

A meeting of the **CABINET** will be held in **COUNCIL CHAMBER, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 9 JUNE 2005** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

FOR INFORMATION ONLY

**Contact
(01480)**

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 19th May 2005.

**Ms C Deller
388007**

2. MEMBERS' INTERESTS

To receive from Members declarations as to personal and/or prejudicial interest and the nature of those interests in relation to any Agenda item.

Please see notes 1 and 2 below.

3. PATHFINDER HOUSE, HUNTINGDON - PLANNING AND URBAN DESIGN FRAMEWORK (Pages 7 - 18)

To consider a report by the Head of Planning Services on a framework for the redevelopment of the Castle Hill House/Pathfinder House site.

**R Probyn
388430**

A copy of the Urban Design Framework has been appended separately to the Agenda.

4. GROWING SUCCESS - A CORPORATE PLAN (Pages 19 - 72)

To consider a report by the Head of Policy on the Corporate Plan prior to its submission to full Council for approval.

**I Leatherbarrow
388005**

5. HEADQUARTERS & OTHER ACCOMMODATION - OUTPUT SPECIFICATION (Pages 73 - 88)

By way of a report by the Director of Operational Services to consider the output specifications proposed for the Council's future office and other accommodation requirements.

**R Preston
388340**

6. FINANCIAL MONITORING - REVENUE BUDGET (Pages 89 - 90)

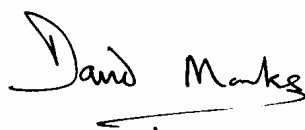
To consider a report by the Head of Financial Services outlining spending variations.

**S Couper
388103**

7. TREASURY MANAGEMENT INVESTMENT PERFORMANCE
(Pages 91 - 94)

- To consider a report by the Head of Financial Services on levels of performance achieved by the Fund Managers during the quarter ending 31st March 2005. **S Couper
388103**
- 8. TREASURY MANAGEMENT ANNUAL REPORT 2004/05** (Pages 95 - 102)
- To review the performance of the Council's Fund Managers during 2004/2005. Report by the Head of Financial Services enclosed. **Mrs E Smith
388157**
- 9. PROPOSED UPGRADE OF A14 ELLINGTON/FEN DITTON - HIGHWAYS AGENCY CONSULTATION** (Pages 103 - 114)
- With the assistance of a report by the Director of Operational Services, to consider a response to the Highways Agency Consultation on the A14 upgrade proposal. **Mrs E Wilson
388301**
- 10. EXCLUSION OF THE PUBLIC**
- To resolve:-
- that the public be excluded from the meeting because the business to be transacted relates to employees of the Council.
- 11. INFORMATION MANAGEMENT DIVISION - STAFFING** (Pages 115 - 118)
- To consider a joint report by the Heads of IMD and Personnel Services on proposed changes to staffing in the Information Management Division. **C Hall
388116**
- 12. HEADQUARTERS AND OTHER ACCOMMODATION - PROJECT MANAGEMENT** (Pages 119 - 128)
- To consider a report by the Chief Executive. **D Monks
388000**

Dated this 1 day of June 2005



Chief Executive

Notes

1. *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*
 - (a) *the well-being, financial position, employment or business of the Councillor, a partner, relatives or close friends;*
 - (b) *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*

- (c) *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000; or*
 - (d) *the Councillor's registerable financial and other interests.*
2. *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*

Please contact Helen Taylor – (01480) 388008 or Helen.Taylor@huntsdc.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

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

Emergency Procedure

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

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Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Council Chamber, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Thursday, 19 May 2005.

PRESENT: Councillor D P Holley - Chairman
Councillors I C Bates, Mrs J Chandler,
N J Guyatt, A Hansard, Mrs P J Longford,
Mrs D C Reynolds and L M Simpson

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor T V Rogers

1. MINUTES

The Minutes of the meeting of the Cabinet held on 28th April 2005 were approved as a correct record and signed by the Chairman.

2. MEMBERS' INTERESTS

No declarations were received.

3. APPOINTMENT OF EXECUTIVE COUNCILLORS

RESOLVED

- (a) that executive responsibilities for the Municipal Year 2005/06 be allocated as follows –
- | | |
|---------------------------------------|--------------------------|
| ◆ Finance | – Cllr T V Rogers; |
| ◆ Planning Strategy | – Cllr N J Guyatt; |
| ◆ Environment & Transport | – Cllr Mrs P J Longford; |
| ◆ Leisure | – Cllr Mrs J Chandler; |
| ◆ Resources & Policy | – Cllr A Hansard; |
| ◆ Housing & Public Health | – Cllr Mrs D Reynolds; |
| ◆ Operations & Information Technology | – Cllr L M Simpson. |
- (b) that executive responsibility for issues associated with the Council's Headquarters and Other Accommodation and the strategic overview of personnel issues be reserved to the Leader of the Council; and
- (c) that Executive Cllrs be appointed to serve as ex-officio Members of Panels as follows –

Executive Cllrs for -	Ex-officio for –
Resources & Policy	Licensing & Protection Panel
Planning Strategy	Development Control Panel
Strategic Overview of Personnel	Employment Panel

4. LEISURE CENTRE MANAGEMENT COMMITTEES

RESOLVED

that for the Municipal Year 2005/06, Members be appointed to serve on the Leisure Centre Management Committees as follows –

- ◆ **Huntingdon Leisure Centre Management Committee**
Councillors Mrs J Chandler, J J Dutton, J D Fell, C R Hyams, Mrs S A Menczer and L M Simpson
- ◆ **St. Neots Leisure Centre Management Committee**
Councillors Mrs B E Boddington, Mrs J Chandler, A Hansard, Mrs P J Longford and I P Taylor
- ◆ **St. Ivo Leisure Centre Management Committee**
Councillors J D Ablewhite, I C Bates, J T Bell, Mrs J Chandler, S J Criswell and C J Stephens
- ◆ **Ramsey Leisure Centre Management Committee**
Councillors E R Butler, Mrs J Chandler, I R Muir, R Powell and P A Swales
- ◆ **Sawtry Leisure Centre Management Committee**
Councillors Mrs M Banerjee, Mrs J Chandler, J E Garner, P G Mitchell and J S Watt.

5. HINCHINGBROOKE COUNTRY PARK JOINT LIAISON GROUP

RESOLVED

that Councillors M G Baker, Mrs M Banerjee, Mrs J Chandler and J D Fell be appointed to serve on the Hinchingsbrooke Park Joint Liaison Group for the ensuing Municipal Year.

6. HUNTINGDONSHIRE ENVIRONMENT AND TRANSPORT AREA JOINT COMMITTEE

RESOLVED

that Councillors M G Baker, N J Guyatt, Mrs P J Longford, M

F Newman, together with two further nominations from the Conservative Group be nominated to serve on the Huntingdonshire Environment and Transport Area Joint Committee for the ensuing Municipal Year.

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

RESOLVED

that Councillors I C Bates, W T Clough, P J Downes, P L E Bucknell, D P Holley, K Reynolds and T V Rogers be appointed to serve on the District Council's Headquarters and Other Accommodation Members' Advisory Group for the ensuing Municipal Year.

8. DEVELOPMENT PLAN POLICY ADVISORY GROUP

RESOLVED

that Councillors I C Bates, W T Clough, P J Downes, N J Guyatt, P G Mitchell, J M Sadler and P A Swales be appointed to serve on the Development Plan Policy Advisory Group for the ensuing Municipal Year.

9. CUSTOMER FIRST ADVISORY PANEL

RESOLVED

that Councillors M G Baker, J T Bell, J D Fell, T V Rogers, L M Simpson and G S E Thorpe be appointed to serve on the Customer First Advisory Panel for the ensuing Municipal Year.

10. SAFETY ADVISORY GROUP

RESOLVED

that Councillors Mrs D E Collins, J W Davies, A Hansard, R Reynolds and L M Simpson be appointed to serve on the Safety Advisory Group for the ensuing Municipal Year.

11. CORE POLICIES DEVELOPMENT PLAN DOCUMENT: PREFERRED OPTIONS FOR CONSULTATION

A report by the Head of Planning Services was submitted (a copy of which is appended in the Minute Book) inviting the Cabinet to consider suggested preferred options for inclusion in the Council's Core Strategy Development Plan Document (DPD).

Members were reminded that the core strategy would describe a spatial vision for the District and criteria-based policies to guide the development and use of land and would form a framework for a range of documents, which would include a planning proposals DPD

containing site specific allocations.

The Development Plans Manager reported on the findings of the Draft Final Sustainability Appraisals on Strategic Environmental Assets to be circulated for the Special Council meeting on 25th May 2005. Members were informed that this had been produced by consultants and examined the suggested options against social, economic and environmental criteria to ensure the approaches recommended would be more sustainable than the alternatives identified.

Having been reminded of the timescale and procedure for public consultation and consideration by the Council prior to its submission to the Secretary of State, the Cabinet

RESOLVED

that the Council be recommended to approve the content of the Core Strategy: Preferred Options Report as a basis for public consultation.

12. URBAN DESIGN FRAMEWORK: ST. NEOTS COMMUNITY COLLEGE

Consideration was given to a report by the Head of Planning Services (a copy of which is appended in the Minute Book) to which was attached a schedule summarising those representations received during consultation on the Urban Design Framework which would guide development in the vicinity of St. Neots Community College.

Having recognised that the development of the area as envisaged would be subject to the receipt of detailed planning applications and that the matters raised during consultation would be addressed through the planning process, it was

RESOLVED

- (a) that the Head of Planning Services be authorised, after consultation with the Executive Councillor for Planning Strategy, to make any consequential amendments to the text and illustrations of the Urban Design Framework document to incorporate those changes proposed during consultation; and
- (b) that the Urban Design Framework for St. Neots Community College (as amended) be adopted as Interim Planning Guidance.

13. HOUSING ACT 2004

By way of a joint report by the Heads of Environmental Health Services and of Housing Services (a copy of which is appended in the Minute Book) Members were acquainted with the provisions of the Housing Act 2004 and the arrangements required to ensure that the District Council, as local housing authority, was in a position to fulfil its duties under the Act in relation to private sector housing enforcement issues.

Whereupon, it was

RESOLVED

- (a) that the Council's scheme of delegation be varied to authorise appropriate Officers to use a range of powers and duties in relation to the Housing Act 2004 as set out in paragraphs 5.1 (a) – (f) of the report now submitted;
- (c) that the availability of mandatory Disabled Facilities Grants be extended to those occupying caravans in the District as their only or main residence; and
- (d) that the Head of Housing Services consider the needs of gypsies and travellers living in the District when reviewing housing needs in accordance with statutory requirements and other relevant corporate strategies.

14. MEDIUM TERM PLAN: REQUEST FOR RELEASE OF FUNDS

With the assistance of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Cabinet considered requests for the release of funding for MTP schemes.

Having considered the schemes involved, the Cabinet

RESOLVED

that the relevant funding be released for additional car parking spaces at Huntingdon Leisure Centre, a private sector housing survey, to meet a deficit in air quality fees and to commission work to investigate contaminated land-as included in the Council's MTP.

15. A14 HUNTINGDON TO CAMBRIDGE - PROPOSED 60MPH SPEED LIMIT

(The Chairman announced that he proposed to admit the following urgent item in accordance with Section 100B (4) (b) of the Local Government Act 1972 given the need for the Council to respond to a proposal from the Highways Agency by a deadline of 8th June 2005 which fell in advance of the date for the next meeting of the Cabinet.)

A report by the Director of Operational Services was submitted (a copy of which is appended in the Minute Book) drawing the Cabinet's attention to a proposal by the Highways Agency to introduce a permanent 60 mph speed limit on the A14 between Huntingdon and Cambridge.

The Cabinet indicated their preference in the long term for variable speed limits together with SPECs cameras on the section of the A14 from the north west of the Spittals interchange to east of the Histon roundabout to be strategically placed in the vicinity of road junctions. Having also noted emerging proposals by the Highways Agency for the introduction of a permanent 40mph speed limit at the A14/141 Spittals interchange together with the installation of traffic signals, the

Cabinet

RESOLVED

that a proposal by the Highway Agency to introduce a 60mph speed limit on the A14 between Huntingdon and Cambridge be supported for a trial period.

Chairman

COMT
CABINET

24TH MAY 2005
9TH JUNE 2005

**PATHFINDER HOUSE, HUNTINGDON
PLANNING AND URBAN DESIGN FRAMEWORK
(Report by HEAD OF PLANNING SERVICES)**

1. INTRODUCTION

- 1.1 Cabinet is asked to approve the Planning & Urban Design Framework for its use in the potential re-development of the Pathfinder House site.

2. BACKGROUND

- 2.1 A draft version of this document was released for public consultation by Cabinet on 6th May 2004 and a public exhibition was held in the Commemoration Hall in June 2004.
- 2.2 As a result of comments made at the exhibition and in writing, a number of significant revisions have been made to the document. The document also reflects decisions made by the Council in the intervening period, including the decision to retain the bus station in its existing location.
- 2.3 The adoption of the Framework as Interim Planning Guidance is an important step towards achieving the most appropriate form of re-development for this important town centre site, if the office headquarters are to be relocated or rebuilt. It will help to ensure that forthcoming schemes are of a high architectural and urban design quality.

3. THE CONSULTATION RESPONSE

- 3.1 27 written responses have been received from statutory agencies, local organisations and members of the public, containing 82 separate comments for consideration. A summary of the respondents and their comments is contained within Annex 1.
- 3.2 Most comments have given rise to minor text or graphic changes. The most significant concerns related to the following issues: 1) the proposed temporary relocation of the bus station 2) the potential scale of new development 3) traffic management and parking issues. These are discussed in turn.
- 3.3 *Proposed temporary relocation of the bus station.* The relocation of the bus station no longer forms part of the Urban Design Framework. The Council commissioned an independent report into the most

appropriate location for the town's bus station, concluding with Cabinet's decision to retain it in its existing position on 3rd February 2005.

- 3.4 *The scale of new development.* It is the intention of the document to set parameters for appropriate building scale based on an assessment of context. Whilst not being prescriptive, the Urban Design Framework clearly states that new buildings must respond sympathetically to their location. There have been some additions made to the text to stress this further.
- 3.5 *Traffic management and parking.* Any future planning applications for development on the site will be accompanied by transport assessments that analyse the impact of the scheme on the local infrastructure. The applications will only be approved if the impact is acceptable, with or without associated mitigation works. Parking will be provided at a level appropriate for a sustainable town centre location.
- 3.6 These principal concerns have either resulted in changes to the document or will be taken into account at the appropriate stage of any future applications for planning permission.

4. CONCLUSION

- 4.1 The revised document incorporates a number of significant changes as a result of the public consultation process. The promotion of appropriate site analysis and a high quality design response is unchanged.

5. RECOMMENDATION

- 5.1 That the Cabinet considers the responses to comments presented in Annex 1 and agrees to adopt the revised Planning & Urban Design Framework, incorporating the specified changes, as Interim Planning Guidance.
- 4.2 That the Cabinet authorizes the Head of Planning Services to make any minor consequential amendments to the text and illustrations necessary as a result of these changes, after consultation with the Executive Member for Planning Strategy.

BACKGROUND INFORMATION

'A Vision for Redevelopment - Development Guidelines' Civic Trust February 2002.

