

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 8 JUNE 2022** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

**1. MINUTES** (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meetings held on 6th April 2022 and 18th May 2022.

**Contact Officer: B Buddle**  
**01223 752549**

**2. MEMBERS' INTERESTS**

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

**3. NOTICE OF KEY EXECUTIVE DECISIONS** (Pages 11 - 20)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Contact Officer: H Peacey**  
**01480 388169**

**4. MARKET TOWNS PROGRAMME - SUMMER UPDATE** (Pages 21 - 36)

The Summer Update of The Market Towns Programme is to be presented to the Panel.

**Contact Officer: K McFarlane**  
**07810 637626**

**5. CORPORATE PERFORMANCE REPORT, 2021/22 QUARTER 4 (Pages 37 - 74)**

To receive the Corporate Performance Report 2021/22 Quarter 4.

**Contact Officer: D Buckridge  
01480 388054**

**6. EXCLUSION OF PRESS AND PUBLIC**

To resolve:-

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

**7. MATERIALS RECYCLING FACILITY - CONTRACT EXTENSION (Pages 75 - 98)**

The Panel is invited to comment on the Material Recycling Facility – Contract Extension report.

**Contact Officer: A Rogan  
01480 388082**

**8. RE-ADMITTANCE OF PRESS AND PUBLIC**

To resolve:

that the press and public be re-admitted to the meeting.

**9. OVERVIEW AND SCRUTINY – REMIT, ROLE AND STUDIES (Pages 99 - 118)**

The Overview and Scrutiny – Remit, Role and Studies Report is to be presented to the Panel.

**Contact Officer: B Buddle  
01223 752549**

**10. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 119 - 122)**

The Panel are to receive the Overview and Scrutiny Work Programme.

**Contact Officer: B Buddle  
01223 752549**

27 day of May 2022



Head of Paid Service

## **Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.**

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

## **Filming, Photography and Recording at Council Meetings**

The District Council 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.

**Please contact Mrs Beccy Buddle, Democratic Services Officer (Scrutiny), Tel No. 01223 752549/e-mail [Beccy.Buddle@huntingdonshire.gov.uk](mailto:Beccy.Buddle@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](#).

### **Emergency Procedure**

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

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 6 April 2022.

PRESENT: Councillor S J Corney – Chairman.  
Councillors E R Butler, D B Dew, J P Morris, A Roberts and S Wakeford.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors B S Chapman, I D Gardener, Dr P L R Gaskin, M Haines, T D Sanderson and M Shellens.

IN ATTENDANCE: Councillors R Fuller and J Neish.

### **66. MINUTES**

The Minutes of the meeting held on 2nd March 2022 were approved as a correct record and signed by the Chairman.

### **67. MEMBERS' INTERESTS**

No declarations were received.

### **68. NOTICE OF KEY EXECUTIVE DECISIONS**

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st April 2022 to 31st July 2022.

### **69. PROPOSED CAMBRIDGE CONGESTION CHARGE**

By means of a report by the Strategic Growth Manager (a copy of which is appended in the Minute Book), the Proposed Cambridge Congestion Charge was presented to the Panel.

Councillor Dew expressed concerns over the proposal due to the area of authority of the Greater Cambridge Partnership (GCP) and that were this to be presented as part of a bigger package from a County wide authority it would be easier to express support.

Following a question from Councillor Roberts, who agreed with Councillor Dew's comments, it was confirmed that the Council did not have prior knowledge of these proposals. Further to this, Councillor Roberts felt that a stronger tone should be expressed

in the proposed response to GCP in order to establish clarity in how this would affect the district and its residents.

Councillor Morris agreed with the previous comments but felt that the letter could be more balanced, with the two following inclusions:

- If a charge was to be introduced, public transport improvements would need to be made first so that people had an attractive alternative to driving.
- Emissions in Huntingdonshire would also be reduced, thus improving health by encouraging active travel, and bringing about improvements to the public transport network in the district.

The Panel agreed that these were sensible points and although already covered by the proposed letter could add clarity and were noted.

In response to Councillor Wakeford, who queried the purpose of sending the letter at this time, the Panel heard that by sending the letter the voice of Huntingdonshire would be heard and future dialogue and engagement would be encouraged for the future.

Councillor Wakeford further queried the content of the letter as it was felt that these were points that the GCP should already be aware of. The Panel were assured that by sending the letter, the Council would be ensuring that the GCP are aware of the issues facing Huntingdonshire residents and that the Council be consulted as the project progresses.

Following concerns from the Panel over the authority of the GCP and the geographical reach of the partnerships authority, the Panel heard that constitutionally the GCP do not have authority in the district and that the proposed letter looks to seek clarity on this point.

Although there was wide support from the Panel on the theme of active travel within the district, doubts and concerns were expressed that this was something which the GCP could deliver.

Having welcomed the report, the Panel thereupon  
RESOLVED

that the Cabinet be encouraged to endorse the recommendations contained within the report.

**70. MARKET TOWNS TASK & FINISH STUDY**

By means of a report by the Democratic Services Officer (a copy of which was appended in the Minute Book) the Market Towns Task & Finish study was presented to the Panel.

Councillor Roberts highlighted points 5.4, and 5.7 to 5.10 from the report as the real standout points of the study and thanked both the Ramsey Neighbourhood Trust and the Officers involved for their help and support throughout the study.

Following a query from Councillor Wakeford regarding recommendation g, the Panel heard that this related to a Department Store from Cambridge advertising in the windows of an empty unit in St Neots, encouraging residents to shop in Cambridge.

Following a question by Councillor Morris, the Panel heard that the study hadn't looked at the pedestrianised town centre of Huntingdon and cycle access to the town.

Having widely praised and expressed support for the report, the Panel thereupon

**RESOLVED**

that the Cabinet be recommended to endorse the recommendations contained within the Report.

**71. OVERVIEW AND SCRUTINY WORK PROGRAMME**

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

In noting the end of the municipal year and the forthcoming elections, the Panel expressed its gratitude to both the Chairman and Vice Chairman for their leadership and support over the course of their tenure.

Chairman

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite. Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 18 May 2022.

PRESENT: Councillor C M Gleadow – Chairman.

Councillors A M Blackwell, S Cawley,  
S J Corney, I D Gardener, J A Gray,  
J E Harvey, S A Howell, R Martin,  
Dr M Pickering, R A Slade and N Wells.

### 1. ELECTION OF CHAIR

RESOLVED

that Councillor C M Gleadow be elected Chair of the Panel for the ensuing Municipal Year.

**Councillor C M Gleadow in the Chair.**

### 2. MEMBERS' INTERESTS

No declarations of interests were received.

### 3. APPOINTMENT OF VICE-CHAIR

RESOLVED

that Councillor S A Howell be appointed Vice-Chair of the Panel for the ensuing Municipal Year.

Chairman

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**NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE**

**Prepared by:** Councillor Mrs Sarah Conboy, Executive Leader of the Council  
**Date of Publication:** 19 May 2022  
**For Period:** 1 June 2022 to 30 September 2022

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Councillor Mrs S J Conboy	Executive Leader of the Council and Executive Councillor for Place	Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD  Tel: 01480 414900 / 07831 807208 E-mail: <a href="mailto:Sarah.Conboy@huntingdonshire.gov.uk">Sarah.Conboy@huntingdonshire.gov.uk</a>
Councillor Mrs Lara Davenport-Ray	Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD  E-mail: <a href="mailto:Lara.Davenport-Ray@huntingdonshire.gov.uk">Lara.Davenport-Ray@huntingdonshire.gov.uk</a>
Councillor S Ferguson	Executive Councillor for Customer & Transactional Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN  Tel: 07525 987460 E-mail: <a href="mailto:Stephen.Ferguson@huntingdonshire.gov.uk">Stephen.Ferguson@huntingdonshire.gov.uk</a>

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Agenda Item 3

Councillor M Hassall	Executive Councillor for Corporate & Shared Services	<p>Care of Huntingdonshire District Council St Mary's Street Huntingdon Cambridgeshire PE29 3TN</p> <p>Tel: 07825 193572 E-mail: <a href="mailto:Martin.Hassall@huntingdonshire.gov.uk">Martin.Hassall@huntingdonshire.gov.uk</a></p>
Councillor B Mickelburgh	Executive Councillor for Finance & Resources	<p>2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT</p> <p>Tel: 07441 392492 E-mail: <a href="mailto:Brett.Mickelburgh@huntingdonshire.gov.uk">Brett.Mickelburgh@huntingdonshire.gov.uk</a></p>
Councillor B Pitt	Executive Councillor for Community & Health	<p>17 Day Close St Neots Cambridgeshire PE19 6DF</p> <p>Tel: 07703 169273 E-mail: <a href="mailto:Ben.Pitt@huntingdonshire.gov.uk">Ben.Pitt@huntingdonshire.gov.uk</a></p>
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	<p>29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE</p> <p>Tel: 01480 436822 E-mail: <a href="mailto:Tom.Sanderson@huntingdonshire.gov.uk">Tom.Sanderson@huntingdonshire.gov.uk</a></p>

Councillor Mrs S Taylor	Executive Councillor for Leisure, Waste & Street Scene	66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE  Tel: 07858 032076 E-mail: <a href="mailto:Simone.Taylor@huntingdonshire.gov.uk">Simone.Taylor@huntingdonshire.gov.uk</a>
Councillor S Wakeford	Executive Councillor for Regeneration & Growth, Economy and Jobs	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ  Tel: 07762 109210 E-mail: <a href="mailto:Sam.Wakeford@huntingdonshire.gov.uk">Sam.Wakeford@huntingdonshire.gov.uk</a>

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notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk).

Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk) or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
  - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
  - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2022/23	Grants Panel	25 May 2022 22 June 2022 20 July 2022 17 Aug 2022		Claudia Deeth, Community Resilience Manager Tel No: 01480 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		B Pitt & 1 x other Exec Member TBC	Customers & Partnerships
Market Towns Programme - Summer Update***	Cabinet	16 Jun 2022		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 07874 887465 or email: Pamela.Scott@huntingdonshire.gov.uk		TBC	Performance & Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Huntingdonshire Place Strategy***	Cabinet	16 Jun 2022		Kate McFarlane, Corporate Director (Place) Tel No: 01480 388388 or email: Kate.McFarlane@huntingdonshire.gov.uk		Mrs S Conboy	Performance & Growth
Cambridgeshire and Peterborough Combined Authority - Local Transport and Connectivity Plan	Cabinet	16 Jun 2022		Clare Bond, Planning Policy Team Leader Tel No: 01480 388435 or email: Claire.Bond@huntingdonshire.gov.uk		TBC	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Materials Recycling Facility - Contract Extension##	Cabinet	16 Jun 2022		Andrew Rogan, Waste Operations Manager Tel No: 01480 388082 or email: Andrew.Rogan@huntingdonshire.gov.uk	3	Mrs S Taylor	Performance & Growth
Sale of Small Land and Parcel##	Cabinet	16 Jun 2022		Jackie Golby, Commercial Estates Manager Tel No: 01480 388725 or email: Jackie.Golby@huntingdonshire.gov.uk	3	B Mickelburgh	Performance & Growth
Energy Bills Rebate - Local Scheme***	Cabinet	14 Jul 2022		Amanda Burns, Revenues and Benefits Manager Tel No: 01480 388122 or email: Amanda.Burns@huntingdonshire.gov.uk		S Ferguson	Customer & Partnerships

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan	Cabinet	14 Jul 2022		Dan Buckridge, Business Intelligence and Performance Manager Tel No: 01480 388054 or email: Dan.Buckridge@huntingdonshire.gov.uk		Mrs S Conboy	Performance & Growth
Page 18 of 19 IC Legal, ICT and Building Control Shared Services Annual Reports 2021/22##	Cabinet	14 Jul 2022		Oliver Morley, Corporate Director (People) Tel No: 01480 388103 or email: Oliver.Morley@huntingdonshire.gov.uk	3	M Hassall	Performance & Growth
Hinchingsbrooke Country Park Investment##	Cabinet	14 Jul 2022		Jacqueline Cadogan-Poole, Project Support Officer Tel No: 07732 404780 or email: Jacqueline.Cadogan-Poole@huntingdonshire.gov.uk	3	TBC	Customer & Partnerships

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Tenancy Strategy	Cabinet	22 Sep 2022		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 07874 887465 or email: Pamela.Scott@huntingdonshire.gov.uk		S Ferguson	Performance & Growth

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Market Towns Programme – Summer Update

**Meeting/Date:** Overview & Scrutiny (Performance & Growth) – 8<sup>th</sup> June 2022  
Cabinet - 16<sup>th</sup> June 2022

**Executive Portfolio:** Executive Councillor for Jobs, Economy & Housing

**Report by:** Corporate Director (Place)

**Ward(s) affected:** Huntingdon, St. Neots, St Ives and Ramsey

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to note the progress to date of the Market Towns Programme outlined in the Summer 22 Cabinet Update report.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Market Towns Programme – Summer Update

**Meeting/Date:** Overview & Scrutiny (Performance & Growth) – 8<sup>th</sup> June 2022  
Cabinet - 16<sup>th</sup> June 2022

**Executive Portfolio:** Executive Councillor for Jobs, Economy & Housing

**Report by:** Corporate Director (Place)

**Ward(s) affected:** Huntingdon, St. Neots, St Ives and Ramsey

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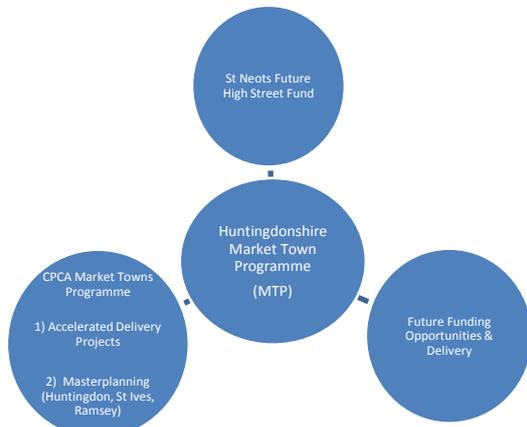
### EXECUTIVE SUMMARY:

This report provides the 2022/23 Q1 update on the Market Towns Programme (MTP).

