

A meeting of the **CABINET** will be held in the **CABINET ROOM, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 24th JUNE 2004** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

APOLOGIES

**Contact
(01480)**

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 27th May 2004.

**Claire Harris
388234**

2. APPOINTMENT OF EXECUTIVE COUNCILLORS

To appoint Members to hold responsibility for executive powers and duties determined by the Leader:-

The following portfolios were approved by the Cabinet in May 2003 –

- ◆ Environment
- ◆ Finance
- ◆ Planning Strategy
- ◆ Leisure
- ◆ Resources, Welfare and Information Technology
- ◆ Service Delivery; and
- ◆ Housing Strategy

Responsibility for matters associated with the local economy, town centre management, Pathfinder House and the strategic overview of personnel issues were reserved to the Leader. The Leader was appointed ex-officio Member of the Employment Panel.

Those Members appointed as Executive Councillors for Planning Strategy and Resources, Welfare and Information Technology were also appointed ex-officio Members of the Licensing and Protection and Development Control Panels.

3. LEISURE CENTRE MANAGEMENT COMMITTEES

To appoint Members to serve on the following Leisure Centre Management Committees –

- ◆ Huntingdon Leisure Centre Management Committee (6)
- ◆ St Neots Leisure Centre Management Committee (5)
- ◆ St Ivo Leisure Centre Management Committee (6)
- ◆ Ramsey Leisure Centre Management Committee (5)
- ◆ Sawtry Leisure Centre Management Committee (5)

The Local Government Act, 2000 requires the appointment of a minimum of one Cabinet Member to Leisure Centre Management Committees. Any non-Cabinet Members appointed are required to represent wards within the catchment area of the relevant Centre. The political balance requirements do not apply.

4. HINCHINGBROOKE COUNTRY PARK JOINT LIAISON GROUP

To appoint four Members to serve on the Hinchingsbrooke Country Park Joint Liaison Group.

5. HUNTINGDONSHIRE ENVIRONMENT AND TRANSPORT AREA JOINT COMMITTEE

To appoint six Members to serve on the Huntingdonshire Environment and Transport Area Joint Committee.

The 2000 Act requires the appointment of a minimum of one Cabinet Member to the Joint Committee. At their meeting held on 24th April 2002 the Council authorised the relevant Executive Councillor to discharge those executive functions delegated to the Joint Committee by the Cabinet. Other Members may be appointed to the Joint Committee but the political balance requirements do not apply.

6. DISTRICT COUNCIL HEADQUARTERS AND OTHER ACCOMMODATION - MEMBERS' ADVISORY GROUP

To appoint seven Members to serve on the Advisory Group.

A sub-group of the Cabinet that is exercising any decision making powers delegated to it by the Cabinet must include only Cabinet Members. Those whose terms of reference are merely advisory can include non Cabinet Members. Proportionality requirements do not apply to any sub-groups or Committees to which the Cabinet may appoint.

7. DEVELOPMENT PLAN POLICY ADVISORY GROUP

To appoint seven Members to serve on the Development Plan Policy Advisory Group.

8. CUSTOMER FIRST ADVISORY PANEL

To appoint seven Members to serve on the Advisory Group.

9. SAFETY ADVISORY GROUP (Pages 7 - 12)

(a) To appoint five Members to serve on the Advisory Group.

(b) To receive a report of the meeting of the Advisory Group held on 19th May 2004.

Helen Lack
388006

10. LTP ANNUAL PROGRESS REPORT (Pages 13 - 16)

To consider the content of the Annual Progress Report on the delivery of the Cambridgeshire Local Transport Plan. Report by the Director of Operational Services enclosed.

Stuart Bell
388387

11. **HUNTINGDONSHIRE DISTRICT COUNCIL TRAVEL PLAN** (Pages 17 - 24)

To consider a report by the Development and Community Manager on progress in developing the Council's Travel Plan.

Sonia Hansen
388341

12. **ST. NEOTS LEISURE CENTRE AND ERNULF COMMUNITY SCHOOL SITE ISSUES** (Pages 25 - 32)

To receive a joint report by the Heads of Community Services and of Planning on developments involving the St. Neots Leisure Centre and Ernulf Community School Site, Barford Road, St. Neots.

P Jones
388202

M Sharp
388401

13. **USE OF INJUNCTIONS IN ANTI-SOCIAL BEHAVIOUR** (Pages 33 - 34)

To consider a report by the Director of Operational Services on the use of injunctions in dealing with issues of anti-social behaviour.

Mrs E Wilson
388301

14. **BEST VALUE: PERFORMANCE PLAN** (Pages 35 - 60)

To consider a report by the Head of Policy requesting approval for the publication of the Best Value Performance Plan for 2004.

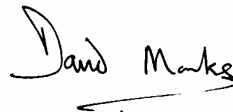
I Leatherbarrow
388005

15. **TREASURY MANAGEMENT ANNUAL REPORT 2003/04** (Pages 61 - 68)

To review the performance of the Council's Fund Managers during 2003/04. Report by the Head of Financial Services enclosed.

Mrs E Smith
388157

Dated this 16th day of June 2004



Chief Executive

Please contact Christine Deller, Democratic Services Manager, Tel No. 01480 388007, 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 Cabinet.

Agenda and enclosures can be viewed on the District Council's website – www.huntsdc.gov.uk (under Democratic Services/Modern.Gov).

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

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit and to make their way to the base of the flagpole in the car park at the front of Pathfinder House.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held at Cabinet Room, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Thursday, 27 May 2004

PRESENT: Councillor D P Holley - Chairman

Councillors I C Bates, Mrs J Chandler,
R L Clarke, Mrs K P Gregory, N J Guyatt,
T V Rogers and L M Simpson

209. MINUTES

The Minutes of the meeting of the Cabinet held on 6th May 2004 were approved as a correct record and signed by the Chairman.

210. CUSTOMER FIRST CONTACT CENTRE - RECRUITMENT AND RETENTION STRATEGY

By way of reports by the Director of Operational Services and of the proceedings of the meeting of the Overview and Scrutiny Panel (Service Delivery and Resources) held on 04/05/04 (copies of which are appended in the Minute Book), the Cabinet considered a proposed Recruitment and Retention Strategy for the Customer First Contact Centre.

Having been acquainted with the deliberations of the Overview and Scrutiny Panel, the Cabinet agreed that the term "call centre" should in future be used to refer to the facility. Following an amendment to the covering report to reflect the need to establish 12 Call Centre Agent posts initially, which at the request of ELAG representatives would be advertised internally in the first instance, the Cabinet

RESOLVED

- (a) that the Recruitment and Retention Strategy as appended to the report now submitted be approved; and
- (b) that the release of £155,000 from the MTP in 2004/05 be approved together with £297,000 in 2005/06 onwards to enable appointments to be made to the posts referred to in paragraph 3.2 of the report now submitted

211. REPAYMENT OF LOANS MADE FOR REPAIR / REFURBISHMENT OF PRIVATE SECTOR HOUSING

Further to Minute No. 03/168, the Cabinet received and noted a report by the Head of Housing Services (a copy of which is appended in the Minute Book) detailing the estimated rate at which loans made under the Council's repair assistance policy would be repaid to the Council.

212. HOMELESSNESS - PRIVATE SECTOR LEASE SCHEME

Consideration was given to a report by the Head of Housing Services (a copy of which is appended in the Minute Book) seeking approval to increase the number of properties within the Private Sector Lease Scheme with the King Street Housing Society. Whereupon it was

RESOLVED

- a) that the Private Sector Lease Scheme be extended to meet the local needs of providing temporary accommodation for homeless households, subject to each phase being evaluated to ensure that it will result in financial benefit to the Council and the preservation of maximum flexibility in terms of terminating leases without a financial penalty.
- b) that the Office of the Deputy Prime Minister Homelessness Grant of £23,000 be used to finance the management charges for the first year of the next phase; and
- c) that the necessary budget transfer from the housing benefits to homelessness for each phase be approved whilst recognising that fluctuations in demand for housing benefit may nevertheless result in unavoidable overspendings.

213. GOVERNANCE ISSUES

With the assistance of a report by the Head of Administration (a copy of which is appended in the Minute Book) the Cabinet considered the need to establish a Corporate Governance Panel to consider certain governance and financial responsibilities of the Council. Having considered the issues involved, the Cabinet

RESOLVED

that full Council be recommended to approve:-

- a) the establishment of a Corporate Governance Panel with terms of reference as set out in paragraph 4.1 of the report now submitted;
- b) the composition of the Panel with 7 Members including a minimum of one and a maximum of three Cabinet Members;
- c) amendments to the terms of reference of the Standards Committee to omit those other duties allocated to it which do not relate to the Members' Codes of Conduct as listed on page 28 of the Constitution; and
- D) an amendment of Article 4 of the Constitution to delete the reference in paragraph 1(b) in relation to the Council Tax Base and the insertion of a reference to control of the Council's investments.

214. MONITORING OF THE CAPITAL PROGRAMME 2003/04

By means of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Cabinet were acquainted with anticipated variations in the Capital Programme in the current year. Having been advised of changes to the total variation from -£341,000 to -£284,000, the Cabinet

RESOLVED

- a) that the report be received and expenditure variations noted;
- b) that the estimated capital savings and revenue impact also be noted; and
- c) that the financing of the upgrading of CCTV Links to St Neots and St Ives estimated at £40,000 be approved from the 2004/05 provision for camera replacements.

215. TREASURY MANAGEMENT INVESTMENT PERFORMANCE

A report by the Head of Financial Services was submitted (a copy of which is appended in the Minute Book) which reviewed the respective levels of performance achieved during the quarter 1st January to 31st March, 2004 by External Fund Managers in the matter of investment of the Council's capital receipts.

RESOLVED

that the content of the report be noted.

216. RESPONSE TO DEFRA CONSULTATIONS ON THE UNLAWFUL DISPOSAL OF WASTE

By means of a report by the Head of Operations (a copy of which is appended in the Minute Book) the Cabinet were acquainted with the details of recent consultation papers issued by the Department for Environment, Food & Rural Affairs concerning fly tipping and proposed new directions in respect of the unlawful disposal of waste.

Having considered the proposals outlined in the consultation papers and the suggested responses, the Cabinet emphasised that the latter should address their apprehension with regard to the prospect of additional responsibilities being imposed on waste collection authorities without the accompanying financial resources. According it was

RESOLVED

- a) that, subject to an appropriate caveat to condition the terms of acceptance of any additional responsibilities by waste collection authorities by reference to the availability of the accompanying financial resources, the response to the consultation papers as outlined in the report now submitted be approved; and

- b) that appropriate representations on the matters be made to the Local Government Association, the Minister of State for Local Government and the Regions and the Members of Parliament for the Huntingdon and North West Cambridgeshire Constituencies.

217. DISTRICT COUNCIL HEADQUARTERS AND OTHER ACCOMMODATION MEMBERS' ADVISORY GROUP

A report of the meeting of the District Council Headquarters and other Office Accommodation Member Advisory Group held on 19th May 2004 was received and noted.

