	Target date	Cabinet Member	Lead Officer	Progress Update
A	Devise a programme to develop and implement planning and development frameworks and master-plans for Local Plan site allocations		Cllr Dew	Andy Moffat	Q2 Planning Policy: The programme will be finalised prior to the consideration of the Submission Draft Local Plan (Stage 4) by Cabinet which, as stated above, is now expected to be in April 2015. *Q1 Planning Policy:* *The programme will be finalised prior to the consideration of the Submission Draft Local Plan (Stage 4) by Cabinet in November 2014.*
A	Develop town centre improvement strategies and action plans in the market towns		Cllr Dew	Andy Moffat	Q2 Planning Policy: Staff resources are being deployed on the Local Plan. Initial scoping for St Neots was presented to ELSG and it was agreed that

					further detailed scoping for improvements to St Neots town centre and environs would commence in early 2015. *Q1 Planning Policy:* *A scoping exercise to inform potential briefs for town centre improvement strategies and action plans for the market towns will commence in September 2014.*

WE WANT TO: Enhance our built and green environment

Status	Key Actions for 2014/15	Target date	Cabinet Member	Lead Officer	Progress Update
R	Update the 'Buildings at Risk' register		Cllr Dew	Andy Moffat	Q2 Planning Policy: Vacancies and an increasing workload, including enforcement matters, in Conservation mean that the update to the 2011 register will not start until early 2015 at the earliest. *Q1 Planning Policy:* *Work on updating the Buildings at Risk Register is scheduled to commence in October 2014.*
A	Complete the updated Design Guide, setting out the council's requirements of new development	October 2014	Cllr Dew	Andy Moffat	Q2 Planning Policy: The Design Guide is due to be presented to O&S (Environmental Well-Being) in December prior to consultation in the new year. *Q1 Planning Policy:* *Work on the updated Design Guide is ongoing with completion planned for October 2014.*

Corporate Performance and Contextual Indicators
Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of affordable homes delivered gross Aim to maximise	41	10	164	70	R	328	130	R
Comment: (Development) *The target of 328/year (82/quarter) is based on the Strategic Housing Market Assessment identified need of 8188 homes over the local plan (25 years). This would only be achieved if 39% of all new dwellings built over the Local Plan period are affordable which, having regard to current viability, will not be achieved. The target of 130 is realistic, a stretched target and likely to be achievable.*								
Net additional homes delivered Aim to maximise					n/a			
Comment: (Development) *Figures available for whole year periods only*								
Number of unintentional priority homeless acceptances Aim to minimise	167	83	95	131	R	190	250	R
Comment: (Customer Services) *Notes: We are seeing an increase this year, in line with trends nationally. In particular this is because homes in the private sector are becoming harder to access (as landlords sell properties, seek to have alternative tenants who are not benefit claimants, or are increasing rents) and also because the volume of social rented properties is not in parity with demand. Wherever possible Officers attempt to combat these factors and avoid declaring customers as homeless*								
Number of households living in temporary accommodation (incl B&B) Aim to minimise	100	99	90	86	G	100	105	A
Comment: (Customer Services) *Notes: The number of households living in temporary accommodation is directly influenced by the number of households that are considered under the homelessness provisions, where homelessness prevention is not possible or has not been successful.*								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of families in B&B Aim to minimise	n/a As snapshot in time	30	20	16	G	10	10	G
Comment: (Customer Services) *Notes: The number of households living in B&B is a subset of the total number of households living in temporary accommodation. As above this is influenced by homelessness prevention not being successful or possible and the council then having a duty to offer accommodation. The council is working with housing association partners to provide an increased number of emergency temporary accommodation units to reduce the use of B&B style accommodation, which is seen as the most inappropriate form of temporary accommodation.* Note that this figure is a snapshot as at the date at the end of the quarter								
Processing of planning applications on target – Major (within 13 weeks) Aim to maximise	66%	72%	60%	59%	A	60%	60%	G
Comment: (Development) *During this period, 2 of the 3 Team Leader posts were vacant and this impacted on capacity and performance. Resources directed to major applications. During Q2, the Planning Service Manager (Development Management) post was vacant, and the backlog of applications from Q1 and delays in registration has meant that performance is below target. A new Planning Service Manager (Development Management) starts on the 20th October A new Planning Service Manager (Development Management) starts on the 20th October and the filling of some vacant posts will ensure that performance can improve.*								
Processing of planning applications on target – Minor (within 8 weeks) Aim to maximise	65%	63%	65%	49%	R	65%	65%	A
Comment: (Development) *During Q1, 2 of the 3 Team Leader posts were vacant and this impacted on capacity and performance. Resources directed to major applications. During Q2, the Planning Service Manager (Development Management) post was vacant, and the backlog of applications from Q1 and delays in registration has meant that performance is below target. A new Planning Service Manager (Development Management) starts on the 20th October and the filling of some vacant posts will ensure that performance can improve.*								
Processing of planning applications on target – other (within 8 weeks) Aim to maximise	87%	86%	80%	67%	R	80%	80%	A
Comment: (Development) *During this period, 2 of the 3 Team Leader posts were vacant and this impacted on capacity and performance. Resources directed to major applications. During Q2, the Planning Service Manager (Development Management) post was vacant, and the backlog of applications from Q1 and delays in registration has meant that performance is below target. A new Planning Service Manager (Development Management) starts on the 20th October A new Planning Service Manager (Development Management) starts on the 20th October and the filling of some vacant posts will ensure that performance can improve.*								

STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period July to September 2014

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	8		**4**		**1**				

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	3		**1**						**1**

WE WANT TO: Create safer, stronger and more resilient communities

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Manage the implementation of the joint CCTV service with Cambridge City	June 2014	Cllr Howe	Chris Stopford	Q2 Shared Service launched 1st July 2014 The implementation project for the shared service continues – management responsibility has transferred to Chris Stopford – Head of Community; the Members Board and Management Board for the governance of the service has been established, and a project 'close down' review is underway *Q1 Legal agreement signed by both Councils, new service started 2/6/14. Work to new network on track to meet the target date for a joint CCTV control room on the 1st July 2014.*
R	Increase the use of fixed penalty notices (FPN) for littering	March 2015	Cllr Tysoe	Eric Kendall	Q2- 2 FPNs issued for littering in Q2. Targeting littering from cars. As the enforcement Officers are travelling between fly tips they observe litter being thrown from vehicles, which they duly note the reg no., place time and date and any other relevant

					details. Litter from vehicles is an issue for most local authorities as we then have to litter pick grass verges plus we are utilising travelling time more effectively. An FPN is then sent to the registered keeper. To date all have paid the FPN. Survey carried out in town centre to assess where best to target resources. Researching best practice from neighbouring authorities *Q1 No litter FPNs served as yet. Discussions with Enforcement Officers as they have concerns in respect of doing this work.*
G	Manage the Community Chest to encourage and promote projects to build and support community development.	Decisions made July 2014	Cllr Sanderson	Chris Stopford	Q2 Community Chest grants have been paid out to 10 of the 20 successful awards, outstanding awards are pending further information from the organisations benefitting from the grant. Paid out funding £12,740. Pending funding £17,260 *Q1 Community development:- 2014/15 allocation meeting scheduled for 30 June all organisations awarded funds for projects must deliver the projects within 12 months of award. Details available end of July.*
G	Deliver diversionary activities for young people	Monitoring reports complete Mid Oct 14	Cllr Howe (for commercial activities)	Jayne Wisely	Q2 Community development: Sports and Active Lifestyles Team:- • Delivered 26 free activity roadshows for age groups 5 to 11 years between during the summer holidays. There were 653 total attendances equating to an average of 25 per session. • Street Sports 21 sessions were organised July to September with 128 total attendances with an average of 6 per session • An extensive summer fun activity programme was delivered across all of one leisure sites and community settings with a total of 139 different activities offered. *Q1 Community development: Sports and Active Lifestyles Team:-* • *Deliver 28 free activity roadshows for age groups 5 to 11 years between 24 July and 2 September. Details available end of September.* • *Street Sports activities for age groups 13 to 19 years 3 evenings per week (term time only). Details available every 3 months.*
A	Review our current partnership	March 2015	Cllr	Adrian	Q2 A scope document has been prepared and is using a

	commitments to deliver value for money and alignment with corporate priorities		Ablewhite	Dobbyne	working definition of partnerships from the LGA and Audit Commission. Heads of Service will be asked to complete this so that we can assess the scale of our partnerships and do a follow up review so that we are satisfied the same criteria is being applied consistently. The detailed analysis will then be more targeted and can start to assess these partnerships in relation to value for money and their alignment to the corporate priorities. *Q1 A project brief setting out the scope and outcomes for this project will be prepared by Quarter 2.*

WE WANT TO: Improve health and well-being

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Investigate the business case for incentivising the private rented sector to take housing needs clients.	Ongoing	Cllr Chapman	John Taylor	Q2 Town Hall Lettings (a not for profit service which helps the private sector take on housing needs clients) has procured some properties which came into use in Q2. It is hoped this scheme will be expanded if the first properties prove to be successful. *Q1 It is unlikely that given the current buoyancy of the private rented sector and lack of tenancies available within Local Housing Allowance rates that the Council would be able to offer sufficient levels of incentives to encourage landlords to work with the Council. Where opportunities do exist the Rent Deposit/Rent In Advance scheme or Town Hall Lettings Agency are used as incentives.*
G	Review the current arrangements for commissioning temporary accommodation	Ongoing	Cllr Chapman	John Taylor	Q2 One of the schemes has delivered 4 additional units that came into use in Q2. The other scheme (delivering 13 units across three bungalows is progressing well with the properties purchased by Luminus and a change of use planning application being submitted and approved. The properties should be in use in Q3 following works to the properties. *Q1 The Council is working on a project with one of its housing association partners to provide an additional 17 units of accommodation (across two schemes) that will reduce the need to use B&B as first stage temporary accommodation. It is hoped that this project will deliver in the autumn 2014.*
G	Support healthy lifestyle through the provision of open space on new	Ongoing	Cllr Dew	Andy Moffat	Q2 Development Management: As Q1.