Contact Officer: Richard Probyn
 **01480 388430**

ANNEX 1

PATHFINDER HOUSE, HUNTINGDON URBAN DESIGN FRAMEWORK

RESPONSES

1 – action taken

2 – not within the remit of this document

3 – no action taken

Respondent	Resp no.	Address	Comm No.	Comment	Response	Action
CABE	1	Tower Building 11 York Road London SE1 7NX	1	Welcome aspirations for excellent architecture	Noted	3
			2	Both indicative block plans too complicated	Only one, simplified block plan to be shown in the revised document.	1
			3	It should be made clear that the block plans are indicative and will not shape the architecture	Text added: 'The layout plan is indicative only; it does not prescribe a Council requirement. It is offered without prejudice to the guidance offered within the Framework document and the determination of any planning application.'	1
Mr. J. Skerry	2	15 Nursery Road, Huntingdon	4	May well be sensible to rebuild rather than repair the existing building	It is not financially viable to refurbish the existing building	3
			5	Development on bus station site is not appropriate in terms of height and promotion of public transport	Development on the bus station site does not fall within the remit of this document. Proposals to site office buildings on the bus station site form part of the Princes Street/George Street UDF. In any case, the decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	2
			6	No need to provide all Council services in the town centre. A small office and council	This would not allow adequate provision of services and access for the public to	3

			chamber in the town for public access would suffice	staff	
		7	Small office and council chamber could be accommodated in Princes Street development or in the Town Hall	This would not allow adequate provision of services and access for the public to staff	3
		8	Main office could be relocated to Godmanchester depot site.	This would not allow adequate provision of services and access for the public to staff	3
		9	Keep development to maximum 3 storeys	Appropriate heights will depend upon context and design. Text added to para 6.2 'buildings above 2.5 storey height will be subject to assessment of their scale, design and impact on the skyline - and the setting of Castle Hill House.'	1
		10	Keep bus station open.	Not within the remit of this document. However, the decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	2
CPRE	3	11	13 West Street Huntingdon PE29 1WT	Noted	3
		12	Document does not state where the DC offices would be if Pathfinder House were demolished. Possible sites should have been considered.	This is not within the remit of this document. The UDF seeks only to establish parameters of development if Pathfinder House were to be demolished	3
		13	Oppose any relocation to a Greenfield site	Noted	3
		14	If offices to relocate the bus station site then the building would need to be of suitable scale and design to reflect adjacent buildings.	Agreed. This is the intention of the document	3
		15	No indication where the bus station would finally be sited	The decision has been taken by Cabinet not to relocate the bus station.	1

						Reference to its temporary relocation on this site has therefore been removed from the document.	
				16	Important to prioritise public transport usage and to ensure drop off-pick up points in the town centre.	The decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	1
				17	Welcome residential uses on the site	Noted	3
				18	Recommend that part of CHH is used as a museum to highlight the role of the building as HQ for the Pathfinder Force	Noted and comment passed to CCC Museum Service	1
				19	Agree that parking should be limited and preferably located below ground	Noted.	3
				20	One cycle storage facility per dwelling is required	Noted. A requirement for cycle storage will be appropriate on this site.	3
				21	All trees on the site should be preserved	Tree retention will depend upon quality and condition to ensure that trees are retained meaningfully and in good health.	3
				22	Good proportion of the site should be allocated to affordable housing	Affordable housing would be provided at 29% to accord with Council policy.	3
				23	Support layout 6.1 but would retain all the trees	Tree retention will depend upon quality and condition to ensure that trees are retained meaningfully and in good health	3
				24	Support 6.2, 6.3, 6.4, 6.5 and 6.6 but call for the development to be of EcoHomes following Breeam Standards.	The Council will require development to meet good practice in terms of sustainable construction.	3
				25	Site should be developed as an ecological exemplar eg BedZed.	The Council will require development to meet good practice in terms of sustainable construction.	3
				26	Refer to Cambridgeshire & Peterborough Sustainable Development Round Table on 'Building in the face of climate change'.	The Council will require development to meet good practice in terms of sustainable construction.	3
P & M Askew	4	5 St Mary's Street		27	Concerned at proposals to relocate bus	The decision has been taken by Cabinet	1

		Huntingdon PE29 3PE		station here, causing noise and disruption particularly in the morning and evening.	not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	
			28	Prefer to see direct access from the ring road.	This would not be acceptable to the County Council's Highway engineers, on safety grounds	3
			29	3 storey height detract from outlook, sun and light to property. This does not conform with statement to ensure 2.5 storeys as a maximum in St Mary's Street and will not achieve a varied skyline.	The document offers development at a maximum height of 2.5 storeys along St Mary's Street	3
			30	Insufficient parking provision, putting more pressure on residents' parking. Suggest exploring residents parking on North side of St Mary's Street.	Parking would be provided in accordance with national and local standards	3
			31	Suggest developing the site around the centre rather than around the edges. This would give a greener appearance and improve the streetscene in St Mary's Street.	It is important that the development provides interest in public views. Grouping buildings in the centre would be unlikely to achieve this and would result in expanses of under-used land around the edges (probably used only for parking). This would not improve the existing situation	3
			32	Surprised that there are no Tree Preservation Orders – especially the cedar. Concerned about potential loss.	The site is within a Conservation Area which provides protection for the trees	3
			33	It would be helpful to know how the traffic flows associated with this development will relate to the Transport Strategy and proposals for St Mary's Street.	Any proposals for re-development would provide transport assessments which would be assessed by the County Council in the context of the Market Town Transport Strategy	3
CGMS Consulting	5	7 th Floor Newspaper House 8-16 Great New	34	Unlikely that a range of uses can be accommodated on this site due to the constraints of the site.	Agreed. An over-complicated mix of uses could cause difficulties, but this is not implied by the UDF	3

Mrs M Hare	6	Manor House 66 Main Street Hartford PE29 1YA	35	Street London	Uses that require large footplates will not be appropriate due to the sensitive environment. The co-ordination of these three sites is ignored, making it difficult to judge the final impact.		3
			36		Impact of Princes Street and Pathfinder sites on Walks East and Archdeaconry Library is not considered.		3
			37		Consultation on the future siting of the bus station is being glossed over. The bus station is in the correct place already. Objects to proposals to move it.		1
			38		Tall buildings are not appropriate to this area. The addition of further tall buildings will not enhance the traditional small town centre and will have a detrimental impact on the setting of listed buildings and will dominate the skyline.		3
			39		Objects to development of bus station site for office accommodation, due to loss of privacy to The Walks East, loss of light and detrimental impact on this area caused by tall commercial property.		1
			40		Objects to siting of offices opposite 1 The Walks East, which would suffer severe loss of privacy.		2
			41				

							from the document.	
			42				Noted	3
Ms. M, Russell	7	4 The Walks East Huntingdon PE29 3AP	43				Proposals to site office buildings on the bus station site form part of the Princes Street/George Street UDF. In any case, the decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	2
			44				The decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	1
			45				Proposals to site office buildings on the bus station site form part of the Princes Street/George Street UDF.	2
County Council Archaeologist	8	Shirehall Cambridge	46				This is acknowledged in the document under para 5,5	3
			47				Noted	3
			48				Noted	3
			49				Number amended	1
			50				This is already stated in para 5,5	3

Mrs. M. James	9	24 Evans Close, Brampton	51	evaluation. Bus station should remain in confines of ring road and preferably where it is now.	The decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	1
CCC Highways	10		52	Para 6.6 – amend to read ‘...adverse impact on the transportation infrastructure, and improve the existing provision to promote sustainable modes of travel.’	Amended as proposed.	1
Huntingdon Town Council	11	1 Trinity Place, Huntingdon	53	Council welcomes improvements to the town centre	Noted	3
			54	Bus station or any replacement facility should remain within the ring road.	Noted	3
			55	Due consideration should be given to the quality of building materials, including surface materials.	Agreed. The importance of high quality materials is noted in para 6.3.	3
			56	Proper consideration should be given to parking within the development	This is considered within the document	3
Questionnaire responses	12		55	Size and scale of development not in keeping with the town centre	The documents have been prepared with the intention to achieve appropriate scale of development. Not agreed.	3
	13		56	Sympathetic buildings and quality of design will attract good buyers	Agreed	3
	14		57	Bus station should stay where it is	The decision has been taken by Cabinet not to relocate the bus station. Reference to its temporary relocation on this site has therefore been removed from the document.	1
	15		58	Administration of the Council should be moved to India	This would not provide the best service for council tax payers	3
	16		59	The world does not revolve around cars	Agreed. Town centre sites offer the best access to public transport and enable car use to be reduced. This is one such site where the Council will encourage	3

						reduced car usage Noted	3
					60	We want access to council services not a call centre	1
					61	Keep our bus station	1
	17				62	Moving the bus station to this site would inconvenience people, especially the elderly	1
	18				63	Bus station needs to be within easy access of the shops	1
	19				64	Better traffic management is needed now to allow residents proper and safe access to their homes	3
	20				65	Pathfinder House site should not be a bus station	1
	21				66	Huge danger that new development will be far too large in scale – not in keeping with Huntingdon's status as a market town. The town centre does not want 4/5 storey buildings.	3
	22				67	Essential that bus station is kept central	1

			78	Indicative block plan create difficult left-over triangles of land.	Layout amended to reduce this effect	1
			79	More work needed to consider importance/significance of western boundary	Clear definition to the western boundary is restricted by the desire to retain important trees. The development of Centenary House will assist in the future.	3
			80	Limited consideration of land uses	Land use elements expanded accordingly	1
Urban Design Officer	27	HDC	81	Improve graphics in Figure 7, 9, 12 and indicative plans.	All graphics improved accordingly	1
			82	Update text and graphics to reflect decisions made by Council since May 2004.	Text and graphics updated accordingly	1

JOINT OVERVIEW & SCRUTINY PANELS

7TH JUNE 2005

CABINET

9TH JUNE 2005

GROWING SUCCESS: A CORPORATE PLAN (Report by the Chief Officers Management Team)

1. INTRODUCTION

- 1.1 In 2004 the Council adopted a new corporate plan – “Growing Success”. The purpose of this report is to enable Members to review the plan in relation to the continuing development of the Council's comprehensive performance management framework and prioritisation of objectives; to assess performance, where data is available, in the achievement of a range of outcomes; and to set targets for the forthcoming year.

2. BACKGROUND

- 2.1 In April 2004 the Council adopted a new corporate plan, which built on considerable work by both the Overview & Scrutiny Panels and the Cabinet around the Council's priorities and the implementation of a comprehensive performance management framework. The plan is a key part of the Council's policy framework which –

- supports the Community Strategy and through this, wider regional and national objectives;
- provides the context within which the comprehensive performance management framework will operate;
- helps in our prioritisation and sets direction for other processes, such as the medium term plan and service reviews; and
- integrates improvement planning with the Council's overall business planning.

- 2.2 The aims and outcomes of the plan have played a major part in the service planning process. They will continue to be used to develop and revise corporate strategies and service plans and to be reflected in the key performance areas of employees.

- 2.3 In previous years the Council has been required also to publish a Best Value Performance Plan, which replicated much of the information in “Growing Success”. As an excellent authority, the Council is in a position to take advantage of “freedoms and flexibilities” concerning the publication of Best Value Performance Plans and the information that is still required to be published has been incorporated into the plan. This includes the outturn data and future targets for the Best Value Performance Indicators (BVPIs).

- 2.4 Following the Comprehensive Performance Assessment, the Council adopted an improvement plan, which has been included in the Growing Success. This high-level improvement plan identifies areas that have been earmarked for development and some of the key activities that will be required to secure improvement. Each topic is supported by a specific action or project plan.
- 2.5 The delivery of the improvement plan is the subject of a study by the Overview & Scrutiny Panel (Service Delivery & Resources), which has established a Member Sub-Group for this purpose. The Sub-Group have met with the Council's "Relationship Manager" appointed by the Audit Commission who has confirmed that the improvement plan identifies all the development areas earmarked as part of the CPA process, together with other issues to address the likely requirements of future assessments. The Sub-Group are examining the individual action plans that support the overall improvement plan. Progress in the achievement of the improvement plan will be monitored through the Council's comprehensive performance management framework.
- 2.6 During the last year work has continued to develop the Council's corporate performance management framework, particularly in the area of prioritisation. The Council's six key priorities have been assessed and categorised as high, medium and low in accordance with perceived current needs. It is envisaged that the categorisations will change over time in the light of the achievements made against the priorities and in relation to the needs of the area generally. The impact of Council services on these priorities has also been assessed and ranked similarly as high, medium or low. Combined with the classification of the six priorities, the two exercises provide an important aid to service planning, service review and the allocation of resources. A similar exercise is scheduled to be conducted in relation to the outcomes identified in both the process and learn and grow perspectives of the corporate plan.
- 2.7 The "scorecard" appended to the plan provides the results of performance (where available) and is shown against the targets set for the last year. Many of the performance measures have been collected from the annual survey – a summary of which is enclosed with the agenda. As Members will be aware, the introduction of the framework and process with the attendant need to identify targets and set measures for their attainment has been a significant and innovatory piece of work for the Council. In some cases baseline information was incomplete or simply unavailable and revised targets have, therefore, been suggested where performance data or additional information since has become available. In some areas data is still not yet available, either because it is in the course of collection – such as from a staff survey, which is being commissioned – or because work is still underway to develop the systems and criteria against which performance will be measured.
- 2.8 The Overview & Scrutiny Panels and the Cabinet now will receive quarterly reports on performance against targets in the plan and other indicators. Monitoring will focus on interim or "leading" measures, which are intended to provide assurance that performance

at the end of the year will meet the targets set or highlight the need for remedial action in the meantime.

3. RECOMMENDATIONS

3.1 Members are invited to —

- review the performance data for 2004/05 and revised targets for 2005/06; and
- recommend to Council the adoption of the updated corporate plan – “Growing Success”.

BACKGROUND INFORMATION

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Introduction

Growing Success is our corporate plan and has been developed to set the policy framework for the Council (Appendix A). Specifically the plan is designed to ensure the Council are in a position to support the delivery of the Community Strategy for Huntingdonshire – a statutory plan we have developed with our partners – and in turn to contribute to achieving national and local priorities. The Vision, Priorities and Outcomes we have set ourselves are based on consultation with local people, and with other organisations working in Huntingdonshire, along with detailed research. This level of consultation and research will be continued to help us maintain our understanding of what we need to achieve.

As well as our local priorities, the Plan includes information (Best Value Performance Indicators) on our performance in a range of services that have been identified by the Audit Commission (Appendix E).

In addition, the Council have established an Improvement Plan, (Appendix F), which contains areas which have been identified as requiring development. These topics have been highlighted during the Comprehensive Performance Assessment either by the Council, as part of our self-assessment, through the peer challenge process or by the Audit Commission during inspection. Account has been taken also of changes to the likely future assessment processes. The Improvement Plan is pitched at a high level identifying only the main areas of focus and any actions to be taken to deliver the improvements required. To ensure continuous improvement in all areas of the Council's work we have also established a new programme which will concentrate on reviewing the services which contribute to the key priorities.

Vision

We have asked local people what is important to them now and what they want for the future. This has allowed us to develop the following vision for the future –

Huntingdonshire is 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. To do this we need to achieve three things at the same time -

- ◆ develop communities in a way which meets everyone's needs;
- ◆ effectively protect and enhance our environment; and
- ◆ maintain high and stable levels of economic growth and employment.

To be successful in this vision and to achieve 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 put more resources to meet the greatest needs;
- ◆ we must consider all communities, even those with fewer needs; and
- ◆ everyone needs to feel involved.

Priorities

To achieve our vision, we have six **Priorities** that are key elements of the **quality of life** experienced in the District.

The achievement of these priorities and providing **good value for money**, which means an appropriate level of Council Tax for the level of services we provide will ensure that the council has a **good reputation**. By this we mean that we have a strong, positive reputation with the Government, our partners, the public and the media based on the way the Council operates and the services we provide.

We have categorised the priorities as **high, medium and low**, based on our judgement about the needs of the District. This involved examining each priority in detail against a range of factors such as how easy or what scope there was for improvement; how they impacted on other priorities such as those in the community strategy or the nationally agreed priorities; the extent of statutory or regulatory requirement; and what local residents had told us.

For each priority we have identified outcomes or results that need to be achieved if we are going to make progress and achieve the vision of the future. We have also considered the impact of key Council services on these priorities and ranked similarly as high, medium or low. Combined with the classification of the six priorities (Appendix C), the two exercises provide an important aid to service planning, service review and the allocation of resources.

High

◆ a clean, green and attractive environment

- a clean District;
- a low level of landfill;
- high energy efficiency;
- appropriate biodiversity;
- re-development of brown field sites; and
- a high quality of built environment

◆ housing that meets local needs

- sufficient affordable housing;
- well-maintained housing stock;
- opportunities for the vulnerable to live independently;
- a low level of homelessness;
- appropriate new housing.

◆ safe and active communities

- low crime and low fear of crime;
- high community involvement;

Medium

◆ a healthy population

- healthy lifestyles;
- personal safety;

◆ accessible services and transport choices

- services which meet local needs;
- transport opportunities that meet local needs.

Low

◆ a strong and diverse local economy

- residents with skills appropriate to the local job market;
- appropriate business enterprise and commercial development;
- a healthy rural economy;
- competitive market towns.