218. EXCLUSION OF THE PUBLIC

RESOLVED

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 a particular person, the amount of expenditure to be incurred under a particular contract for the supply of goods/services, terms proposed in the course of negotiations for a contract for the acquisition or disposal of property and the supply of goods and services and the opinion of Counsel.

219. PURCHASE OF AIR QUALITY MONITORING EQUIPMENT

By means of a report by the Head of Environmental Health (a copy of which is appended in the annex to the Minute Book), the Cabinet considered a request seeking approval to the acceptance of a quotation other than the lowest received for the purchase of air quality monitoring equipment.

Having considered the perceived benefits in purchasing rather than leasing the equipment, the Cabinet

RESOLVED

- a) that the quotation from Thermo Electron in the sum identified in the report now submitted, be approved; and
- b) that a supplementary capital estimate of £29,000 be approved and the revenue budget reduced as set out in paragraph 4.1 of the report now submitted.

220. COUNCIL HEADQUARTERS AND DEPOT FEASIBILITY STUDY

Further to Minute No 03/133 and by way of a report by the Head of Environment and Transport (a copy of which is appended in the annex to the Minute Book) the Cabinet were apprised of the outcome of the tendering process for the appointment of consultants to undertake a detailed feasibility study of options for the District Council's headquarters and depot accommodation. Having considered the appraisal mechanism by which tenders were

evaluated, it was

RESOLVED

- a) that £75,00 be released for the feasibility study from the Medium Term Plan;
- b) that Lambert Smith Hampton be appointed as consultants to undertake the study; and
- c) that the future programme for the completion of the feasibility study as set out in paragraph 4 of the report now submitted be noted.

221. PROPOSED DEVELOPMENT OF SAPLEY SQUARE, HUNTINGDON

The Cabinet considered a report by the Chief Officers Management Team (a copy of which is appended in the annex to the Minute Book) concerning the procurement approach undertaken to date in relation to Phase 1 of the Acorn Health Centre Development and seeking approval to the transfer of certain contracts or procurement processes to the Council, subject to the inclusion of appropriate caveats with regard to management of the risks involved.

The report also outlined advice received from Counsel on the matter and a proposal to negotiate the contract for Phase 2 of the development with the contractor for the Health Centre. In order to complete the works in the timeframe required by the Office of the Deputy Prime Minister funding agreement, to avoid the problem of restricted access to the site and to take advantage of the very competitive, successful tender submitted by a nationally recognised contractor for Phase 1, the Cabinet

RESOLVED

that subject to the conditions outlined in paragraph 6.5 of the report now submitted -

- a) the procurement process for the main contract and the Council entering into the contract be approved;
- b) the employment of the quantity surveyor, as the Employer's Agent, on the contract terms originally agreed be approved; and
- c) the procurement process and engagement of Cambridgeshire County Council for Clerk of Works services be approved.

Chairman

SAFETY ADVISORY GROUP (Report of the Advisory Group)

1. INTRODUCTION

- 1.1 The Advisory Group met on 19th May 2004 and Councillors J W Davies, A Hansard and L M Simpson were present.
- 1.2 The Staff Side representatives in attendance were C Sneesby and C Douglas.
- 1.3 Apologies for absence from the meeting were submitted on behalf of Councillors K Reynolds and Messrs K Lawson and A Chabot.
- 1.4 The report of the meeting of the Advisory Group held on 3rd March 2004 was received and noted.

2. 145 BROADWAY, YAXLEY

- 2.1 By way of a report by the Commercial Services Manager, the Group were updated with an incident that had serious Health and Safety implications which had taken place at 145 Broadway, Yaxley on the 13th April 2004.
- 2.2 The Group were advised that the property had been found to be “filthy and verminous” and had taken four men, four days to clear the property entirely. Amongst the general debris removed were a large number of dangerous wild animals many of which were dead and were dealt with by qualified personnel.
- 2.3 The Group were also advised that a live grenade had been discovered at the property which has been disposed of safely by the bomb disposal squad.
- 2.4 The Group placed on record their gratitude for the commendable actions of the staff involved and their level of expertise that had ensured their own safety in a dangerous situation and the safety of the other services in attendance at the incident.

3. REVIEW OF HEALTH AND SAFETY BY ZURICH MUNICIPAL

- 3.1 Consideration was given to a report by the Head of Personnel Services that drew Members’ attention to a review of the Council’s management of Health and Safety carried out by Zurich Municipal. The document was commissioned to assist with future Strategic Planning, ensure that existing management systems were effective and that the necessary health and safety legislation was complied with by the Council.
- 3.2 Interviews had been carried out by Zurich Municipal with seven senior Managers and one Health and Safety Co-ordinator in an attempt to establish the way in which the Council’s existing arrangements for the

management of Health and Safety and risk assessment were perceived by its staff. A number of employees were also interviewed during the inspection by Zurich Municipal at various Council owned sites.

- 3.3 The Group were acquainted with the summaries and conclusions of the review and particular attention was drawn to the management of contractors by the Council. Members were reminded that contractors' basic Health and Safety compliance was vetted by the Sinclair Directory providing that the contract value was in excess of £30,000. The review advised that similar checks should be introduced throughout the Council for high risk contracts below this contract value.
- 3.4 The Group were also acquainted with the recommendation of the report that the competence of Health and Safety professionals should be raised, ie
- ◆ Health and Safety Advisers – NEBOSH Diploma;
 - ◆ Leisure Centres Health and Safety Co-ordinator – NEBOSH Diploma;
 - ◆ Health and Safety Co-ordinators – NEBOSH Certificate.

4. ERGONOMIC ASSESSMENT OF REFUSE COLLECTION

- 4.1 Attention was drawn to an ergonomic assessment of the work undertaken by employees of the Council's Operations Division which has been carried out by WorkSafe. The Study was commissioned to determine whether the physical intensity of collecting refuse in black sacks might be causing employees to suffer long term muscular skeletal disorders.
- 4.2 Representatives from WorkSafe had monitored one team of three refuse collectors for one day and it was noted that this was not a large enough sample to allow significant data to be obtained but had led to a number of recommendations being made to the Council.
- 4.3 Whilst the aerobic fitness for the sample was noted as 'average to good' for adults of their age, concern was raised by Members that loaders often ran rather than walked as this may have an adverse effect on the wear and tear of their joints.
- 4.4 In that context, the Group were advised that the recommendations of the report sought protective, flexible and well cushioned shoes for refuse collectors to improve shock absorption and pressure on joints from walking long distances each day. In response to the report, the Head of Operations advised that such shoes were difficult to source owing to the number of Health and Safety restrictions on such items and agreed that cushioned insoles may be a more effective solution.

5. INSTITUTE OF OCCUPATIONAL SAFETY AND HEALTH – SUPERVISING SAFELY

- 5.1 Following the successful completion of the IOSH Supervising Safely qualification by a number of employees, the Group agreed that a formal presentation of certificates should be arranged and that a notice be placed on the intranet identifying those now qualified.

6. FIRE DRILL – PATHFINDER AND CASTLE HILL HOUSE

- 6.1 The Group received and noted a report by the Head of Personnel Services detailing a routine fire drill which had been undertaken at Pathfinder and Castle Hill House on the 26th March 2004.
- 6.2 In addition to previous fire drills the alarms had not been switched off for the duration of the evacuation in Pathfinder House to avoid employees from Castle Hill House and others entering the building through the rear doors as they were unaware of the preceding evacuation.
- 6.3 In spite of the blockages being placed in the main stairwell of Pathfinder House and two locations in Castle Hill House the evacuations were completed in 3 minutes and 2.5 minutes respectively.
- 6.4 The Group noted a number of observations that had been made during and after the fire drill and particular attention was drawn to a revision in the way in which external users of the Council's meeting rooms are advised of the fire procedure.

7. AD HOC SAFETY INSPECTION

- 7.1 Consideration was given to a report by the Head of Administration regarding the observations and comments made by the Group during an Ad Hoc Safety Inspection held on the 21st April 2004.
- 7.2 An addition to the comments made during the inspection, the Health and Safety Adviser reported that whilst the aggressor who had smashed windows in Pathfinder House had been remanded in custody until the 10th June 2004 when he would be sentenced, it was possible that he had already served his sentence whilst in custody.
- 7.3 The Health and Safety Adviser reported that the Council had asked the Crown Prosecution Service for an Anti Social Behaviour Order to be placed on the aggressor. She agreed to keep the Group updated with the situation.
- 7.4 The Group received and noted the comments arising from the Ad Hoc Safety Inspection in relation to the violent incident and the St Ivo Leisure Centre.

8. DATE OF A HEALTH AND SAFETY INSPECTION AT A COUNCIL PREMISES

- 8.1 In view of the closeness of the European Elections, it was agreed that Members of the Group when appointed by the Cabinet, should be contacted with regard to organisation of the Ad Hoc Safety Inspection prior to the first meeting of the Group in November 2004.

9. ROSPA GOLD OCCUPATIONAL HEALTH AND SAFETY AWARD FOR LEISURE CENTRES

- 9.1 By way of a report by the Leisure Centres Health and Safety Co-ordinator the Group were pleased to note that the Huntingdon and St Ivo Leisure Centre had achieved the RoSPA Gold Occupational Health and Safety Award.
- 9.2 St Neots Leisure Centre had received a RoSPA Gold Occupational Health and Safety Award for the second year consecutively and Ramsey Leisure Centre for the third year consecutively.
- 9.3 Sawtry Leisure Centre had been awarded the RoSPA Gold Medal for Occupational Health and Safety in recognition for achieving the award for five years consecutively.

10. ACCIDENT/INCIDENT REPORT

District Council Employees

- 10.1 The Group received and noted a report by the Head of Personnel Services detailing 17 accidents which had taken place since the last meeting of the Group.
- 10.2 Further to incident numbers 1758 and 1761, the Group were advised that these accidents had not taken place during the routine handling of wheeled bins and were therefore isolated incidents.
- 10.3 In relation to incident number 1767, the Group were advised that it was difficult to monitor the use of the play equipment by school children.

Leisure Centre Employees

- 10.4 The Group received a report by the Head of Community Services detailing accidents which had been reported at the leisure centres since the last meeting of the Group.
- 10.5 Further to incident number 5895, the Group were advised that the accident had been reported under the RIDDOR process and the correct supervision procedure had been reintroduced to staff at the Centre.

11. TRAINING

- 11.1 The Group were acquainted with a report by the Head of Personnel Services outlining training courses which had been held since the last meeting.
- 11.2 Further to the delay in implementing a tailored health and safety induction for the print room staff, the Group were pleased to note that the training was being organised.
- 11.3 In addition to the Health and Safety Review previously discussed at the meeting, the Group were advised that Driver Development Training and the use of mobile phones would be included in the final version of the health and safety policy.

Councillor J W Davies

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CABINET

24TH JUNE 2004

LOCAL TRANSPORT PLAN – ANNUAL PROGRESS REPORT (Report by Director of Operational Services)

1. PURPOSE

- 1.1 To comment on the current APR draft and the Huntingdonshire statement.