	developments				*Q1 Development Management:* *Open space is being negotiated where relevant in line with the Local Plan policy.*
G	Carry out a review of the Disabled Facilities Grants (DFG) programme	July 2014	Cllr Dew	Andy Moffat	Q2 Housing Strategy: Review complete for 2014/15. *Q1 Housing Strategy:* *Report prepared on the shared Home Improvement Agency service after 2 years of operation, for O&S on 8^{th} July and Cabinet on 17^{th} July. Part of this review included the future requirement for DFG funding.*
G	Enable a new extra care scheme to be built to meet needs in St Ives and in Ramsey		Cllr Dew	Andy Moffat	Q2 Housing Strategy: St Ives: Langley Court is due to be demolished shortly. The tenders for the contract to rebuild a new extra care scheme have exceeded the provider's expectations. The initial Planning Application was approved but this will now need to be further revised to redesign the scheme to make the project financially viable. Capital funding from HDC for the loan is being appraised. The HCA funding of £2.3m grant is intact. The scheme is projected to open in Autumn / Winter 2016. Ramsey: Officers have provided feedback to the developer on the third design, after which a planning application is expected. *Q1 Housing Strategy:* *St Ives:* *Langley Court has been decanted of residents. Luminus are in the process of negotiating the contract for the new build. The planning application is nearing determination. The loan awaits the council's specialist consultant's support and these two issues affecting the critical path of the project plan should be resolved over the next few months.* *Ramsey:* *County Council have reiterated revenue support for this project. A site has been identified and the building is being designed taking comments from planning officers, housing health and social care officers into account. A capital bid and a planning application are likely to follow in Autumn 2014 for start on site in*

					2015 and completion in 2016/17.
A	Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded 'Action on Energy 'scheme	March 2015	Cllr Tysoe	Eric Kendall	Q2 **Target** - 400 Home Energy assessments undertaken in homes in Huntingdonshire by 31st March 2015. **Progress** – Action on Energy scheme now fully operational, 62 (140 cummulative) Home Energy undertaken in Huntingdonshire Homes during the second quarter. Remain confident that target of 400 assessments will be reached with continued publicity over the coming six months. *Q1 **Target** - 400 Home Energy assessments undertaken in homes in Huntingdonshire by 31st March 2015.* ***Progress** – Action on Energy scheme now fully operational, 78 Home Energy undertaken in Huntingdonshire Homes during the first quarter. Confident that target of 400 assessments will be reached.*

WE WANT TO: Empower local communities

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Lead Officer	Progress Update
A	Support community planning including working with parishes to complete parish plans		Cllr Ablewhite	Chris Stopford	Q2 No further update from Q1 *Q1 Initial meeting with group of Parish Council taken place, focus of next Parish Council localism event co-sponsored by HDC now happened.*
A	Review control and management of Council assets	January 2015	Cllr Gray	Chris Stopford	Q2 No further update from Q1 *Q1 Property & Estate Management: - an ongoing process with two main priorities – 1) establishes a reliable / efficient asset database, which can provide accessible information to multi-disciplinary teams and assist good asset management. 2) Review current practice and develop 5yr planned maintenance schemes for the estates – to reduce the total cost of repairs and maintenance.*

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of missed bins per 100,000 households **Aim to minimise**	48.5	n/a	48	34.4	**G**	48	48	**G**
Comments: (Operations) *Switch to CRM from HEAT. Reports now available from the former.*								
Percentage of household waste recycled or composted **Aim to maximise**	57.45%	n/a	61%	61.35%	**G**	57.8%	57.8%	**G**
Comments: (Operations) *Only includes up to August as Septembers figures not yet available. Performance dips during winter months*								
% of food establishments in the district that are broadly compliant with food hygiene law **Aim to maximise**	94.94%	94.16%	n/a	95.29%	n/a	n/a	n/a	n/a
Comments: (Community) *The level of compliance with food hygiene law continues to improve, with current performance over that of the 2013/14 year end. Business support actions, include the provision of level 2 & 3 food hygiene training, continue to support formal inspection regimes*								
Number of Disabled Facilities Grants (DFG) completed **Aim to maximise**	238	88	100	80	A	200	200	G
Comments: (Development) *Q1 completions are always low following the peak in Q4 of the preceding year. A vacancy within the HIA's surveying team may impact on this PI. This is being raised with the HIA shared service and their resources are being redeployed to help manage workloads.*								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Disable Facilities Grants – Average time (in weeks) between date of referral to practical completion for minor jobs up to £10k **Aim to minimise**	31 weeks	n/a	n/a	21 weeks	G	24 weeks	24 weeks	G
Comments: (Development) *This information is provided by Cambs Home Improvement Agency. It is a snapshot of performance relating to grants completed within each quarter and cumulative figures are not provided. This will be reported using all data at the end of the year.*								

This page is intentionally left blank

APPENDIX A

CORPORATE PLAN: PERFORMANCE MONITORING

COMMENTS OF OVERVIEW AND SCRUTINY PANELS

The Overview and Scrutiny Panels have reviewed the performance information for the period 1 July to 30 September 2014 at their meetings in November. Their comments are set out below:-

Overview & Scrutiny (Social Well-Being)

The Social Well-Being Panel has questioned whether the use of Fixed Penalty Notices should be one of the Council's priorities. It has been suggested that fly tipping is a more appropriate priority and that, in addition, consideration should be given to applying the Council's enforcement powers to litter from business premises. Data on litter and fly tipping will be provided to Members.

A comment has been made that, given the low cost to the Council of the Sports and Active Lifestyles Team's diversionary activities, more sophisticated measures should be applied to this area of activity that take into account benefit and value for money.

In response to a question on whether the Council is flexible enough to undertake outcome / place based budgeting, it has been confirmed that this is the case but before it happens it will be necessary to clarify which partnerships are productive.