Where We Must Excel

To achieve the outcomes, priorities and vision, there are certain things at which we must excel. These processes are —

- ◆ **effective community leadership**
 - meeting our statutory requirements;
 - giving clear direction and setting priorities;
 - having effective external relationships;
 - having effective political management;
 - promoting equality and inclusion;
- ◆ **high quality services**
 - continuous improvement in the quality, effectiveness and efficiency of services
- ◆ **effective partnerships**
 - strong relationships which deliver better services;
 - a low level of risk associated with partnership;
 - benefits from partnership opportunities;
- ◆ **effective management**
 - efficient financial and resource management
 - effective prioritisation and allocation of resources;
- ◆ **managing expectations**
 - giving a clear appreciation of what we can do with the resources available;
 - recognising our successes; and
 - having a clear understanding of local needs.

Learning and Growing

To achieve excellence in our processes and deliver our priorities, the Council recognises that we must learn, change and develop. To do this we must —

- ◆ **have the right skills**
 - employees that have appropriate skills;
 - Members with appropriate skills;
 - effective succession planning;
- ◆ **be innovative and improve**
 - an organisational culture which encourages challenge and embraces new concepts;
- ◆ **demonstrate and value key behaviours**
 - value equality and diversity;
 - have motivated employees who contribute to Council priorities;
 - celebrate our successes;
- ◆ **share and use knowledge**
 - learn from experience;
 - work together;
 - have an appropriate ICT infrastructure that enables the Council to work together

Managing Our Performance

The Council has a comprehensive performance management framework, which draws together the things we must achieve to meet our priorities and vision. It enables us to examine our performance from three perspectives – community, process and learn and grow.

Appendix B is a diagram (or strategy map), which shows the relationship between the three perspectives and the outcomes we want to achieve.

These perspectives are also set out in a “scorecard” (Appendix D), which shows the outcomes we are trying to achieve, the end of year (or lag) measures, interim (or lead) measures, original targets and the results of performance for the last year and targets for the forthcoming year.

The scorecard use a traffic light system –

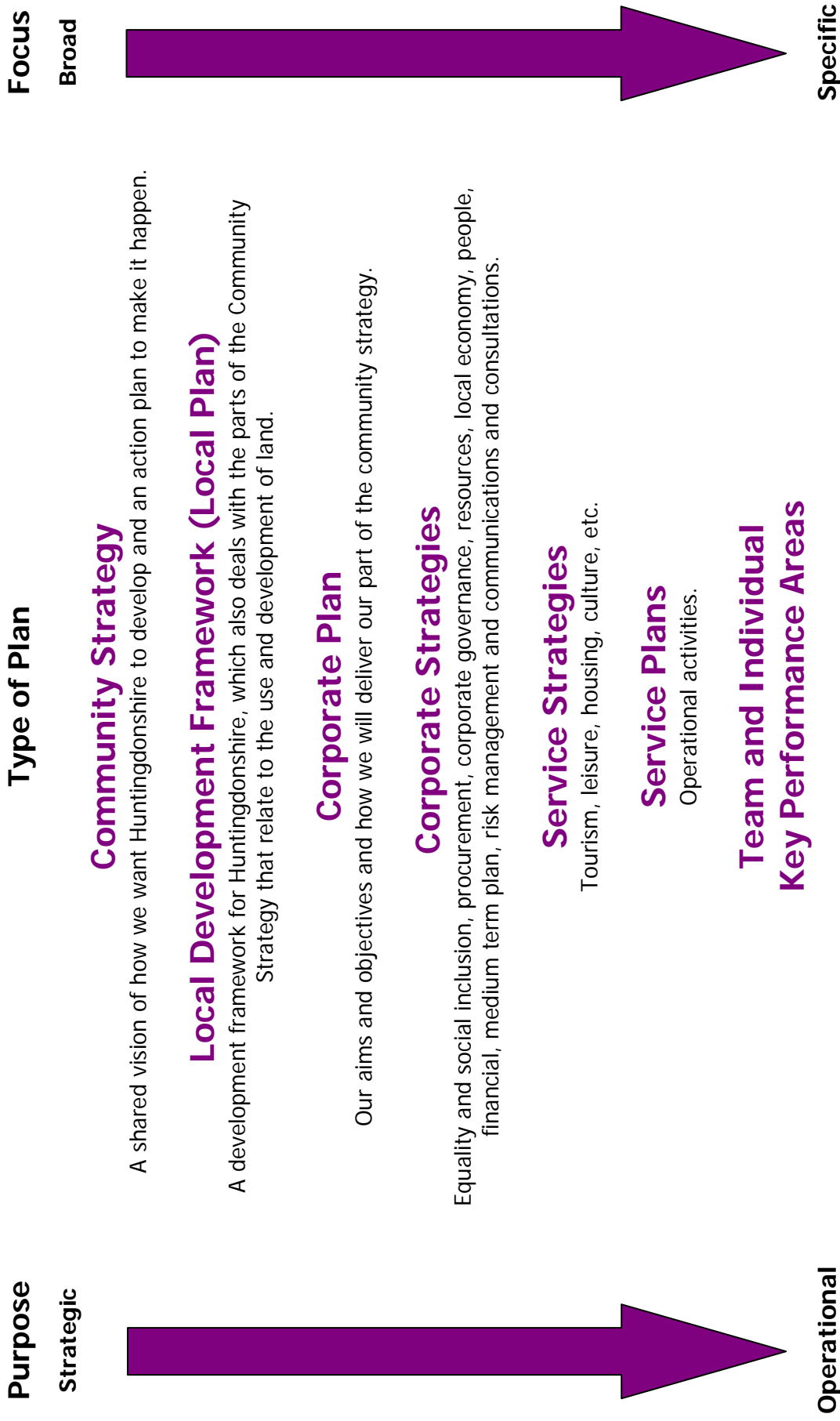
- ❖ **green** is a level that we want to achieve,
- ❖ **red** is an unacceptable level, where we will need to intervene to improve things, and
- ❖ **amber** represents performance in between.

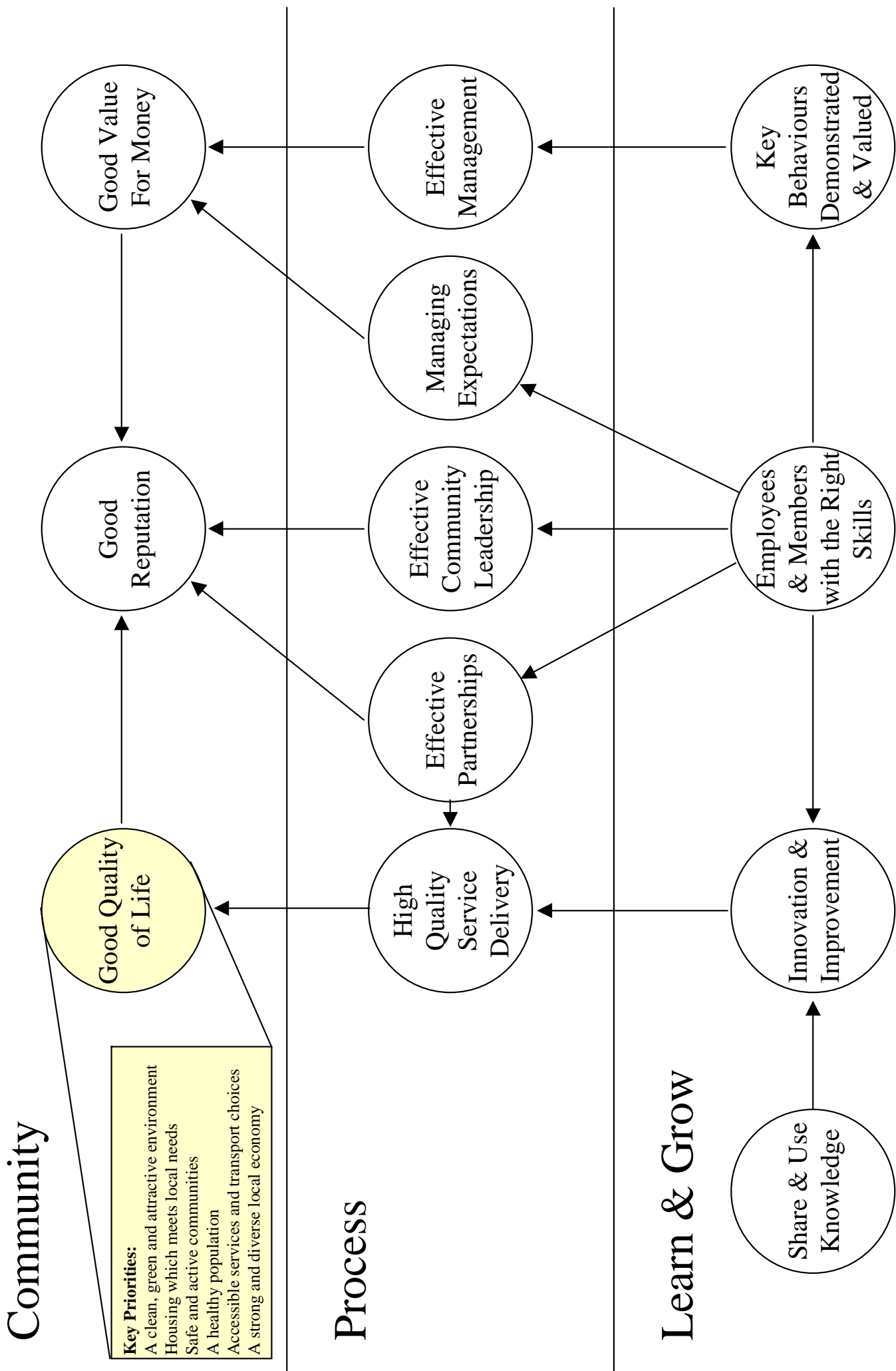
This scorecard is used to monitor achievement, set objectives and define activities for services.

Statement on Contracts

In accordance with the Code of Practice on Workforce Matters in Local Authority Service Contracts the Council certifies that there were no contracts awarded in 2004/05 that involved the transfer of employees.

Policy Framework





	High Impact	Medium Impact	Low Impact	
High Quality Housing Which Meets Local Needs	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Nuisance - investigations of complaints and interventions ❖ Dog fouling - education, patrols, spot fines & prosecutions <p>Operations Division</p> <ul style="list-style-type: none"> ❖ Street cleaning ❖ Waste collection service ❖ Grounds maintenance <p>Environment</p> <ul style="list-style-type: none"> ❖ Waste and recycling services <p>Planning</p> <ul style="list-style-type: none"> ❖ Re-development of brown field sites ❖ Urban Capacity Study, Design Frameworks, Planning Guidance and market town vision statements ❖ Development control 	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Inspection of prescribed industrial processes for pollution risks ❖ Identification/Inspection/remediation of contaminated land sites <p>Projects</p> <ul style="list-style-type: none"> ❖ Design/manage construction of capital projects <p>Countryside Services</p> <ul style="list-style-type: none"> ❖ Managing open spaces ❖ Education and events programme ❖ Promoting biodiversity <p>Planning</p> <ul style="list-style-type: none"> ❖ Listed buildings – advice and negotiation and grant aid. 	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Monitoring and assessment of local air quality ❖ Education, advice and guidance on home energy efficiency <p>Environment</p> <ul style="list-style-type: none"> ❖ Education and awareness training <p>Tourism</p> <ul style="list-style-type: none"> ❖ Target group travel market ❖ Provide information on public transport, walking and cycling <p>Planning</p> <ul style="list-style-type: none"> ❖ Encourage biodiversity through policies, advice and negotiation 	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Pastoral Visiting Officer ❖ Links to Registered Social Landlords and Housing Services
	<p>Housing</p> <ul style="list-style-type: none"> ❖ Enable affordable and special needs housing ❖ Maintain housing register and nominate applicants ❖ Disabled Facilities Grants & Home Improvement Agency ❖ Supporting People Strategy ❖ Provide homelessness prevention/intervention services <p>Benefits</p> <ul style="list-style-type: none"> ❖ Pay housing benefit quickly and accurately ❖ Award discretionary housing payments <p>Planning</p> <ul style="list-style-type: none"> ❖ Affordable housing policies in development plans, urban design frameworks and market town vision statements ❖ Joint work with Cambridgeshire authorities and sub-regional organisations ❖ Development control advice and negotiations 	<p>Housing</p> <ul style="list-style-type: none"> ❖ Housing Stock Strategy ❖ Provide grants and advice <p>Environmental Health</p> <ul style="list-style-type: none"> ❖ On-demand inspection and remediation of housing in disrepair ❖ Housing Condition Survey <p>Benefits</p> <ul style="list-style-type: none"> ❖ High level of benefit take-up through marketing/communications ❖ Benefit surgeries <p>Planning</p> <ul style="list-style-type: none"> ❖ Rural housing exception sites developed 	<p>Housing Benefits</p>	
Safe and Active Communities	<p>Community Safety</p> <ul style="list-style-type: none"> ❖ Public awareness raising ❖ Anti social behaviour case-workers to quickly resolve complaints 	<p>Emergency Planning</p> <ul style="list-style-type: none"> ❖ CCTV & monitoring "shop watch" radio system <p>Operations</p> <ul style="list-style-type: none"> ❖ Street cleansing – removal of graffiti, fly-posting and fly-tipping <p>Administration</p> <ul style="list-style-type: none"> ❖ Implementation of Licensing Act 2003 <p>Countryside Services</p> <ul style="list-style-type: none"> ❖ Support agencies working with people at risk <p>Planning</p> <ul style="list-style-type: none"> ❖ 'Secured by Design' standards - policies and plans, advice and negotiations, including liaison with Police <p>Parks Management</p> <ul style="list-style-type: none"> ❖ Provide & support the provision of facilities for young people ❖ Provide activity programme 	<p>Community Safety</p> <ul style="list-style-type: none"> ❖ Anti Social Behaviour Orders and Contracts. <p>Planning</p> <ul style="list-style-type: none"> ❖ Active involvement in planning issues ❖ Advice and guidance for Town and Parish Councils ❖ Flooding prevention <p>❖ Revenue Collection</p> <ul style="list-style-type: none"> ❖ Discount & exemption take up and review ❖ High level of Council Tax and NNDR collection <p>Community Initiatives</p> <ul style="list-style-type: none"> ❖ Support to voluntary sector organisations ❖ Support neighbourhood management <p>Policy</p> <ul style="list-style-type: none"> ❖ Active involvement and engagement, including young people 	