2. BACKGROUND

- 2.1 DfT (Department for Transport) require Cambridgeshire County Council to submit a joint Annual Progress Report (APR) by 31st July 2004 on the delivery of the Cambridgeshire Local Transport Plan. The APR informs the financial settlement, usually around December, provided to deliver the transport agenda for Cambridgeshire.
- 2.2 This Authority, together with the other City and District authorities are required to submit a statement specific to their area outlining the commitment of the Council to the APR and also reporting on local delivery. A copy of the draft statement will be available for Members consideration at the meeting.
- 2.3 Members will recall that we produced a replacement LTP last year for the period 2004-2011 in advance of the national requirement for replacement in July 2005. This APR is still, however, based on the work of the previous LTP with the APR for next year reflecting the new document.
- 2.4 The APR is the mechanism by which Government allocates capital funds for transport on a year-by-year basis. Last year's submission secured a much improved settlement of £22.040M (21% higher than the previous year) with an overall 'above average' ranking for the APR itself. In recognition of this improvement, an extra £1.8M was granted. The settlement also included continued funding for the A14 village traffic calming project, further details of which are included within this year's submission.
- 2.5 This year's revised APR guidance is once again looking for clear identification of performance against targets and is looking for trajectory projections in order to assess expected performance for reported areas on a year-by-year basis. This is being specifically requested to provide a clearer indication of where earlier action may be required in order to address an action that may not be 'on-track' according to an overall stated target or objective.

3. 2003/04 DELIVERY

- 3.1 Key areas relating to delivery within this year's APR include;
 - 3.1.1 A14 village traffic calming project is 'on-track' for implementation with a further bid now being made for Bluntisham, Buckden, Earith and The Stukeleys to be included from Spring/Summer 2005. Three other villages outside Huntingdonshire are also included in the bid.

- 3.1.2 An increase in Walking schemes of 32% delivered over the originally planned programme for 2003/04 is reported.
- 3.1.3 Under Cycling, a report on the completion of the jointly-funded County/District Eynesbury to railway station scheme in St. Neots is being submitted. This was delivered as part of the Market Town transport strategy and designed and delivered by this Council's Project team.
- 3.1.4 Within the continuing improvement of Public Transport infrastructure, the replacement of all the bus stops in St Neots is reported, which included posts, flags, timetable cases and updated timetable displays.
- 3.1.5 For Road Crossing schemes, a 141% increase over the planned programme is reported. This includes 28 additional crossings as part of Market Town strategies and 25 in villages close to the A14 as part of the traffic calming project.
- 3.1.6 An all time low figure for the number of people killed or seriously injured on roads in Cambridgeshire is reported, which continues the downward trend. 2003/04 saw a figure of 471 people recorded against a target of 481.
- 3.1.7 In terms of Major schemes, details relating to the development of the Cambridgeshire Guided Busway scheme are included outlining current progress with public consultation, the development of the Transport and Works Act Order and proposed on-street measures between Huntingdon and St. Ives and within Cambridge City.
- 3.2 Key areas relating to progress against targets and objectives include:
 - 3.2.1 A drop in the overall satisfaction rate relating to local bus services. Currently 29.5% against 39% three years ago.
 - 3.2.2 71% satisfaction rate with provision of public transport information, which is surprisingly high given the drop reported in 2.6.1 above.
 - 3.2.3 Good progress relating to the introduction of five (to date) Market Town transport strategies is reported, including St. Neots and Huntingdon and Godmanchester, and the commencement of work on the strategy for St. Ives. We have requested that work on the delivery of the Huntingdon Bus/Rail interchange during 2004/05 is reported, particularly as there is an overall target to develop rail/bus/taxi interchanges and this is currently the only scheme being developed outside Cambridge. Introducing increased levels of all-modes traffic monitoring is also reported.

- 3.2.4 Increased cycle use in market towns is currently not on track for delivery. Measures are suggested to address this which include the need to deliver the Eaton Socon to Eynesbury pedestrian/cycle bridge contained in the St Neots strategy. This is seen as a vital link in delivering a comprehensive network for the town thereby increasing the modal share for this mode.
- 3.3 In terms of the spending programme, we are aiming to ensure that the APR reports the overall levels of contribution made by this Council within Hunts, which will also be reflected in our Huntingdonshire statement.
- 3.4 In terms of amendments to Targets since the last APR was submitted, some specific areas relating to Hunts are as follows:
- 3.4.1 The original target to double cycle use in market towns by 2006 is not on track. Based on the planned trajectory for this mode, a revised target of a 60% increase in cycling in market towns by 2010/11 is proposed (currently 3,736/day in 2003/04, proposed 5,278/day in 2010/11).
- 3.4.2 While bus use in market towns is currently not on track (10,061 daily boardings), trajectory projections based on the current work programme, indicate that the current 2010 target will be met (12,050 daily boardings).
- 3.4.3 The percentage of unclassified roads with negative residual life is not on track due to the diversion of funding to repair of hot weather damage during 2003/04. The allocation of an additional £587,000 during 2004/05 will bring this back on track.

4. DISTRICT COUNCIL STATEMENT

- 4.1 The Statement again reports on progress relating to jointly-funded schemes delivered with the County Council and other partners, with particular reference to the Market Town Transport strategies and the success during 2003/04 in the development of Community Transport schemes across Huntingdonshire.
- 4.2 Progress with development related objectives that link to the transport strategies is also included together with the outcomes of the Car Parking and Taxi strategy reviews.
- 4.3 Details of the continuing direction that the District Council will take on transport related matters with respect to our MTP are also included.

5. CONCLUSION

- 5.1 A decision on the APR is expected from DfT during December 2004 to cover the financial year 2005/06.
- 5.2 The views of Cabinet are requested on the draft APR and the proposed Huntingdonshire statement to be included therein.

6. RECOMMENDATION(S)

6.1 It is recommended that Cabinet;

- (i) approve the current APR draft and Huntingdonshire statement; and**
- (ii) to authorise the Director of Operational Services, after consultation with the Executive Councillor for Planning Strategy, to approve any minor amendments to both the APR and Huntingdonshire statement.**

BACKGROUND INFORMATION

Cambridgeshire Local Transport Plan 2001-2006
Cambridgeshire Local Transport Plan 2004-2011
Cambridgeshire Draft Annual Progress Report 2004

Contact Officer: Stuart Bell – Team Leader, Transportation
☎ 01480 388387
e.mail stuart.bell@huntsdc.gov.uk

CABINET

24th June 2004

HDC TRAVEL PLAN (Report by Development and Community Manager)

1. INTRODUCTION

- 1.1 This report provides an update on the development of the Council's Travel Plan. The draft Travel Plan will be presented to Cabinet in September 2004.

2. BACKGROUND

- 2.1 A travel plan is a package of measures aimed at promoting sustainable travel within an organisation, with an emphasis on reducing reliance on single occupancy car travel. Effective travel plans can bring benefits both to the organisation and the surrounding community. They can assist in reducing traffic congestion, widening accessibility and reducing air pollution.

3. DRIVERS FOR CHANGE

- 3.1 The Council uses the planning system to secure agreement to deliver travel plans in new development. As a community leader the council needs to lead by example and deliver its own travel plan.
- 3.2 The Council's possible move to a new site would result in greatly reduced on-site car parking. The preparation for this should begin now to encourage modal shift from single occupancy car travel and reduce the need for car parking.
- 3.3 Through the Council's Car Parking Strategy, agreement was reached to deliver a Travel Plan to reduce the need for on-site parking at the Council offices.
- 3.4 A staff travel plan was prepared for the Council in 1999. Baseline data was gathered about the modal choice of staff travelling to work. The survey showed sole occupancy car use at 73.3%.
- 3.5 Sole occupancy car use by HDC staff was reduced to 66% in 2003 and it is expected that an even greater modal shift can be achieved with full implementation of a comprehensive travel plan. See appendix 2 for break down of Travel to Work Survey figures from 1999 to 2003.
- 3.6 The Travel Plan was never fully implemented due, in part, to lack of pressure to change. Since 1999 the drivers for change have become more apparent and it is hoped that the council will now support full implementation of a travel plan.

4. DEVELOPMENT OF THE HDC TRAVEL PLAN

- 4.1 As part of the preparation of the travel plan the council has undertaken the following:
- 4.2 Away-day sessions have been held with staff from the Environment and Transport division to develop ideas and get an insight in to which travel options were practical and would be taken up.
- 4.3 A cross-departmental travel plan working group has been established to lead on the implementation of the work programme.
- 4.4 A consultation leaflet was distributed to all members and officers at Pathfinder House, Castle Hill House and the Godmanchester Depot. The response rate is about 10% to date and these responses have been analysed – see appendix 2.
- 4.5 A number of promotional activities are taking place in the week commencing 14th June to tie in with National Bike Week. The activities are aimed at promoting cycling and car sharing. Full details of the activities are in appendix 3 and a verbal update on how they went will be provided at the meeting.
- 4.6 A Travel to Work intranet site has been developed to share information about sustainable travel options. The site can be accessed at <http://inttest3.huntsdc.gov.uk/travelto/work/>

5. RECOMENDATIONS

- 5.1 Cabinet are asked to note
- (a) progress made on the development of a revised travel plan; and
 - (b) that a revised draft Travel Plan will be presented to Cabinet in September 2004.

BACKGROUND INFORMATION

'Our news, your views – Travel Plan Consultation' leaflet
Location 3rd floor Pathfinder House

Contact officer: Sonia Hansen – development and community manager
☎ 01480 388341
e:mail sonia.hansen@huntsdc.gov.uk

**Appendix 1
HDC Staff
Data from Travel to Work Survey**

1999		2003	
Car	73.3%	Car	66%
Car Share	14.7%	Car Share	15%
Rail	0.9%	Rail	5%
Cycle	1.7%	Cycle	5%
Walk	3.2%	Walk	3%
Bus	2.3%	Bus	4%
		Motorbike	2%

**Appendix 2
Analysis of the Travel to Work Consultation**

Your Views Results

Return rate

The 'your views' questionnaire was included at the back of the travel plan consultation 'our news, your views' booklet - approximately 600 copies of the booklet were distributed (400 to PFH/ CHH Staff, 140 to Godmanchester depot staff & 60 to councillors)

We have received 49 replies, approximately 7.5% of the total distributed.

Would you consider working a nine-day fortnight?

Answer	No of answers	% Of total
Yes	33	70%
No	12	26%
Maybe	2	4%

Would you consider working from home?

Answer	No of answers	% Of total
Yes	38	79%
No	8	17%
Maybe	2	4%

Would you consider cycling to work or for business journeys?

Answer	No of answers	% Of total
Yes	9	19%
No	34	71%
Maybe	1	2%
Yes, for business only	4	8%

**Would you consider cycling to work or for business journeys?
If no, why not?**

The answers here are grouped into the same or very similar
 Each reason is recorded once for each time it was stated. Some people gave more than one reason.
 The 3rd column is the % of people who did not answer yes, that stated each reason.