The MTP is an ambitious programme of economic led interventions to support Huntingdonshire's town centres both recover from the Covid-19 Pandemic whilst also looking forward to renewing and reshaping our town centres and high streets for the future in a way that promotes growth, improves experience and ensures sustainability. The MTP is underpinned by creating a renewed sense of place, igniting civic pride, and providing attractive new destinations for our residents and businesses alike. The longer-term ambition is to stimulate public and private sector investment, bringing forward future opportunities for jobs and skills.

The MTP is funded through a combination of external funding from the Department for Levelling Up, Housing & Communities (DLUHC), Cambridgeshire and Peterborough Combined Authority (CPCA), Huntingdonshire District Council Community Infrastructure Levy (CIL) and National Highways. The cumulative funding confirmed to date for the MTP is £19.28M with £16.28M targeted at St Neots and the remaining £3M being invested in Huntingdon, St Ives and Ramsey.

The MTP consists of three strands summarised below:



- 1) **St Neots Future High Streets Fund (FHSF)** - Delivery of a number of projects in St Neots.
- 2) **CPCA Market Towns Initiative** - Initiated by the CPCA in 2020 consisting of two phases:  
  
**Phase 1 Accelerated Programme** (shorter term) - A suite of interventions delivered across St. Ives, Huntingdon and Ramsey Market Towns that address the impacts of Covid 19 forming part of the Council's Covid-19 recovery programme.  
  
**Phase 2 Masterplanning** (longer term) – Development of Masterplans in St. Ives, Huntingdon and Ramsey Market Towns. St. Neots has not been included as the CPCA committed separate funding for St. Neots which includes £3.1M toward the FHSF.
- 3) **Exploring future funding opportunities and delivery** - The MTP continues to explore future external funding opportunities including the submission of an Expression of Interest to the CPCA on the 29<sup>th</sup> April 2022 for Local Growth Funding (LGF). This funding is to deliver a produce and market hub and public realm improvements at the Great Whyte, Ramsey.

In addition, the Council are actively considering the submission of a Levelling Up Fund (LUF) Round 2 bid for Ramsey. With the final submission of any bid being the 6 July 2022.

Furthermore, there is the opportunity to explore the use of UK Shared Prosperity Funding (UKSPF) to aid the delivery of the MTP with community & place being one of three UKSPF investment priorities.

## **RECOMMENDATION**

Cabinet is invited to note the progress to date of the Market Towns Programme outlined in the Spring 2022 Cabinet Update report, the second of the quarterly updates.

Cabinet is requested to:

- Endorse the submission of the Ramsey Local Growth Fund bid enabling the delivery of a new produce hub and public realm improvements.
- Delegate authority to the Corporate Director (Place) and the S151 Officer in consultation with the Executive Councillor for Place, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources the submission of a funding bid in respect of a second round of the Levelling Up Fund
- Agree to delegate authority to the Corporate Director (Place), the S151 and Head of Legal Practice in Consultation with Executive Councillor for Place, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources to enter into all relevant and necessary contracts for the successful design, development, construction and delivery of the Market Towns Programme.
- Reflect the change in operational responsibility for the Market Towns Programme, to authorise the Corporate Director (Place) to exercise the above delegations in line with statutory procurement, standing orders and the Council constitution.
- Note that update reports will be brought back to Cabinet on a quarterly basis outlining any contracts that have been entered into under the above delegation within the period reported.

## **1. PURPOSE OF THIS REPORT**

- 1.1 To provide an update on activity across the strands of the MTP, particularly noting activity on the St Neots Fund Future High Street highways related projects, the planned wider engagement in the draft masterplans for St Ives, Ramsey and Huntingdon and the imminent external funding opportunities.

## **2. BACKGROUND**

### **MTP Strand 1: St Neots - FHSF**

- 2.1 On the 28<sup>th</sup> July 2020 Cabinet endorsed the Council's funding bid to the then Ministry of Housing, Communities & Local Government (MHCLG) for Future High Streets Fund (FHSF) projects to be delivered in St Neots. The package of regeneration activity included the following projects:

- Priory Centre & Quarter
- Waterfront Walkway
- Old Falcon
- Market Square
- High Street
- St Neots Bridge

#### **Priory Centre & Quarter**

- 2.2 Proposals to regenerate the Priory Quarter creating a new and enhanced community space. The proposal for the Priory Quarter is to transform the area, improve the connectivity to the town, improve the community and economic offer while maximising opportunities to expand on the area's unique setting adjacent to the River Great Ouse. This will include a riverside promenade opening up the eastern bank of the river to residents and visitors. Initial engagement with stakeholders has centred on the theme of developing a series of flexible spaces for a range of functions, including an enhanced community building which could be an anchor setting creating that connection between the river and high street.

#### **Waterfront Walkway:**

- 2.3 The FHSF provides an opportunity to open up the eastern bank of the River Great Ouse as an asset for residents of St Neots and visitors. The redevelopment of the Priory Quarter could allow the opportunity for the area to actively engage with the river. Given the synergy with the Priory Centre/Priory Quarter it is anticipated that exploring this project will only commence upon determination of the preferred options for the wider Quarter area.

#### **Old Falcon**

- 2.4 Proposals to regenerate the Old Falcon Inn, an anchor building on the market square. The Old Falcon Inn is a Grade II listed building occupying a prominent location adjacent to the Market Square within the St. Neots Conservation Area. This building was included within the FHSF with the objective to bring this prominent building back into active use. The ambition is to transform the character and appearance of the Market Square by creating a new heart of the town centre which are directly linked with reuse of the Old Falcon, the wider high street plans and planned improvements to the access gateway to the town via the bridge.

## **Market Square**

- 2.5 Proposals include the removal of car parking from the market square to enable a multi-functional space to be the economic and social centre of the town. The Market Square is the focal point of the High Street. At the time of submitting the FHSF bid it was predominantly surface car parking. Through the Pandemic the quantum of car parking was significantly reduced by Cambridgeshire County Council (CCC) and is now limited to disabled parking. It is a hard surfaced area, lacking landscaping and street furniture to soften the environment, detracting from opportunities to enhance dwelling time in the town centre. The dominance of cars and related traffic is noted adjacent to the square with the high street to the north, and vehicular access to the south, often used as a short cut to avoid queueing traffic on the high street.

## **High Street**

- 2.6 Proposals include the revisioning of the High Street to improve the street scene and promote walking and cycling. The FHSF programme presents an opportunity to reframe the gateway to the town and reprioritise cycles and pedestrians within the town centre, improving the overall visitor experience.

## **St Neots Bridge**

- 2.7 Proposals include improvements to St. Neots Bridge to promote active travel and better access to Riverside Car Park. CCC Highways has been engaged as the Council's delivery partner, given their statutory role as the Local Highway Authority. In addition, development consultants WSP have been commissioned to work closely with officers across both councils to develop options for consideration, ensuring financial prudence and deliverability.

## **Background on approvals to date:**

- 2.8 In February 2019 the Council submitted an Expression of Interest to the Ministry of Housing, Communities and Local Government (MHCLG) to develop a business case to explore opportunities to renew and reshape St. Neots High Street. In August 2019, MHCLG confirmed an award of £0.15M to develop a business case. Following a successful tender process in October 2019 the Council appointed specialist advisors Mott MacDonald to support and bid for funding from the Ministry of Housing, Communities & Local Government (MHCLG) and Future High Streets Fund (FHSF) for St Neots.
- 2.9 On the 28<sup>th</sup> July 2020 Cabinet agreed to endorse a contribution of £3.1M of Community Infrastructure Levy funding (CIL) to the St Neots FHSF, this was in addition to the £0.445M of CIL money already committed to the Riverside Park Improvements project (approved at the Cabinet meeting of the 18<sup>th</sup> July 2019 and cited as co-funding). A further £3.1M contribution was agreed by the CPCA in November 2021.
- 2.10 On 31<sup>st</sup> July 2020, the Council formally submitted a bid for £5.48M to MHCLG for the St Neots FHSF. On the 26<sup>th</sup> December 2020 MHCLG who have responsibility for the FHSF issued an 'in-principle' letter awarding the Council £3.7M to the overall scheme, representing approximately 69% of the ask. The funding shortfall was £1.7M.
- 2.11 On the 23<sup>rd</sup> of February 2021 at a Special Cabinet, it was agreed that the Council would contribute an additional £1.7M CIL funding to cover the funding shortfall and enable the delivery ambitions of the original FHSF submission.
- 2.12 Following the successful submission of funding bid to National Highways a further £3.5M has been secured from National Highways toward this ambitious programme of works for St. Neots.

## **MTP Strand 2: CPCA Market Towns Initiative**

- 2.13 The CPCA Market Towns Programme was initiated as a result of the Prospectus for Growth reports of March 2020. Subsequently an allocation of £1M was made for each of the three market towns of Huntingdon, Ramsey and St. Ives.
- 2.14 In Autumn 2020 as a result of the Covid-19 pandemic and the need to mitigate the impacts on the town centre economy the CPCA split the funding pot in two with £0.5M (per town) for Phase 1 (shorter term projects) and the remaining £0.5M to be used for Phase 2 (longer term) Masterplanning activity in Huntingdon, St Ives and Ramsey.

### **Phase 1 – Covid 19 - Accelerated Towns Programme (Shorter Term)**

- 2.15 A revised set of funding criteria was developed by the CPCA for the Phase 1 programme which initially required these projects to be delivered out by March 2021 with a post submission revised for projects to be “in delivery” by 31 March 2021 and subsequently for them to be delivered by 31 March 2022, as agreed by the CPCA board. These timescales were changed primarily because of Covid-19 and the national lockdowns. In December 2020 the Council submitted capital bids totalling £1.8M to the CPCA, these were considered by the CPCA Board in January 2021. A further report was presented to HDC Cabinet on the 18<sup>th</sup> March 2021.
- 2.16 The Council’s Welcome Back funding which concluded delivery at the end of March 22 enabled the delivery of a range of activities in St Neots, St Ives, Huntingdon and Ramsey including seasonal markets, enhanced Christmas events, festive family events, exhibitions, food festivals and media campaigns promoting town centre visits.

### **Phase 2 – Masterplanning (Longer Term)**

- 2.17 Development of three masterplans for St. Ives, Huntingdon and Ramsey focussing on the development of a pipeline of projects to enable the Council and stakeholders to pursue funding opportunities, including a range of Government opportunities, as they emerge over the coming years, including (but not limited to) the Levelling up agenda.

## **3. 2022/23 Quarter 1 Progress Update:**

- 3.1 Over the past three months we have delivered some significant progress across the MTP programmes, with a number of decision points coming up within the next six months of the programme. The key points are summarised below:

### **MTP Strand 1: St Neots - FHSF**

#### **High Street/ Market Square/ St Neots Road Bridge**

- 3.2 In March 2022 CCC Highways and WSP provided a series of outline design options for the High St, St Neots Road Bridge and Market Square. These options were based upon the location, technical survey results, engagement with utilities and bus surveys, constraints, available budget and giving consideration to what stakeholders and residents had identified as being important to St Neots from previous stakeholder and resident engagement.
- 3.3 Following the May 2022 local elections a period of resident and stakeholder engagement began on the 12<sup>th</sup> May 2022 concluding on the 23<sup>rd</sup> May 2022 to share the options and gain feedback on the outline design options. During this period business, stakeholders and the Town Council were invited to a stakeholder briefing on the 12<sup>th</sup> May 2022 and on the 14<sup>th</sup> May 2022 the Project Team had a stall in the Market Square during the St Neots Farm and Craft Market. Over 300 people attended the event. During this period St Neots Town Centre businesses, stakeholders and

residents were signposted to comment on the outline designs [online](#). The opportunity to provide comments online was also promoted via social media with the deadline for comments being received being the 23<sup>rd</sup> May 2022. At the time of writing a full analysis of this feedback is still being undertaken.

- 3.4 Once the final analysis from the recent engagement activity report is received it will be shared with CCC Highways and WSP and will be used to inform the detailed design stage and further engagement over the Summer of 2022.

#### **Riverside Projects: Priory Centre / Priory Quarter / Waterfront Walk**

- 3.5 Mott MacDonald were appointed in November 2021 to carry out a feasibility study and provide preliminary designs to RIBA Stage 2 for the Priory Centre and RIBA 1+ for the Priory Quarter. This work which has been ongoing over the last quarter will specifically assess the various uses and users of the Priory Centre against required internal configuration for example: changes to rooms, halls, café, facilities etc. While each of these are individual projects, their proximity and interdependency creates an opportunity to create synergy and potentially generate a greater marriage value for the town of St Neots and the Priory "Quarter" in particular.
- 3.6 A public stakeholder event was undertaken on the 31<sup>st</sup> January 2022 and summary feedback was provided in the Spring 2022 quarterly update to the 17<sup>th</sup> March 2022 Cabinet.
- 3.7 Key stakeholders have been invited to a series of early workshop sessions where initial ideas and concepts have been discussed in terms of what the future function might fulfil (for current and potentially future users). Furthermore, discussions have also included the role that a reconfigured Priory Centre might play as a 'Destination attraction' in St Neots. Further dialogue with key stakeholders will step up over the next quarter.

#### **Old Falcon**

- 3.8 Given the passage of time since this building was last in use, officers have been reviewing the opportunities and constraints of this site. It is recognised that the building is in a poor state of disrepair and the Council's ambition is to work effectively to develop a deliverable scheme avoiding any further dilapidation to the building. Over the last quarter dialogue has continued with the existing landowner and external consultants have been commissioned to provide a condition survey which will aid optioneering work. The outcome from this commission will sit alongside input from legal services, planning, conservation, building control and finance to provide a full range of costed options for decision by Cabinet in Q3 2022/23.

## MTP Strand 2: CPCA Market Towns Initiative

### Phase 1 – Covid 19 - Accelerated Towns Programme (Shorter Term)

3.9 The Accelerated Programme projects are listed below. A number of these are completed, others will deliver through to the end of 2022/23.

<b>Scheme</b>	<b>Status</b>
Town Walks	Complete
EV Charging	Complete
Modern Waste Solution	Complete
Modern Simplified Street Furniture (Solar Benches)	Complete
Parklets	To be complete by June 2022
Places to Dwell (covered benches)	Complete
Cycle Storage	Complete
Sites for SME	To be completed by June 2022
Market Trader Pop-Ups	Complete
Upgrade / Replacement of Public Toilets	Complete (some snagging at Huntingdon)
Smarter Towns	Project to commence June 2022
Ramsey Civic Hub	Contractor appointed start on site expected by July 2022
St Ives Market Square	Proposals developed for alternative project due to Parklet being cancelled
Ramsey Pedestrianisation	Linked to Masterplan and CPCA bid for LGF funding for wider intervention on Great Whyte
Ramsey Planters	Approval required by Programme Board to proceed.