<p>Healthy Population</p>	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Inspection and enforcement of employment premises ❖ Education, advice and guidance for employment premises ❖ Investigation of all RIDDOR accidents <p>Leisure Centres</p> <ul style="list-style-type: none"> ❖ Provide facilities for sport, physical recreation ❖ Promote health benefits of exercise <p>Leisure Development</p> <ul style="list-style-type: none"> ❖ Intervention and prevention programmes 	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Inspection and enforcement of food premises ❖ Education, advice and guidance for food premises ❖ Investigation of all food-borne illnesses/outbreaks reported ❖ Food sampling programme to fit national need <p>Countryside Services</p> <ul style="list-style-type: none"> ❖ Provide open spaces for healthy activities ❖ Promote health benefits of countryside activities <p>Parks Management</p> <ul style="list-style-type: none"> ❖ Provide open spaces for healthy activities ❖ Promote health benefits of open spaces 	<p>Environmental Health</p> <ul style="list-style-type: none"> ❖ Pest eradication service <p>Transport</p> <ul style="list-style-type: none"> ❖ Work with CCC on Local Transport Plan road safety objectives ❖ Secure funding to address traffic safety issues <p>Emergency Planning</p> <ul style="list-style-type: none"> ❖ Emergency Plans and responses to civil emergencies <p>Arts</p> <ul style="list-style-type: none"> ❖ Arts activities and events <p>Community Initiatives</p> <ul style="list-style-type: none"> ❖ Support voluntary organisations ❖ Support talented performers
<p>Medium Priority</p>	<p>Environment</p> <ul style="list-style-type: none"> ❖ Kerb-side waste & recycling services & mini recycling sites <p>Transport</p> <ul style="list-style-type: none"> ❖ Car parking provision <p>Benefits</p> <ul style="list-style-type: none"> ❖ Benefit services - Huntingdon/Ramsey/St Ives/StNeots/Yaxley and mobile service project ❖ Pastoral visitor <p>Revenue Collection</p> <ul style="list-style-type: none"> ❖ Cash offices and e-payments and Direct Debit <p>Community Initiatives</p> <ul style="list-style-type: none"> ❖ Support voluntary organisations by funding, promotion advice ❖ Community based information services <p>Planning</p> <ul style="list-style-type: none"> ❖ planning strategy influencing the sustainable location of development ❖ Maximise developers' contributions to transportation and community facilities from appropriate schemes <p>Administration</p> <ul style="list-style-type: none"> ❖ Effective telecommunications and service recovery <p>Information Management Division</p> <ul style="list-style-type: none"> ❖ Call Centre & Customer Service Centre implementation 	<p>Information Management Division/All Services</p> <ul style="list-style-type: none"> ❖ Online (Web, Kiosk, H.E.L.P.) information, payments, booking, services and recruitment <p>Transport</p> <ul style="list-style-type: none"> ❖ Community transport schemes <p>Administration</p> <ul style="list-style-type: none"> ❖ Taxi and Private Hire licensing and regulation <p>Leisure Development</p> <ul style="list-style-type: none"> ❖ Support local clubs and their development needs ❖ Organise outreach programmes of sport across the district <p>Leisure Centres</p> <ul style="list-style-type: none"> ❖ Improve accessibility of service through physical improvement ❖ Improve promotion of range of activities 	<p>Information Management Division</p> <ul style="list-style-type: none"> ❖ Online access to learning and information through HeLP, including tutor assistance <p>Community Safety</p> <ul style="list-style-type: none"> ❖ Anti social behaviour case-workers and use of self help packs <p>Emergency Planning</p> <ul style="list-style-type: none"> ❖ Out of hours contact service <p>Arts</p> <ul style="list-style-type: none"> ❖ Market arts activities in the district ❖ Organise programmes of Arts events <p>Countryside Services</p> <ul style="list-style-type: none"> ❖ Enable voluntary sector to deliver activities ❖ Improve year round use of sites <p>Tourism</p> <ul style="list-style-type: none"> ❖ Promotional material through variety of channels ❖ Increase direct marketing
<p>Low Priority</p>	<p>Economic Development</p> <ul style="list-style-type: none"> ❖ Identified projects, including the competitiveness of market towns, enterprise support in Ramsey Area; creative industries; commercialisation of science, particularly renewable energy/non or low carbon technologies, supporting rural economies and inward investment. <p>Planning</p> <ul style="list-style-type: none"> ❖ Appropriate allocation, development and occupation of employment land, including town centre floorspace, through policies and development plan, allocation development plan, advice and negotiations urban design frameworks and market town vision statements <p>Tourism</p> <ul style="list-style-type: none"> ❖ Promote the District as a destination meeting special interests ❖ Encourage tourism providers to raise quality standards 	<p>Operations</p> <ul style="list-style-type: none"> ❖ Market services - maintain balanced markets/diverse product sales <p>Legal</p> <ul style="list-style-type: none"> ❖ Industrial starter units and commercial portfolio - meeting need/demand, identifying potential sites for development on own or in partnership and seek necessary funding. <p>Countryside Services</p> <ul style="list-style-type: none"> ❖ Publicise facilities and events ❖ Attend national events to promote facilities <p>Economic Development</p> <ul style="list-style-type: none"> ❖ Work with business and learning providers to identify skill and training needs, bid for funding to fill gaps and manage retail, aeronautical and motor sports skills initiatives ❖ Support and develop of Town Centre Partnerships 	<p>Revenues</p> <ul style="list-style-type: none"> ❖ Rural small business and discretionary rate relief <p>Community Initiatives</p> <ul style="list-style-type: none"> ❖ Support local organisations to become social enterprises <p>Economic Development</p> <ul style="list-style-type: none"> ❖ Support business start-up/development/retention through grant aid ❖ Support the development of business support networks

Corporate Scorecard

Community Perspective		Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
Outcome	2004/05			2005/06	2004/05		Revised 2005/06	
Good reputation	Comprehensive Performance Assessment (CPA) rating	Excellent		Excellent	Excellent	% of outcomes achieved from the CPA improvement plan	80%	80%
Good value for money	% satisfied with level of Council Tax for services provided	36%	70%	60	% projected average annual council tax increase for the next 5 years	10%	15%	
Good quality of life	% satisfied with Huntingdonshire as a good place to live	87%	85%	88%	% of residents who have a clear understanding average council tax paid for services provided by HDC	TBC	TBC	
Safe and active communities	% who feel safe	82%	77%	85%	% of lead targets for the six priority areas forecast to be met	80%	80%	
Healthy population	Average life expectancy	77.5	77.5 yrs males 82.1 yrs females	77.5 yrs males 82.1 yrs females	% of targets for Safe & Active Communities forecast to be met	80%	80%	
Clean, green, attractive environment	% satisfied that Huntingdonshire is a clean, green and attractive place	72%	71%	75%	% of targets for Healthy Population forecast to be met	80%	80%	
Housing that meets local needs	% of housing needs targets achieved		80%	80	% of targets for Clean, Green and Attractive Environment forecast to be met	80%	80%	
Strong & diverse economy	The number of local jobs	74,000	74,000	75,000	% of targets for Housing That Meets Local Needs forecast to be met	80%	80%	
Accessible services and transport choices	% who feel they have good access to services	56%	90%	60	% of targets for Strong and Diverse Economy forecast to be met	80%	80%	

Process Perspective

Process Perspective		Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
Outcome	2004/05			2005/06	2004/05		Revised 2005/06	
Effective community leadership	% who believe we have clear direction and priorities	53%	70%	70%	% of employees who believe we have clear direction and priorities	90%	90%	
High quality service delivery	% of customers rating service quality as good or better	67%	65%	65%	% of service delivery targets achieved	65%	65%	

Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	Revised 2005/06		2004/05	Revised 2005/06
Effective partnerships	% of partnership targets achieved		TBC	TBC	% of partnerships which comply with the council's framework	90%	90%
Effective management	Revenue expenditure as a percentage of budget	*94%	95%	95%	Forecast outturn	90%	90%
	Capital expenditure as a percentage of budget	*75%	90% +/- 5%	95% +/- 5%	Forecast outturn	90% +/- 5%	95% +/- 5%
Managing Expectations	% of effective management outcomes in resource strategies achieved		85%	85%	% of effective management actions on track	85%	85%
	% of people with an accurate understanding of our service standards	73%	80%	80%	% of services for which we have defined and communicated service standards	100%	100%









Learn and Grow Perspective

Outcome	Lag Measure	Actual 2004/05	Lag Target		Lead Measure	Lead Target	
			2004/05	Revised 2005/06		2004/05	Revised 2005/06
Employees and Members with the right skills	% of employees with appropriate skills		80%	80%	% of training & development plans completed	80%	80%
	% of Members who have attended appropriate courses		80%	80%	% of Members for whom training & development plans have been identified	100%	100%
Innovation and improvement	% of staff who feel we have a culture of innovation		60%	60%	No. of suggestions made per quarter	20	20
	% of staff who feel that key behaviours are valued		70%	70%	No. of innovation awards made per quarter	2	2
Key behaviours demonstrated and valued	% of staff who feel we are a learning organisation		80%	80%	% of employees demonstrating key behaviours	80%	80%
	Share & Use Knowledge		80%	80%	% of completed projects for which post-project appraisals have been completed and published	90%	90%
					No. of examples of knowledge sharing per month	20	20

*Provisional

National Best Value Performance Indicators for 2004/05








	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	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?	Yes	↔	Yes	Yes	Yes	Yes	Yes	
1b	By when will a full review of the community strategy be completed?	2006/07	↔	2006/07					
1c	Has the Council reported progress towards implementing the community strategy to the wider community this year?	No	↑	Yes					
2a	The level of the Equality Standard for Local Government to which the Council conforms	1	↔	1	1	1	2		
2b	The duty to promote race equality check list score	68%	↔	68%	68%	74%	79%		Top Quartile based on 2003/04
8	The percentage of invoices for goods and services that were	94%	↑	96.3	97%	97.5%	98%		Top Quartile based










	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 v 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	paid by the Council within 30 days of such invoices being received.			%					on 2003/04
9	The percentage of Council Tax collected	99%		98.1%	98.4%	98.4%	98.5%	98.6%	
10	The percentage of non-domestic rates due for the financial year which were received by the Council	99.2%		99.1%	99%	99.2%	99.3%	99.4%	Top Quartile based on 2003/04
180a (i)	Actual/'Typical' energy consumption in Council buildings - electricity	141%		154.3%	140%	150%	145%	140%	
180a (ii)	Actual/'Typical' energy consumption in Council buildings - fossil fuels	107%		53%	100%	54%	55%	56%	
	People Statistics								
11a	The percentage of employees in the top 5 per cent of earners that are women	11.1%		15.8%	15%	15%	15%	20%	Bottom Quartile based on 2003/04
11b	The percentage of employees in the top 5 per cent of earners that are from ethnic minorities	0%		2.6%	0%	3%	3%	5%	
12	The number of working days/shifts lost to sickness absence	7.56		8.26	7	7	7	7	
14	The percentage of council employees retiring early (excluding ill-health retirements)	0.7%		0.15%	.50%	0.45%	0.45%	0.45%	Top Quartile based on 2003/04







	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	as a percentage of the total work force								
15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.5%	↑	0%	0.35%	0.35%	0.35%	0.35%	Top Quartile based on 2003/04
16a	The percentage of council employees declaring that they meet the disability definition in the Disability Discrimination Act 1995	2%	↑	3.6%	3%	3%	3%	4%	Implementation of Personnel system resulted in an increased number of employee declarations.
16b	The percentage of the economically active population who have disabilities. (2001 census)	10.5%	↔	10.5%	10.5%	10.5%	10.5%	10.5%	
17a	The percentage of council employees from minority ethnic communities	1.7%	↔	1.7%	2%	2%	2%	3%	
17b	The percentage of the economically active population who are from an ethnic minority background. (2001 census)	2.7%	↔	2.7%	2.7%	2.7%	2.7%	2.7%	
	Waste Collection & Recycling								
82a	The percentage of the total	17.4%	↑	21%	20%	21%	21%	21%	Top Quartile based



	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 v 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	tonnage of household waste which have been recycled								on 2003/04
82b	The percentage of the total tonnage of household waste which have been composted	4.1%		11.5%	12%	27.5%	30%	30%	Top Quartile based on 2003/04
82 (a) + (b)	The percentage of total tonnage of household waste recycled	21.5%		32.5%	32%	48.5%	51%	51%	
84	The number of kilograms of household waste collected per head	358kg		377kg	369kg	380kg	391kg	401kg	Top Quartile based on 2003/04
86	The cost of waste collection per household	£40.95		*£53.39	£54.68	£66.27	£68.77	£71.52	
91	The percentage of population resident in the authority's area served by a kerbside collection of recyclables	98%		98%	100%	100%	100%	100%	
199	The percentage of land and highways assessed as having significant or heavy combined deposits of litter and detritus (eg, sand, silt and other debris)	3%		7%	12%	12%	12%	12%	
	Access to Our Services								
156	The percentage of council buildings open to the public in which all public areas are suitable for and accessible to	6%		12%	12%	12%	18%	18%	

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 v 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	people with disabilities.								
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	50%		73%	70%	100%	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.	42.4%		42.4 %	44.3%	44.3%	44.3%	44.3	Targets subject to funding agreement
	Community Safety								
126	Domestic burglaries per 1,000 households.	8.56		6.74	9.68	Not available	Not available		
127a	Violent offences by a stranger per 1000 population	1.4		1.6	The Police are no longer required to collect this data; therefore no targets have been set.				
127b	Violent offences in a public place per 1000 population	3.21		3.62					
127c	Violent offences in connection with licensed premises per 1000	0.66		0.77					

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
	population								
127d	Violent offences committed under influence per 1000 population	1.16		1.71					
128	Vehicle crimes per 1,000 population	11.02		8.8	8.46	Not available	Not available		
166	Score against a checklist of enforcement best practice for environmental health/trading standards	84%		90%	100%	100%	100%		
174	The number of racial incidents recorded by the authority per 100,000 population	1.2		1.87	0	0	0		
175	The percentage of racial incidents that resulted in further action	100%		100%	100%	100%	100%		
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		
	Housing Matters								
62	The percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	7.2%		6.88%	7%	Indicator deleted from 2005/06	Indicator deleted from 2005/06		Top Quartile based on 2003/04

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 V 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
64	The number of private sector vacant dwellings that are returned into occupation or demolished during 2004/05 as a direct result of action by the local authority	12		7	12	12	12	12	
183a	The average length of stay in bed & breakfast - weeks	7		5	6	5	4	4	
183b	The average length of stay in hostels - weeks	12		15	12	14	12	12	
76.1	The number of Benefit claimants visited per 1,000 cases	348		203	420	200	200	200	
76.2	The number of fraud investigators per 1,000 cases	1		0.35	1	0.4	0.4	0.4	
76.3	The number of fraud investigations per 1,000 cases	74		93	50	95	100	100	Top Quartile based on 2003/04
76.4	The number of prosecutions and sanctions per 1,000 cases	9		8	9	8	8	8	Top Quartile based on 2003/04
78a	The average time for processing new benefits claims (days)	40.5		35.1	36	30	28	27	
78b	The average time for processing notification of change of circumstance (days)	7.2		8.8	9	9	9	9	The target increased due to change in legislation commencing in April 2004.

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 v 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
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 cases checked post-determination.	96.2%		99%	97.6%	98.4%	98.4%	98.4	Top Quartile based on 2003/04
79b	The percentage of recoverable overpayments (excluding council tax benefit) that were recovered in the year.	44%		41.47%	42%	38%	39%	40%	
202	The number of people sleeping rough on a single night within the area of the local authority	N/A	N/A	0-10					BVPI introduced 2004/05
203	% change in average number of families in temp accommodation compared previous year	N/A	N/A	40%					BVPI introduced 2004/05
	Planning Measures								
106	The percentage of new homes built on previously developed land	34%		35.9%	40%	43%	43%	43%	Bottom Quartile based on 2003/04
109a	Major applications determined in 13 weeks	43%		41%	60%	60%	60%	60%	
109b	Minor applications determined in 8 weeks	59%		52%	65%	65%	65%	65%	Bottom Quartile based on 2003/04
109c	Other applications (predominantly householder)	87%		81%	80%	80%	80%	80%	

	Best Value Performance Indicator	Actual 2003/4	Trend 03/04 v 04/05	Actual 2004/5	Targets				Comments
					04/05	05/06	06/07	07/08	
179	determined in 8 weeks The percentage of standard searches carried out in 10 working days	97.8%		96.5 %	100%	100%	100%	100%	
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	No	
200b	If 'No', are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?				Yes	Yes			
204	Percentage of appeals allowed against the authority's decision to refuse planning applications	N/A	N/A	27%					
205	Quality of service checklist	N/A	N/A	88.9 %	90%	90%	90%	90%	

* = Provisional at this time (20/5/2005)

Improvement Plan

Subject	Area of Focus	Reference	Action Proposed	Outcome	Leading Members and Officers
<p>Priorities and Vision</p>	<p>Explicit and strategic choices about priorities and non-priorities.</p> <p>To ensure that priorities will be met and that resources are allocated appropriately between priorities, lower priorities or non-priorities.</p> <p>Communicate priorities internally and externally.</p>	<p>CPA Report Pages 10-11/ Sections 26-35</p> <p>Self-Assessment Page 25</p> <p>Peer Challenge Report Pages 8 & 9</p>	<p>Facilitate strategic choices.</p> <p>Initiate review programme, including external challenge, based on priorities and informed by CPMF.</p> <p>Prepare and implement communications plans.</p>	<p>Council has made choices about short and medium term priorities that contribute to overall priorities.</p> <p>Review programme to provide continuous improvement and endorsement of priority areas.</p> <p>Local people, Partners and employees are aware of and contribute to achievement of priorities.</p>	<p>Member: Derek Holley Officer: David Monks Support: Directors and Heads of Service</p>
<p>Performance Management</p>	<p>Linking of policy framework and service delivery to performance management framework.</p>	<p>CPA P.14-15/ S.55-63</p> <p>Self-Assessment P25</p> <p>Peer Challenge Report</p>	<p>Complete project plan to implement comprehensive performance management framework, including publication of service standards.</p>	<p>Performance information is used to improve services and inform the allocation of resources.</p>	<p>Member: Terry Rogers Officer: David Oliver Support: Head of Policy</p>