Reason	No of times stated	% Of people not answering yes, who stated reason
Its too far	22	56%
I need my car for business	9	23%
Its too dangerous	8	21%
I've not got time	3	8%
I can't rely on the weather	3	8%
I already walk	3	8%
Other	5	13%

Other reasons given once each were:

- I would have childcare problems
- I don't want to get hot and sweaty
- I'm not fit enough
- I'm currently learning to ride a bike
- I already use public transport

Would you consider car sharing?

Answer	No of answers	% Of total
Yes	26	55%
No	17	36%
Maybe	4	9%

Would you consider car sharing? If no, why not?

All answers recorded as there were only 6 different answers.
 Each reason recorded once for each time it was stated. Some people gave more than one reason.
 The 3rd column is the % of people who did not answer yes, that stated each reason.

Reason	No of times stated	% Of people not answering yes who stated reason
Its inflexible	12	57%
I need my car for business	6	29%
I live near me	4	19%
I have childcare problems	3	14%
I live too near	3	14%
Stress - bad sharers	2	10%
Other	0	0%

'Its Inflexible' includes responses such as 'limits use of flexi-time', 'Can't make last minute changes', and 'My hours do not suit' etc.

Benefits/Incentives

How could we change the current system for travel claims to encourage more sustainable travel?

Here are all the responses we have had

- Buy out Heads of Service/ Directors 'free leased' vehicles
- Pay for cycle mileage
- Give a bike allowance
- Likes the idea of bike mileage rate
- Pay mileage towards cycling/ public transport

4 People agreed with the idea of paying cycle mileage.

- In my case a car is essential
- Is not in favour of erosion of essential user benefits as he has no option other to use his car and so taking benefits away would only penalise him.
- The system should be added to, not changed, so as not to disadvantage those who have to use their cars for work

3 People were concerned about losing out because of changes

- Stop paying so much! Pay more for low-level emission cars, get rid of number of miles for "essential users
- Increase benefits for more fuel efficient vehicles
- Increase the lump monthly sum as mileage done is less, or by sustainable methods
- Double lump sum - No mileage
- Essential user status should be based on whether you need your car for work - not how many miles you do
- Remove essential user status - only % claims for petrol mileage

6 People had suggestions of ways to change the current system for claims for travel by car

- Mileage towards public transport
- Reimburse on the basis pub trans users/ taxi fares - make exceptions only for disabled, bulky equip, and rural locations
- Ensure people use bus/ train where possible, not always practical though, restricted times take longer
- Offer claims for people travelling to work by bus or by rail

4 People had suggestions that related to public transport

- Insist that pool cars are used for work journeys rather than private ones
- Have pool cars available for business use.

2 People made suggestions relating to pool cars

- Idea of car sharers having a parking space is a good one
- Encourage more staff to car share when attending external meetings
- Continue offering parking space to car sharers

3 Suggestions were made regarding car sharing

- Thinks it would be difficult with size of area covered
- Nothing wrong with current system
- Doesn't think we can. Better use of technology could reduce the number of journeys required.

3 people thought we would struggle to improve the system

Other Comments

- Car parking should be rationalised - for people who actually need vehicles for work purposes
- I car share now as I do not have a parking pass
- Don't waste money on this - provide ample parking for all staff

3 Comments were made regarding car sharing

- I would support a staff bus for St Neots
- Likes the idea of staff buses

2 People stated that they liked the idea of staff buses

- Would consider all the alternative arrangements but is worried about losing flexibility - also thinks we need more cycle routes to make cycling safer.
- We need more cycle paths, better bus service
- Whilst improving the staff travel plan is important, you need to understand that until public transport becomes FREQUENT, RELIABLE, CLEAN and CHEAP people will continue to use their cars. I cannot rely on public transport, its EXPENSIVE and would take me TWICE as long to get to work
- Public transport not readily available in some areas, it is also shoddy and full of kids that swear!
- We need more buses

5 Comments were made stating that we need better public transport and/ or more cycle routes

- Not sure car sharing fits in very well with flexi-time
- Car sharing works best with fixed hours
- Car sharing is an excellent idea
- Has been car sharing for 6 years already, thinks they should be receiving some benefits
- Car sharing is difficult if you need a vehicle for site visits

5 Comments were made regarding car sharing, one was positive

- Would not be happy if 9-day fortnight were imposed as hours are supposed suit customers and not employees
- Likes 9 day fortnight and home working ideas and can see the benefits they would bring.
- Would work from home if there was broadband in their village
- Would work from home if employer would allow it.
- Some managers are reluctant to allow home working, more should be done to make this a realistic option

5 Comments were made regarding home working

Miscellaneous comments

- Thinks plans should also apply to members, comments that many members have large cars and no regard for the pollution they cause.
- Where is the breakfast for walkers?
- Agrees with leaflet
- If the merits of each mode were highlighted and arrangements made to use multiple modes (eg. car/ bus/ bike or train/ car/walk) then habitual use would result
- Good ideas - would like to see some scientific facts about what the most sustainable modes of transport are
- Has attached a map showing the roundabout that discourages her from cycling because it is so busy - The one that you have to go over to get to Huntingdon from Stukeley
- LPG vehicles have poor emission records on short journeys making their use for officer visits within district questionable.
- We must not forget staff productivity in all of this.
- Perhaps we also need to include our customers in our calculations as well, presuming we are looking at sustainable travel across the board.

Appendix 3

Travel To Work Week 14th – 18th June 2004 Activities

- ◆ Bike to work breakfast at Pop Bellies café
- ◆ Road safety cycle training
- ◆ Cycle security postcoding
- ◆ Evening cycle social event at Grafham water
- ◆ Prize draw for all cyclists filling in a feedback form to win a solar powered radio
- ◆ Car Sharing trial with guaranteed parking space for car sharers
- ◆ Prize draw for solar powered radio for all car sharers

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CABINET

24 JUNE 2004

**ST NEOTS LEISURE CENTRE AND
ERNULF COMMUNITY SCHOOL SITE ISSUES
(Joint Report by Head of Community Services and
Head of Planning Services)**

1 SUMMARY

This report informs the Cabinet of developments concerning the St Neots Leisure Centre and Ernulf Community School site on Barford Road, St Neots since it received a report on 23 October 2003 on the development of a Youth and Community Performing Arts Centre proposed for the site.

2 BACKGROUND INFORMATION

- 2.1 At its meeting on 23 October 2003, Cabinet resolved that “the bid by Ernulf Community School for Performing Arts College status be supported”. It resolved further that “the Head of Community Services, in conjunction with the Executive Member for Leisure, be authorised to explore further the opportunities that may arise from a shared approach to managing and developing community cultural services at the Ernulf School/St Neots Leisure Centre site”.
- 2.2 Since October, the Executive Councillor for Leisure and the Head of Community Services have attended a series of multi agency meetings with parties interested in the site developments and other developments adjacent to the site. The meetings have been attended by representatives of St Neots Town Council and the Alfred Hall Memorial Trust, as well as the School. During the same period, the Head of Community Services has had a number of separate discussions with the Principal of the School with architects employed by the County Council to determine the viability of physically linking a new Youth and Community Performing Arts Centre with either or both of the existing Leisure Centre buildings.
- 2.3 As a result of these meetings, the aspirations of the organisations involved have been clarified. They are summarised below.

- The District Council has a capital programme which is split between maintaining the existing assets and improving facilities and services. The cost of maintaining the existing structures is likely to escalate. There would be potential to reduce revenue operating costs by operating from a single building rather than a split site. The capital programme for St Neots Leisure Centre has been put on hold whilst the joint discussions referred to above have been taking place. The District Council is embarking upon a programme of income generating activities in its Leisure Centres in order to reduce their real terms revenue costs to the Council.
- Ernulf Community School has been awarded Performing Arts College status. It wishes to develop a Youth and Community Performing Arts Centre on the site. The Centre would comprise a main auditorium designed to be flexible in its use. It will also need storage space, teaching facilities, a relocated nursery and will need services like toilets, changing accommodation and catering facilities. The School sees the Centre as a prestigious facility, meeting its curriculum needs, but also providing a venue for a wide range of other uses, particularly by youth and community groups. Consequently, it believes that the Centre's location needs to front Barford Road, providing a flagship entrance to the site. The School is refurbishing its existing performing arts teaching areas in time for the new school year. The School is reflecting these major changes in a new name from September 2004 – St Neots Community College.
- The Alfred Hall Memorial Trust has the twin objectives of providing a home ground for Eynesbury Rovers Football Club and social and recreational facilities for the residents of Eynesbury. It wishes to sell the existing football ground in Hall Road (marked 'A' on the plan attached as Annex 1) for housing development. This would enable it to purchase the land marked 'C' on Annex 1 and redevelop it for sporting and recreational purposes. It would enable the re-provision of the football club's existing facilities which have become dilapidated and outdated and the provision of a grass training pitch, an all weather training surface, and a new building suitable for use by the community for a wide range of purposes. All of this would enable the football club to improve and extend its junior section, which is currently constrained by the space available.
- St Neots Town Council has long held ambitions to improve the facilities associated with its football pitches on Banks' Field (marked 'B' on Annex 1). Its intention has been to use the Section 106 contribution arising from the housing developments on Barford Road to provide changing rooms for the pitches. Currently, the pitches are only used by Eynesbury Rovers' junior section who use the club's own changing facilities. The Town Council would prefer to co-locate Banks' Field facilities with those of the football club to ensure optimum use and security and to minimise the built footprint.

- The Local Education Authority (LEA) has supported the School's aspirations as outlined above. There is also an early indication that it is prepared to consider land exchanges in order to facilitate the aspirations of the Trust. It may also seek to dispose of land for housing development within the existing guidelines for the sale of school playing fields (marked 'E' on Annex 1). Moreover, the LEA has been awarded £329,000 from the New Opportunities Fund for a Community Tennis Initiative on the site. This is in partnership with the School, the District Council (contributing £30,000 from the Medium Term Plan) and the local tennis club. The intention is to use the award and the District Council's contribution to update the School's tennis courts (part of 'E' on Annex 1) for the benefit of School, Club and community. Ancillary accommodation is to be provided through the use of both the School's and the Leisure Centre's facilities.

2.4 Most of these aspirations are complementary, but as they have developed in their separate guises, it is now apparent that the impact on the site and the surrounding (largely residential) neighbourhood needs to be considered as a whole. Indeed, not to do so will be likely to prejudice the successful implementation of one or all of the projects and miss out on advantages arising from a common approach. The early view from the Council's Planning Services (without prejudice to the determination of any future planning applications) is encapsulated in the e mail attached as Annex 2. As a result, it is **recommended** that Cabinet endorses a master planning process for the site which:

- sets out to meet the aspirations of all the partners identified above;
- optimises the benefits to the site of the partners' capital contributions;
- consolidates ancillary facilities – crèche/nursery, parking, bars & catering, changing, toilets, etc – into appropriate clusters to optimise their use and the revenue accruing from their use;
- makes the most efficient use of the existing revenue contributions of the partners;
- takes account of the needs of people with disabilities and other excluded communities; and
- meets the requirements of the planning process.