On the use of temporary accommodation, it has been noted that that good relationships with Registered Providers exist in this respect, but it is necessary to monitor closely turnaround times. Discussion on Home Energy Efficiency Assessments has led to the conclusion that a more strategic approach should be adopted, that measures should be introduced to verify that everyone who needs the service receives it and communication channels should be improved. A briefing note on the service will be prepared for Members.

It has been agreed that the next report will include greater details on inspections of food establishments together with an explanation of the term 'Broadly Compliant'. It has also been agreed that the targets for Disable Facilities Grants will again be looked at because the perception is that waiting for six months is too long and the target for next year is lower than for this year. It is accepted that the target reflects the terms of the shared service agreement. Performance levels in Huntingdonshire compared with the rest of the shared service area will be provided to assist with this debate.

In conclusion, the Panel has made suggestions for alternative performance indicators for next year. These include the cost of refuse collection per household compared with best practice, the effectiveness of residential waste minimisation and street cleansing standards. The latter will require detailed consideration of the approach to be adopted, for example, to adopting different standards in towns compared with rural areas.

Overview & Scrutiny (Economic Well-Being)

The Economic Well-Being Panel has expressed their appreciation of the progress that has been made in performance reporting. Members have been informed that work is ongoing to provide clarification as to the 'acceptable variance' in which the progress made against key actions can be identified as Amber.

Strong Local Economy

In response to a question on the efforts which were being made to encourage local businesses to take part in the programme of themed business information events, Members have been informed that turnout has increased gradually over the course of the last three years and it is the view of the Executive Councillor that these events are well attended. However consideration can be given to the subject matter and themes of these events if Members think this would be helpful.

In terms of the action to commit to the Enterprise Zone skills strategy group, Members have queried the expected output from this action. It has been explained that work is ongoing to develop Enterprise Zone skills group activities and that early signs are encouraging. The development of a three year business plan for the skills hub will provide further detailed information.

In general terms, comment has been made as to the absence of any clear measurable targets within this theme which can be used to demonstrate progress. The Executive Councillor for Strategic Economic Development and Legal has been asked to give further consideration to this in advance of the preparation of the report for the third quarter. In terms of the Local Enterprise Partnership, the Executive Leader has explained that 'success' will be measured through the levels of business rates and income from these.

Having noted that the number of vacancies within the Development Management Team has had a direct impact on its ability to provide fast track pre-application advice, Members have been assured that progress will be made in the next quarter now that the vacancies have been filled.

Ensuring we are a Customer Focused and Service Led Council

Members have asked a number of questions regarding the key actions for 2014/15. In response, an update has been provided on the development of a full business case for previously identified energy reduction projects across the Council estate and the appointment of a Graduate Trainee within the Corporate Team. The Corporate Director (Services) has been asked to provide further information as to how the sample will be selected for the twice year postal survey of customers using the Council's Call Centre.

The Panel has also discussed the outcome of the Employee Opinion Survey which was undertaken in August 2014. Members have been advised that the new Corporate Management Team will now be working to address identified problems and an action plan has now been prepared for this purpose. Members have welcomed the feedback that had been provided to staff and the positive actions that have now been undertaken in response to the survey.

In terms of other key actions within the Plan, Members have commented upon the 705 replies that had been received from residents to inform the 2015/16 Budget process and have queried whether this is a worthwhile exercise. Whilst the Authority is encouraged to consult with local residents by External Auditors, the Executive Councillor for Resources has indicated that he hopes to do so in a more effective way in future years. With regard to the Facing the Future programme, it has been agreed that a copy of the full list can be made available to the Panel in due course.

In terms of the presentation of the information and using the example of the staff satisfaction survey, comment has been made that the progress update merely reported that it had been concluded and provided little information about the outcome of this exercise. In response, the Executive Leader has reminded Members that the development of performance information is an ongoing piece of work and that the identification of outcomes will be the next part of this process.

The Panel has discussed the development of the website for consultation and engagement and the absence of a target date for the completion of this activity. Having noted that the development of the website is a longer term piece of work, Members have been advised that the issues relating to links between the calendar, database and the website have now been resolved. The Executive Councillor for Customer Services has been asked to provide details of the timeframe for the development of the website for consultation and engagement. In response to a comment regarding the ongoing problems with Members' IT, the Executive Councillor has confirmed that he does not believe that the current problems relate to the hardware or software or the expertise and knowledge of staff.

Finally, the Panel has discussed the mechanisms for removing actions from the performance report once they have been completed. Members are of the opinion that items should not be removed from the performance report until it has been agreed with the relevant Overview and Scrutiny Panel.

Overview & Scrutiny (Environmental Well-Being)

Comment has been made that there is a need to align more closely the reporting of performance with the remits of the Scrutiny Panels.

In response to questions about roads associated with large strategic housing sites, it has been confirmed that negotiation is taking place on new infrastructure in connection with potential development at Wyton and that conditions will be applied to the planning permission for proposed developments in St Neots that will limit development until improvements have been completed to the A428 and other roads.

Following questions about progress with the update to the Buildings at Risk Register and the processing of planning applications, the Executive Councillor for Strategic Planning and Housing has reminded Members that the Planning Section has been operating significantly below establishment for some time and that both areas of activity will be 'on-track' by the end of the year. In addition to having a full complement of staff, other measures to improve the processing of planning applications include reviewing the Scheme of Delegation and the way it is interpreted. The Executive Councillor expects next year's target for processing planning applications to correspond with national levels of performance.