		P 8-10					
Risk Management	Integration of risk with comprehensive performance management framework and service planning process.	CPA P.14-15/S.60 Self-Assessment P25	Complete risk registers Link to new service planning framework. Complete business continuity plans	Significant risks and opportunities that affect the delivery of services have been identified and mitigated.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services		
Overview & Scrutiny	Business planning, focus, use of performance management framework.	CPA P.12/S.39 Self-Assessment P25 Peer Challenge Report P 8 & 9	Implement overview and scrutiny development plan. Integrate corporate performance management framework with scrutiny process.	Overview & Scrutiny Panels have a strategic focus to contribute to improving performance and the achievement of the Council's priorities.	Members: Kevin Reynolds and Philip Swales, Chairmen of Overview & Scrutiny Panels – Officer: Peter Watkins Support: Head of Administration		
Learning & Knowledge	Learning across the Council and making the most of learning opportunities to use research, consultation and knowledge to plan services. Understanding the needs of hard to engage groups such as BME's, Travellers, Young People, etc.	CPA P.23/S.108 P.24/S.118 Peer Challenge Report P 11, 12 & 16	Adopt systematic approaches to learning and sharing knowledge. Mapping Diversity Project, Traveller Needs Survey, Housing Survey. "Here by Right" programme.	Council uses learning and knowledge and research effectively across the organisation to improve the delivery of services and achievement of priorities.	Member: Andrew Hansard Officer: Peter Watkins Support: Heads of Personnel and Policy		

Access and Accommodation	Council headquarters and accommodation generally Disability Discrimination Act compliance Electronic service delivery Sustainability of accommodation and energy efficiency	CPA P.13/S.47 P.24/S.117 P.18/S.78 P.18/S76 Peer Challenge Report P 11	Complete accommodation review Complete DDA compliance survey and works Deliver Customer First programme	Appropriate accommodation and to deliver high quality services to local people in a sustainable way.	Member: Derek Holley Officer: Liz Wilson Support: Heads of Environment & Transport and Information Management
Capacity	Sustainability of spending plans, employee capacity, suitability of accommodation, staff turnover, extent of external challenge in priority areas.	P.23/S.111 Peer Challenge Report P 15	Review spending and resource allocation plans to ensure delivery of priorities. Delivery of People Strategy	The Council has adequate capacity – financial, people assets and systems – to deliver priorities.	Member: Terry Rogers Officer: David Oliver Support: Heads of Personnel, Legal & Estates, Financial Services and Information Management
Partnership Working	Relationship between partnerships and Council priorities, risks and opportunities of partnerships, the links between the three tiers in Cambridgeshire, and the extent of innovative working to improve public service	CPA 2005	Develop Partnership framework Monitoring and evaluation of partnership success Implement “Next Steps” and performance management system for Huntingdonshire Strategic Partnership.	Strong and effective partnerships, which enhance capacity to delivery priorities.	Member: Ian Bates Officer: Liz Wilson Support: Head of Policy

				Contribute to the development and achievement of Local Public Service Agreements.			
Procurement	Strategic and sustainable procurement of goods and services.	P.15/S.62 P.21/S.97	Review procurement strategy in relation to Gershon report, national procurement strategy and principles of sustainability.	Strategic procurement, which helps to deliver priorities and supports efficient, effective and economic services.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services		
Housing	Homelessness Information and knowledge of housing needs of BMEs and other hard-to-reach groups Stock condition survey	P.18/S.77 P.29/S.123	Implementation of BVR – Balancing Housing Need – which incorporates improvements identified during the CPA BME survey Traveller Needs Survey Conduct stock condition survey	Achievement of housing which meets local needs priority.	Member: Paula Longford Officer: Liz Wilson Support: Heads of Housing Services, Planning Services, and Environmental Health Services		
Children and Young People	Taking account of the views of children and young people. Protection of Children and Young People	P.45/ S.192-203	Adopt “Here by Right” standard. Develop corporate protection policies	Improved services that meet the needs of children and young people.	Member: Andrew Hansard Officer: Peter Watkins Support: Head of Policy		

Diversity and user focus	Diversity with emphasis on social inclusion and cohesion	CPA 2005	<p>Revise equality and inclusion strategy.</p> <p>Complete "Mapping Diversity" project.</p> <p>Use research and consultation data to plan and improve services.</p> <p>Complete race assessments and implementation of actions.</p> <p>Promote compliance with Disability Discrimination Act.</p>	Policies and services that meet diverse needs across the District and promote equality. Community leadership that promote cohesiveness, inclusion and equality.	Member: Andrew Hansard Officer: Peter Watkins Support: Head of Policy
Benefits	Results of BFI CPA assessment.	P.49/S.207	<p>Processes for developing and changing local procedures.</p> <p>Management checks of benefit assessments.</p> <p>Improvements in processing time.</p> <p>Revising documentation.</p> <p>Vetting arrangements for new staff</p> <p>Fraud investigation and recovery of over-payments</p>	Benefit Services that meet BFI standards.	Member Terry Rogers Officer: David Oliver Support: Head of Revenue Services

Corporate Governance	Results of Auditor CPA Judgement	P.48/S.204	Achievement of Corporate Governance framework.	An effective ethical framework.	Member: Chris Stephens Officer: Peter Watkins Support: Heads of Administration, Policy and Financial Services
Financial Management	Results of Auditor CPA Judgement	P.48/S.204	Completion of programmed improvements.	Appropriate level of compliance with the CPA Auditor code.	Member: Terry Rogers Officer: David Oliver Support: Head of Financial Services

Huntingdonshire

d i s t r i c t c o u n c i l

Annual Survey 2005

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1. Introduction

During March/April 2005, Huntingdonshire District Council undertook a District wide survey based on the overall satisfaction with Huntingdonshire as a place to live and the services that the District Council provides.

The survey was undertaken to assess residents view's on our priorities and services and will be used to judge performance against the achievement of our targets. The findings of the survey will also feed into the Community Strategy and the corporate plan, "Growing Success".

The Survey covered the following issues

- Value for Money
- The Environment
- Community Safety
- Community Leadership
- Accessible services and transport choices
- Reputation and Standards of Service
- Strong and Diverse Economy
- Overall Quality of Life
- Equality of Opportunity

Wherever possible comparisons have been made with recent significant pieces of research. These are:-

- Best Value Performance Indicator Customer Satisfaction Survey 2003/04 (Survey 2003/04)
- Cambridgeshire Quality of Life Survey 2003 (Survey 2003)
- Budget Consultation Survey 2004 (Survey 2004).

2. Methodology

A four page leaflet, briefly describing the services that Huntingdonshire District Council provide was compiled to help residents make informed decisions about the quality and value for money of services that the District Council provides.

3000 leaflets were distributed to households in the District using a commercially supplied list of contacts, such that the mailed sample reflected the proportional population of the District by ward. Telephone interviews were then conducted with 500+ residents, with quotas placed on age, gender and ward.

Respondent Profile

A sample of 510 residents was achieved. The table overleaf summarises key profile information of those respondents who completed the survey. The respondent profile demonstrates a good representative sample of the

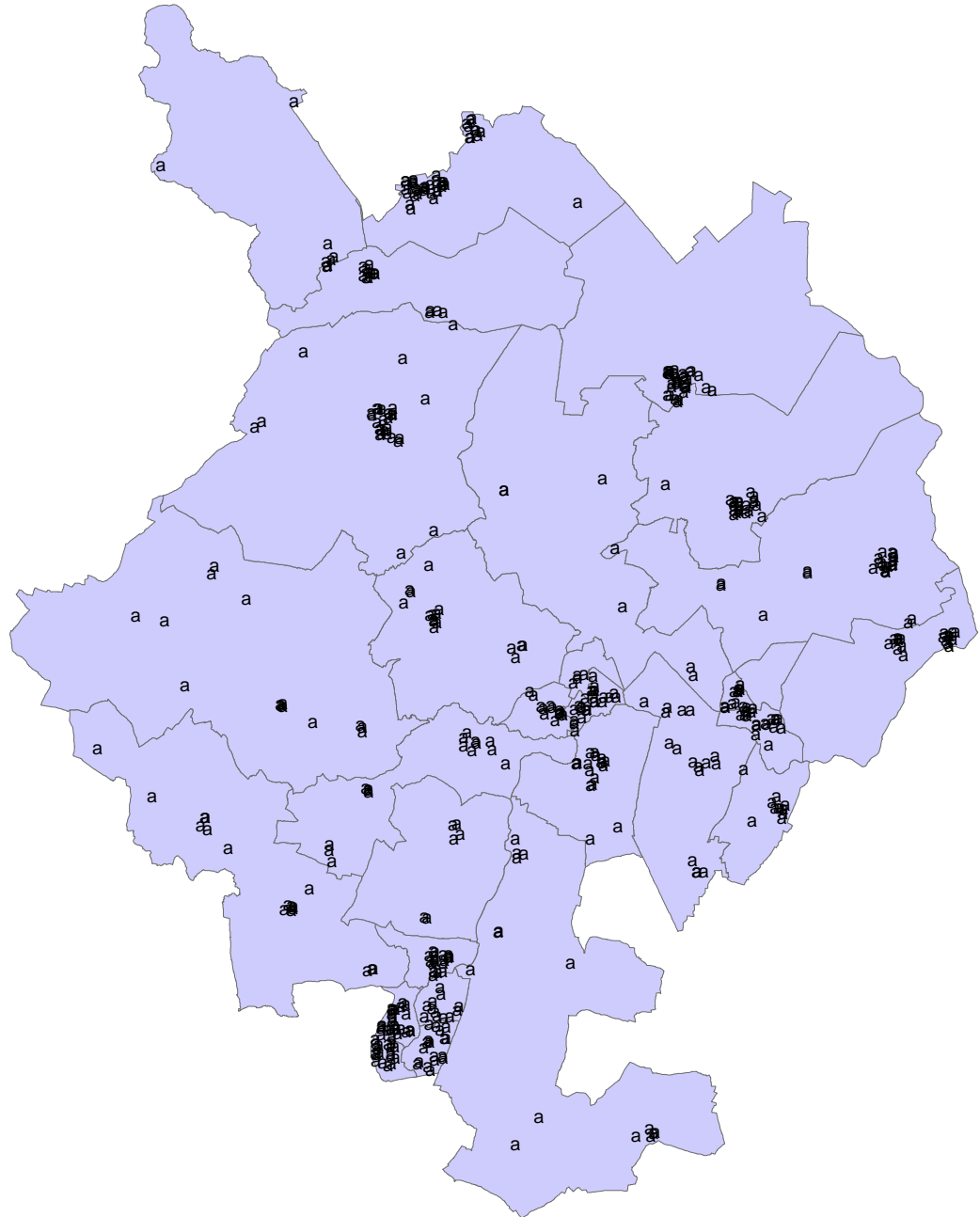
residents of Huntingdonshire. However, there is a slight under representation of young people. The final data analysis uses a weighted sample (the data has been weighted by younger people, and by gender) so that the data reflects the actual age and gender profile of the district. The results of the survey represent a maximum standard error of +/-4.38% at the 95% level of confidence

An extra sample of young people was used to gain more detailed views from young people aged 11 to 17. The findings of this research are presented in part two of this report.

<i>Respondent Profile</i>			
Gender		Ethnicity	
Male	53.3%	White	96.5%
Female	46.7%	Black	0.4%
Age		Mixed	0.2%
16-18	1%	Asian	0.6%
19-24	6.1%	Other	0.2%
25-49	49.2%	Refused/not provided	2.2%
50-64	25.9%	Economic Status	
65+	17.8%	Full-time employment	41.6%
Number of households without any children	58%	Part-time employment	16.9%
		Self employed	6.5%
Working in Huntingdonshire	44.1%	Unemployed	2.4%
Accommodation		Retired	22.7%
Owned outright	39.2%	Full-time education	2.9%
Buying on mortgage	47.5%	Looking after the home	5.1%
Rent from housing association/trust	6.9%	Illness/disability	
		Long-standing illness, disability or infirmity	9.4%
Rented from private landlord	3.7%		

Geography

The map below shows the distribution of respondents who took part in the survey.



3. Executive Summary

VALUE FOR MONEY

- A low percentage of respondents (36%) were very satisfied/satisfied with the current level of Council Tax for the services provided.

CLEAN, GREEN AND ATTRACTIVE ENVIRONMENT

- The majority of respondents were very satisfied/satisfied with the different aspects of Huntingdonshire's environment.
- There has been a 10% decrease (since the 2003/4 survey) in the amount of respondents expressing satisfaction with parks and open spaces.
- A high percentage of respondents (74%) didn't consider abandoned vehicles or graffiti/fly tipping to be a problem in their area.
- 40% of respondents considered dog fouling to be a significant problem.

SAFE AND ACTIVE COMMUNITIES

- The majority of respondents felt safe in their home, neighbourhood and in general.
- 11% of respondents had been a victim of crime (46% of which, had been a victim of burglary).

EFFECTIVE COMMUNITY LEADERSHIP

- The majority of respondents felt well informed/informed about the different aspects of the Council and the services it provides.
- There was an equal split between respondents who expressed an opinion on whether or not the Council listened to and considered their views. (35% said that they felt that the Council listened to and considered their views, 38% felt that the Council did not listen to and consider their views).
- 44% of respondents rated the Council's reputation as excellent/good.
- 67% of respondents rated the services that they had received, as excellent/good overall.

ACCESSIBLE SERVICES AND TRANSPORT CHOICES

- The majority of respondents rated the different ways in which the Council makes its services available excellent/good.
- The majority of respondents found it easy/fairly easy to access the Council's leisure centres and found physical access to and around leisure centres easy/fairly easy.
- A high percentage (87%) of respondents found it easy/fairly easy to make payments to the Council.
- The most preferred method of making payments to the Council was direct debit.
- Just over half of respondents (52%) said that it would be very/fairly difficult for them to get to work/shopping if they weren't able to use a car.

STRONG AND DIVERSE ECONOMY

- A high percentage of respondents (83%) had not been involved in any training in the last 12 months.

QUALITY OF LIFE

- A high percentage of respondents (87%) were very/fairly satisfied with Huntingdonshire as a place to live.

EQUALITY OF OPPORTUNITY

- Just under half of respondents (49%) said that the Council meets some of their needs, 2% said that the Council does not meet any of their needs.

Part 1

4. VALUE FOR MONEY

Satisfaction with Council Tax Level

4.1 Having read through the leaflet that details the services provided by the District Council, respondents were asked to rate their level of satisfaction with the level of Council Tax set by the Council for the services that are provided. Ratings were given on a five point scale where 5 = very dissatisfied and 1 = very satisfied.

Key Findings

- 36% of respondents were very satisfied/satisfied with the current level of Council Tax for the services that are provided
- 26% of respondents were neither satisfied or dissatisfied with the current level of Council Tax for the services that are provided
- 28% of respondents were very dissatisfied/dissatisfied with the current level of Council Tax for the services that are provided

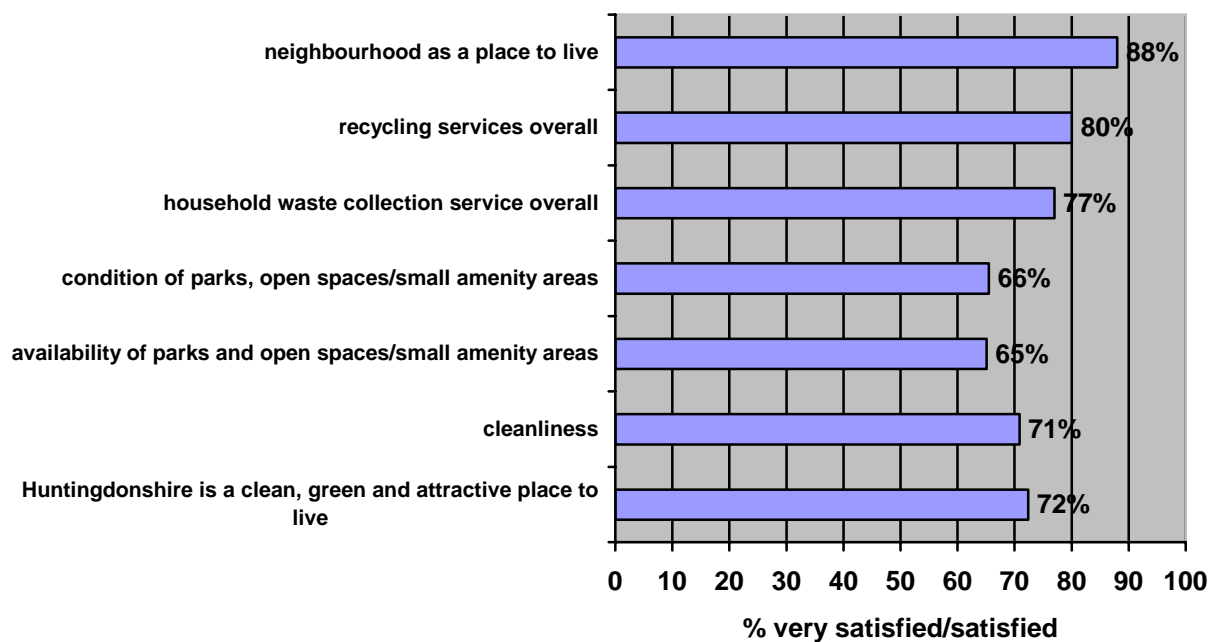
Comparisons

4.2 In contrast, the budget consultation carried out in summer 2004 found a high level of satisfaction with services, 67% of residents surveyed were pleased with the current level of service that the Council provides and 64% of residents opted for increases in Council Tax, to achieve their personal preferences for services.