2.5 Planning Services now has the capacity to undertake this master planning approach to the site, although it will need to seek inputs from specialists in, for example, highways matters.

- 2.6 Once a master plan is established, the partners can proceed with the key elements of the plan as each of the resources become available. An indicative order of those resources is tabled at Annex 3. The master plan will also enable an assessment to be made of the feasibility of additional external funding. This might arise from, for example, the Football Foundation, the Arts Council, Sport England, the Countryside Agency or individual charitable sources. To carry weight in the planning process, the master plan will, in due course, need to be the subject of consultation prior to its adoption by Cabinet.

3 IMPLICATIONS

- 3.1 Circumstances have combined to provide a unique opportunity to develop the School/Leisure Centre site and adjacent areas as a significantly improved community cultural facility. The existing site does not work as well as it might as a result of piecemeal development. The implications of a master plan are that all parties to the developments pool their expertise and resources to ensure that the resultant facilities serve the widest range of community need within an agreed envelope of revenue costs and thus that further piecemeal development is avoided. Partners will need to recognise that their individual needs may need to be adjusted to meet the corporate good.
- 3.2 Clearly, the implications for both capital funding and revenue costs are far from clear currently. However, it is logical to suggest that the benefits in term of potential additional income generation through additional use of the site would result in future revenue costs **to the District Council** for the current range of services which are no greater than those planned in the Medium Term Plan.

4 CONCLUSION

The community facilities on and adjacent to the Ernulf School/St Neots Leisure Centre site have developed with little reference to each other. The opportunity to radically alter the site to make the best use of a variety of disparate capital resources together with the existing level of revenue funding is available now. Failure to grasp this opportunity may result in a further piecemeal approach to development which is likely to make less of the resources and exacerbate problems ancillary to the site.

5 RECOMMENDATION

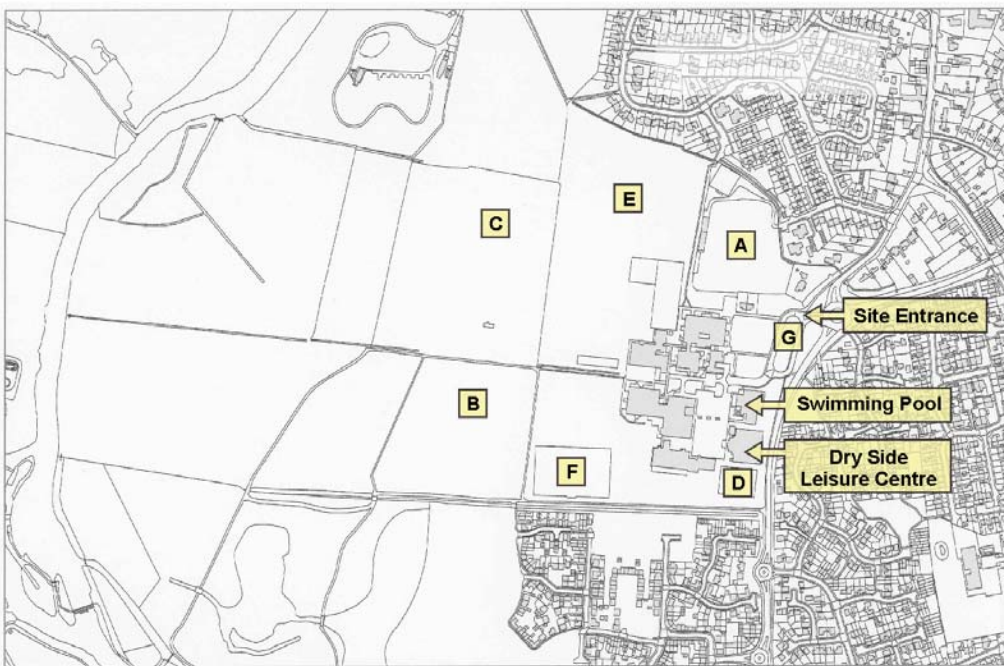
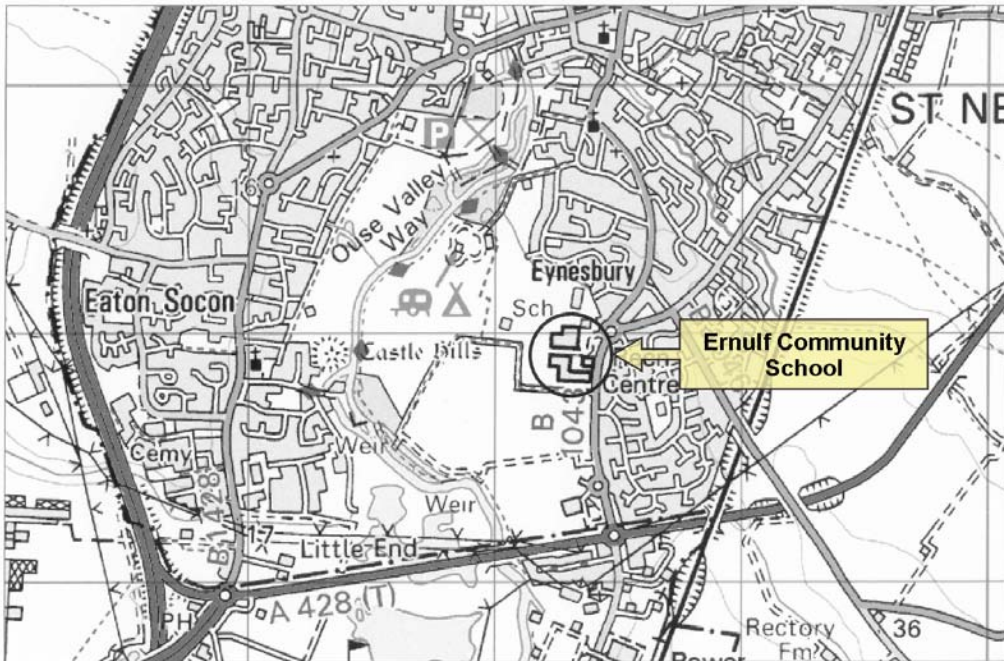
That Cabinet approves the development of a master plan for the Ernulf Community School and St Neots Leisure Centre site and adjacent areas, to be submitted to a future meeting.

BACKGROUND INFORMATION

Report to Cabinet 23 October 2003.

Contact Officers: Peter Jones, Head of Community Services

☎ 01480 388202
Malcolm Sharp
☎ 01480 388401



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From: Ingram, Steve (Dev Control)
Sent: 12 May 2004 16:17
To: Jones, Peter (Comm. Serv.)
Cc: Sharp, Malcolm (Planning); Probyn, Richard (Planning)
Subject: RE: Developments on and around the Ernulf School/St Neots LC Site

Importance: High

Peter,

Further to our meeting and in the light of the other potential development proposals (i.e. the college's aspirations and your own ideas for rationalising/enhancing HDC's leisure facilities) that are/maybe coming forward it is considered that, in planning terms, it will be necessary to deal with these proposals in a comprehensive manner. Such a procedure would ensure that any development actually seeks to maximise overall community, and delivers other related benefits, and avoids the obvious potential pitfalls of dealing with piece-meal proposals on an ad-hoc basis.

Accordingly it is considered that it will be necessary for all the prospective parties to support a comprehensive master planning exercise for the whole area that;

1. Identifies the overall development aspirations of all the respective parties and accordingly considers the nature and scale of all the proposed new and/or amended uses that are/will be proposed within the area.
2. Fundamentally considers the nature and form of access arrangements that would be required to service those respective uses. The master plan would also have to consider existing road capacities and define a strategy for rationalising access to the overall site whilst at the same time minimising environmental and residential impacts.
3. Make proper provision for the joint-use of facilities/infrastructure e.g. joint use car parking provision/shared reception facilities/maximised community space in order to minimise the wasteful duplication of facilities.
4. Properly considers the nature of the re-development opportunities that may be available in order to maximise the brown field development opportunities available.
5. Takes due account of the flood plain and landscape character considerations.

I hope this is helpful.

Steve

**EXISTING KNOWN RESOURCES AVAILABLE ON THE ERNULF
COMMUNITY SCHOOL AND ST NEOTS LEISURE CENTRE SITE AND
ADJACENT AREAS**

Agency	Capital £k	Revenue £k	
Ernulf Community School	1,000	Limited to technical and administrative support	
Huntingdonshire District Council	650	520	
St Neots Town Council	190	Less than 1	
Cambridgeshire County Council	359 (including HDC contribution)	40 (bid in place only, over two years to fund community development)	

CABINET

24TH JUNE 2004

USE OF INJUNCTIONS IN ANTI-SOCIAL BEHAVIOUR (Report by Director of Operational Services)

1. PURPOSE

- 1.1 To consider the use of Injunctions in dealing with issues of anti-social behaviour.

2. BACKGROUND

- 2.1 The Council is working with its partner agencies in the Community Safety Partnership to tackle cases of anti-social behaviour. Individual agencies take the lead role on particular cases depending on the issues involved.
- 2.2 The Council takes the lead on those cases of anti-social behaviour which include environmental 'crime' such as flytipping.

3. DISCUSSION

- 3.1 In considering the mechanisms for dealing with such cases of environmental anti-social behaviour, the Council can use Anti-Social Behaviour Orders or it can use Injunctions to ensure particular behaviour such as flytipping is not repeated. The Head of Legal & Estates believes that the use of Injunctions in such cases is an expeditious way to deal with such matters.
- 3.2 Injunctions would be sought but at present there is no delegation to the Head of Legal & Estates to enable such Injunctions to be sought. Speed is often essential to deal with these matters and it is recommended that delegated authority be given to the Head of Legal & Estates to seek Injunctions when considered appropriate.

4. RECOMMENDATION

- 4.1 That delegated authority be given to the Head of Legal & Estates Services after consultation with the relevant Executive Member to seek Injunctions to deal with anti-social behaviour.

BACKGROUND INFORMATION

- ❖ Anti-Social Behaviour Act 2003

Contact Officer: Mrs E Wilson, Director of Operational Services
☎ 01480 388301

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CABINET

24th JUNE 2004

BEST VALUE PERFORMANCE PLAN (Report by the Head of Policy)

1. INTRODUCTION

- 1.1 In accordance with arrangements approved by the Council at their last meeting, 7th April 2004, the Cabinet is authorised to approve and publish the Council's "Best Value Performance Plan" for 2004 (appended).