With regard to the number of households living in temporary accommodation, Members have been informed of a specific scheme to provide four additional dwellings intended for this type of tenure in Abbots Ripton Road, Huntingdon. More generally, analysis is being undertaken of demand and the location of temporary accommodation and, once this work is complete, other schemes will come forward.

This page is intentionally left blank

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Shared Service – Building Control
Meeting/Date:	COMT – 3rd November 2014 Overview and Scrutiny Panel (Environmental Well-Being) – 11th November 2014 Cabinet – 20th November 2014
Executive Portfolio:	Strategic Planning and Housing
Report by:	Head of Development
Wards affected:	All Wards

Executive Summary:

This report includes recommendations to Cabinet from work on the business case for a Building Control Shared Service between South Cambridgeshire and Huntingdonshire District Councils. This work has been undertaken in context with other shared service partnership work by both Councils and Cambridge City reported to Cabinet in October 2014.

A report on the Building Control Shared Service was previously taken to Cabinet in July 2014, which requested approval to explore the business as one of four options. Progress made on this and the other options is detailed in Appendix A of this report.

This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decisions relates.

Recommendations:

It is recommended that Cabinet:

a) Agree to the formation of a Shared Building Control Service between South Cambridgeshire and Huntingdonshire District Councils; and that South Cambridgeshire should be the Lead Authority for this phase of implementation.
b) Give delegated authority to the Corporate Director (Delivery), in consultation with the Portfolio Holder for Planning and Housing Strategy, to implement a Building Control Shared Service between South Cambridgeshire and Huntingdonshire Councils.
c) Note the intended use of the Transformation Challenge Award to fund short term costs necessary to implement the shared Building Control service as determined by the Shared Service Board.
d) Agree the approach set out under Option 1 in Appendix A to underpin the further development of a Building Control Shared

Service between South Cambridgeshire and Huntingdonshire District Councils.

e) Agree to progress a business case with Cambridge City to move towards a shared Building Control Service involving all three Councils. This will be reported to the three Councils in Spring 2015.

f) Agree that South Cambridgeshire District Council, as lead authority, attend the Shadow Regional Board for Building Control, on behalf of Huntingdonshire and Cambridge City, in order to explore potential for a regional partnership. Any future such organisational arrangements to be by mutual agreement of both South Cambridgeshire and Huntingdonshire Councils (and also Cambridge City if they are involved in the Shared Service).

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

1.1 To update Cabinet on the work undertaken following the resolution at the July 2014 meeting and to seek agreement to implement a shared service with South Cambridgeshire District Council and progress a business plan to also include Cambridge City Council in the shared service.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The Council has significant budget challenges to meet and part of our strategy to deliver further efficiencies, whilst protecting the quality of frontline services, is through sharing services with the Council's strategic partners.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 The options considered are set out in Appendix A.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 This matter was considered at the 11th November 2014 meeting of the Overview and Scrutiny Panel (Environmental Well-Being). Members have received assurances that service standards will be maintained and that the evidence that supports the business plan to generate an additional £60,000 per annum in income is robust. It has further been clarified that the net benefit of the savings and additional income referred to in paragraph 4.1 of Appendix A will be shared between the partners.

4.2 Having welcomed the opportunities the shared service could provide for employees in terms of career progression, the Panel has recommended the Cabinet to approve the recommendations contained in this report. In addition, it is recommended that, to promote good governance, scrutiny arrangements are developed for the shared service.

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

5.1 There are potential benefits arising from the options in this report including savings, but also risks associated with large IT projects and partnership working.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 The actions and timetable are set out in Appendix A.

7. LINK TO THE CORPORATE PLAN

7.1 Ensuring we are a customer focused and service led council – The Corporate Plan states that we want to become more business-like and efficient in the way we deliver services, including investigating a programme of shared services.

8. CONSULTATION

8.1 The Building Control teams at HDC and SCDC have been jointly briefed on the contents of this report.

9. LEGAL IMPLICATIONS

9.1 Any legal implications will be addressed as the shared service moves forward.

10. RESOURCE IMPLICATIONS

10. 1 The delivery of shared services will require additional capacity upfront in order to ensure effective delivery. However, it is anticipated that this will be recovered via future efficiencies and via external funding, in particular the Transformation Challenge Award.

10.2 The work undertaken concludes that a Shared Service can deliver further savings. Savings in HDC's Building Control have already been made in recent years with staffing costs falling from £458,000 in 2011/12 to £366,000 in 2013/14 (a 20% saving).

11. OTHER IMPLICATIONS

11.1 There will be staff implications arising from a shared service which will need to be considered in more detail as the project progresses.

12 REASONS FOR THE RECOMMENDED DECISIONS

12.1 The Corporate Plan includes a commitment to investigate a programme of shared services. The Council has committed to the principle of sharing services as part of its response to the current budget challenges. Without sharing services the Council will reduce its choices and options around sustainable service delivery models.