5. CLEAN, GREEN AND ATTRACTIVE ENVIRONMENT

Environment

5.1 Respondents were asked to rate their level of satisfaction with different aspects of Huntingdonshire's environment. Ratings were given on a five point scale where 5 = very dissatisfied and 1 = very satisfied. The graph opposite shows the level of respondents who indicated that they were very satisfied/satisfied with each of the aspects of Huntingdonshire's environment.



Key Findings

5.2 The majority of respondents indicated that they were very satisfied/satisfied with the different aspects of Huntingdonshire's environment.

Comparisons

5.3 88% of respondents were very/fairly satisfied with their neighbourhood as a place to live. This shows a slight increase (3%) for the survey (2003) when 85% of respondents said that they were satisfied with the local area as a place to live

5.4 80% of respondents were very/fairly satisfied with recycling services overall. Compared with the 2003/04 survey, this shows an 8% increase.

5.5 The percentage of respondents expressing satisfaction with parks and open spaces has decreased by 10% compared with the 2003/04 survey when 76% of respondents were satisfied with the quality of Council managed parks and open spaces.

5.6 Overall satisfaction with household waste collection has decreased by 7% since the 2003/04 survey where 86% of respondents expressed satisfaction with household waste collection

Buildings and Natural Environment

5.8 Respondents were asked to rate the quality of Huntingdonshire's buildings and natural environment. Ratings were given on a five point scale where 5 = very poor and 1 = very high quality.

Key Findings

- 57% of respondents rated Huntingdonshire's buildings as very high/acceptable quality (30% expressed no opinion)
- 73% of respondents rated Huntingdonshire's natural environment as very high/acceptable quality

Comparisons

5.9 Since the quality of life survey 2003, there has been a decrease of 9% for both the level of satisfaction with Huntingdonshire's natural environment and built environment

Abandoned vehicles, Dog Fouling and Graffiti

5.11 Respondents were asked to say if they felt that abandoned vehicles, dog fouling and graffiti/fly tipping were a significant problem in Huntingdonshire. The table below shows the findings.

Key Findings

	Yes	No
Do you consider abandoned vehicles to be a significant problem	23.8%	73.9%
Do you consider dog fouling to be a significant problem	40.3%	58.6%
Is Graffiti/fly tipping a problem in your area	26.2%	73.6%

- Dog fouling was seen by respondents as the most significant problem.

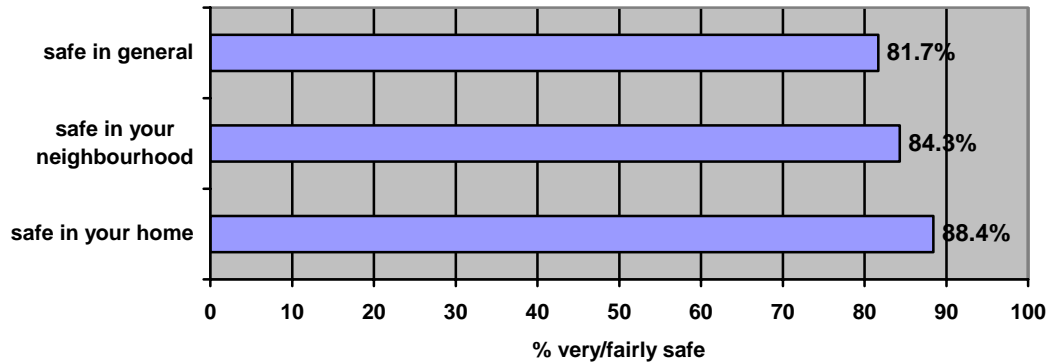
5.11 Respondents were asked to rate public arts projects/events on a scale of 1 to 5 where 1 = very good and 5 = very poor.

Key Findings

- 42% of respondents felt that public arts projects/events were very good/good (31% expressed no opinion).

6. SAFE AND ACTIVE COMMUNITIES

6.1 Respondents were asked to rate the extent to which they felt safe in their homes, neighbourhood and in general. Ratings were on a five point scale where 1 = very safe and 5 = very unsafe.



- The majority of respondents felt safe in their home, neighbourhood and in general
- 11% of respondents had been a victim of crime in the last twelve months and of those respondents who had been a victim of crime, 46% had been a victim of burglary.

7. EFFECTIVE COMMUNITY LEADERSHIP

7.1 Respondents were asked if they felt that the Council has clear direction and priorities.

Key Findings

- 53% of respondents said yes, the Council has clear direction and priorities
- 22% of respondents said no the Council doesn't have clear direction and priorities and 25% said that they didn't know

8. GOOD REPUTATION AND STANDARDS OF SERVICE

8.1 Respondents were asked to rate how well or not they were informed about different aspects of the Council and the services it provides. The table below shows how well informed respondents felt they were.

Key Findings

	Well informed	Informed	Not Informed	Don't Know
Council Services Provided	22%	54%	16%	7%
Who to contact about services/facilities	16%	52%	22%	11%
The standards of service	16%	57%	20%	7%
How to complain or appeal about a decision	12%	42%	29%	18%
How well the Council is performing	16%	49%	26%	9%
Local events and activities	22%	55%	19%	5%
Improvements planned for services	15%	47%	27%	11%
How the Council spends money	16%	47%	29%	8%
How the Council makes its decisions	10%	40%	37%	14%

- The majority of respondents felt well informed/informed about the different aspects of the Council and the services it provides
- Respondents felt the least informed about how the Council makes its decisions, followed by How the Council spends its money and how to complain or appeal about a decision.

8.2 Respondents were asked if they felt that they were able to make their views known to the Council and if they felt that the Council listened to and considered their views.

Key Findings

- 66% of respondents felt that they were able to make their views known to the Council (25% said that they did not feel that they were able to make their views known to the Council)
- 35% of respondents said that they felt that the Council listened to and considered their views
- 38% of respondents didn't feel that the Council listened to and considered their views

8.3 Respondents were asked to rate the Council's reputation and the services they have received overall on a scale of 1 to 5, where 1 = excellent and 5 = poor.

Key Findings

- 44% of respondents rated the Council's reputation as excellent/good
- 22% of respondents rated the Council's reputation as fair/poor
- 67% of respondents rated the services that they had received, as excellent/good overall
- 15% of respondents rated the services that they had received as fair/poor overall

9. ACCESSIBLE SERVICES AND TRANSPORT CHOICES

Availability of Services

9.1 Respondents were asked to rate the different ways in which the Council makes its services available. The ratings used a 5 point scale where 1 = excellent and 5 = poor. The table below shows the ratings for each of the different ways the Council delivers its services.

Key Findings

	Excellent	Good	Neither	Fair	Poor	Don't Know
%						
Telephone	8	41	11	7	4	30
Face –to-face	4	23	9	6	6	52
Internet	3	17	5	5	1	68
Postal	7	43	12	9	2	27
Access at our offices	5	31	11	5	3	45
Overall	6	50	13	10	2	19

- Overall the majority of respondents rated the different ways in which the Council makes its services available as excellent/good
- A high percentage of respondents expressed a 'don't know' opinion for the internet, face to face and access at our offices categories. suggesting that the majority of respondents were more likely to use the telephone or post as methods of accessing the Council's services.

Leisure Centres

9.2 Respondents were asked to rate how easy they found it to get to the Council's leisure centres and how easy they found physical access around the Council's leisure centres. The ratings used a 5 point scale, where 1 = very easy and 5 = very difficult.

Key Findings

- 65% of respondents found it very easy/fairly easy to get to the Council's leisure centres
- 78% of respondents found physical access to and around the Council's leisure centres very easy/fairly easy.

Making payments to the Council

9.3 Respondents were asked to rate how easy they found it to make payments to the Council. A 5 point scale was used where 1 = very easy and 5 = very difficult.

Key Findings

- 87% of respondents found it very easy/fairly easy to make payments to the Council
- The most preferred method of making payments to the Council was Direct Debit, 71% of respondents indicated that this was their preferred method

Transport

9.4 Respondents were asked, if they weren't able to go by car to work (or shopping), how easy it would be for them to get there another way.

Key Findings

- 52% of respondents said that it would be very/fairly difficult for them to get to work/shopping if they weren't able to use a car

Licensed taxi/private hire

9.5 Respondents were asked to rate their satisfaction with the availability of licensed taxi/private hire vehicles

Key Findings

- 65% of respondents were very/fairly satisfied with the availability of licensed taxi/private hire vehicles

10. STRONG AND DIVERSE ECONOMY

Training Opportunities

10.1 Respondents were asked if they had been involved in any training in the last twelve months that had resulted in achieving a qualification or certificate of accreditation. Respondents were then asked how satisfied they were with the opportunities for learning and training that are available to them.

Key Findings

- 16 % of respondents had been involved in any training in the last twelve months that had resulted in achieving a qualification or certificate of accreditation. (59% of these respondents had undertaken this as part of their work)
- 83% of respondents had not been involved in any training in the last twelve months that had resulted in achieving a qualification or certificate of accreditation.
- 55% of respondents were very/fairly satisfied with the opportunities for learning and training available to them. (34% expressed a 'don't know' opinion)
- The most preferred way of learning was at college and in the work place

11. QUALITY OF LIFE

Huntingdonshire as a place to live

11.1 Respondents were asked to rate their satisfaction with Huntingdonshire as a good place to live. Using a 5 point scale where 1 = very satisfied and 5 = very dissatisfied.

Key Findings

- 87% of respondents were very/fairly satisfied with Huntingdonshire as good place to live

Comparisons

11.2 Since the quality of life survey 2003, there has been a small increase (2%) in the number of respondents stating that they are satisfied with Huntingdonshire as a good place to live

12. EQUALITIES

12.1 Respondents were asked to indicate how well the Council meets their needs and if they felt that the Council promotes equality and inclusion.

Key Findings

- 44% of respondents said that the Council meets all of their needs
- 49% of respondents said that the Council meets some of their needs
- 2% of respondents said that the Council doesn't meet any of their needs
- The main reasons that respondents indicated for the Council not meeting their needs were:-
 - Better refuse collection
 - Improve the public transport service
 - Maintenance of roads/pavements/footpaths
 - More better youth facilities
 - Better policing of the area
 - Better recycling
 - Better leisure/sports facilities
- 72% of respondents said that the Council promotes equality and inclusion in their community/neighbourhood

Part 2 Young Persons

Background and Methodology

To gain a picture of the views of young people in Huntingdonshire a Young Persons consultation event was arranged. This involved getting together a group of young people to explore their views on the services that the District Council provides and the overall quality of life in Huntingdonshire. A series of qualitative group exercises facilitated by youth workers, were used to cover some of the relevant issues in the resident's survey. The findings of the consultation exercises are summarised below.

The group of young people was made up of a mixture of ages ranging from 11 to 17. In order to undertake the consultation exercises two sub groups were created. One group ('younger' group) was made up of participants aged 11 to 13 and the other group ('older' group) was made up of participants aged 14 to 17.

CLEAN, GREEN AND ATTRACTIVE ENVIRONMENT

- The 'older' group didn't think that Huntingdonshire is a clean place to live whilst the younger group had mixed feelings on how clean they thought Huntingdonshire is. It was felt by the younger group that litter was more evident in public places such as schools and town centres.
- The 'younger' group felt that there weren't enough parks and open spaces and those that do exist are perceived as not clean and used by older young people who often *"smoke and swear"*.
- There were differing attitudes amongst both groups of young people on abandoned vehicles. The older group didn't feel that abandoned vehicles are a problem whereas the younger group felt that abandoned vehicles were a problem.
- Dog fouling was experienced by both groups as a problem, especially in play areas. *"when I play football or go football training there is always at least 1 person with dog muck on their shoes"*
- Graffiti was perceived as a bigger problem amongst the 'younger' group. However it was appreciated as an 'art form' in appropriate places.
- There were mixed feelings on the dumping of rubbish on road sides by both groups.
- Recycling was popular amongst both groups of young people. It was felt that there is a good provision of facilities but these could be

expanded by providing recycling opportunities in schools and in towns and parks, *“No drink bottle/cans recycling when in town/out with mates”*

- When asked about Arts provision in Huntingdonshire, both groups felt that there was not enough. Some of the popular suggestions for provision were rock music gigs and graffiti *“Graffiti camps to stop graffiti in wrong places – A wall where paint can be washed off”, “Always wanted to be in a band but never had an opportunity”*

ACCESSIBLE SERVICES AND TRANSPORT CHOICES

- There was general agreement by both groups of young people that leisure centres are easy to get to, and around. St Neots leisure centre was mentioned as particularly difficult to get around if you were disabled.
- Few young people use public transport they tended to rely on parents to get to school, shops and activities.
- The older group of young people were more likely to use taxis and were generally positive about the provision.

QUALITY OF LIFE

- Overall, both groups of young people agreed that Huntingdonshire is a good place to live.

SAFE AND ACTIVE COMMUNITIES

- The majority of young people felt safe within their own homes.
- When asked if they felt safe in their neighbourhood, the younger group said that they felt safer during the day. Both groups highlighted street lighting as something that made people feel safe. Amongst the ‘younger’ group, there was concern over drugs and the perception that adults and older young people are drug users. The ‘older’ group felt that having people around made them feel safe, whether this is friends, police, CPSOs or street wardens, but they felt that the police are difficult to access and CPSOs are not respected.

STRONG AND DIVERSE ECONOMY

- The majority of young people had been involved in learning opportunities outside school. Generally, it was felt that access to learning opportunities in villages were limited.

HUNTINGDONSHIRE IN GENERAL

- Appendix A, attached sets out the comments that both groups gave relating to where they live.

Place	Good Points	Bad Points
Huntingdon	<p><u>Houses</u></p> <ul style="list-style-type: none"> ➤ When you see housing they are not all the same colour because bits of them are in colour and bits of them aren't ➤ Houses are cool, don't like flats – messy and horrible ➤ The buildings are okay and there are a lot of them (flats) <p><u>Shops</u></p> <ul style="list-style-type: none"> ➤ Not that much space between shops ➤ Shops in Huntingdon okay ➤ There are plenty of shops ➤ There are lots of good food shops ➤ Good shops, prices good. I love Wilkos ➤ The Huntingdon shops are really good and there is a good variety <p><u>General</u></p> <ul style="list-style-type: none"> ➤ Buildings – not very high storey buildings ➤ Some nice old buildings from the Cromwell period ➤ There are good new buildings like the Rec centre <p><u>Green Environment</u></p> <ul style="list-style-type: none"> ➤ Nice Trees <p><u>Cost Of Living</u></p> <ul style="list-style-type: none"> ➤ Not too expensive <p><u>Open Spaces</u></p> <ul style="list-style-type: none"> ➤ There are loads of places to play football ➤ There are a lot of good parks ➤ Lots of fields ➤ Really clean, use it for playing and walking but 	<p><u>Houses</u></p> <ul style="list-style-type: none"> ➤ There are some rough houses and are not big enough. <p><u>Shops</u></p> <ul style="list-style-type: none"> ➤ Bad shops ➤ Not enough designer shops ➤ There are too many boring shops e.g. charity, estate agents ➤ Have to go too far for the best shops ➤ All shops are in one place ➤ Most shops I go in could be improved ➤ I don't think there is enough shops <p><u>General</u></p> <ul style="list-style-type: none"> ➤ Trampy buildings ➤ The environment is not clean and there's not that many bins ➤ Parts of the environment stink ➤ Too much litter ➤ Not a very clean place ➤ There is a lot of litter in the parks ➤ The town is full of litter and pollution ➤ There is a lot of fly tipping ➤ Lot of green area but needs to be cleaned (YG) ➤ Rubbish dumped in Sapley Square (OG) <p><u>Things To Do</u></p> <ul style="list-style-type: none"> ➤ Not much to do ➤ Could be more parks etc in Stukely Meadows (TG) <p><u>Other</u></p> <ul style="list-style-type: none"> ➤ There is not much good service ➤ Skanky!