3.10 Over the last quarter focus has remained on the delivery of a number of projects scheduled for completion, these include:

- Electric Vehicle (EV) Charging – installation of a range EV charging points at key locations across each of the three Market Towns including a total of 15 EV Charging points of which 5 are in St Ives and 10 in Huntingdon.
- Smart Technology via Netbins provision – the use of Smart Technology in the form of Netbin sensors that provide information to support the ambition of ‘cleaner and safer’ environment within town centres
- Town Centre Walks – providing appropriate hardware (benches, parklets) and software (dedicated App) across walking routes in each of the market towns. These interventions seek to support healthier and greener lifestyles as well as increasing footfall (thus increased spending) in our market towns.

## **Phase 2 – Long Term Towns Programme**

- 3.11 In June 2021 Tetra Tech, Steer Economic Consulting and Thomas Lister were engaged to deliver three draft masterplans by March 2022 for Huntingdon, St Ives, and Ramsey. The intention is for these masterplans to provide the basis for aligning regeneration aspirations with funding opportunities over the next number of years. The masterplans comprise:
- Evidence baseline (social, economic, connectivity, built environment) for each of the three towns
  - Opportunities for regeneration, place shaping, connecting communities and suggestions on a broad range of town centre enhancements
  - Pipeline of projects for each of three towns that could be developed further and delivered over the medium and long terms
- 3.12 The draft masterplans are now complete and from the end of May 2022 will be shared more widely to enable Ward Councillors, Town Councillors, Stakeholders and Residents to provide their feedback and inform next steps. Feedback will be sought throughout Q2 and Q3 as part of engagement of a new Huntingdonshire Place Strategy with the opportunity to feed into them through a variety of channels. The intention is for an intensive period of co-ordinated engagement to inform not only the new Huntingdonshire Place Strategy and Masterplans but also future funding opportunities and a range of other Council Strategies including the Environment and Community Strategies. This period of engagement will be a priority activity for the Council.

### **Future Funding Opportunities and Delivery:**

- 3.13 Over the past quarter officers have been actively seeking suitable funding opportunities to support the Town Centre improvements, these include:

### **Local Growth Fund**

- 3.14 The CPCA advised Council's at the end of March 2022 that there was the opportunity to bid for additional funding through the LGF Recycled Fund. The CPCA funding guidance stated that LGF can be used as leverage for future LUF Round 2 and UKSPF bids or high VFM delivery projects linked to the CPCA Economic Growth & Skills Strategy. Individual projects could bid for up to £1M capital funding.
- 3.15 On the 29<sup>th</sup> April 2022 the Council submitted an Expression of Interest (EOI) to deliver a produce and market hub along with public realm improvements on the Great Whyte, Ramsey. This is one of the Capital projects in the draft Ramsey Masterplan. As the Council had already allocated £0.295M CPCA funding from the Phase 1 – Covid 19 - Accelerated Towns Programme for public realm improvements to The Great Whyte it was identified that this provided a good opportunity to expand the footprint for public realm improvements, deliver one of the projects proposed within the draft Masterplan and that this could be beneficial to any future Levelling Up Fund (LUF) bid to be submitted in July 2022.
- 3.16 The EOI submitted was high level and identified the benefit of securing investment to re-imagine the Great Whyte, with pedestrian friendly space, exploring options for investment in a new market to enhance footfall and tourism and business workspace/ learning centre to support business growth and skills development.
- 3.17 The project consists of two complementary elements that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte. HDC will lead delivery in partnership with Ramsey Town Council (RTC), Ramsey Heritage Trust and CCC Highways and will procure design and build contractors. The two elements are:

## **Produce Hub**

- 3.18 Proposed new Produce Hub at the southern end of Great Whyte delivering up to 10 retail units for local producers, retailers and businesses in appropriate dedicated retail space appropriate for twenty first century agri-food producers. The Produce Hub will act as a catalyst for local food producers in Ramsey and wider Fenland area to promote and sell locally grown and harvested products and provide high value added 'home-farm' produce. The building will be temporary (10–15-year lifespan), engineered to sit above the High Lode culvert. It will be architecturally designed, sustainable, providing a focal space within the town centre.

## **Public Realm Enhancements**

- 3.19 Delivery of circa 600 m<sup>2</sup> public realm improvements wrapping around the Produce Hub including pedestrian-friendly zoning and traffic calming measures adjacent to the Clock tower. This project is the first phase of re-imagining the Great Whyte focussing on a new commercial offer on fresh food and a revitalised town centre experience.
- 3.20 Both elements will deliver highly visible town centre improvements for residents, visitors and investors alike and will deliver a range of benefits including increase footfall, public realm improvements and town centre vitality, business start-ups, job creation, supporting healthier lifestyle choices. The dedicated space will contribute to a healthier lifestyle (ability to walk and cycle to a local market) and an enhanced sense of community and a destination for visitors.
- 3.21 Given the short timescale involved to submit the expression of interest there was a limited opportunity for a broad range of engagement but the Project Team however utilised resident feedback received as part of the Welcome Back Fund Programme and worked with Ward Councillors, Ramsey Town Council, Ramsey Neighbourhood Trust and Cambridgeshire County Council on the EoI.
- 3.22 On the 12<sup>th</sup> May 2022 the Council was informed that we had been successful with our EOI and that we could move to a full application which should be submitted by the 27<sup>th</sup> May 2022. At the time of writing this report the full application is in development and on course for submission. If this application is successful it is our intention to undertake resident, business and stakeholder engagement in Q2 and Q3 2022/23 as part of the wider engagement strategy for the development of a new Place Strategy for Huntingdonshire to inform the designs.
- 3.23 It is also worth noting that a separate LGF bid was submitted by the Council in relation to a 5G Feasibility proposal which, if successful has the potential to enhance the availability of 5G in Ramsey, providing improved connectivity to support rural towns as part of a targeted package of support for Ramsey.

## **Levelling Up Funding**

- 3.24 In addition, the Council are actively considering a submission of a LUF Round 2 bid for Ramsey. With the final submission of any bid being the 6 July 2022. This bid will again build on the draft masterplanning work which is well developed in Ramsey along with additional technical advice and support to accompany a Ramsey focussed LUF bid. At the time of writing this bid is still in development, with final submission still to be confirmed.
- 3.25 The LUF was announced as part of the UK Government budget in March 2021. The Fund is jointly managed by HM Treasury (HMT), the Ministry of Housing, Communities and Local Government (MHCLG) and the Department for Transport (DfT). In addition to providing new funding, the LUF brings together several existing funds, including for example, Pinch Point Funding, the Future High Streets programme and Town's Fund, which were previously delivered independently.

- 3.26 The objective of the LUF is to invest in local infrastructure on high value investment priorities, including local transport schemes, urban regeneration projects and cultural assets. The total Fund value is £4.8B, with delivery of schemes required by the end March of 2025. Guidance states LUF should be focused on addressing inequalities, deprivation, infrastructure challenges and the climate agenda.
- 3.27 The deadline for the submission of second round bids is the 6<sup>th</sup> July 2022. Applications to the LUF, are open to single tier Councils and District Councils in two tier areas. Counties, combined authorities and the Greater London Authority are restricted to bidding for transport infrastructure schemes only. A bid limit of £20M is in place, however, the LUF prospectus states that bids above £20M and below £50M will be accepted for transport projects.
- 3.28 The Government has allocated a prioritisation level to all UK Local Authorities with regard to the LUF bidding process. The purpose of this prioritisation is to help inform and guide the evaluation of applications. The highest priority level is 1, i.e., most 'in need' of 'levelling up', the lowest is 3. The priority level is based on a range of metrics concerning socio economic data and other data inputs from across Government.
- 3.29 The Government has stated that applications from priority 2 and 3 Local Authority areas may result in successful outcomes, however, they have been clear that any bids will have to be of an 'exceptional quality'. Huntingdonshire has been given a Priority 3 classification. Additionally, this will be a highly competitive process. It is therefore important to manage expectations in respect of any bid being submitted by the Council. Furthermore, bids can only be submitted with a strong letter of support from the relevant MP.

#### **UK Shared Prosperity Fund**

- 3.30 There is the opportunity to explore the use of UKSPF to aid the delivery of the MTP with community & place being one of three UKSPF investment priorities, the other two being supporting local businesses and people & skills. This fund is administered by the CPCA and over the coming weeks the CPCA investment plan is being developed, which will include interventions in Huntingdonshire. This is scheduled for submission to Central Government by the 1 August 2022.

#### **4.0 Finance Update:**

- 4.1 The overall sources of funding for the MTP are shown below. All funding identified below has been secured and is subject to contractual obligations and must be spent within the agreed FHSF guidelines and allocations only.

Table 1: Overall MTP funding sources

<b>St Neots FHSF Regeneration</b>		
<b>Sources of Funds</b>	<b>£</b>	<b>Comment</b>
Future High Street Funds (MHCLG now DLUHC)	3,748M	Formalised June 2021
Huntingdonshire District Council Community Infrastructure Levy (CIL)	5,25M	As per HDC Cabinet decisions
CPCA	3,1M	As per Funding Agreement (Dec '21)
National Highways	3,5M	As per decision in November 2021
Potential Investment	0.69M	Subject to viability
<b>Sub-total</b>	<b>16,288M</b>	
<b>CPCA Market Towns Initiative</b>	3M (Accelerated delivery £2.652M, Masterplanning £0.3M48)	
<b>Sub-total</b>	<b>3M</b>	
<b>TOTAL</b>	<b>19,288M</b>	

## 5. CONSULTATION

- 5.1 A summary of previous MTP engagement was provided as Appendix 1 to the Spring 2022 quarterly update presented to Cabinet on the 17th March 2022. The next quarterly update will provide a summary of all business, stakeholder and resident feedback received during May on the St Neots Highways projects as well as an update on wider stakeholder and resident engagement, given this is a key area of activity for the MTP and wider Council.

## 6. COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

## 7. KEY IMPACTS/RISKS

- 7.1 There are a number of risks associated with delivering an ambitious programme of this size and complexity, the notable risks are:

- **Budget management** – To ensure that financial regulations are being complied with, the MTP will carry out continual review of the finances supporting the programme delivery. The projects that sit within the MTP are at various stages and therefore, as options work progresses and high level costings begin to emerge, we will review the individual projects viability and programme impacts as a whole, identifying any areas of risk. The construction industry as a whole

has seen materials and labour costs significantly increase in cost over the past 12 months. Therefore, as we move from design into delivery any decisions on proposed options will require agreement that they can be funded within the approved St Neots FSHF programme budget. Mitigation: We will continue to monitor the programme funding profile and anticipated spend against budgets, updating to Cabinet on a quarterly basis.

- **Programme Timescales** – This is an ambitious programme of delivery, with £3.748 of the MTP funding coming from MHCLG FHSF with a requirement that the funding awarded is spent by March 2024. While the CPCA will wish to set parameters they recognise the strategic importance of this project and it is anticipated there will be some flexibility in the delivery timescales expected. Mitigation: A detailed programme plan will be developed from design to delivery, this will be continually reviewed will incorporate funding milestones, claim dates and anticipated receipt of funds.
- **Programme Resources** – The MTP requires different experience and external technical support at various stages of the project delivery. The programme itself has multiple projects which have to be managed simultaneously identifying all interdependences across the programme. There is significant internal and external stakeholder management and detailed consultation with partners and resident/ business groups. This could result in competing priorities across organisations that will require careful consideration. Mitigation: As part of the project a detailed resources plan and communications strategy with stakeholders will be developed to ensure the management of expectations and information being shared in a timely manner.
- **Reputational risk** – The MTP is considered to be a high priority for the Council and therefore monthly reporting, governance and timely decision making are critical to ensure that the programme is successfully delivered. Mitigation: The programme governance and reporting lines will be continually monitored throughout the next 12 months to ensure that the key programme milestones are managed and achieved.
- **Political risk** –The outcome of the recent District and Parish elections within Huntingdonshire necessitates the need to re-engage with Town Councils and new Ward Members. Mitigation: as the MTP moves forward additional emphasis will be placed on engaging new Members and Town Councils.
- **Changes to Planning Legislation** – Recognising the Government's ambition to overhaul the planning process, through the lifetime of this programme such changes may result in delays to the process. Mitigation: This situation will be continually monitored and any impact will be reported to on a quarterly basis to Cabinet.

7.2 A full MTP programme risk register is in place along with individual project risk registers.

## 8. LINK TO CORPORATE PLAN

8.1 The delivery of the MTP aligns to the following Corporate objectives:

- Support delivery of sustainable community / leisure activities / facilities.
- Continue to work with partners and influence the Combined Authority to secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure.
- Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns.
- Supporting economic growth in market towns and rural areas.

- Improving the quality of the environment, by including infrastructure that supports people to walk and cycle.

## **9. LEGAL IMPLICATIONS**

- 9.1 The Council, based on previously successful funding bids and Cabinet decisions has entered into a number of grant agreements with associated assurance frameworks, namely:
- Future High Street Fund (MHLCG / DLUHC): The allocation of £3.748M is agreed in Memorandum of Understanding signed by both parties in June 2021. This funding is subject to regular financial reporting and monitoring and evaluation throughout the lifetime of the project. Any proposed changes or re-allocation of funding within this allocation needs to be submitted to FHSF for review.
  - CPCA: A Funding Agreement for £3.1M for St Neots' Road Bridge, High St and Market Square projects has been accepted. This sets out specific milestones and delivery timelines for these elements.
  - National Highways: A funding agreement from National Highways consists of an allocation of £3.5M for the St Neots' Road Bridge, High St and Market Square projects.
- 9.2 The LGF and LUF funding bids do not place the Council under any legal obligations. Should either of these be successful the CPCA and DLUHC would communicate the details of the grant agreements in due course. Legal advice will be sought to support these as required. This report asks for delegated authority to progress both the submission of the LUF funding bid and associated grant agreements.
- 9.3 There will be a requirement for ongoing legal input to support the further development of project options. Other areas include future land and property advice relating for example to acquisitions and may be required should there be any contractual disputes. Noting there are none currently within the programme.