13. LIST OF APPENDICES INCLUDED

Appendix A – Building Control Shared Service: a joint report by SCDC and HDC
Appendix B – Building Control Shared Service: Shaping and Supporting Principles

BACKGROUND PAPERS

Shared Service Reports to:
10th July 2014 Overview and Scrutiny Panel (Economic Well-Being) and 10th July 2014 Cabinet;
15th July 2014 Overview and Scrutiny Panel (Environmental Well-Being) and 17th July 2014 Cabinet; and
9th October 2014 Overview and Scrutiny Panel (Economic Well-Being) and 23rd October 2014 Cabinet.

CONTACT OFFICER

Andy Moffat, Head of Development – Tel No. 01480-388400

South Cambridgeshire District Council

Huntingdonshire DISTRICT COUNCIL

Shared Services

Report of the Leaders of South Cambridgeshire District Council and Huntingdonshire District Council.

1. Purpose

1.1 Cambridge City Council, Huntingdonshire and South Cambridgeshire all made decisions in July 2014 to work in partnership to deliver shared services. A project to set up a shared Building Control Service is being progressed and a number of options were also reported to Cabinet in July 2014. Recommendations and findings from work on these options are detailed below.

2. Recommendations

a) Agree to the formation of a Shared Building Control Service between South Cambridgeshire and Huntingdonshire District Councils; and that South Cambridgeshire should be the Lead Authority for this phase of implementation.
b) Give delegated authority to the Corporate Director (Delivery), in consultation with the Portfolio Holder for Planning and Housing Strategy, to implement a Building Control Shared Service between South Cambridgeshire and Huntingdonshire Councils.
c) Note the intended use of the Transformation Challenge Award to fund short term costs necessary to implement the shared Building Control service as determined by the Shared Service Board.
d) Agree the approach set out under Option 1 below A to underpin the further development of a Building Control Shared Service between South Cambridgeshire and Huntingdonshire District Councils.
e) Agree to progress a business case with Cambridge City to move towards a shared Building Control Service involving all three Councils. This will be reported to the three Councils in Spring 2015.
f) Agree that South Cambridgeshire District Council, as lead authority, attend the Shadow Regional Board for Building Control, on behalf of Huntingdonshire and Cambridge City, in order to explore potential for a regional partnership. Any future such organisational arrangements to be by mutual agreement of both South Cambridgeshire and Huntingdonshire Councils (and also Cambridge City if they are involved in the Shared Service).

3. Findings from work on the Options reported to Cabinet in July 2014

Option 1: To develop a business case for a shared Local Authority Building Control Service between South Cambridgeshire and Huntingdonshire District Councils.

3.1 Our report to Cabinet in July 2014 identified that Huntingdonshire and South Cambridgeshire have commonalities in service delivery and culture and both have drive and enthusiasm to deliver high quality and efficient services.

3.2 Our work on the business case has explored the benefits and viability of the Shared Service between both Councils, including identifying any potential savings and income opportunities. It has considered service characteristics, including case work: fee and non fee, location of work and growth potential, impact of the Approved Inspector market, performance, accommodation and service support requirements such as IT.

3.3 The existing shared budget for both services is approximately £980,000. Our work has indicated that an estimated annual saving of in excess of £100,000 can be achieved by bringing these two services together.

3.4 The business case has been developed on a Lead Authority model which was approved by Cabinet in October 2014. It is recommended that South Cambridgeshire takes the role of lead authority for phase 1 of the shared service.

3.5 On comparing all aspects considered as part of the business case there were no compelling financial or operational arguments which pointed to a different decision regarding Lead Authority. Both Authorities currently have a similar profile of work and performance.

3.6 The other strong driver for the business case is resilience; the Building Control Service is difficult to recruit to from a relatively limited market of surveyors. This combined with competition from the private sector makes it increasingly difficult for smaller sized Local Authority Building Control services to deliver and reduction in quality of service is a risk. This shared service would provide the opportunity to provide a larger more sustainable service, enabling it to compete more effectively in the market. Our ambition is to increase resilience, invest in our staff and strengthen our service offer. Coupled with an effective marketing strategy, our work has indicated this will generate an additional £60,000 per annum in income.

3.7 As part of the business case work we mapped current work for both services and the growth sites identified in local plans. This indicated that the majority of work was located around the existing offices and did not present a compelling case for the location to be at either of the existing offices at Cambourne or Eastfield House. Both offices also provide sufficient accommodation to provide for the service operational needs.

3.8 It makes sense for the Shared Service to be located at one office to minimise overhead costs and it would be sensible to align the accommodation with the lead authority. However this decision needs to be made in light of other accommodation priorities associated with other pending Shared Service decisions. This includes the decisions as to whether Cambridge City joins the shared service.

3.9 As other Shared Service work between the three authorities has gathered momentum, we have developed our discussions with Cambridge City regarding joining the Building Control Shared Service. This includes work to prepare a detailed business case with Cambridge City, with a recommendation to Cabinets in April 2015. As part of this work we will test whether our recommendations on Lead Authority and location need to be revisited.

3.10 To ensure that we keep momentum we are recommending a two stage approach which involves setting up a shared service for Huntingdonshire and South Cambridgeshire first (Phase 1) and then including Cambridge City in Spring 2015 following the relevant decisions.

3.11 The business case for Phase 1 as a stand alone shared service stands up on its own, however we do think there would be other considerable benefits resulting from the City joining the Shared Service, including potentially generating more savings and service resiliency.

3.12 For Phase 1 we are proposing that staff continue to work from their existing offices and meanwhile we strengthen leadership and processes to build resiliency by co-ordinating service delivery across both teams.