Place	Good Points	Bad Points
	<p>problems getting there (YG)</p> <p>Other</p> <ul style="list-style-type: none"> ➤ Quite big, lots of bird poo – it some times smells – but overall helpful and busy! ➤ I think its alright but there is room for improvement ➤ Around H.Brooke is really nice ➤ The HCP is cool – fun. HYC – great! ➤ There is a lot of problems on the Oxmoor but it's not that bad a Place to live – lots of people to play and places to go (YP) 	<ul style="list-style-type: none"> ➤ The mess is okay. I love big open fields! ➤ Don't like the Oxmoor, a lot of bad people there (YG) ➤ Abandoned vehicles quite frequent on Oxmoor (YG) ➤ I see a lot of graffiti in Sapley area – very messy, offense language and stupid pictures (YG)
Kimbolton	<ul style="list-style-type: none"> ➤ Generally good. Easy-to-find layout ➤ Good. Lots of green spaces etc 	<ul style="list-style-type: none"> ➤ Slightly lacking but it is quite small
Ramsey	<p>Houses</p> <ul style="list-style-type: none"> ➤ Most houses are well kept and not messy ➤ Its fine, there are no big flats or estates <p>Shops</p> <ul style="list-style-type: none"> ➤ Good but shops don't stay for long. Good fish and chip shop in Great Whyte! <p>Other</p> <ul style="list-style-type: none"> ➤ OK ➤ Not sure, seems okay <p>Things To Do</p> <ul style="list-style-type: none"> ➤ Ramsey should have a youth club or safe place to go 	<p>Environment</p> <ul style="list-style-type: none"> ➤ There is a lot of litter about ➤ There needs to be more flowers and trees to make it look more pretty ➤ Dumping of rubbish near Ramsey and Warboys (YG) <p>Shops</p> <ul style="list-style-type: none"> ➤ Get rid of all the takeaway shops, there's too many ➤ More shops maybe
Warboys	<p>Buildings</p> <ul style="list-style-type: none"> ➤ OK, most are good looking <p>Environment</p>	<p>Shops</p> <ul style="list-style-type: none"> ➤ Needs more shops ➤ Non existent – odd few shops but are well spread out

Place	Good Points	Bad Points
	<ul style="list-style-type: none"> ➤ Good, lots of open spaces 	<p>Houses</p> <ul style="list-style-type: none"> ➤ Less housing estates <p>Things To Do</p> <ul style="list-style-type: none"> ➤ Needs a proper football ground <p>Other</p> <ul style="list-style-type: none"> ➤ A tip ➤ Rubbish gets dumped in remote places where no one lives (YG)
Somersham		<p>Shops</p> <ul style="list-style-type: none"> ➤ There are no big shops ➤ Some are rubbish ➤ There is not many shops accept food shops <p>General</p> <ul style="list-style-type: none"> ➤ Older CYP swearing and smoking. Gangs of older YP makes younger YP feel intimidated (YG) ➤ Okay nut not much to do – seems to be a lot of druggies because there isn't much to do.
Brampton	<ul style="list-style-type: none"> ➤ Shopping is good! ➤ Some houses are okay ➤ Environment is okay 	<ul style="list-style-type: none"> ➤ Brampton wood is not to do with Brampton ➤ 12 lane highway one side. 6 lane highway on other and A14

Place	Good Points	Bad Points
Sawtry	<ul style="list-style-type: none"> ➤ New houses are pretty cool ➤ Some nice houses 	<ul style="list-style-type: none"> ➤ No shops
Yaxley	<ul style="list-style-type: none"> ➤ Brilliant shopping centre for its size 	
St Neots	<p>Shops</p> <ul style="list-style-type: none"> ➤ Reasonable variety of shops. High street has lots of shops ➤ As good as they can be in such a small town <p>General</p> <ul style="list-style-type: none"> ➤ Most of the buildings are cool ➤ Old style as its such an old town – has history, its nice ➤ Nice old churches and houses, should be built more like that instead of plain buildings <p>Environment</p> <ul style="list-style-type: none"> ➤ Environment – safe, friendly. A nice place to live ➤ Clean air, not much pollution. Lots of green areas ➤ Clean and tidy ➤ Has a lot of parks = clean and tidy (YG) <p>Other</p> <ul style="list-style-type: none"> ➤ Quite nice ➤ Looks good except for graffiti 	<p>Houses</p> <ul style="list-style-type: none"> ➤ Too many scummy housing estates <p>Shops</p> <ul style="list-style-type: none"> ➤ Bad shops, not that many clothes to buy; because when you're walking around, people have the same things on that you are wearing ➤ Shops mainly targeted at an older audience ➤ No good shops at all! (need shopping centre) ➤ Cant buy clothes from opticians, banks and charity shops! ➤ Full of estate agents and charity shops, not a good match. <p>General</p> <ul style="list-style-type: none"> ➤ Buildings – new ones built on flood plains, not exactly practical ➤ Okay. Looks fairly mix and match. Newer buildings don't really fit in with older ones <p>Environment</p> <ul style="list-style-type: none"> ➤ Has a lot of litter ➤ Has a lot of graffiti ➤ There are too many fields where I live ➤ Okay. More could be done to protect wildlife etc ➤ Graffiti everywhere, on ground, walls, lamp posts etc (OG) <p>Other</p> <ul style="list-style-type: none"> ➤ There are millions of birds

Place	Good Points	Bad Points
		<ul style="list-style-type: none"> ➤ Messy and trampish ➤ Minging! ➤ Skanky!

**DISTRICT COUNCIL HEADQUARTERS AND OTHER OFFICE
ACCOMMODATION MEMBERS ADVISORY GROUP
(Report of the Advisory Group)**

1. INTRODUCTION

- 1.1 The Advisory Group met on 31st May 2005 and Councillors I C Bates, P L E Bucknell, W T Clough, D P Holley, K Reynolds and T V Rogers were present. An apology for absence from the meeting was submitted on behalf of Councillor P J Downes.
- 1.2 Also in attendance were Messrs R Preston, A Roberts and P Watkins and Mrs E Wilson.
- 1.3 Councillor D P Holley was elected Chairman of the Advisory Group.
- 1.4 No declarations of interest were received.
- 1.5 The report of the meeting of the Advisory Group held on 18th February 2005 was received and noted.

2. HEADQUARTERS AND OTHER ACCOMMODATION – OUTPUT SPECIFICATION

- 2.1 The Advisory Group gave consideration to a report by the Director of Operational Services on a range of matters relating to the output specification for the new premises. The report is attached as an Appendix.
- 2.2 Following discussion on the issues highlighted in the report, it was

RESOLVED

that the Cabinet be recommended to:-

- (a) note that the Chief Executive proposes to develop tender evaluation criteria based on the attributes, and their order, detailed in paragraph 2.2 of the attached report;**
- (b) approve the Employer's Requirements reproduced at Annex B;**
- (c) approve the invitation of tenders that provide opportunities for tenderers to propose payment arrangements including a single payment at the completion of all premises;**
- (d) approve the imposition of a three month period subsequent to the award of contract to conclude a development agreement;**
- (e) authorise the Chief Executive, after consultation with the Leader of the Council, to determine the timing of land transfers within the development agreement;**
- (f) authorise the Chief Executive, after consultation with the Leader of the Council, to determine the final space requirement; and**
- (g) approve the release of £200k from MTP 300 Pathfinder House Improvements and One Stop Shop.**

Chairman

Cab/Off Acc/Member/Reports of Meetings/DC Headquarters Member AG report

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OFFICE ACCOMMODATION MEMBERS' ADVISORY GROUP 31 MAY 2005

OVERVIEW & SCRUTINY PANELS 7 JUNE 2005

CABINET 9 JUNE 2005

**HEADQUARTERS & OTHER ACCOMMODATION – OUTPUT SPECIFICATION
(Report by Director of Operational Services)**

1. INTRODUCTION

1.1 Cabinet at their meeting on 7 April 2005 initiated the procurement process leading to the District Council securing a new headquarters and other accommodation.

1.2 This reports seeks Cabinet's approval for the output specification proposed for the new premises, updates Cabinet on the procurement process and seeks consequential approvals and authority.

2. PROCUREMENT PROCESS

2.1 The District Council Headquarters and Other Accommodation Members' Advisory Group at their meeting on 4 September 2003 adopted criteria for evaluating accommodation options developed during the feasibility stage of the project. These criteria are reproduced at Annex A. Arising from subsequent deliberations of the Cabinet, Overview and Scrutiny Panels and the Members' Advisory Group the business case for the new premises can now be summarised as –

- provision of enhanced service access for customers
- improved public access to decision making
- improved working environment for employees
- accommodation that is adaptable to future change
- premises demonstrating good design and construction
- premises that provide best value for the District Council

2.2 To secure these objectives the District Council is seeking the most economically advantageous tender. Tenders with the following attributes will deliver this –

- proposals satisfying the District Council's output specification for the design and construction of the premises;
- locations of premises relative to each other minimise the future costs of operating the District Council's services;
- location of premises, their design and construction contribute to the District Council's wider policy objectives;
- proposed location of premises likely to enhance opportunities for partnership working and the achievement of the Huntingdonshire Strategic Partnership's objectives;
- proposed sites for premises have the potential to secure early planning permissions;

- low future operating costs for the proposed premises;
 - overall procurement and ongoing costs represent best value; and
 - cost forecasts for land, design, construction and occupation have high degree of certainty.
- 2.3 The Chief Executive, in accordance with the authority delegated to him by Cabinet at their meeting on 7 April 2005, proposes to develop and approve tender evaluation criteria based on the attributes at paragraph 2.2 in the order in which they are listed.
- 2.4 The District Council has embarked on the European Union's (EU) restricted procurement process. This is compatible with the ad hoc select tender list process contained in the District Council's Code of procurement.
- 2.5 In formulating the advertisement that appeared in the Official Journal of the European Union (OJEU) inviting expressions of interest from potential developers the District Council indicated that it would be prepared to make stage payments during the design and construction process. The opportunity may exist to make no payment until the District Council occupies the new premises. If tenderers are invited to propose alternative payment arrangements their financial implications for the District Council can be assessed.
- 2.6 The European Union's regulations do not permit negotiations following receipt of tenders that change the basis on which tenders were submitted. Notwithstanding this the District Council is seeking competition leading to the completion of a complex development agreement the nature of which will vary depending on the proposals contained in the tender finally accepted.
- 2.7 Hewitsons, the District Council's legal advisors (see Section 3 below), have advised that a process that complies with EU regulations can be achieved by –
1. Inviting not less than five, nor more than six, tenders as stated in the contract notices published in the OJEU;
 2. Identifying two, possibly three, most economically advantageous tenders received by the application of criteria of the form outlined in paragraph 2.2 above;
 3. Seeking any clarifications necessary from the tenderers submitting the potentially most economically advantageous tenders to establish which is actually the most economically advantageous;
 4. Awarding the contract to the tenderer so identified will be conditional upon the completion of a development agreement within a specified time period of the award.
- 2.8 The development agreement referred to above will detail the land transactions. Typically within the commercial environment the land transfers would be delayed until the completion of the premises. The alternative is to seek transfer concurrently with the completion of the development agreement. In either event transfer of land direct from the owner (where the owner is not the developer) to the District Council is to be preferred as it minimises stamp duty payable on the transactions.

3. OUTPUT SPECIFICATION

3.1 The developer will be responsible for the detailed design of the premises. To ensure that tenderers price their tenders on a comparable basis the tender document will specify the District Council's requirements. The specification will comprise –

- the Employers' Requirements outlining the District Council's high level objectives;
- a technical specification setting the quality of the building components used in the premises to be provided; and
- the overall space requirements.

3.2 The latest draft of the Employer's Requirements is reproduced at Annex B. This is developed from the business case outlined at paragraph 2.2 above.

3.3 Lambert Smith Hampton who were engaged to complete the feasibility study previously reported to Cabinet have been retained to develop the technical specification. The most recent drafts are available as background papers to this report. Their contents cover –

- General Requirements
- Design & Specification Requirements
- Description, Materials & Workmanship
- Building Structure
- External Services
- Services
- External works
- Commissioning and Handover, Health and Safety Files
- Design and Specification Requirements

3.4 A space forecast is included at Annex C to this report from which it can be noted that the gross internal area of the new headquarters building is now similar to the space currently in Pathfinder House and Castle Hill House notwithstanding that the new offices will be compliant with the latest legislative requirements.

3.5 The space allocated to the Customer Service Centre will provide a comfortable and convenient purpose-built facility that will replace the disparate reception facilities and interview rooms currently available in Pathfinder House.

3.6 The operations centre will include all of the activities of Godmanchester Depot and its various satellites together with the CCV Control Room, printing and reprographics, post room and infrequently accessed storage currently located in Pathfinder House.

4. PROFESSIONAL ADVISORS

4.1 In view of the urgent need for external support to assist with the preparation of the output specification, contract conditions, draft heads of terms for the

development agreement and evaluation model for the selection of tenders the following external advisors have been retained –

- (a) Lambert Smith Hampton have been retained to provide technical advice. Their appointment is an extension of the initial contract for the provision of the feasibility study; and
- (b) Cambridge based solicitors Hewitson have been retained following a single tendering arrangement in accordance with the Code of Procurement.

4.2 Both appointments are limited to advice prior to the receipt of tenders for the new premises. Currently this is programmed for mid-August.

4.3 Two tendering processes have been initiated to secure professional advisors for the period from the receipt of main contract tenders until the completion of the project. Invitations will be sought from suppliers of technical services identified in the Office of Government Commerce's EU compliant framework contracts. Legal services, which are exempt from EU competition rules will be secured by use of the ad hoc tender list process in the Code of Procurement.

5. CONCLUSIONS

5.1 Tender evaluation criteria have to be declared in the tender documents. The Chief Executive has the delegated power to establish the evaluation model but in doing so proposes to have regard to the tender attributes contained at paragraph 2.2.

5.2 The elapsed time between the award of contract and the completion of a development agreement should be kept to a minimum compatible with the detail to be agreed. A period of three months has been suggested as reasonable by our advisors. However, Members should be aware that a failure to conclude the development agreement will require a new competitive process to be undertaken.

5.3 The development agreement will be enforceable against the administrator in the event of the developer going into liquidation before the premises are completed. An early transfer of the land, however, will provide the District Council with the security of having control of the sites at the outset but would inevitably necessitate a significant payment at the completion of the development agreement. This is a risk management issue that can best be determined as part of the negotiation of the development agreement.

5.4 The development of the components of the output specification are well advanced but will continue to be refined prior to the issue of tender documents. Space forecasts will be subject to further downward revision as they are refined in advance of the issue of tenders.

5.5 Arrangements have been put in place to secure the necessary professional advice required to ensure that the procurement process delivers best value and is fully compliant with procurement regulations.

6. FINANCIAL IMPLICATIONS

- 6.1 A single contractual payment deferred until occupation will save the District Council potential loss of interest. However, if the developer receives stage payments he may reduce his costs and reflect this in his tender price. A net present value calculation on the alternative arrangements will be required to demonstrate the most economically advantageous.
- 6.2 Professional advice received after the receipt of tenders is a capital cost. Accordingly the appropriate release of funds pro forma is attached at Annex D.

7. RECOMMENDATIONS

- 7.1 Cabinet are recommended to –
- (a) note that the Chief Executive proposes to develop tender evaluation criteria based on the attributes, and their order, detailed at paragraph 2.2;
 - (b) approve the Employer's Requirements reproduced at Annex B;
 - (c) approve the invitation of tenders that provide opportunities for tenderers to propose payment arrangements including a single payment at the completion of all premises;
 - (d) approve the imposition of a three month period subsequent to the award of contract to conclude a development agreement;
 - (e) authorise the Chief Executive, after consultation with the Leader of the Council, to determine the timing of land transfers within the development agreement;
 - (f) authorise the Chief Executive, after consultation with the Leader of the Council, to determine the final space requirement; and
 - (g) approve the release of £200k from MTP 300 Pathfinder House Improvements and One Stop Shop.