2. BACKGROUND

- 2.1 The Government's recent guidance recognises that the quality the Council's planning is a key component of our ability to secure continuous improvement and that the Performance Plan should be prepared as part of the Council's general business planning. The guidance maintains the statutory requirement to prepare a Performance Plan, which provides an opportunity for the Council to articulate proposals for improvement in the coming year, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people.
- 2.2 While the Plan is a public document, it is primarily intended for elected Members and employees, the Government and other regulatory bodies.
- 2.3 The Government has revised the content of the Performance Plan and it is no longer necessary to provide information that generally can be obtained from other sources. In addition, the Government has introduced a differentiated approach which links the requirement to publish data to the Council's categorisation under the Comprehensive Performance Assessment (CPA). For this year, as the Council has not yet received their final Assessment, the following information must be published —
- ◆ a brief summary of the Council's strategic objectives and priorities for improvement as contained in the Council's recently adopted Corporate Plan – Growing Success;
 - ◆ arrangements for addressing the Council's improvement priorities, particularly those identified in the CPA or the self-assessment where the CPA has not been reported;
 - ◆ details of outturn performance over the past year and targets for the current year and subsequent two years for all Best Value Performance Indicators (BVPs);
 - ◆ a brief statement on contracts stating and certifying that all individual contracts awarded during the past year which

involved a transfer of staff complied, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

- 2.4 It is open to the Council to publish additional information as part of the performance plan and it was intended to incorporate information relating to the Code of Corporate Governance. However, in view of the revised format and scope of the document it is now planned to publish this information separately after consideration by Members.
- 2.5 In preparing the Plan provisional information has been presented to both the Overview and Scrutiny Panels who welcomed the approach to be adopted in future years where performance data would be incorporated and published as part of the Council's corporate plan. The Panels endorsed the inclusion of the implementation of the Overview and Scrutiny development programme in the provisional improvement plan and in this respect recommended the Cabinet to identify the Chairmen of the Overview and Scrutiny Panels as the lead Members to secure achievement of that part of the Improvement Plan. They also recommended the addition of a commentary alongside the BVPIs where performance was below that which was expected. These recommendations have been incorporated into the plan.

3. ARRANGEMENTS FOR FUTURE YEARS

- 3.1 In line with the new guidelines on the production of Performance Plans, it is proposed that for future years performance data will be incorporated and published as part of the Council's corporate plan. BVPI outturn data will be annexed to the Plan and, subject to further Government guidance yet to be issued, summary information will be produced and published.

4. RECOMMENDATION

- 4.1 The Cabinet are recommended to approve and publish the Best Value Performance Plan for 2004 as appended.

BACKGROUND PAPERS

Addendum to ODPM Circular 03/2003

Contact Officer: Ian Leatherbarrow, Head of Policy
☎ (01480) 388005
email: ian.L Leatherbarrow@huntsdc.gov.uk

Delivering better value

Performance Plan
2004

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INTRODUCTION

This performance plan includes –

- ◆ a summary of the Council's strategic objectives and priorities for improvement as contained in our recently adopted Corporate Plan – **Growing Success**;
- ◆ provisional arrangements for addressing the Council's improvement priorities. As the final results of the Comprehensive Performance Assessment have not been published this provisional improvement plan is based on the CPA the self-assessment.
- ◆ details of outturn performance over the past year and targets for the current year and subsequent two years for all Best Value Performance Indicators (BVPs);
- ◆ a statement on contracts in accordance with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

For the future the Council proposes that performance data will be incorporated and published as part of the **Growing Success**, the Council's corporate plan. Nationally set measures in the form of Best Value Performance Indicators will be incorporated alongside locally determined performance measures and targets. This will provide meaningful information on the Council's performance and demonstrate our commitment to effective and continuous improvement in the services we provide - a key part of the way we plan for the future.

VISION AND PRIORITIES

We have asked local people what is important to them now and what they want for the future. This has allowed us to develop a corporate plan for the Council – Growing Success. The plan has a **vision** for the future of Huntingdonshire, as a place where —

- ◆ we make the most of the opportunities that come from growth;
- ◆ local people can realise their potential;
- ◆ we balance our social, economic and environmental needs; and
- ◆ we have a good quality of life.

This vision sets the context in which the Council will work so that Huntingdonshire can develop in a sustainable way. By this we mean that things that we do now must benefit future generations as well as today's. To do this we need to achieve three things at the same time —

- ◆ to develop communities in a way which meets everyone's needs;
- ◆ to provide effective protection and enhancement of our environment; and
- ◆ to maintain high and stable levels of economic growth and employment.

To be successful in this vision and sustainable development, we also must take into account a number of features:

- ◆ Huntingdonshire is made up of many different communities;
- ◆ some communities have greater or different needs than others;
- ◆ equality doesn't mean doing the same for everyone;
- ◆ to make progress we must target resources to meet the greatest needs;
- ◆ we can't afford to ignore communities with fewer needs; and
- ◆ everyone needs to feel involved.

To achieve this vision of the future, we have six **priorities** -

- ◆ **safe and active communities**
- ◆ **a healthy population**
- ◆ **a clean, green and attractive environment**
- ◆ **a strong and diverse local economy**
- ◆ **housing that meets local needs**
- ◆ **accessible services and transport choices**



PRIORITIES FOR IMPROVEMENT: PROVISIONAL IMPROVEMENT PLAN

Key Development Area	Specific Activity	Timescale	Resources
Vision and Priorities	Adopt updated Corporate Plan incorporating performance measures and targets.	July 2004	Lead Member: Councillor D P Holley, Leader of the Council
	Complete internal communications plan	March – September 2004	Lead Officer: D Monks, Chief Executive Support: Head of Policy and Policy Division
	Complete external communication plans supporting engagement on vision, ambitions and priorities.	March – December 2004	
Performance Management	Complete project plan to introduce a Comprehensive Performance Management Framework	January - July 2004	Lead Member: Councillor T V Rogers, Executive Councillor for Finance Lead Officer: D Oliver, Director of Commerce & Technology
	Incorporate framework within service plans and link to Key Performance Areas	April 2004	Support: Head of Policy, Policy Division and multi-disciplinary Project Team. Linked with change management programme to add capacity, with consultancy support as necessary.
	Start regular reporting of performance information Integrate CPMF with Medium Term Financial Plan	July 2004 September 2004	

Risk Management	Complete Risk Registers	July 2004	Lead Member: Councillor T V Rogers, Executive Councillor for Finance
	Integrate with Comprehensive Performance Management Framework	September 2004	Lead Officer: D Oliver, Corporate Director, Commerce & Technology Support: Head of Financial Services and Risk Manager.
Revisions to Constitution	Implement Overview & Scrutiny development programme.	Autumn 2004	Lead Members: The Chairmen of the Overview and Scrutiny Panels and Councillor D P Holley, Leader of the Council
	Develop Standards Committee	Annual Meeting 2004	Lead Officer: P Watkins, Director of Central Services
	Update Member Development Programme	March 2005	Support: Head of Administration and Democratic Services Division

National Best Value Performance Indicators for 2003/04

The Trend arrow compares actual performance for 2003/04 against actual for 2002/03

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
	Our Overall Performance								
1a	Does the Council have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable?	No	Yes		Yes	Yes	Yes	Yes	
1b	By when will a full review of the community strategy be completed?		2006/07						
1c	Has the Council reported progress towards implementing the community strategy to the wider community this year?		No						
2a	The level of the Equality Standard for Local Government to which the Council conforms	1	1		1	2	2	2	

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
2b	The duty to promote race equality check list score		68%		63%	68%	74%	79%	
3	The percentage of citizens satisfied with the overall service provided	61.1%	58%		65%				
4	The percentage of complainants satisfied with the handling of their complaint	28.4%	39%		35%				
8	The percentage of invoices for goods and services that were paid by the Council within 30 days of such invoices being received.	89.7%	94%		93%	95%	96%	97%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
9	The percentage of Council Tax collected	98.2%	99%		98.3%	98.4%	98.5%	98.6%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
10	The percentage of non-domestic rates due for the financial year which were received by the Council	98.8%	99.2%		98.9%	99%	99.1%	99.2%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
180a (i)	Actual/'Typical' energy consumption in Council buildings - electricity	150.3%	141%		150%	140%	130%	120%	

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
180a (ii)	Actual/'Typical' energy consumption in Council buildings - fossil fuels People Statistics	99%	107%		100%	100%	100%	100%	
11a	The percentage of employees in the top 5 per cent of earners that are women	11.1%	11.1%		15%	15%	15%	15%	Worst Quartile (Actual 03/04 compared to best Qrtl 02/03)
11b	The percentage of employees in the top 5 per cent of earners that are from ethnic minorities	0%	0%		0%	0%	3%	3%	Worst Quartile (Actual 03/04 compared to best Qrtl 02/03)
12	The number of working days/shifts lost to sickness absence	6.85	7.56		7	7	7	7	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
14	The percentage of council employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0.7%	0.7%		0.6%	.50%	0.45%	0.45%	
15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.4%	0.5%		0.4%	0.35%	0.35%	0.35%	
16a	The percentage of council employees declaring that they	1.96%	1.7%		2.0%	3%	3%	3%	







BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
	meet the disability definition in the Disability Discrimination Act 1995								
16b	The percentage of the economically active population who have disabilities. (2001 census)	10.5%	10.5%	↔					
17a	The percentage of council employees from minority ethnic communities	1.7%	1.7%	↔	2%	2%	2%	2%	
17b	The percentage of the economically active population who are from an ethnic minority background. (2001 census)	2.7%	2.7%	↔					
	Waste Collection & Recycling								
82a	The percentage of the total tonnage of household waste arisings which have been recycled	14.9%	17.4%	↑	19%	20%	23%	25%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
82b	The percentage of the total tonnage of household waste arisings which have been composted	0.56%	4.1%	↑	4%	12%	27.5%	30%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
82 a+b	The percentage of total tonnage of household waste recycled	15%	21.5%		23%	32%	50.5%	55%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
84	The number of kilograms of household waste collected per head	348kg	358kg		358kg	369kg	380kg	391kg	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
86	The cost of waste collection per household	£31.44	* £39.86		£42.89	£54.68	£62.47	£59.44	In the past year we have introduced new waste collection and recycling initiatives which are proving highly successful (see references to levels of satisfaction with waste collection and recycling services). New equipment, such as wheeled bins, green boxes, and collection vehicles has been purchased. These costs have contributed to the variation between last year's costs and the estimated spend this year. Worst Quartile (Actual 03/04 compared to best Qrtl 02/03)
91	The percentage of population resident in the authority's area served by a kerbside collection of recyclables	92%	98%		97%	100%	100%	100%	
199	The percentage of land and highways assessed as having significant or heavy combined	Not applica	3%			12%	12%	12%	








BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
	deposits of litter and detritus (eg, sand, silt and other debris)	ble							
89	The percentage of people satisfied with cleanliness standards.	62.8%	68%	↑	65.0%				
90a	The percentage of people expressing satisfaction with household waste collection	83.6%	84%	↔	85%				
90b	The percentage of people expressing satisfaction with waste recycling facilities	70.5%	72%	↑	75%				
	Cultural Activities								
114	The score on "creating opportunity" checklist	94%	94%	↔	94%				BVPI discontinued
119a	The percentage of people satisfied with sports and leisure	64.6%	61%	↓	67%				
119d	The percentage of people satisfied with arts events & activities	47.5%	52.6%	↑	50%				Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
119e	The percentage of people satisfied with parks and open spaces	70.9%	76%	↑	73%				
	Access to Our Services								



BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
156	The percentage of council buildings open to the public in which all public areas are suitable for and accessible to people with disabilities.	6%	6%		12%	12%	12%	18%	Worst Quartile (Actual 03/04 compared to best Qrtl 02/03).
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery	33%	50%		50%	70%	100%	100%	
	Legal Services								
177	The percentage of authority expenditure on legal and advice that have been awarded the Quality Mark and meet a priority legal need identified in the Community Legal Service Partnership strategic plan.	44.3%	42.4%		44.3%	44.3%	44.3%	44.3%	
	Community Safety								
126	Domestic burglaries per 1,000 households.	11.56	8.56		9.98	9.68	Not available	Not available	No targets available Best Quartile (Actual 03/04 compared to best

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
									Qrtl 02/03)
127a	Violent offences by a stranger per 1000 population	1.57	1.4	↑	The Police are no longer required to collect this data, therefore no targets have been set.				No targets available Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
127b	Violent offences in a public place per 1000 population	4.04	3.21	↑					No targets available Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
127c	Violent offences in connection with licensed premises per 1000 population	0.62	0.66	↓					No targets available Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
127d	Violent offences committed under influence per 1000 population	1.3	1.16	↑					No targets available
128	Vehicle crimes per 1,000 population	12.3	11.02	↑	9.97	8.46	Not available	Not available	No targets available
166	Score against a checklist of enforcement best practice for environmental health/trading standards	80%	84%	↑	90%	100%	100%	100%	

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
174	The number of racial incidents recorded by the authority per 100,000 population	0.6	1.2		0	0	0	0	
175	The percentage of racial incidents that resulted in further action	100%	100%		100%	100%	100%	100%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	0	0		0	0%	0%	0%	Worst Quartile (Actual 03/04 compared to best Qrtl 02/03)
	Housing Matters								
62	The percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	7.7%	7.2%		7%	7%	7%	7%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
64	The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the local authority	41	15		40	15	15	15	Targets amended due to recent changes in the Audit Commission guidance
183a	The average length of stay in bed & breakfast - weeks	7	7		6	6	5	4	

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
183b	The average length of stay in hostels - weeks	13	12		12	12	10	10	
76.1	The number of Benefit claimants visited per 1,000 cases		531		6	420	450	480	
76.2	The number of fraud investigators per 1,000 cases		1		0.60	1	1	1	
76.3	The number of fraud investigations per 1,000 cases		58		49.6	50	50	50	
76.4	The number of prosecutions and sanctions per 1,000 cases		8		5.7	9	10	11	
78a	The average time for processing new benefits claims (days)	40.6	40.5		38	36	36	34	
78b	The average time for processing notification of change of circumstance (days)	7.38	7.2		7.2	9	9	9	The target has been increased to reflect the change in legislation commencing in April 2004. Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
78c	The percentage of renewal claims processed on time	77.9%	70.7%		79%				No longer applicable, no targets set.
79a	The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of	96.8%	96.2%		97.6%	97.6%	98.4%	98.4%	The year has been one of considerable change, both in terms of housing benefit regulations and in staffing levels needed to implement them. These have combined to show a small increase in the percentage of errors.

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
	cases checked post-determination.								
79b	The percentage of recoverable overpayments (excluding council tax benefit) that were recovered in the year,	49.49%	44%		50%	42%	40%	38%	The council has a high rate of detecting instances of benefit fraud. This means that we are identifying cases where benefits have been wrongly claimed more quickly. Although orders are made for repayment of these sums the money is collected at a slower rate. Also repayments of debts owed by poorer members of the community are set at low levels reflecting their ability to pay
80a	User satisfaction with contact/access facilities at benefit office	76%	76%		80%				
80b	User satisfaction with service in benefit office	78.8%	80%		82%				
80c	User satisfaction with telephone service	70.6%	72%		80%				
80d	User satisfaction with staff in benefit office	82%	82%		90%				
80e	User satisfaction with clarity etc. of forms & leaflets	49.3%	53%		50%				
80f	User satisfaction with time taken for a decision	67.6%	69%		75%				

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
80g	Overall satisfaction with Benefits service		77%						
	Planning Measures								
106	The percentage of new homes built on previously developed land	34.4%	34%		40%	40%	43%	43%	The figures are relatively low at this point as housing completions at the present time are being generated on older applications. It is expected that the figures will begin to rise steadily as completions start coming through as a result of the building out of newer applications which were influenced by the positive steps to achieve housing development on previously developed land Worst Quartile (Actual 03/04 compared to best Qrtl 02/03)
107	The cost per head of population of Planning	£13.34	£14.54*		£13.97				Part of the funding for planning services is provided to local authorities as a grant from government. Last year we were successful in obtaining £142,000 – twice the average amount awarded to councils. We have to count this money (at nil cost to the authority) when calculating our cost per head of population. PI deleted from 2004.

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
109a	Major applications determined in 13 weeks	50%	43%		60%	60%	60%	60%	
109b	Minor applications determined in 8 weeks	61%	59%		65%	65%	65%	65%	
109c	Other applications (predominantly householder) determined in 8 weeks	84%	87%		80%	80%	80%	80%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
111	The percentage of applicants satisfied with Planning service	74.5%	72%		75%				
188	Planning decisions delegated to officers	92%	93%		90%	90%	90%	90%	Best Quartile (Actual 03/04 compared to best Qrtl 02/03)
179	The percentage of standard searches carried out in 10 working days	66.8%	97.8%		100%	100%	100%	100%	A dramatic rise in our estimated performance in carrying out standard searches can be attributed to the resolving of temporary staff issues (illness and maternity leave) which caused the drop in performance recorded last year.
200a	Does the Council have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?		Yes		Yes	Yes	No	No	
200b	If 'No', are there proposals on						Yes	Yes	

BVPI	Indicator	Actual 2002/03 or most recent	Actual 2003/04	Trend ↑ = better ↔ = same ↓ = worse	Targets				Comments
					03/04	04/05	05/06	06/07	
	deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?								

* Estimated figure

CONTRACT STATEMENT

In accordance with the Code of Practice on Workforce Matters in Local Authority Service Contracts, the Council states and certifies that there were no contracts awarded in 2003/04 which involved a transfer of staff.

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CABINET

24th JUNE 2004

TREASURY MANAGEMENT ANNUAL REPORT 2003/4 (Report by the Head of Financial Services)

1. INTRODUCTION

- 1.1. During 2003/4 the Council had investments averaging £84m. The majority of the investments were managed by Fund Managers with the balance in-house:

Manager	At 1.4.2003	At 31.3.2004
Investec Asset Management	£34m	£29m
Alliance Capital	£34m	£29m
City Deposit Cash Managers (CDCM)	£10m	£20m
In-house – average for the year	£6m	£6m

- 2.1 The purpose of this report is to review the performance of the funds during 2003/4, consider if the strategy that the Council has adopted has been effective, address any issues of risk and compliance with statutory and regulatory requirements.

2. PERFORMANCE OF FUNDS

- 2.1. The Cabinet has received quarterly reports informing them of the performance of the funds through the year which have led up to the following position:

PERFORMANCE FOR THE YEAR APRIL 2003 – MARCH 2004					
	Performance %	Benchmark %	Variation from Benchmark %	Industry Average %	Variation from Average %
Investec	2.86	3.10	-0.24	3.05	-0.19
Alliance	3.42	3.10	+0.32	3.05	+0.37
CDCM	4.26	3.71	+0.55	3.05	+1.21
In-house	3.62	3.51	+0.11	N/A	N/A

- 2.3 CDCM has performed better than Alliance Capital and Investec both in real terms and compared with their benchmark. Investec produced a disappointing result whereas Alliance Capital's result was satisfactory and above the industry average.

- 2.4 The three Fund Managers continued to have different strategies for choosing the instruments they invest in, and during the year the mandates for all the Managers were amended slightly. Details of the

investment options are shown in the mandates in Annex A.

- 2.5 The Capital Receipts Advisory Group (CRAG), which consists of three Members, has met with the Fund Managers on three occasions during the year. Assisted by officers and Butlers, our investment advisors, they have monitored performance and been able to question the Managers on their strategies.

3. INVESTEC

- 3.1. Investec's performance since the start of the new mandates in July 2000 has been varied. In 2001/2 they produced a poor performance; 2002/3 was an outstanding year, but in the last financial year they have again produced a poor result. It was a difficult year for Fund Managers that invest in CD's and gilts, but Investec added to this difficulties by taking a view about the market in the middle part of the year, that proved to be wrong.

4. ALLIANCE CAPITAL

- 4.1. Alliance Capital also had to contend with difficult trading conditions for CD's and gilts, but its continued investment in a variety of other instruments including corporate bonds and floating rate notes produced better results.

5. CDCM

- 5.1. CDCM can only invest in time deposits, but they have exploited the opportunity to invest part of the portfolio for up to 5 years. The officers, in consultation with the Members of the Capital Receipts Advisory Group, decided to reduce the funds managed by Investec and Alliance Capital by £5m each and give the funds to CDCM. This happened in November 2003 at a time when interest rates for medium term deposits peaked, and CDCM were able to lock in to rates above 5% for 3 to 5 years.

6. IN-HOUSE INVESTMENT OF FUNDS

- 6.1. Any balance of funds is invested 'in-house'. Whereas the external fund managers have a fixed amount to invest, the 'in-house' funds fluctuate on a daily basis due to the volatility of the cash flow to and from the Authority.
- 6.2. The cash position varied from available funds of £12.35m to borrowings of £4.6m, with an average investment of £5.6m.

- 6.3 As these funds are generally needed back within a few weeks there is very limited scope to better the 7 day rate. Nevertheless in 2003/4 it was exceeded by 0.11%.

7. STRATEGY

- 7.1. The Council agreed new broader mandates with the three Fund Managers in July 2000. The size of the its reserves meant that the Authority could take the view that the Fund Managers should maximise the returns in the medium term, three years, rather than on an annual basis. Now that the new mandates have been in place for nearly four years, it can be seen that this strategy has been effective.