## **10. EQUALITIES**

- 10.1 The Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.2 Good planning and effective regeneration can improve environments and opportunities for communities experiencing disadvantage. Planning which does not adequately engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.

## **11. ENVIRONMENTAL**

- 11.1 The Council has a duty to ensure we continue to promote an environmentally positive recovery in Huntingdonshire following the impacts of COVID 19. We also have a duty to deliver sustainable place making. In December 2021 the Council adopted a core set of environmental principles which the new Administration are intending to review and further develop.

11.2 The Council has direct control of only a tiny proportion of all the carbon emissions within Huntingdonshire, but we can adopt a key role to influence the district, demonstrating good practice whilst setting policies and strategies to influence businesses and communities to tackle climate change whilst enabling sustainable living and growth. These principles are embedded within the MTP.

## **12. NEXT STEPS**

The key next steps are:

- To conclude options, feasibility and design works on various St Neots projects, with decisions being brought back to Cabinet during 2022/23 Q2 and Q3.
- To gain feedback on the draft masterplans for Huntingdon, Ramsey & St Ives during 2022/23 Q2 and Q3.
- To respond to any queries arising from LGF submission. Confirm submission of the Council's funding bid for LUF Round 2 and explore options for UKSPF investment.
- To step up stakeholder engagement, particular with Town Councils and Town Councillors across all strands of the MTP.
- Continue to strengthen the MTP programme and associated resourcing as we move into the next stages of programme delivery.

## **13. APPENDICES**

None

## **BACKGROUND PAPERS**

Report to Cabinet (FHSF) 13th February 2020 can be found [here](#)

Report to Cabinet (FHSF) 28<sup>th</sup> July 2020 - EXEMPT

Report to Cabinet (Market Towns Accelerated Programme) 18<sup>th</sup> March 2020 can be found [here](#)

Report to Cabinet (FHSF) 23<sup>rd</sup> February 2021 can be found [here](#)

Market Towns Programme Spring 2022 Update to Cabinet, 17 March 2022 can be found [here](#)

## **CONTACT OFFICER**

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Performance Report, 2021/22 Quarter 4

**Meeting/Date:** Overview and Scrutiny (Performance and Growth) Panel, 8 June 2022

**Officer:** Managing Director

**Report by:** Business Intelligence and Performance Manager & Performance and Data Analyst

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of delivery of Corporate Plan key actions and corporate indicators and current projects from the Cabinet report attached.

Please note the report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.



**HUNTINGDONSHIRE DISTRICT COUNCIL**

<b>Title/Subject Matter:</b>	Corporate Performance Report, 2021/22 Quarter 4
<b>Meeting/Date:</b>	Cabinet, 16 June 2022
<b>Officer:</b>	Managing Director
<b>Report by:</b>	Business Intelligence & Performance Manager Performance and Data Analyst
<b>Ward(s) affected:</b>	All

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**Executive Summary:**

The purpose of this report is to brief Members on 2021/22 results for Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 and progress on current projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan Refresh 2021/22, as approved by Council on 21 July 2021.

The report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

**Recommendations:**

The Cabinet is invited to consider and comment on progress made against the Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan was refreshed to reflect the impact of Covid-19 on services and approved at the Council meeting on 21 July 2021. The performance data in this report and its appendices relates to the indicators and actions selected for 2021/22. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details the year end results.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there were 12 projects open at the end of 2021/22. Two projects were on hold and six others have recently been completed.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 4 will be submitted to Cabinet with this report following the Overview and Scrutiny meeting on 8 June 2022.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 4. **Appendix C** provides information about projects, including the purpose of the project and commentary from the project managers as to the current status of each project. Portfolio Holder and officer names listed relate to those in post in Quarter 4.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises Quarter 4 progress in delivering Key Actions for 2021/22:

Status of Key Actions	Number	Percentage
Green (on track)	14	56%
Amber (within acceptable variance)	10	40%
Red (behind schedule)	1	4%
Awaiting progress update	0	0%
Not applicable	0	

Most key actions were on track at the year end with one significantly behind schedule. The key action that has been categorised as 'Red' is due to staff resource challenges within the planning team, with the focus currently on core service delivery. Multiple key actions have been impacted throughout the year by Covid-19 pandemic and lockdown restrictions, which have affected allocation of resources and services' ability to deliver.

Actions which have seen positive progress in 2021/22 include:

- KA 1. The Active Lifestyles team worked with over 50 different external partners during the year to develop opportunities to help residents improve their health.
- KA 2. In addition to existing financial assistance available, the Benefits team administered Covid-19 self-isolation grant payments for low-income applicants.
- KA 3. A new protocol and pathway with mental health and substance misuse partners was launched in February to help prevent homelessness.
- KA 5. Working with Chorus Homes, an additional 22 units have been provided for use by homeless families as an alternative to B&B accommodation.
- KA 8. A new 'Good to Go' scheme is providing community groups that have completed the review process with appropriate levels of support to help them grow.
- KA 9. Plans to increase biodiversity have progressed with the completion of pilot audits completed and the engagement of an external ecologist to support this work.
- KA 10. Waste contamination rates have fallen following more direct communication with residents and a food waste trial in Loves Farm has been completed.
- KA 12. Further support for local firms was provided through Covid business grants.
- KA 13. Work to implement 'Prospectuses for Growth' and the St Neots Masterplan have continued, with Future High Street Fund projects being developed and additional funding secured from National Highways for highway related works.
- KA 19. Commercial lettings vacancies have fallen compared to the position at the end of 2020/21 and additional income is being generated from new lettings.

3.5 Final outturn results for 2021/22 Corporate Indicators are shown in the following table:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (achieved)</b>	23	66%
<b>Amber (within acceptable variance)</b>	7	20%
<b>Red (below acceptable variance)</b>	5	14%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable/ targets TBC)</b>	1	

This shows the Council achieved the majority of its targets in 2021/22, while only five were given a Red status because performance was below an acceptable variance. A summary of the performance indicators follows below with more detail provided in Appendix B.

Indicators where services are meeting or exceeding their targets include the following:

- PIs 1 & 2. The average numbers of days taken to process new claims and changes of circumstances for benefits were within target despite high numbers received.
- PI 3. 380 homelessness cases were successfully prevented and 113 were relieved.
- PIs 5, 6, 7 & 8. One Leisure Active Lifestyles met their targets for service users, sessions delivered and attendances, while Leisure Centres met their admissions target. This is despite delayed openings and capacity restrictions due to Covid.
- PI 9. Street cleanliness has been assessed as above target, with focussed efforts helping to reduce the amount of litter in urban areas in particular.
- PI 10. The level of bin collections missed has remained within target.
- PI 12. Complaints received about food premises were lower than the previous year.
- PI 15. No cost awards were made against the Council where the Development Management Committee had refused applications contrary to officer advice.
- PI 16. Over £2m in Community Infrastructure Levy was committed for spending.

- PI 23. Business Rate collection improved on last year as local businesses continued to benefit from Government-funded reliefs.
- PI 26. Internal customer satisfaction with ICT support services improved as 96.8% of those giving feedback were satisfied and the number of open calls was reduced.
- PI 28. Staff sickness remained low, with the result unchanged from last year.
- PI 29. Rental income generated from the commercial and operational estates was above budget and fewer units were vacant at the year end than last year.
- PI 30. The percentage of calls answered by the Call Centre remained above target, with a new system now implemented that should improve the service's resilience.
- PI 35. There are now over 49,900 accounts set up on our customer portal.

The pandemic had less impact on performance for most services compared to last year but was a significant factor in the following indicator not achieving targets:

- PI 24. The Council Tax collection target was missed as the impacts of the pandemic continued to affect some customers' ability to pay.

There were five Red indicators with performance below acceptable variance that were not directly linked to Covid-19 or the impact of the lockdown on services:

- PI 18. A backlog of applications and staffing changes within the planning team have contributed to the target for processing minor planning applications within the target time being missed. A service review and ongoing recruitment are expected to see performance improve during 2022/23.
- PI 27. While the percentage of invoices paid on time improved slightly compared to 2020/21, performance remained well below target. Dedicated resource has been allocated to review the system and processes involved to improve results.
- PI 33. Nine Stage 2 complaints were not responded to within our target time. These mostly related to planning so were affected by the issues referred to for PI 18.
- PI 34. An increase in avoidable contacts was recorded this year, although this is mainly due to a consequences of changes to improve call responses for Council Tax contacts as well as an increase in the contact types classed as 'avoidable' where customers already had information or could have used a Web Form.
- PI 36. Some delays and changes in scope of systems being delivered in key services meant fewer fully integrated digital processes were completed than planned, although some of our highest volume transactions are now integrated.

3.6 The status of corporate projects at the end of March is shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	6	50%
Amber (progress behind schedule, project may be recoverable)	4	33%
Red (significantly behind schedule, serious risks/issues)	2	17%
Pending closure	0	
Closed (completed)	6	

The majority (83%) of projects were on track or likely to be recoverable. Details of all projects can be found in **Appendix C**.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

- 4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 8 June 2022. Comments from the Panel will be submitted to Cabinet with this report.

#### **5. RECOMMENDATIONS**

- 5.1 The Cabinet is invited to consider and comment on progress made against Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in **Appendix A** and detailed in **Appendices B and C**.

#### **6. LIST OF APPENDICES INCLUDED**

**Appendix A** – Corporate Performance Summary, Quarter 4, 2021/22

**Appendix B** – Corporate Plan Performance Report, Quarter 4, 2021/22

**Appendix C** – Project Performance, March 2022

#### **CONTACT OFFICERS**

##### **Corporate Plan Performance Monitoring (Appendices A and B)**

Daniel Buckridge, Business Intelligence and Performance Manager, email

[daniel.buckridge@huntingdonshire.gov.uk](mailto:daniel.buckridge@huntingdonshire.gov.uk)

Emma Charter, Performance and Data Analyst, email [emma.charter@huntingdonshire.gov.uk](mailto:emma.charter@huntingdonshire.gov.uk)

##### **Project Performance (Appendix C)**

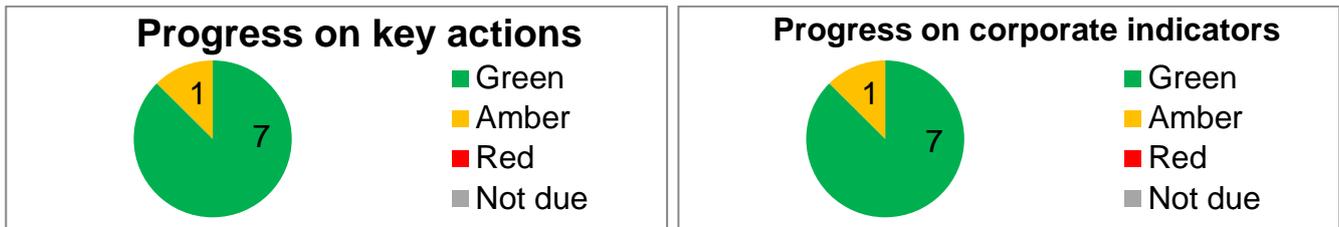
Joanne Lancaster, Managing Director, email [joanne.lancaster@huntingdonshire.gov.uk](mailto:joanne.lancaster@huntingdonshire.gov.uk)

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## Corporate Performance Summary Quarter 4, 2021/22

### People

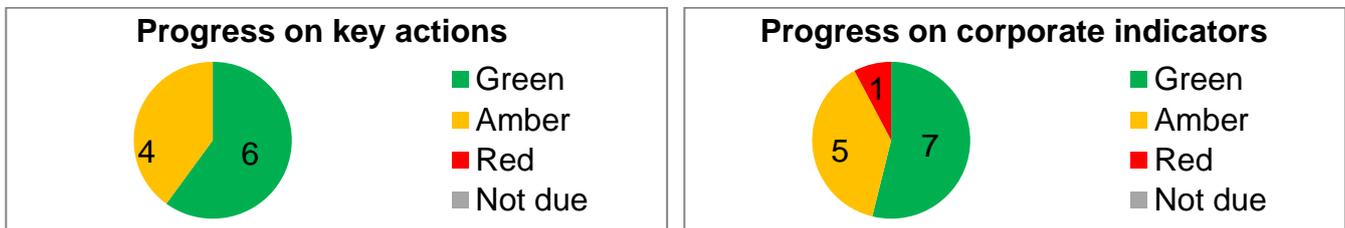
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include One Leisure Active Lifestyles meeting their target for service users, sessions delivered and attendances, while Leisure Centres met their admissions target. Working with Chorus Homes, an additional 22 units have been provided for use by homeless families as an alternative to B&B accommodation.

### Place

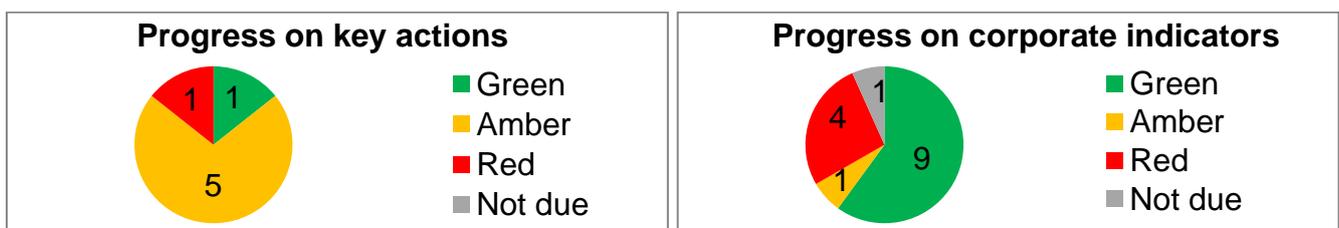
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include over £2m in Community Infrastructure Levy committed for spending and waste contamination rates falling following more direct communication with residents. A food waste trial in Loves Farm has also been completed.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include Business Rate collection improving on last year as local businesses continued to benefit from Government-funded reliefs. Commercial lettings vacancies have fallen compared to the position at the end of 2020/21 and additional income is being generated from new lettings.