3.13 We will also move towards a shared IT platform and maximise use of our existing technologies to enable surveyors to develop a consistent approach to mobile working including use of IT hubs to service our more remote areas. The shared platform in particular will enable us to embed a more efficient way of working pending the decision about Cambridge City joining.

3.14 The proposed shaping and supporting principals in Appendix B will ensure that we take a consistent approach to driving forward the implementation of the Shared Building Control Service

3.15 The general approach to recharging and sharing savings for Shared Services approved by Cabinet in October 2014 is "*a service by service approach based in the first instance on the budget of each service incorporated whilst also ensuring that appropriate efficiency targets are built in for each Council.* " *and* " *Once the shared service is created, we will need to ensure a more sophisticated approach by which each authority can determine the performance required and target potential efficiencies appropriately*."

3.16 We will consider savings and recharges as part of the business case process with the City. Our recommendations will be reported to Cabinet in Spring 2015.

Option 2: For the business case to include a viability assessment of the IT solution developed by South Norfolk District Council

3.17 We have undertaken considerable work with South Norfolk to explore the viability of adopting their IT solution. The premise of this offer and business case was based on a regional partnership with a number of other authorities joining as shared service.

3.18 The Eastern Region Partnership has however not yet been formally set up and there is not a clear set of objectives which all partners have shaped and signed up to. To sign up to a potential partnership in isolation would represent a risk to our authorities as we are not in a position to fully assess the benefits or associated implications.

3.19 It is also our view that the benefits & performance of the IT solution are also intrinsically linked to the partnership offer and therefore cannot be fully achieved or assessed. As such we would recommend that we do not commit to the South Norfolk IT solution or Eastern Region partnership at this time.

3.20 A shadow partnership board is now being set up by the DCLG to shape the Regional partnership, we would recommend as lead authority South Cambridgeshire attends the Shadow Board. Its role will be to explore any potential benefits for any collaboration with Eastern Councils for our Shared Service and report to Cabinets in due course.

Option 3: To work with interested local authorities from Cambridgeshire and Bedfordshire to develop a proposal for a Local Authority Building Control cluster to operate within a regional network supported by South Norfolk District Council

3.21 Given our recommended stance on the Eastern Region Partnership and the impetus Corporately from all three authorities at Cambridge City, Huntingdonshire and South Cambridgeshire Councils with regards to taking forward Shared Services, we would recommend that our resources are prioritised to setting up a robust and sustainable Building Control Shared Service between Huntingdonshire and South Cambridgeshire Councils and potentially also Cambridge City.

3.22 We will continue to liaise with other local authorities including at the Shadow board and also through the Local Authority Building Control partnership (LABC) at officer level.

Option 4: To work with South Norfolk District Council and other interested local authorities to develop a proposal for an Eastern Region Approved Inspector Company, that will interact with the Cambridgeshire and Bedfordshire Local Authority Building Control cluster.

3.23 The work on the Approved Inspector was also part of the Eastern Region Partnership offer but similar to the IT is being led and developed by South Norfolk. It is not clear how this will be taken forward by the proposed Shadow Board at this stage.

3.24 As such our recommendation is to focus our resources in setting our Shared service (Huntingdonshire and South Cambridgeshire and potentially also Cambridge City) and defining and strengthening our own offer. This will position us for assessing the viability of any Approved Inspector proposal by the Eastern Regional Partnership or any others.

4. Summary of recommendations and outcomes

4.1 There is a clear business case for the shared service between Huntingdonshire and South Cambridgeshire Councils, the key drivers are cost saving of in excess of £100,000 per annum and that the additional resilience will strengthen quality of service and enable us to generate additional income amounting to £60,000 per annum.

4.2 Whilst we need to do detailed work with Cambridge City on their business case, our initial view is that their joining the Shared Service will create more efficiencies and also strengthen the overall Building Control offer, enabling us to compete effectively in a competitive market place.

4.3 The recommended two stage approach to setting up the shared service will enable us to start shaping the service in accordance with the principles set out in Appendix B and by putting in some of the supporting measures such as the IT shared platform at an early stage which enable us to achieve some savings as early as 2015/16.

4.4 Other anticipated outcomes include:

- Enhancing customer service, we will consult with our customers and modify shared processes accordingly. A larger team will free up time to work on initiatives to refine the service offer and undertake targeted marketing such as joint marketing with other complimentary Services.
- Moving to a shared IT platform within the wider shared service context across the two and potentially three councils will lead to savings in management, hardware, software and services and support costs.
- Staff development – a larger service will increase the opportunity for staff development and exposure to a more diverse range of work. We will strengthen our personal development programme for this service in consultation with staff.
- Staff recruitment/retention – greater work opportunities should improve staff retention and help to reduce turnover. A larger shared service could provide increased opportunity to consider participating in a higher apprentice training scheme (growing our own).
- Opportunity to strengthen leadership and alignment with other complimentary services, including for the delivery of large development sites.

5. Proposed next steps & timeframes

5.1 As outlined above a phased approach to the implementation of the Building Control Shared Service will enable early efficiencies to be secured. It would be advantageous to put a shared service manager arrangement in place to shape implementation of the service from an operational perspective. This may be on an interim basis in the first instance.

5.2 In accordance with shared principles approved by Cabinet in October, staff will be seconded to the Lead Authority for the Shared Service. Locations for the teams will be confirmed in Spring 2015 depending on the outcome of the business case.