CUMULATIVE PERFORMANCE SINCE START OF MANDATES JULY 2000* – MARCH 2003					
	Performance	Benchmark	Variation from benchmark	Industry Average	Variation from Average
	%	%	%	%	%
Investec	19.98	19.87	+0.11	18.46	+1.52
Alliance	20.13	19.31	+0.82	17.87	+2.26
CDCM	20.11	17.77	+2.34	18.46	+1.65

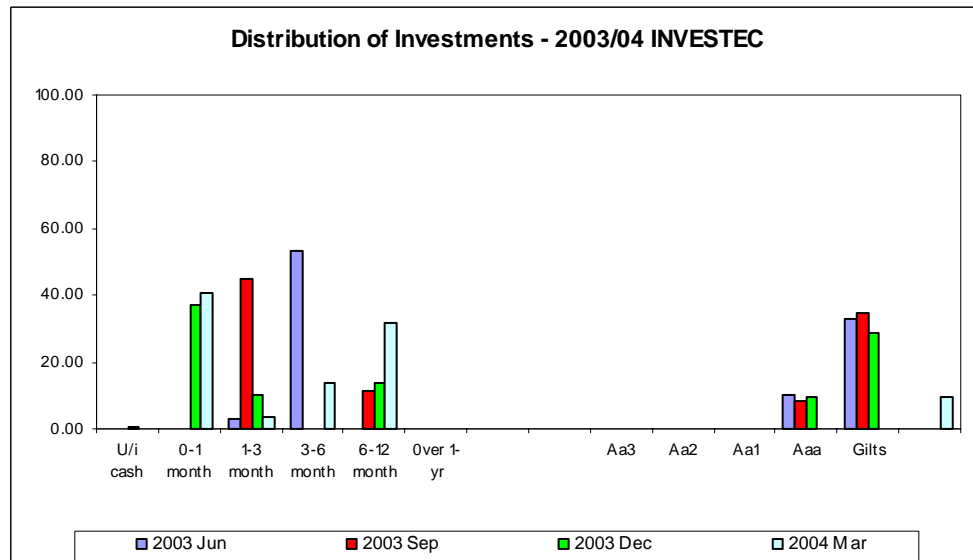
* The mandate with Alliance Capital started in August 2000

- 7.2. Aggregating the funds under external management the results are:

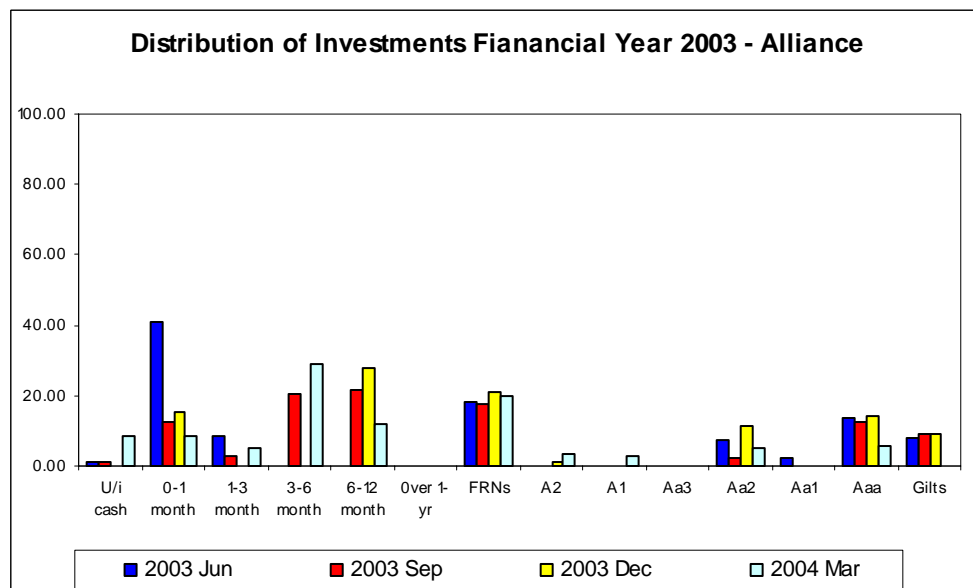
	Exceeded by
Benchmark	0.71%
Industry Average	1.86%
7-day rate (a common local authority benchmark for narrower range investments)	3.18%

- 7.3. The above table of cumulative returns shows that the performance of Alliance Capital was better than that of Investec; this happened for the first time in 2003/4.

- 7.4. Investec continues to invest mainly in gilts and CD's with a maximum of 10% of the portfolio being in corporate bonds. The graph below shows the distribution of investments at the end of each quarter



- 7.5. Alliance Capital has from the start of their appointment, had a different strategy to Investec. Their performance has been much steadier, without the peaks and troughs shown by Investec. The mandates for Investec and Alliance Capital also allow them to invest in corporate bonds, floating rate notes (FRN's) and supranationals (bonds that are listed outside London). Alliance Capital has maximised the opportunity to purchase these securities. The graph below shows the types of investments they include in their portfolio; the categories A2 to Aaa are categories of corporate bonds



- 7.6. CDCM rely completely on term deposits with banks, building societies and other local authorities thus avoiding fluctuations in the value of the investments. They have been proactive in arranging forward deals at attractive rates, and using deals where the rate can be renegotiated every quarter, with the lender (HDC) having the right to take repayment if the new rate is unacceptable.
- 7.7. Copies of the mandates, as at March 2003, are attached at Annex A. During 2002/03 the following changes were made following requests from the Fund Managers, advice from Butlers and consultation with

the Capital Receipts Advisory Group.

- The maximum limit that could be invested in floating rate notes or corporate bonds with an AA rating or better, be increased from 20% to 40%, but with a maximum of 50% of the fund being held in these combined categories.
- Corporate bonds with a rating of A- be included in the mandate but with a maximum of £1m per issuer.
- £3m investment limit extended to all Building Societies with assets of over £2.5billion.

8. RISK IMPLICATIONS

8.1 The Treasury Management Policy approved by the Cabinet on 27th February 2002, emphasises the importance of controlling risk i.e. returns should be maximised but only at an acceptable level of risk.

8.2 There are two main elements of risk. Firstly, that the borrower will be unable to return the loan when it is due and secondly that the Fund Managers will take the wrong view on interest rate movements leading to poor returns. Risk was an important factor taken into account when the mandates were first agreed in 2000. Although the Council allows the Fund Managers to invest in instruments not used by most Councils, the parameters included in the mandates are designed to minimise both types of risks.

8.3 The Authority has minimised these risks in the following ways:

Risk of the borrower being unable to repay the investment

- A significant proportion of the funds are invested in Government “gilts”, Certificates of Deposit or Local Authorities. These are all totally safe.
- As far as other investments are concerned, the proportion of which is limited by the mandates, a rigid system of credit rating ensures that only the very safest organisations (those with high credit ratings) are dealt with, together with limits on the value placed with one issuer. The Fund Managers are also highly attuned to any market intelligence that might suggest a borrower is likely to have their credit rating reduced in the future. None of the treasury management transactions during the year have compromised the rules that have been set.

Risk of the wrong view on interest rates being taken

- Three Fund Managers, each with their own strategy for investments, have been engaged. The diversity in their approach minimises the chance of them all taking the wrong view.

- The Authority can still take a longer-term view on investment performance which gives the fund managers the latitude to retain investments where they feel that returns will be made next year rather than this.
- The mandates limit the duration of the investments which reduces the impact on the value if the interest rate view turns out to be incorrect.

Seeking Professional Advice

- Butlers are employed as our Treasury Management Consultants and their advice is sought before any change is made to the mandates.
- They also provide reports on the Fund Managers' performance and compare it with the industry average.

Active Monitoring

- As well as quarterly reports to Cabinet and three meetings per year between Fund Managers and the Capital Receipts Advisory Group your officers monitor returns each month.
- All CDCM investments are actually implemented by your officers who are also asked to confirm all "non-approved" investments before they are made.

9. COMPLIANCE WITH REGULATIONS AND CODES

- 9.1 All the treasury management transactions have been carried out in accordance with the legislation and regulations concerning treasury management.
- 9.2 CIPFA introduced a Code of Practice on Treasury Management in 2002. The Council adopted the Policy Statement in February 2002.
- 9.3 The Code also required that the Council create treasury management practices to assist both Members and Officers in the effective management and control of treasury management activities. These were adopted in 2003/4.
- 9.4 In 2003/4 CIPFA introduced the Prudential Code for Capital Finance and the ODPM brought out new guidance on Local Government investments. Both of these became effective from 1 April 2004, but also required actions to be taken before 31 March 2004.
- 9.5 The Authority met the requirements by Council approving the Prudential Indicators at its meeting on 18th February 2004, and the Cabinet approving an Annual Investment Strategy on 25th March 2004.

10. CONCLUSION

- 10.1 The wider mandate given to Investec and Alliance Capital has given them some freedom to invest in securities other than gilts and certificates of deposit. Alliance Capital gave a satisfactory performance in 2003/4 that was better than their benchmark and the industry average. Investec's performance was disappointing, in direct contrast to their results in 2002/3. CDCM produced the best returns by investing in the medium term when interest rates peaked.
- 10.2 Due to the nature of the Authority's strategy performance should not be judged on the basis of a single year. The results from the start of the new broader mandates show that the Authority has adopted a sound strategy and selected Fund Managers that have exceeded their benchmarks and the industry average over the four years, The size of the funds with each Manager was varied during the year to reflect the excellent performance of CDCM, the under-performance of Investec and the need to gradually move to a shorter term strategy as reserves are reduced.
- 10.3 The Authority has carried out its treasury management activities with due regard to minimising risk, and in accordance with legislation. It has adopted the CIPFA Code on Treasury Management, the Prudential Code for Capital Finance and the ODPM's guidance on Local Government investments.

11. RECOMMENDATION

- 11.1 It is recommended that the content of this report be note

BACKGROUND INFORMATION

2003/4 cash management files and working papers

Quarterly reports to the Cabinet

CONTACT OFFICER

Mrs Eleanor Smith Financial Resources Manager Tel. 01480 388157

EXTERNAL FUND MANAGER MANDATES

Alliance Capital and Investec

Duration of investments	Average duration of Fund must not exceed 3 years No individual investment shall exceed 10 years
Types of investments	Marketable securities issued or guaranteed by the UK Government (Gilts) Deposits made with or marketable certificates of deposit issued by approved banks (CDs) Sovereign and supranational securities, including floating rate notes (Bonds) Corporate, bank and building society securities, including floating rate notes, commercial paper and asset backed securities (Corporate Bonds)
Credit Ratings	CORPORATE INVESTMENTS Standard & Poors AA or above or equivalent Standard & Poors A- or above or equivalent with a maximum £1m per issuer and a total of 10% of the portfolio SHORT-TERM INVESTMENTS Standard & Poor's AP/P1 or above or equivalent
Maximum limits	20% Supranational and sovereign securities 40% Corporate Bonds) maximum 50% 40% Floating rate notes) combined 75% Gilts 75% Corporate Bonds plus Gilts 50% Corporate bonds + supranational and sovereign securities + floating rate notes 20% with any one counterparty (except UK Government and corporate bonds rated A-)
Benchmark	60% 3 month LIBID 40% 0-5 year gilt index.

CDCM

Duration of investments	Up to and including 5 years maximum maturity No more than 50% may be invested for longer than 3 years
Types of investments	Fixed Deposits Deposits at call, two or seven day notice
Credit Ratings	F1+ by FITCH IBCA or equivalent
Maximum limits	£3m per institution and group for English and Scottish Clearing Banks and their subsidiaries, and Overseas Banks on list of authorised counterparties. Building Societies With assets above £2.5billion £3m Other Societies in the top 20 by assets £2m 21 – 25 £1m
Benchmark	3 month LIBID