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**CORPORATE PLAN – PERFORMANCE REPORT**

**Appendix B**

**STRATEGIC THEME – PEOPLE**

**Period January to March 2022**

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	<b>?</b>	Awaiting progress update	<b>n/a</b>	Not applicable to state progress
<b>7</b>		<b>1</b>		<b>0</b>		<b>0</b>		<b>0</b>	

*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**

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
<b>7</b>		<b>1</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**WE WANT TO: Support people to improve their health and well-being**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 1. Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often	Ongoing	Cllr Prentice / Cllr Bywater	Jo Peadon / Martin Grey	New partnerships with the Clinical Commissioning Group, Reed Wellbeing, Change Grow Live (Drug and Alcohol Service), Home School and Fostering Services have been particularly positive and overall the team have worked with in excess of 50 different external partners over the year. From health to

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					education to community/voluntary sector to sports clubs and neighbouring authorities, the coverage has been wide. Internally the team have continued to work with a whole host of services including open spaces, countryside, planning, estates and community to strengthen and enable opportunities for people to improve their health.
G	KA 2. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Keane	Amanda Burns	£811k was paid in one-off £500 grants to 1,622 people on low incomes who had to self-isolate as a result of the pandemic. £212k was paid in Discretionary Housing Payments to help them meet their rental liabilities. There is often a shortfall between Housing Benefit and Universal Credit awards and the amount of rent people are due to pay.
G	KA 3. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Jon Collen	Joint protocols have been agreed with several public sector partners to ensure referrals are made under their 'Duty to Refer' to the housing authority. These start customers on a pathway to help try to prevent homelessness through earlier intervention. They include pathways for care leavers and 16-17 year olds (with the County Council) and prison leavers (with HMP Peterborough, Probation and other criminal justice agencies). A protocol and pathway with mental health and substance misuse partners was launched in February 2022.
G	KA 4. Adopt a new Homelessness Strategy and a new Lettings Policy	Q1 22/23	Cllr Fuller	Jon Collen	A revised Lettings Policy was approved and went live in July 2021. A consultation draft of the Homelessness Strategy was approved by Cabinet in July 2021, and wide-ranging consultation took place through September-October. There has been some slippage as this is a partnership initiative so we have

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					to work to timescales in line with other councils. It is due to be formally adopted in Q1 of 2022/23.
<b>G</b>	KA 5. Identify and implement solutions to eradicate the need to place homeless families in B&Bs	Ongoing	Cllr Fuller	Jon Collen	The latest scheme provided in partnership with Chorus came on-line in May 2021, providing an additional 22 units as alternatives to B&B. Further alternative options to B&B will continue to be explored. Our use of this type of accommodation has reduced in Q4 as Government initiatives such as Everyone In and Protect & Vaccinate have reduced in line with pandemic restrictions being relaxed.

**WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 6. Support community planning including working with parishes to complete Neighbourhood Plans	Ongoing	Cllr Neish	Clara Kerr	Grafham and Ellington Neighbourhood Plan (NP) now 'made' (approved by the District Council following approval at local referendum) and formally forms part of Huntingdonshire's Development Plan (the Local Plan to 2036). In addition, officers are working with St Ives Neighbourhood Plan group to discuss their plan. The Great Gransden NP has issued a draft plan for consultation and officers are providing comment. In this time, Godmanchester NP group have commenced an update of their NP with officers providing policy advice and mapping support.
<b>A</b>	KA 7. Develop our asset-based approach to working with partners to improve opportunities for residents in the Oxmoor area, taking actions to increase community resilience and reduce	Ongoing	Cllr Bywater	Claudia Deeth	Covid has meant that work targeted into Oxmoor has slowed down a little. With things now returning to some sort of normal, the focus will re-commence. The Community Development Team are now back to being fully staffed, meaning that one Officer will be focused on the Oxmoor work. Despite this, community and

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	demands and pressures on partner organisations				voluntary sector (CVS) projects have continued well with the development of the Community Fridge, community based job club and the school uniform project.
G	KA 8. Work with Recognised Organisations and other community organisations to increase volunteering	Ongoing	Cllr Bywater	Claudia Deeth	A number of the Recognised Organisations (ROs) have now completed the review process resulting in the 'RO' status being dropped and community groups now being banded under the 'Good to Go' scheme. This has provided for greater flexibility in where the various community and voluntary groups see themselves sitting and ensures that all receive a level of support to enable them to grow and flourish.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 1. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	21.3	23.0	21.5	<b>G</b>

Comments: (Revenues & Benefits) Over 2,200 new benefit claims were received during the year. These were mainly for Council Tax Support as people transfer from Housing Benefit to Universal Credit for help with their housing costs.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 2. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	4.5	5.0	4.4	<b>G</b>

Comments: (Revenues & Benefits) Over 55,000 changes were processed during the year. These were mainly due to changes in customers' Universal Credit entitlement that has an impact on Council Tax Support awards.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 3. Number of homelessness preventions achieved (cumulative year to date) Aim to maximise	523	400	493	<b>G</b>

Comments: (Housing Needs & Resources) 493 successful outcomes to the end of Q4 (made up of 380 successful preventions and 113 successful reliefs).

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 4. More people taking part in sport and physical activity: Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)  Aim to maximise	6,829	25,000	23,816	A

Comments: (Leisure and Health) Outturn performance was slightly below the predicted volume, which was based around modelling of trends that were previously unknown. A delayed opening in Q1 with capacity restrictions will also have affected numbers slightly.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 5. More people taking part in sport and physical activity: Number of individual One Leisure Active Lifestyles service users (cumulative year to date)  Aim to maximise	824	2,850	2,902	G

Comments: (Leisure and Health) After a delayed start, numbers have recovered; particularly over the last quarter with March recording the best figures of the year. Increased public confidence and progress with Covid recovery generally has showed continued upturn in results. To get as close to 3,000 participants as we have is a really positive result following the restrictions in Q1.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 6. Providing more opportunities for people to be more active: Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date)  Aim to maximise	719	2,500	2,739	G

Comments: (Leisure and Health) After a delayed start due to Covid, the team have made up for lost time by delivering lots of new, popular sessions, particularly through the Healthy You programme including beginners indoor cycling, swim for health and introduction to Pilates.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 7. People participating more often: Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches and Burgess Hall (excluding school admissions) (cumulative year to date)  Aim to maximise	304,252	1,031,800	1,082,193	G

Comments: (Leisure and Health) Swimming activities performed ahead of anticipated recovery targets, while fitness and sports were slightly below expected levels mainly due to continuing restrictions in Q1. Note: the figures no longer include Burgess Hall due to the new operating model (Hire Fee only so admissions are not counted), this would likely add another 30K+ if included.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 8. People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date)  Aim to maximise	5,709	37,700	39,397	G

Comments: (Leisure and Health) The industry has recovered between 60-70% overall during 2021/22 and we have been no different. After a difficult, restricted start (six weeks completely lost at the start of the year), the last few months have been strong with an upward trend. Health Walks and Disability Sport have not recovered to anywhere near pre-Covid levels but other services are getting there (target is 65% of previous year's achievement of 58,000).

## STRATEGIC THEME – PLACE

Period January to March 2022

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>6</b>		<b>4</b>		<b>0</b>		<b>0</b>		<b>0</b>	

*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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
<b>7</b>		<b>5</b>		<b>1</b>		<b>0</b>		<b>0</b>	

### WE WANT TO: Create, protect and enhance our safe and clean built and green environment

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 9. Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces	Ongoing	Cllr Beuttell	Helen Lack	Pilot audits carried out and an external ecologist engaged to support delivery of a wider agenda across the district. This will include local training and an in-house opportunity to support graduates and share knowledge.
<b>G</b>	KA 10. Deliver programme of waste minimisation activities to encourage	Ongoing	Cllr Beuttell	Andy Rogan	The contamination rate for February was our lowest to date at 3.96%, which has been the result of crew rejections and direct communications with the

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	people to reduce, re-use and recycle				residents. The food waste trial with the residents of Loves Farm has now been completed and a final report of findings is being collated. The number of community talks has increased and an A5 leaflet providing advice on waste minimisation/recycling was included in the council tax mailout.

**WE WANT TO: Accelerate business growth and investment**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA 11. Develop a Regeneration Plan	Ongoing	Cllr Fuller	Clara Kerr	The development of a Regeneration Plan has been wrapped into the development of new Place Strategy and subsequent action plan, as confirmed by Corporate Director (Place).
<b>G</b>	KA 12. Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy (CPIER/LIS)	Ongoing	Cllr Fuller	Clara Kerr	The primary focus has been working with the Cambridgeshire and Peterborough Combined Authority (CPCA) to support businesses through the pandemic. This has been primarily through the distribution of the most recent round of business grants and holding business engagement activities. In addition, work continues to attract inward investment as opportunities arise, working with the CPCA, Department for International Trade and landowners.

**WE WANT TO: Support development of infrastructure to enable growth**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 13. Continue to work with partners and influence the Combined Authority (CA) and	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	The primary focus has been working with the Cambridgeshire and Peterborough Combined Authority to support businesses through the

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure				pandemic. This has been primarily through the distribution of the most recent round of business grants and holding business engagement activities. In addition, officers have been working with CPCA officers in respect of the A141, which is addressed under KA 18.
<b>G</b>	KA 14. Support the implementation of 'Prospectuses for Growth' for St Ives, Huntingdon and Ramsey and the St Neots Masterplan	Ongoing	Cllr Fuller	Pamela Scott	Collaborative working underway to deliver programme of accelerated projects across St Ives, Huntingdon and Ramsey. In addition, longer term regeneration masterplanning is underway, with draft reports received end April 2022 and will be subject to wider engagement over 22/23 Q2 and Q3. In St Neots, the Future High Streets Fund (FHSF) projects have been stood up and are in development across the key project areas, working with legal advisors and securing appropriate specialist advice for The Old Falcon and Priory Quarter. Additional funding (£3.5m) has been secured from National Highways toward highway related works. Engagement on the Transport Projects within St Neots to take place in May 2022 to inform the final option taken around the High Street, Market Square and Bridge areas.
<b>A</b>	KA 15. Continue to provide active input into and work with partners on key transport developments, including the A428, East-West Rail (EWR) and A14 improvements	Ongoing	Cllr Neish	Clara Kerr	A428 examination completed and awaiting the DCO (Development Consent Order) decision from the Planning Inspectorate. EWR are currently considering the responses from the last non-statutory consultation and further updates in respect of a timetable are expected in the summer of 2022. Officers continue to work with the CPCA to clarify the timeline for the A141 and St Ives Study. An officer working project group is to be established in Q1 2022/23.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 16. Work with partners to develop Oxford-Cambridge Arc (Ox-Cam) growth corridor proposals and maximise the opportunities this can offer locally	Ongoing	Cllr Neish	Clara Kerr	On 2nd February, the Government issued the 'Levelling Up the United Kingdom' paper. That paper had limited reference to the Ox-Cam Arc. Next steps to approaching the ambitions of the Arc remain under consideration, including awaited updates from EWR, anticipated in the summer of 2022.

**WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 17. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met	Ongoing	Cllr Fuller	Clara Kerr	The Annual Monitoring Report, last published in October 2021, demonstrates a supply that equates to 5.52 years.
A	KA 18. Design and implement strategies to use Council assets to support the delivery of affordable homes	Ongoing	Cllr Fuller / Cllr Gray	Pamela Scott	A planning application has been submitted for the largest site in Warboys and this is currently being validated. The next three sites which will be submitted for planning in May will be the sites within Huntingdon, followed by the remaining five sites. All surveys have now been completed and these have informed design and layout.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 9. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date) Aim to maximise	90%	80%	96%	<b>G</b>

Comments: (Operations) Staff have risen to the challenge to the increase in litter. We have focussed efforts on areas of high accumulation which has reduced the amount of litter in urban areas.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 10. Number of missed bins per 1,000 households (cumulative year to date) Aim to minimise	0.57	0.75	0.60	<b>G</b>

Comments: (Operations) Continued work with the collection crews has enabled the missed bin numbers to remain low.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 11. Percentage of household waste recycled/reused/composted (cumulative year to date) Aim to maximise	58%	60%	58.5%	<b>A</b>

Comments: (Operations) The final figure for 2021/22 is 58.47%. The waste recycled/reused/composted is made up of both dry recycling and garden waste.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 12. Number of complaints about food premises (cumulative year to date)  Aim to minimise	123	550	75	G

Comments: (Community) The number of complaints to the Council about food premises was lower than anticipated this year. It is possible that a lower number of people eating out compared to previous years (due to the pandemic) could have been a factor. There were 50 requests for information/advice during Q4 and 24 generic food complaints (which did not relate to specific businesses).

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 13. Percentage of licensed taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter)  Aim to maximise	31%	40%	38%	A

Comments: (Community) No change from Q3 but the percentage has improved on the position at 31 March 2021. An impact of Covid has been that drivers have maintained older vehicles for longer - so there has been less opportunity for them to start using newer vehicles that meet Euro6 standards

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 14. Total number of appeals allowed as a percentage of total number of planning appeals decided (cumulative year to date)  Aim to minimise	24%	15%	25%	A

Comments: (Development) There were only 32 appeals lodged with the Planning Inspectorate in the last calendar year, of which eight were upheld. We are reviewing the reasons for the appeal decisions but the percentage is affected by the low total number of appeals.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 15. Number of costs awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date)  Aim to minimise	0	0	0	G

Comments: (Development) There were no cost awards made against the Council where applications were refused at Development Management Committee contrary to officer recommendations this year. This demonstrates the good advice offered and the sound decisions taken by the Committee.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 16. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development (cumulative year to date)  Aim to maximise	£7,975,727	No target set	£2,156,320	G

Comments: (Growth) CIL projects total committed for 21/22: £2,156,320.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 17. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)  Aim to maximise	88.0%	86.0%	81.0%	A

Comments: (Development) The number of applications decided in the last quarter which were out of time was higher than previously, but these were older applications where extensions of time could not be agreed. As the Service deals with a backlog of applications this may well affect future performance, but we are proactively pursuing extension of times to try to avoid this and improve the situation going forward.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 18. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)	88%	84%	63%	<b>R</b>
Aim to maximise				

Comments: (Development) As the service again deals with the backlog of applications, the determination of applications out of time may increase as officers struggle to gain extensions of time on older applications. We are actively pursuing extension of times going forward but the service has been impacted by personnel changes within the team. As we have now successfully recruited to some of the posts, are actively advertising for more officers to cover vacancies, and now have a Development Management Service Review in place, the situation should improve in the latter part of next year.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 19. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	90%	81%	81%	<b>G</b>
Aim to maximise				

Comments: (Development) Officers continue to strive to meet this target and have worked positively. Unfortunately, like all Councils across the Country, the service has recently lost 50% of its Development Management Officers. We have recruited to one post and have a further advert out but this may well impact on future performance. We have new mechanisms in place to try to maintain the situation and avoid a drop in performance.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 20. Number of new affordable homes delivered in 2020/2021 (cumulative year to date)	274	331	311	A
Aim to maximise				

Comments: (Housing Strategy) The number of affordable homes completed in the year is slightly lower than target, with the 311 completed considered to be within acceptable tolerance as it represents 94% of the target of 331. None of the homes not completed by 31st March are lost as they should be delivered in Q1 of 2022/23.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 21. Net growth in number of homes with a Council Tax banding (cumulative year to date)	1,038	No target set. Defer to AMR	1,023	G
Aim to maximise				

Comments: (Growth) There were an additional 1,023 homes with a Council Tax banding on 31 March 2022 than recorded at 31 March 2021. This is similar to the increase recorded in 2020/21. The net number of dwellings completed in 2021/22 will be reported in the Annual Monitoring Report (AMR) due to be published at the end of 2022.

## STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2022

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
1		5		1		0		0	

*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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
9		1		4		0		1	

### WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 19. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Justin Andrews	Q4 saw five lettings completed at a total annual income of £53.8k, an increase of £35.4k on previous rents but including two brand new units at The Meadow. For the whole of 2021/22, 37 transactions were concluded (a 37% increase on 20/21). These were: Lettings: 20 units let at an annual rent of £210.8k, an increase of £137.6k on previous rents with an additional £16.9k p.a. service charge. Rent

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					reviews/lease renewals: 11 settled at £199.4k annual rent, an increase of £16.7k p.a. on the previous rents. One-off income of £18.5k has been secured in six transactions. Units vacated: eight units were vacated during the year, five have been re-let, one is under offer and one unit at Eastfield House is to be re-occupied by HDC. Nine units are vacant at 31/3/22 compared with 19 at 31/3/21. Looking ahead we anticipate more units becoming vacant, notice has been served on five so far.
A	KA 20. Develop the Council's approach to data and business intelligence to support efforts to improve organisational efficiency including the development of unit cost and value metrics to measure service performance	Ongoing	Cllr Gray	Tony Evans	Integration of HR and finance data continues but has been delayed due to resources needed to support the budget process and the SLT restructure. The data warehouse is currently being integrated with customer portal forms. Further integrations with the Core Telephony system and Contract Centre telephony solutions are planned but these have been delayed due to delays in implementing these systems: initially planned for Q3, these are now being delivered in Q4 and Q1 2022/23.
A	KA 21. Develop the Council's approach and methodologies for business change, service design and user research to enable effective change management within the organisation	Ongoing	Cllr Keane	Tony Evans	The SLT restructure proposed at the end of Q4 2021/22 is currently paused. Associated changes to the service planning process should embed the new ways of working that have been defined but not previously adopted by the council.
A	KA 22. Develop Workforce Strategy including options for best use of apprenticeship levy	Ongoing	Cllr Keane	Aileen Whatmore	The Workforce Strategy has been delayed, to align to other strategies which are still in progress. This has been identified as key service priority for 2022/23. A proposal to utilise apprentice levy on management and leadership development, has been agreed and

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					we are working with procurement to see if we can move forward with preferred supplier.

**WE WANT TO: Become a more customer focussed organisation**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA 23. Develop our understanding of customer and resident needs and demands	Ongoing	Cllr Keane	Michelle Greet	Work ongoing and to be developed further under the Community Strategy. Work also underway to introduce a customer forum to HDC.
<b>A</b>	KA 24. Expand how we offer online and out of hours access to our services via the customer portal and other solutions	Ongoing	Cllr Keane	Michelle Greet	Work is ongoing to review and improve the online offering to customers and enable access to services at a time that suits them.
<b>R</b>	KA 25. Introduce a new electronic pre-application planning advice service	End Q4	Cllr Neish	Julie Ayre	The service has seen significant ongoing challenges recently with a number of the team taking new roles outside HDC. Additional resources have been brought in and the agreed service stabilisation plan is being delivered. The focus for now is on core service delivery therefore this particular action has been postponed, although work to improve digitisation of all services continues (see PI 36).

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 22. Total amount of energy used in Council buildings (cumulative year to date) Aim to minimise	6,263,445 kWh (38% below 2020/21 target)	* 6,871,683 kWh (2% year on year target reduction since baseline year 15/16)	* 6,166,842 kWh	<b>G</b>

Comments: (Corporate Resources) \*Due to supplier changes, not all invoices for Q4 were available at the time of publication so the figures reported here show the performance and target as at Q3, when performance was 10% better than target. Note: leisure centres were closed for much of 2020/21 so this year's total energy use will be higher than last year's but is expected to be below the target for 2021/22.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 23. Percentage of Business Rates collected in year (cumulative year to date) Aim to maximise	97.9%	98.8%	98.9%	<b>G</b>

Comments: (Revenues & Benefits) Local businesses continued to benefit from Government funded reliefs which had a positive impact on collection rates.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 24. Percentage of Council Tax collected in year (cumulative year to date) Aim to maximise	97.9%	98.0%	97.8%	<b>A</b>

Comments: (Revenues & Benefits) It was a challenging year for the team as the impacts of the pandemic continued to affect a number of customers who consequently struggled to pay their Council Tax liability.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 25. Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date)  Aim to minimise	1	10	4	G

Comments: (Community) No further appeals were upheld against the Council in Q4.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 26. Percentage satisfaction with ICT support services from feedback received (cumulative year to date)  Aim to maximise	95.0%	95.0%	96.8%	G

Comments: (3C ICT) Performance in Q4 was 97.2%. At the start of the year, the service had a high number of open calls. The teams have worked hard and improved their processes which has resulted in the number of open calls being reduced by over 30% in 2021/22. This same work has also increased service availability by reducing the number of high priority incidents.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 27. Percentage of invoices from suppliers paid within 30 days (cumulative year to date)  Aim to maximise	76%	98%	78%	R

Comments: (Corporate Resources) Performance is slightly better than last year, although the target has been missed again. Dedicated resource has been tasked to review the system and processes in this area, so that we can improve this performance.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 28. Staff sickness days lost per full time equivalent (FTE) (cumulative year to date) Aim to minimise	6.6 days/FTE	TBC	6.6 days/FTE	G

Comments: (Corporate Resources) We continue to perform within the previous annual target of 9 days per FTE. Sickness absences were lower at the start of the year (except for Covid related isolation which was not recorded as sickness). However, we have seen an increase in sickness absences during Q3/Q4 which is not untypical given seasonal related absences (e.g. colds). This is tracked, analysed and reported to Employment Committee each quarter in the Workforce Report. A proposal will go to Employment Committee in June to review the annual target.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 29. Income generated from Commercial and Operational Estate Rental Income (cumulative year to date) Aim to maximise	£4.8m	No target set but use budget of £4.89m	£5.1m	G

Comments: (Corporate Resources) Estimated figure subject to final accounts. Vacancy rate has reduced from 19 to 9 units in 21/22 due to focus on letting and securing increased income. Income/tenants maintained despite some vulnerability to Covid impacts. Indications are that we will continue to see more vacancies (5 confirmed so far for 22/23) and in larger units which will put pressure on the future budget.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 30. Percentage of calls to Call Centre answered (cumulative year to date) Aim to maximise	88.7%	80.0%	83.9%	G

Comments: (Customer Services) Almost all staff are now fully multi-skilled, which will help us maintain our service levels. We are now live with our new Storm Contact Centre telephone system and were able to implement this with a minimum of disruption. The upgrade enables staff to take customer calls remotely, improving the resilience of the service.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 31. Customer Services satisfaction rate (cumulative year to date) Aim to maximise	N/A	80%	N/A	N/a

Comments: (Customer Services) We have decommissioned the old Customer Relationship Management system that surveys were generated from. We are evaluating the option for surveying customers through the OneVu Customer Portal or new Storm telephone system.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 32. Percentage of Stage 1 complaints resolved within time (cumulative year to date) Aim to maximise	93%	90%	90%	G

Comments: (Customer Services) Target met. The majority of the complaints not responded to on time related to Planning or Operations.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 33. Percentage of Stage 2 complaints resolved within time (cumulative year to date) Aim to maximise	87%	90%	71%	R

Comments: (Customer Services) Of the 31 Stage 2 complaints received, the majority of the nine responded to late were for Planning. There have been significant resource issues for Planning over the last 12 months which, although now being resolved, affected complaints handling during 2021/22.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 34. Percentage reduction in avoidable contacts (cumulative year to date) Aim to maximise	-15%	-15%	36%	R

Comments: (Customer Services) The Customer Services contact centre is now taking some of the calls previously handled directly by Council Tax - this will ensure more calls will be answered and customers are helped. This has led to an increase in the contacts classed as avoidable because many of these customers call to clarify information on their bills which we class as avoidable contact, as well as the overall volumes increasing. We also capture as avoidable instances where there is a Web Form alternative, which also increases the figures. We have delivered training within our team to make sure we are capturing all avoidable contact communication.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 35. Percentage of households with customer accounts generated (latest result)	31%	40%	64%	G
Aim to maximise				

Comments: (Customer Services) We now have 49.9K accounts on the OneVu platform. A small proportion of these are registered to addresses outside the district. Multiple residents of a property may also have their own accounts, and advisors create accounts on the customer's behalf when they call in.

Performance Indicator	Full Year 2020/21 Performance	Annual 2021/22 Target	Outturn 2021/22 Performance	Outturn 2021/22 Status
PI 36. Percentage of all council services that have an end to end digital process (latest position at end of each quarter)	19%	35%	21%	R
Aim to maximise				

Comments: (Transformation) Delivery of integrated forms relating to Operations services has completed, meaning some of our highest volume transactions are now integrated. Performance has been slower than expected due to challenges within 3C ICT around staff retention. Due to changes in scope of the Yotta Alloy implementation, not all forms that were initially planned to be delivered could be. Delivery of integrated Revenues and Benefits forms has been delayed due to increased workload within the Revenues and Benefits service linked to Covid-19. Delivery of integrated Environmental Health and Licensing forms have been delayed due to delays in the implementation of a new line of business system within the three partner councils.

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Cycle Route Improvements	Management of work with County on delivery of cycling routes. 120 submitted to CCC.			A	On Hold	<b>January 2022 update:</b> The draft Local Cycling and Walking Infrastructure Plan (LCWIP) was consulted on by the County Council (CCC) over the summer. HDC responded in July, and an update has been requested. The Greater Cambridge Partnership (GCP) is overseeing the Area Connectivity project. CCC has been undertaking engagement with members on the St Ives and Huntingdon Covid-19 emergency measures (badged as Active Travel Tranche 2 schemes). Currently on hold, to be discussed with the new administration post-election.	Strategic Planning	Clara Kerr	Melissa Reynolds
Market Towns Programme	Programme to Regenerate St Neots, St Ives, Ramsey and Huntingdon. Building on the work of Prospectuses of Growth (St Ives, Ramsey and Huntingdon) and Masterplanning work undertaken for St Neots.	31/03/2024	31/03/2025	A	In Progress	<b>April 2022 update:</b> Current review of the overall Market Towns Programme (St Neots' Future High Street Fund) ongoing. The three main strands of the Programme i.e. Priority, Transport and Old Falcon are at updating feasibility / viability position. This stage is key to assessing if projects will proceed and if so on what basis. The overall programme resource and governance is being reviewed. This is being overseen by Kate McFarlane, Corporate Director, Place. The outworkings of these exercises should be complete by June 2022 and an update report will be provided to Cabinet in the summer.	Strategic Planning	Kate McFarlane	Seamus Cleary
Accelerated Programme	A programme of short-term interventions to support the market towns of St Ives, Huntingdon and Ramsey and respond to challenges associated with COVID 19.	31/03/2022	31/03/2022	A	In Progress	<b>April 2022 update:</b> Funding Agreements - all funding agreements have been signed. Smarter Towns to be confirmed. Public Conveniences - Contract tendered. Tender Period 03.12. Project completion 12.04.22. Smarter Towns - procurement waiver submitted. Project Handover to Market Towns Programme and Transformation to progress to completion May/June 2022. Ramsey Civic Hub – Novation: Terms and Conditions agreed between parties. Contract engrossed by the Cambridgeshire and Peterborough Combined Authority (CPCA) and HDC signed and sealed by all parties on the 30.03.22. Ramsey Pedestrianisation – Initial discussions held with HDC and CCC. Wider Ramsey project being discussed with a view to integrating projects to aid co-ordination and resolve on site constraints. Small scale quick win pedestrianisation projects being scoped. Ring fencing of funding planned to build in scope to complete implementation of Traffic Regulation Order and alignment with master planning process.	Development	Clara Kerr	Seamus Cleary/ Kenneth Rose
Affordable Housing Delivery Project- 13 sites	Yr1: Review of 42 sites, establishing package of sites for affordable housing and competition to find delivery partner. Cabinet approved sale of 13 sites to Longhurst Group. Exchange of contracts target date Jan 2021. Project brief to come to WP Board on 15 December. Yr2: Longhurst to obtain planning permissions, complete land purchase of viable sites and start on site. Land value could be used for Private Rented homes. Yr3&4 Developments to be completed by March 2023.			G	In Progress	<b>April 2022 update:</b> Planning application has been submitted for the largest site at Station Road, Warboys and is being validated by the planning team. It is expected that the next three sites in Oak Drive, Armstrong Court and Buttsgrove Way Huntingdon will be submitted by the end of April, followed by the remaining sites at the end of May 2022. The key site within the package of nine sites is Warboys; without this achieving planning the contract with Longhurst falls away, which is why this has been the first site to be submitted.	Development	Kate McFarlane	Pamela Scott