5.3 Depending on the outcome of the business case a structural review may be required as part of Phase 2 of the implementation process. Staff will be consulted appropriately at each stage in the process, in addition to monthly briefings which are currently taking place.

5.4 These, other steps and approximate timeframes for each Phase are as follows:

Phase 1: Shared Service- South Cambridgeshire and Huntingdonshire & Business case for Cambridge City joining

Outcome	Date
Cabinet report: Shared service South Cambridgeshire and Huntingdonshire Councils	Nov 2014
Confirm shared service implementation management arrangements	Nov – Dec 2014
Develop Cambridge City Business case	Dec – Feb 2015
Staff Consultation - South	January – Feb 2015

Cambridgeshire and Huntingdonshire Councils	
Confirm Phase 1 shared service arrangements	Early March 2015
Implementation of Phase 1 shared service arrangements	March – end April 2015

Phase 2: Shared Service- South Cambridgeshire, Huntingdonshire & Business Cambridge City

Outcome	**Date**
Initial Cambridge City Staff Consultation	March 2015
Decisions by all 3 Councils on BC shared service	April 2015
Staff consultation – implementation measures with city joining shared service including any secondments to preferred Service location	May 2015
Implementation of shared service at agreed location (s)	July – August 2015
Shared Service structural review (if required)	September – December 2015

6. Capacity & set up Requirements

6.1 Project management support for the project has been provided since May 2014. It is recommended that management arrangements are put in place at the earliest opportunity to support the implementation of the shared service and to ensure that any impacts on service delivery are minimised as a result of the change.

6.2 In line with the October 2014 Cabinet decision, Transformation Challenge Award Funding can be used for

- overall project management/co-ordination;
- interim and permanent shared posts to ensure momentum and the early delivery of efficiencies/additional income
- shared training programmes;
- ICT harmonisation unto the shared platform

7. Member Governance Arrangements

7.1 It was agreed in July that overall progress would be overseen by a joint steering group involving Leaders, and relevant portfolio holders where appropriate, reporting back to the respective Cabinets and other decision-making bodies.

7.2 In addition, portfolio holders from each authority will also need to be involved in overseeing performance once specific shared services have been established.

8. Financial Implications

8.1 The delivery of shared services will require additional capacity & funding of approximately £100,000 in 2014/15 for Phase 1 in order to ensure effective delivery. However it is anticipated that this will be funded by the Transformation Challenge Award and costs will be minimised wherever possible.

9. Legal

9.1 Any legal implications will be addressed as part of outline business cases as they are brought forward.

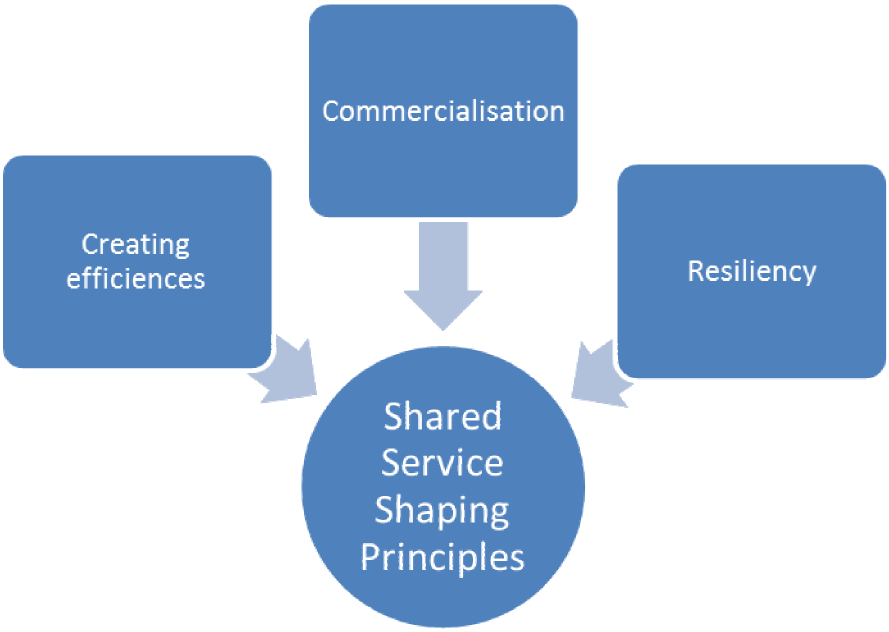
10. Staffing

10.1 Whilst moving to shared services creates uncertainty for staff, it will also help to ensure greater capacity and resilience together with enhanced career opportunities. In the longer term, this will help to provide better job security and to minimise the need for compulsory redundancies.

10.2 As part of the process, it will be important to ensure full engagement and consultation with both staff and trade unions moving forward. The lead HR officers from all three Councils are currently working together to ensure a co-ordinated approach. Monthly staff briefings with staff from Huntingdonshire and South Cambridgeshire staff have been undertaken and will continue throughout this process. Separate briefings will take place for City staff until the work has progressed sufficiently on the business case.

11. Risk Management

11.1 A dedicated risk log has been set up for the Shared Services Project Board to ensure that risks are identified and managed. In addition, specific operational risks will be identified and managed through the business plan process.



Phase 1: Building Control Shared Service (HCD & SCDC) Shaping and Supporting Principles