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
CPP - Core Portal Project	Part of the Customer Portal Project - delivers the ability to create integrated dynamic eForms to the council with supporting people process and technology. Additionally delivered forms for Operations Streets, Waste, Grounds.			A	Completed	<b>May 2022 update:</b> Work has been ongoing to shift the project into Business As Usual (BAU). The final release of forms is live and during Feb/Apr handover meetings were established to move BAU responsibility to resource in Customer Services. Since then Sponsor Resource has been dealing with higher priority items (Service Planning, Energy Rebates, closure of business grants, Ukraine etc) and the formal close report will be shared more widely in June.  In summary though, the scope of the project has been largely completed and those tasks that remain have identified owners who will deliver in BAU. It is intended to remove this project from the dashboard and further development and improvement of the portal will be a BAU task.	Transformation	John Taylor	Tony Evans
CPP - Data & Analytics	Creates a unified view of demand across digital and phone channels that will provide the basis for understanding demand for services and unit cost of interaction.			A	Completed	<b>May 2022 update:</b> Work has been ongoing to shift the project into Business As Usual (BAU). The final release of forms is live and during Feb/Apr handover meetings were established to move BAU responsibility to resource in Customer Services. Since then Sponsor Resource has been dealing with higher priority items (Service Planning, Energy Rebates, closure of business grants, Ukraine etc) and the formal close report will be shared more widely in June.  In summary though, the scope of the project has been largely completed and those tasks that remain have identified owners who will deliver in BAU. It is intended to remove this project from the dashboard and further development and improvement of the portal will be a BAU task.	Transformation	John Taylor	Tony Evans
CPP - Dynamics Replacement	Replaces Dynamics with IEG4 CsVu			A	Completed	<b>May 2022 update:</b> Work has been ongoing to shift the project into Business As Usual (BAU). The final release of forms is live and during Feb/Apr handover meetings were established to move BAU responsibility to resource in Customer Services. Since then Sponsor Resource has been dealing with higher priority items (Service Planning, Energy Rebates, closure of business grants, Ukraine etc) and the formal close report will be shared more widely in June.  In summary though, the scope of the project has been largely completed and those tasks that remain have identified owners who will deliver in BAU. It is intended to remove this project from the dashboard and further development and improvement of the portal will be a BAU task.	Customer Services	John Taylor	Tony Evans / Michelle Greet
CPP - eBilling	Delivers an eBilling capability that will allow residents to request online council tax bills, letters and benefits statements and letters			R	On Hold	<b>April 2022 update:</b> No change; project is likely to start in Q1 22/23. Delay in contract with new printing provider (see Hybrid Print Project) will mean delays in this piece of work starting - unable to give timescales at the moment. Setting up of all bill and letter templates for daily work has to be completed before e-billing work can commence. At this stage the project remains on hold.	Revenues & Benefits	John Taylor	Amanda Burns
Environmental Health System Procurement / Implementation	Shared Project across HDC, City and SCDC to replace systems used in Community (mostly EH & Licensing) & CHIA			R	In Progress	<b>May 22 update:</b> The 3 Council Project Board has signed off a project close report. The Board agreed it did not need to meet again and the project was closed. All the remaining issues agreed in the contract escalation in Jul-21 have been resolved.  Senior IDOX personnel and representatives from the Board met in April, and in May a start-up session between service leads and the supplier is happening to formally commence BAU (the reality is this is in place already). Partners are withholding some elements of payment to IDOX as a consequence of poor performance and this has full ongoing support from Procurement resources.	Environmental Health	John Taylor	David Pope

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project		31/03/2022	R	In Progress	<b>April 2022 update:</b> shifted to UP and it is still anticipated the Transform server and software will be decommissioned at the end of April 2022. Training is near completion between HDC staff and Lots 4 & 5 suppliers – B&H Digital. A final session is planned for Wed 6 April. Following this session, users will be encouraged to submit work requests direct to B&H Digital, although Document Centre Staff will be on hand for support. Short term contracts are currently being signed off between HDC and Unified Post for the provision of former Lot 1 hybrid mail services. £5589.50 recharge costs have been received from Cambridge City for a 50% share of the legal fees to support this project. Delivery of this project is on target to be completed during quarter 1 2022 to coincide with Document Centre restructure plans.	Customer Services	John Taylor	Andy Lusha
Oak Tree Centre Remediation Work	The remediation of the existing Oak Tree Centre building to make it a sustainable building.	10/12/2021	31/01/2022	G	Completed	<b>April 2022 update:</b> Completed.	Corporate Services	Justin Andrews	Carl Egonu
OL Ramsey Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.	31/09/2022	03/03/2022	G	In Progress	<b>May 2022 update:</b> Contracts have been approved, signed and sealed. The project is well underway and continues to remain on budget. Works completed so far are cavity wall insulation, roofing insulation and new single ply roof applied to all old felt roofs. LED lighting install, 2 Air Source heat pumps and internal heating / cooling. Commissioning is currently taking place and due to be completed by end of May Project Gateways 0,1 and 2 Passed.	One Leisure	Justin Andrews	Matthew Raby
Hinchingbrooke Country Park	Business Plan investment to return site to non-subsidy. Subject to agreement of long lease with County Council	31/12/2023	31/12/2023	G	In Progress	<b>April 2022 update:</b> Working to ensure appropriate consultation and pre-application phases are undertaken in June. Changing Places Toilet grant of £40k will be incorporated into the Countryside Centre upgrade. £1.5m CL awarded to ensure site improvements are completed; given increases in costs this is welcome. Play equipment upgrade installation during May as able to progress this project early for community benefit in 2022.	Operations	Neil Sloper	Judith Arnold
Pathfinder House Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.			G	Completed	<b>May 2022 update:</b> Practical completed on the 14th January 2022. The project completed on budget. Works included 4 new Air Handling Units, 2 new ICT Chillers, Partial LED Lighting and New Building Management System to control and optimise energy efficacy of all the equipment. Project Gateways 0,1 and 2 Passed.	Corporate Services	Justin Andrews	Matthew Raby

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
New HR system	Full OJEU tender to replace the existing HR and Payroll system with a new, modern, cloud-based solution which better integrates with other systems (e.g. active directory, Tech1 etc.) Joint procurement with CCC and SCC, Procurement lead is CCC. PM is external consultant.	01/10/2021	01/04/2022	G	In Progress	<b>April 2022 update:</b> We have successfully moved the project through Gateway 4 stage and have moved out of Project phase with the supplier into BAU. The project team have agreed a handover document with 3CICT and have 2 key areas from Phase 1 (Core HR and Payroll) that will continue to be delivered as project through BAU. With changes to staff in 3CICT we have had to pick up with new staff and 3CICT are unable to manage, so we are having to review option of extending the Project Manager to complete this activity. This will come at additional cost. This is essential to link to Active Directory and integrate with ICT on leavers, starters and movers, it is aimed to complete by June, along with Itrent Shield, which is required by supplier for multi factor Identification. The costs of this will be added to the licences. A lot of HR/Payroll resource was focused on the system upgrade (3 version upgrades) and rigorous testing. The new version changed the look and feel of ESS (Employee Self Service) so drop-in sessions were run and recorded and guidance notes were updated to support this. Given the level of work and priority, the talent modules were put on hold. Further work is now required to test Onboarding, which has changed with the latest version. This work will be done as part of BAU activity within the HR and Payroll team (seen as continuous service improvement) however, progress may be slower due to BAU. Work continues on modules - Case management; Paid Time; I-Connect; Recruitment; Onboarding, Development.	HR	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)
Covid Recovery Programme	Package of projects that will be undertaken as the recovery work for the Council. Moving to BAU in April 2021.	31/03/2022	31/03/2023	G	In Progress	<b>April 2022 update:</b> Current Programme has achieved target goals with proposal to end programme to be progressed. Revised programme and board to be proposed in June to incorporate outcomes based project delivery where the work is cross cutting, externally funded and responding to the approved Facing the Future approach adopted by Council in April 2022. 3 projects endure supporting our communities (Food Banks, Resident Information and Advice, Job Clubs), new activity will include <b>Biodiversity for All and Health Enabler</b> project activity.	Community	Neil Sloper	Liz Smith
Civil parking Enforcement	The Council will be undertaking the process to decriminalise parking; with the enforcement of on-street parking offences currently falling within the remit of the police as a criminal offence, this process enables a Local Authority to undertake enforcement covering several common on-street offences under civil powers (Civil Parking Enforcement).	01/07/2023	01/07/2023	G	In Progress	<b>April 2022 update:</b> Agency agreement produced by HDC, endorsed by councillors and with county approval. Confirmed by CCC that progress made at other Councils will not hold back our implementation schedule.	Operations	Neil Sloper	George McDowell
Godmanchester Fish Pass	Funding of repair/renovation to sluice structures, Mill Steps site, and potential additional fish/eel passage. None of this is HDC money.	30/11/2021	30/11/2021	A	In Progress	<b>April 22 update:</b> Final stages of planting on-site before hand over – CIL award to support cost increases due to global economic pressures. Final minor element of completion May 2022. Status Amber – delayed delivery due to materials availability meaning site had to be closed for several months. Formal Opening under discussion for June.	Operations	Neil Sloper	Andrew Rogan
Operations Back Office System - Yotta	Streets/Grounds/Recycling and Waste Services: Phase 1: Streets April 2019 / Phase 2: Grounds Sept 2019 / Phase 3: Waste Services May 2020 / 3C project across the three authorities.	01/06/2019	31/03/2022	A	Completed	<b>April 2022 update:</b> Final handover underway, roll out complete with last elements to be fully delivered to remaining grounds maintenance staff by the service. Project Manager producing project closure reports. Status Amber - project implementation intentionally delayed to ensure no impact on service delivery, choice to delay did not incur any additional project cost.	Operations	Neil Sloper	Tony Allen

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title:** Overview and Scrutiny – Remit, Role and Studies

**Meeting/Date:** Overview & Scrutiny Performance & Growth –  
8th June 2022  
Overview & Scrutiny Customers & Partnerships –  
TBC

**Report by:** Democratic Services Officer

**Ward(s) affected:** All

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### EXECUTIVE SUMMARY

This report is to inform Members of the Panel of the remit, role and operation of Overview and Scrutiny.

### RECOMMENDATIONS

The Overview and Scrutiny Panel is

#### RECOMMENDED

- a) to note the Overview and Scrutiny remits, roles and processes outlined;
- b) to consider the existing programme of studies for the forthcoming year;
- c) to consider the addition of subject areas to the programme of studies;
- d) to consider the composition of Working Groups to undertake additional studies.
- e) to delegate formation of the Overview and Scrutiny Work Programme, as well as the formation and commencement of work streams to the Democratic Services Officer (Scrutiny) after consultation with the Overview and Scrutiny Chairs and Vice Chairs; and
- f) that the draft Overview and Scrutiny Work Programme be submitted to the Overview and Scrutiny Chairs and Vice Chairs as well as the Managing Director and Corporate Directors for input and comment.

## **1. INTRODUCTION**

- 1.1 The purpose of this report is to inform Members of the Panel of the remit, role and operation of Overview and Scrutiny.
- 1.2 In addition, there is an opportunity for Members to review the programme of studies or investigations and plan the Panel's work programme for the forthcoming year.

## **2. REMIT**

- 2.1 The remits for the Overview and Scrutiny Panels have been revised following the appointment of new administration at the start of the municipal year 2022/23. The proposed remits are attached at Appendix A.
- 2.2 Any future amends to the remits of the Panels will be agreed by the Overview and Scrutiny Chairs and Vice Chairs.

## **3. OVERVIEW AND SCRUTINY PROCESS**

### **(a) Holding the Executive to Account**

- 3.1 A fundamental element of the role of the Overview and Scrutiny Panels is the holding of the Executive to account for its decisions and, for this purpose, the Panels are able to scrutinise the activities of the Executive at various points in the decision making process. Information on subjects to be considered and decisions taken by the Executive are available to the Overview and Scrutiny Panels and to the Members in a variety of ways –

- Forward Plan of key decisions to be taken by the Executive in the ensuing four months;
- Agenda for meetings of Cabinet available five days prior to meeting;
- Notice of all decisions to be made by individual Executive Councillors and key decisions to be taken by officers five days prior to decision;
- Consent of relevant Overview and Scrutiny Panel Chair required for consideration of any decision by Cabinet or Executive Councillor or key decision by officer if five days' notice cannot be given;
- Record of all decisions made by Cabinet and an Executive Councillor and key decisions by an officer sent to Overview and Scrutiny Panel Members; and
- Minutes of meetings of Cabinet.

### **(b) Pre-Decision Scrutiny**

- 3.2 The most significant document in this respect is the Forward Plan which must be produced monthly containing key decisions to be considered by the Executive in the ensuing four months. A copy is attached to the Agenda for each meeting of the Panel. If a Member is interested in an Overview and Scrutiny Panel discussing any particular decision that appears on the Forward Plan, he or she can, following its receipt –

- seek further information from the relevant Executive Councillor or officer named in the Plan;
- ask for copies of background documents where relevant;

- ask for an item to be included on the Agenda for the next Panel meeting to enable a subject to be discussed prior to the Cabinet meeting.

3.3 The Panels also have adopted formal arrangements to deal with the Plan –

#### **Month 1**

The Panel identifies any key decision of interest to them in months three and four of the Plan and allocates a lead Member to enquire about the availability of draft reports etc

#### **Month 2**

The nominated lead Member follows up those enquiries and reports the outcome to the ensuing Panel meeting. The Panel considers whether this is a matter which they wish to pursue further and decide whether to seek further information, ask others for comment, commission independent advice etc. This may or may not be undertaken by the Lead Member. The Panel also decides whether to request the Executive Councillor and/or relevant senior officer to attend their next meeting and to review the report to be considered by the Executive if this is available.

#### **Month 3**

Where appropriate the Executive Councillor and/or relevant senior officer attend the Panel meeting and in the light of the information presented, the Panel decides whether to submit recommendations/observations to the Executive for consideration when the decision is to be made. The Panel may also consider whether it wishes to call-in the decision if the Executive does not concur with its recommendations. If so, the Panel may identify the requisite three members for that purpose.

### **(c) Post-Decision Scrutiny**

3.4 After any decision has been taken by the Cabinet or an Executive Councillor and any key decision has been taken by an officer, a record of the decision will be circulated by the Democratic Services Section to all Overview and Scrutiny Panel Members within three working days. The decision may not be implemented for a further five working days during which it may be called in by any three Members of the relevant Overview and Scrutiny Panel. The process is undertaken electronically for all Members. When a decision has been called in, a meeting of the relevant Panel should be held within a further ten working days to decide whether to refer the matter back to the decision taker or onwards to full Council.

### **(d) Other Members**

3.5 Scrutiny is not restricted solely to the Overview and Scrutiny Panels. Other non-Panel Members have access to the information referred to above (other than the records of decisions) and may –

- ask for an item to be included on an Overview and Scrutiny Panel Agenda;
- speak at that meeting with the Chair's consent; or
- be appointed to sub-panels established by an Overview and Scrutiny Panel to assist them in their work.

## **4. STUDIES**

- 4.1 It has been established as best practice to devise a limited programme of studies at the start of each year. Appendix B to this report contains details of the Panel's ongoing studies. Members are reminded that they can add to the list of studies and make their own suggestions throughout the year. Members are invited to review the programme.
- 4.2 Working groups are set up to undertake the studies. It is usual for the Membership of Working Groups to continue to the completion of studies and it is suggested that this principle continue. The exception to this would be if a Member no longer holds office as a District Councillor for Huntingdonshire.

### **a) Internal Studies**

- 4.3 The areas of Council services that fall within the Panel's remit are included at Appendix A.

Members are requested to identify studies or investigations of single issues, which are topical or contentious, for example, that may have arisen in the course of their contact with constituents.

- 4.4 Performance data, which is regularly submitted to the Panel, can also be used to identify study areas. The current performance report appears on the June agenda of Overview and Scrutiny Performance and Growth Panel.

### **b) External Studies**

- 4.5 The Council has a duty to improve the social, environmental and economic well-being of the District. This gives the Panel a wide remit to examine any issues that affect the District by conducting in-depth studies. A list of the previous year's work programme appears at Appendix C and Members should find this a useful basis for issues that have previously been undertaken.

## **5. APPENDICES**

Appendix A – Overview and Scrutiny Remits  
Appendix B – Overview and Scrutiny Work Programme 2022/23  
Appendix C – Overview and Scrutiny Work Programme 2021/22

### **Contact Officer:**

B Buddle  
Democratic Services

## Overview and Scrutiny Remits

### Customers and Partnerships

Service Area	Portfolio	Officer
CCTV	Leisure, Waste and Street Scene	Neil Sloper
Climate Change	Climate and Environment	Neil Sloper
Community Engagement Initiatives	Community and Health	John Taylor
Community Resilience and Safety	Community and Health	John Taylor
Countryside Services and Green Spaces	Leisure, Waste and Street Scene	Neil Sloper
Customer Call Centre and Service	Customers Services	John Taylor
Customer Services Strategy	Customers Services	John Taylor
Document Centre	Corporate and Shared Services	John Taylor
Healthy Communities	Community and Health	Gregg Holland
Housing – Home Improvement Agency	Customers Services	John Taylor
Housing – Homelessness	Customers Services	John Taylor
Housing – Needs	Customers Services	John Taylor
One Leisure Active Lifestyles & Centres	Leisure, Waste and Street Scene	Gregg Holland
Parish Council Relations	Community and Health	John Taylor
Strategic ICT	Corporate and Shared Services	Sagar Roy
Streetscene including Street Cleaning and Grounds Maintenance	Leisure, Waste and Street Scene	Neil Sloper
Voluntary Sector Grants and Community Chest	Community and Health	John Taylor
Waste Services including Recycling, Waste Minimisation and Trade Waste	Leisure, Waste and Street Scene	Neil Sloper
Website	Corporate and Shared Services	Sagar Roy

## Performance and Growth

Service Area	Portfolio	Officer
Budget Preparation and Monitoring	Finance and Resources	Vacancy
Business Intelligence	Finance and Resources	Vacancy
Capital Projects	Finance and Resources	Vacancy
Car Parking	Leisure, Waste and Street Scene	Neil Sloper
Commercialism	Finance and Resources	John Taylor
Combined Authority	Place	Kate McFarlane
Corporate Estates	Finance and Resources	Vacancy
Economic Strategy including Inward Investment to the District	Jobs, Economy and Housing	Clara Kerr
Employment, Education and Skills	Jobs, Economy and Housing	Clara Kerr
Facilities Management including Energy Management	Corporate and Shared Services	Neil Sloper
Fleet Management	Corporate and Shared Services	Neil Sloper
Housing - Strategy	Planning	Clara Kerr
Innovation and Enterprise	Jobs, Economy and Housing	Clara Kerr
Market Town Development Strategies and Master Plans	Jobs, Economy and Housing	Clara Kerr
Revenues and Benefits	Customers Services	John Taylor
Shared Services (including 3C)	Corporate and Shared Services	Oliver Morley
Treasury Management	Finance & Resources	Vacancy

## Remits of Other Committees

### Employment Committee

Service Area	Portfolio	Officer
Corporate Health and Safety	Corporate and Shared Services	Jo Lancaster
HR and Payroll	Corporate and Shared Services	Vacancy
Organisational Change and Development	Corporate and Shared Services	John Taylor
Organisational Transformation	Corporate and Shared Services	John Taylor

### Corporate Governance

Service Area	Portfolio	Officer
Accountancy	Finance and Resources	Vacancy
Commercial Investment Strategy	Finance and Resources	Vacancy
Emergency Planning	Planning	Vacancy
Fraud	Finance and Resources	John Taylor
Risk Management	Finance and Resources	Vacancy
Safeguarding	Corporate and Shared Services	Gregg Holland

### Licensing & Protection

Service Area	Portfolio	Officer
Licensing	Communities and Health	John Taylor
Regulatory (Environment) Services – Animal Welfare/Pest Control	Customers Services	John Taylor
Regulatory (Environment) Services – Environmental Enforcement	Customers Services	John Taylor
Regulatory (Environment) Services – Environmental Health	Customers Services	John Taylor
Regulatory (Environment) Services – Environmental Protection	Customers Services	John Taylor

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## Overview and Scrutiny Work Programme 2022/23

### Performance and Growth

#### In Progress

<b>Topic</b>	<b>Membership &amp; Scope</b>	<b>Lead Officer</b>	<b>Progress</b>
Review of External Appointments to Outside Organisations	TBC	TBC	

**Completed**

Topic	Membership & Scope	Lead Officer	Progress
Market Towns	Councillor B S Chapman Councillor S J Corney Councillor D B Dew Councillor A Roberts Councillor T D Sanderson	Oliver Morley	<p><b>16th November 2021</b> – Members met to complete scoping document.</p> <p><b>December 2021</b> – Members heard from the Corporate Director – People and selected a focus for the group.</p> <p><b>April 2022</b> The report was presented to the April 2022 O&amp;S Meeting.</p> <p><b>June 2022</b> The report is due to be presented to the June 2022 Cabinet Meeting.</p>

## Customers and Partnerships

### In Progress

Topic	Membership & Scope	Lead Officer	Progress
Climate Change Strategy	Councillor T D Alban Councillor Mrs S R Wilson One Vacancy	Neil Sloper	<p><b>18th October 2020</b> – The Democratic Services Officer (Scrutiny) attended the Centre for Public Scrutiny and Local Government Association Scrutinising Climate Action Webinar on 18th September.</p> <p><b>Next Step</b> A consultation was undertaken in March 2022 and following its completion, the strategy will now evolve.</p>

**Completed**

Topic	Membership & Scope	Lead Officer	Progress

## Overview and Scrutiny Work Programme 2021/22

### Performance and Growth

#### In Progress

Topic	Membership & Scope	Lead Officer	Progress
Transport Strategy	Councillor I D Gardener Councillor P L R Gaskin Councillor M S Grice One vacancy	Corporate Director Place	Study has not commenced.
Asset Management Strategy	Councillor I D Gardener Councillor D A Giles	Jackie Goldby/Justin Andrews	<p><b>1st February 2021</b> – Members met with the Interim Commercial Estates Manager and provided input and feedback into the Strategy.</p> <p><b>Next Step</b> The Strategy will be presented to Overview and Scrutiny in Autumn 2021.</p>

## Completed

Topic	Membership & Scope	Lead Officer	Progress
Market Towns	Councillor B S Chapman Councillor S J Corney Councillor D B Dew Councillor A Roberts Councillor T D Sanderson	Oliver Morley	<b>16th November 2021</b> – Members met to complete scoping document. <b>December 2021</b> – Members heard from the Corporate Director – People and selected a focus for the group.  <b>April 2022</b> The report is being presented to the April 2022 cycle of meetings.

## Customers and Partnerships

### In Progress

Topic	Membership & Scope	Lead Officer	Progress
Climate Change Strategy	Councillor T D Alban Councillor Mrs S R Wilson One Vacancy	Neil Sloper	<p><b>18th October 2020</b> – The Democratic Services Officer (Scrutiny) attended the Centre for Public Scrutiny and Local Government Association Scrutinising Climate Action Webinar on 18th September.</p> <p><b>Next Step</b> A consultation was undertaken in March 2022 and following its completion, the strategy will now evolve.</p>
Strategic Review of Markets	<p>Councillor B S Banks Councillor S J Corney Councillor Ms A Dickinson Councillor Mrs A Diaz (also the Executive Councillor for Operations and Environment, Councillor Mrs M L Beuttell)</p> <p>To conduct a Strategic Review of HDC Markets and produce a Vision statement and a Strategy.</p>	George McDowell	<p><b>5th November 2020</b> – The Panel received a report and suggested scoping document for the Strategic Review of Markets. Members agreed to endorse the approach and aims as set out in the scoping document and appointed five O&amp;S Members to join the Executive Councillor for Operations and Environment in conducting the Strategic Review.</p> <p><b>18th February 2021</b> – The review commenced and Members discussed the survey.</p>

			<p><b>23rd March 2021</b> – Members reviewed the survey and provided feedback.</p> <p><b>22<sup>nd</sup> June 2021</b> – Members reviewed the results of the survey and provided feedback.</p> <p><b>20<sup>th</sup> July 2021</b> – Members agreed that a survey of market traders would be undertaken over the summer.</p> <p><b>Next Step</b> – The report will be presented to the Panel in July 2022.</p>
Waste Strategy	<p>Councillor Ms A Dickinson  Councillor D A Giles  Councillor Mrs S Smith  Councillor Mrs S R Wilson</p>	Neil Sloper	<p>Study has not commenced.</p> <p><b>Update (provided on 24th November 2020)</b> – The delivery of HDC’s Waste Strategy is linked to two other strategies. The first is DEFRA’s Resources and Waste Strategy. This strategy determines any changes to waste collection practices and the options available for the collection of household waste. This has been delayed until spring 2021.</p> <p>The second is the RECAP (Cambridgeshire and Peterborough Waste Partnership) Waste Strategy, which is the parent strategy to HDC’s Waste Strategy. The partnership has conducted modelling work with DEFRA to</p>

			<p>look at the impacts and alternatives of different approaches to waste and recycling collection models but is unable to continue the work until DEFRA's strategy is clear.</p> <p>The delay in the delivery of DEFRA's Strategy has had a knock-on effect for the expected date of RECAP's Strategy, meaning that the delivery of HDC's Strategy has been delayed until January 2022.</p> <p>March 2022 – further delays to the study have been advised due to ongoing delays in the Government consultation.</p>
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**Completed**

Topic	Membership & Scope	Lead Officer	Progress
Digital Strategy	Councillor D M Tysoe Councillor R J West	Tony Evans	<p><b>March 2022</b> It has been advised that this study has been completed and passed through informal Cabinet.</p>
Lifelong Health – Part Two	<p>Councillor S J Criswell Councillor Mrs A Dickinson Councillor K P Gulson Councillor Mrs S Smith Councillor Mrs S R Wilson One vacancy</p> <ul style="list-style-type: none"> <li>• Identify ways of developing better health outcomes for residents.</li> <li>• Identify the benefits of a whole system approach for the Council.</li> </ul>	Oliver Morley	<p><b>12th September 2019</b> – The Panel received the final report of Part One and agreed to continue the study under the guise of ‘Part Two’.</p> <p><b>14th October 2019</b> – The Task and Finish Group met with Liz Robin, Public Health.</p> <p><b>10th December 2019</b> – Following the presentation of the Part One report to Cabinet and the meeting with the Director of Public Health, the Task and Finish Group met to refocus the scope of the study. The study will now focus primarily on collaboration with Parish &amp; Town Councils and community groups in order to improve residents’ physical activity and well-being.</p> <p><b>13th January 2020</b> – The Task and Finish Group received a presentation from Active Lifestyles and assessed the interaction the service has with Parish &amp; Town Councils and community groups.</p>

			<p><b>28th January 2020</b> – Alyce Barber, Community Development Officer, attended and informed Members of her work with projects that helps build social contact, builds support networks and addresses mental health issues. Members will also discuss the evidence that links an individual’s mental health with physical health.</p> <p><b>12th February 2020</b> – The Task and Finish Group received and discussed a number of case studies.</p> <p><b>26th November 2020</b> – The Group met and conducted an evidence review. Members recognised that the health issues discussed were around before the pandemic, however they have been affected by it. Despite this, it was decided that any health plan for the District should look beyond the pandemic and be a post Covid-19 plan. The Group decided that the recommendations should be focused on the following themes: access to healthy food, mental well-being and physical health.</p> <p><b>2022</b> – the findings of the group have been taken forward as part of the Leisure and Health strategy currently under development.</p>
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Health	Councillor M Haines Councillor Mrs M Kadewere Councillor T D Sanderson Councillor Mrs S Smith Councillor Mrs S Wilson	TBC	<b>17th November 2021</b> – Members met to complete scoping document. <b>December 2021</b> – A presentation from Oliver Morley was arranged, following which, it was decided to disband the group.
Flooding Review	Councillor Mrs S J Conboy Councillor S J Corney Councillor I D Gardener Councillor D M Tysoe Councillor R J West  Compile and review evidence (quantitative and qualitative) relating to the December 2020 flooding events, to: 1) Understand what happened. 2) Review the response. Consider future prevention/mitigation.	Corporate Director Place	<b>28th January 2021</b> – The Task and Finish Group met and began the review.  <b>25th February 2021</b> – Quinton Carroll, Hilary Ellis, Sue Grace and Emyr Price of Cambridgeshire County Council attended the meeting and answered Members' questions.  <b>11th March 2021</b> – Paul Burrows and Phillipa Hulme of the Environment Agency attended the meeting and answered Members' questions.  <b>July 2021</b> The final report was presented to the Panel and Cabinet.  <b>October 2021</b> Cabinet feedback was presented to the Panel.

## Overview and Scrutiny Work Programme 2022/23

### Performance and Growth

#### In Progress

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