Background papers

OJEU Contract Notice 73216 published 19 April 2005

Draft Output Specification for buildings

Contact Officer: Richard Preston, Head of Environment & Transport
☎ 01480 388340

ANNEX A: OFFICE ACCOMMODATION – OUTCOMES/CRITERIA FOR MATRIX EVALUATION

1. Public acceptance of solution – focus on customer service
2. Acceptable and lowest cost for lifetime outcome, based on theme criteria (balance of cost and quality)
3. Ease of access for face-to-face service delivery (including compliance with DDA)
4. Appropriate quality office environment for Officers/Members and the public in terms of maximising productivity and sustainability
5. Economic impact (detriment/support) on location
6. Optimum consumption of energy
7. Use of cost effective construction techniques and materials having regard to sustainable principle
8. Flexibility of space provided to enable local government to change operationally in the future
9. Reduced reliance and provision for use of private cars

ANNEX B: DRAFT EMPLOYER'S REQUIREMENTS

1 Employer's Purpose

- 1.1 The Employer is a District Council providing community leadership and services to local residents, businesses and visitors to Huntingdonshire. The district has a population of some 160,000 people in an area of 350 square miles. Key services provided by the Employer include –
- local planning policy and development control
 - housing services, excluding the landlord function
 - the collection of Council Tax and Business Rates and the administration of benefits
 - environmental services including waste collection, street cleaning and grounds maintenance
 - community safety including CCTV
 - leisure services including leisure centres, arts, tourism and parks
- 1.2 As one of the leading partners in the Huntingdonshire Strategic Partnership the Employer is committed to working in partnership with other agencies to ensure efficient and effective delivery of high quality services. The shared vision of the Employer and its partners is contained in the Huntingdonshire Community Strategy, a copy of which is included with the tender documents.
- 1.3 Overall, the Employer has some 1,000 full-time equivalent (fte) employees with close to 450 fte based at its existing principal offices.
- 1.4 The Employer is seeking new premises that will enhance accessibility for its customers, contribute to improving service delivery, be adaptable to any future changes in the structure of local government and provide a realisable asset for itself or any successor.

2 Organisational Values

- 2.1 In 2004 the Employer received an 'excellent' rating in its Comprehensive Performance Assessment (CPA). This reflects the strategic vision of the Councillors, the motivation and competency of the Employer's employees, the quality of the management and decision-making and the way in which the Employer uses its resources.
- 2.2 The Employer is committed to improving access to public services, to securing open and accountable decision-making and providing leadership to the resident population and businesses within the district.
- 2.3 Investment in the welfare and development of employees has been recognised by the award of Investors in People.
- 2.4 The Employer is seeking new premises that will assist engagement with the community it serves, provide a pleasant working environment and which will demonstrate good practice and efficient, effective and economic use of resources in their design, construction and operation.

3 Location

- 3.1 The Employer's principal offices have been located in the centre of Huntingdon since 1977. The current Pathfinder House and Castle Hill House complex houses all back-office activities (i.e. those delivered by management, professional, technical and administrative employees), public meeting rooms and also the principal public interface for many of the services provided by the Employer.
- 3.2 Although there are satellite depots in all of the district's towns, the bulk of operational activity is conducted from the Godmanchester Depot. Several operational activities are moving to a 24/7 basis and require convenient access for employees, many of whom live within Huntingdon or Godmanchester
- 3.3 The Employer wishes to retain its headquarters comprising principal offices and public meeting rooms in Huntingdon, to continue to have a town centre presence for its face-to-face service interactions with the public and to consolidate its operational activity into a new operations centre within either Huntingdon or Godmanchester.
- 3.4 Suppliers will be required to demonstrate that locations proposed for the premises fulfil, as a minimum, the following criteria –
- that the selection of sites for premises meets the requirements of Planning Policy Statement 6 with regard to the application of a sequential test;
 - that the location of the operations centre provides convenient and safe access to the A1 and/or A14 trunk roads;
 - that face-to-face contact with customers is delivered through a customer service centre inside Huntingdon's inner ring road and within easy walking distance of the town's bus station;
 - that the locations are either brown field sites or already have planning consents appropriate to the proposed uses or have the potential to secure early planning permissions being wholly compliant with planning guidance/policy.
- 3.5 The Employer is prepared to consider the redevelopment of its existing Pathfinder House site but will require Suppliers to demonstrate how the Employer's business will be maintained during the construction period and include the cost of decanting in their tender. The Employer will consider any increased operational costs arising from proposals for decanting employees to alternative temporary accommodation in its evaluation of the tender.

4 Building Quality

- 4.1 Detailed output specifications are provided elsewhere in these documents. However, the Employer wishes to ensure that all buildings are of an overall appearance and quality of design and construction appropriate to their purpose and location.
- 4.2 For its headquarters the Employer requires a modern building providing a good quality, comfortable and adaptable working environment. The associated public meeting rooms are to be of contemporary design and provide a pleasant and welcoming environment.

- 4.3 The customer service centre also should provide a contemporary, pleasant and welcoming environment. If integrated with the headquarters the building should be of a distinctive and attractive civic style complementing the Employer's efficient and effective delivery of high quality, affordable public services.
- 4.4 The operations centre will contain a mix of uses and the Employer anticipates that system-built industrial buildings will be integrated with more traditional construction if this is appropriate to the setting and function.

5 Layout

- 5.1 The Employer wishes to separate publicly accessible spaces from its back-office activity. However, the Employer takes the view that the co-location of the customer service centre, public meeting rooms and back-office on the same site, or in close proximity, potentially offers benefits to customers, its own employees and the cost of service delivery. This does not mean that the Employer will discount proposals that separate these building elements, but will apply a best value test in every case.
- 5.2 Where premises are proposed that combine the customer service centre with the headquarters building, the Employer will require the layout to restrict access from the customer service centre and public meeting rooms to the back-office spaces. However, a solution that enables a single reception area to serve both uses is preferred, with access to the back office for visitors controlled by reception staff.
- 5.3 The Employer requires customer service spaces and public meeting rooms to be located on the ground floor, with access for the public that does not require the use of stairs or lifts.
- 5.4 The back office spaces will be a mix of open plan and cellular offices providing the overall space requirement contained in the Specification. The Employer, through the development and approval of the preliminary design, will wish to influence the internal layout, having regard to the proposed floor plates and the organisational requirements of the business.
- 5.5 Layout of the operations centre should separate, insofar as is possible both in terms of location and access, managerial and administrative activity from other traditional depot activities associated with service delivery vehicles and plant parking/storage, loading and maintenance. Within this segregation the Employer requires activities relocated from its existing principal offices i.e. CCTV Control Room, printing and reprographics, training and post room, to be associated with the operation centre's management and administration provision.

6 Flexible Assets

- 6.1 The structure and role of local government may change significantly during the life of the premises that the Employer is commissioning. In the event of these changes reducing the accommodation needs of the Employer, or its successor, the need may arise for the disposal or sub-letting of the premises that the Employer occupies.

- 6.2 The Employer is aware that there is unlikely to be any demand locally for an office building of the size proposed for its headquarters. In the circumstances the Employer would prefer a solution that enabled the building to be subdivided into two or more discrete units capable of being accessed and serviced independently at a future date. This approach will also assist business continuity planning in the event of disruption through fire, service failure, etc. in any one unit.

7. Land Acquisition and Disposal

- 7.1 The Employer owns the freehold for its existing principal offices and depot. Its preference would be to acquire the freehold for the sites of any new premises. Consideration will, however, be given to very long leasehold where other aspects of the proposed premises make their selection attractive.
- 7.2 It is acknowledged by the Employer that the delivery of the customer service centre in the town centre other than on a leasehold basis may be difficult. Proposals based on a lease of not less than 15 years will be considered.
- 7.3 If the site of its existing principal offices is not required for its new premises, the Employer wishes to secure the maximum value for the site from its development – potentially residential or mixed use.

8 Sustainability

- 8.1 As a local authority charged with promoting sustainability to its local community and businesses, the Employer wishes to demonstrate good practice through the construction and operation of its premises. For this reason the headquarters building is required to achieve a BREEAM excellent rating.
- 8.2 To contribute to sustainability the Employer requires buildings which –
- are flexible and adaptable
 - are able to accommodate multiple uses
 - protect health and safety, including by providing good air quality and natural lighting
 - protect biodiversity
- 8.3 The Employer requires the headquarters building, and where co-located the customer service centre, to have an environmental impacts during and after construction compatible with achieving a BREEAM excellent rating and to contribute to this by –
- the use of non-toxic materials with minimum embodied energy
 - reducing water consumption and using rainwater capture
 - using efficient heating, lighting and control systems to conserve energy
 - minimising waste and pollution
- 8.4 The Employer will have adopted and implemented a travel plan which seeks to promote alternatives to the private car before occupation of the new premises. The Employer will favour proposals for the headquarters building

that maximise opportunities for access by transport modes other than the private car.

9 Life Cycle Analysis

- 9.1 Selection of materials, plant and building management systems together should allow reliable forecasts of occupancy, maintenance and repair costs to be made. The Employer will require forecasts to be provided for each of the premises to be delivered and will consider these as part of its assessment of best value.

10 Best Value

- 10.1 The Employer expects to achieve best value from the procurement, delivery and occupation of its new premises. Best value will be achieved where the required quality and functionality is achieved at the most economic cost within the context of the overall project.

11 Project Management

- 11.1 The Employer is committed to the delivery of its new premises on time and to budget and acknowledges that robust project management and clear responsibility for decision-making is central to this. An in-house project management process is in place and will be used throughout the project.
- 11.2 As a local authority, decision-making outside of a meeting of the full Council will be exercised by the executive (the Cabinet) or by way of instruments of delegation. The Employer will ensure that appropriate instruments of delegations are available and has put in place a Project Board and a Project Team to ensure that issues for decision are evaluated and determined within an appropriate time frame.
- 11.3 The Employer will retain the services of an independent adviser with relevant experience to assist with –
- project management
 - quality control
 - cost control
 - risk management
- 11.4 Through these arrangements the Employer will seek to establish an open working relationship with the Supplier where project risk is properly managed and best value achieved for both parties.

12 Programme

- 12.1 The timing of key stages following the award of the contract will be subject to the proposals contained in the accepted tender. However, the Employer's expectation is that the project substantially will conform to the following –

August 2005 Tenders returned.

September 2005 Stage I tender evaluation completed – tenderers taken forward to Stage II identified.

December 2005	Stage II tender evaluation completed – contract award subject to concluding development agreement.
January 2006	Contract award/development agreement signed
March 2006	Development agreement completed and detailed design brief sign-off
January 2007	Construction start
June 2008	Operations Centre completed
July 2008	Headquarters/Customer Service Centre completed

ANNEX C: SPACE FORECAST
ALLOCATION OF ACTIVITY FROM PATHFINDER HOUSE & CASTLE HILL HOUSE

MODEL 2 (V2): BREAKOUT AREAS DELETED

	Gross Internal Areas (sm)		Change	GIA by Proposed Location			Total
	Current	Proposed		Headquarters	Customer Service Centre	Operations Centre	
Back Office							
1 Cellular and open plan offices	3,591	3,857	266	3,650		207	3,857
2 Breakout areas	0	0	0	0			0
3 General storage	329	297	-32	291		6	297
4 Specialist storage	165	219	54	145		74	219
5 Internal meeting rooms	56	134	78	134			134
7 Shared open plan areas	82	148	66	148			148
8 Recycling and shredding	0	18	18	18			18
9 FM and utility	1,394	1,565	171	1,565			1,565
10 Specialist areas - CCTV etc.	218	284	66	85		199	284
11 Chairman, Leader and councillors	42	58	17	58			58
12 Training	124	136	12	12		124	136
	6,001	6,717	716	6,106	0	610	6,716
Front Office							
20 Public meeting rooms	233	376	144	376			376
21 Confidential/secure interview	28	259	231	124	135		259
22 Reception	284	375	91		375		375
23 Public toilets	4	69	65	69			69
24 CSS staff areas	0	83	83		83		83
25 Catering	72	9	-63		9		9
	620	1,172	551	569	602	0	1,171
	6,622	7,888	1,267	6,675	602	610	7,887

NOTES

- 2 All divisional breakout areas deleted
- 7 Corporate breakout and telephone perch areas removed

ANNEX D: RELEASE OF FUNDS

MTP 300 Pathfinder House Improvements and One Stop Shop.

Richard Preston, Head of Environment & Transport

Financial Impact	Net Revenue Impact						Net Capital						
	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010/ 2011 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010/ 2011 £000
Approved Budget Already released	8	173	417	504	504	504	504	303	6,304	3,467			
Amount for which release now requested	6	11	11	11	11	11	11	200					

Justification for Release

Cabinet at their meeting on 7 April 2005 initiated the procurement process leading to the District Council securing a new headquarters and other accommodation. This is a major procurement exercise involving the purchase and disposal of land and the construction of new premises.

To fully test the availability of sites within Huntingdon an approach has been adopted that will require the execution of a complex development agreement with the successful bidder.

A design and build approach also is being pursued with cost/value management being achieved through an open book approach.

The approach requires specialist legal and technical input that is not available in-house. It is therefore necessary to secure external legal and technical advisors to support the project from the receipt of tenders for the main contract through to project completion.

It is not possible to provide an initial pre-estimate of the cost of these professional services although this should be clearer following the completion of the tendering processes for these services. In the circumstances the release of £200k is requested in respect of fees payable to professional advisors in 2005/06.

CABINET

9 June 2005

FINANCIAL MONITORING – REVENUE BUDGET (Report by the Head of Financial Services)

1. 2004/05 Budget Forecast – Latest position

- 1.1 The table below compares the forecast reported to Cabinet in February (based on the end of December) with the latest position.

	February Report	Latest Position
	£000	£000
Original Budget	16,828	16,828
2003/04 spending brought forward	960	960
MTP Variations	-425	-425
Base Budget Reductions	-557	-557
Investment Interest	-340	-590
Unused Pathfinder House revenue contingency		-250
Recharges to Capital		-200
Other Variations	-219	-62
Forecast Outturn (before carry forward)	16,685	15,828
Less items to be carried forward to 2004/05		-300
		15,528

- 1.2 The main changes are due to the revised timing of capital schemes (which results in larger capital reserves being available for investment), estimation of the amount of the revenue Pathfinder House contingency that will not now be required, higher recharges to capital of staff time and clarification of the revenue items that need to be carried forward to 2005/06.
- 1.3 These result in a forecast reduction in net spending of around £1m. A fuller report on the outturn variations will be presented to the Cabinet Meeting on the 1 September following the closure of the accounts.

2. 2005/06 Budget

- 2.1 Currently forecast variations in income and expenditure in 2005/06 are shown in the table below:

	Income	Expenditure	Recharge to capital	Net Expenditure
	£000	£000	£000	£000
Original Budget	-37,654	55,681	-654	17,373
Unspent budget brought forward from 2004/05		300		300
	-37,654	55,981	-654	17,673
Less reimbursed expenditure	23,321	-23,321		0
	-14,333	32,660	-654	17,673
Variations				
Pay award 2005 – 3.2% was approved, budget provision was 2.5%		+120		
Additional Investment Interest - due to revised timing of capital scheme	-400			
Land Charges income – reduced number of searches	+100			
Total variations	-300	+120		-180
	-2.1%	+0.4%		
Forecast net spending				17,493

2.2 The net impact, ignoring items brought forward from 2004/05, is an underspending of £0.2m.

3. RECOMMENDATION

3.1 It is recommended that the Cabinet note the likely spending variations.

ACCESS TO INFORMATION ACT 1985

Source Documents:

1. Cabinet and Council Reports
2. Budgetary control files.

Contact Officers: *Graham Dolan, Accountancy Manager* (01480 388106)
Steve Couper, Head of Financial Services (01480 388103)

CABINET

9 JUNE 2005

TREASURY MANAGEMENT INVESTMENT PERFORMANCE (Report by the Head of Financial Services)

1. INTRODUCTION

- 1.1. This report comments on the performance of the fund from January to March 2005. At 1st January 2005 the Fund Managers were managing £78m of the Council's funds: £29m with Investec, £29m with Alliance Capital and £20m with CDCM. However in March, Alliance Capital and Investec each returned £2.5m to meet the cash flow requirements of the Council.

2. PERFORMANCE SUMMARY

- 2.1. Annex A provides comparative tables showing investment returns over various periods.

2.2. **January to March 2005**

The end of the financial year was dull for local authority fund managers. The expectation that interest rates had reached the top in this current economic cycle but were not expected to fall in the medium term, meant that there was little room for activity that would lock in returns for the funds of more than 5%. This has resulted in a modest outperformance against the benchmark for the fourth quarter, although only CDCM beat the industry average.

2.2 **April 2004 to March 2005**

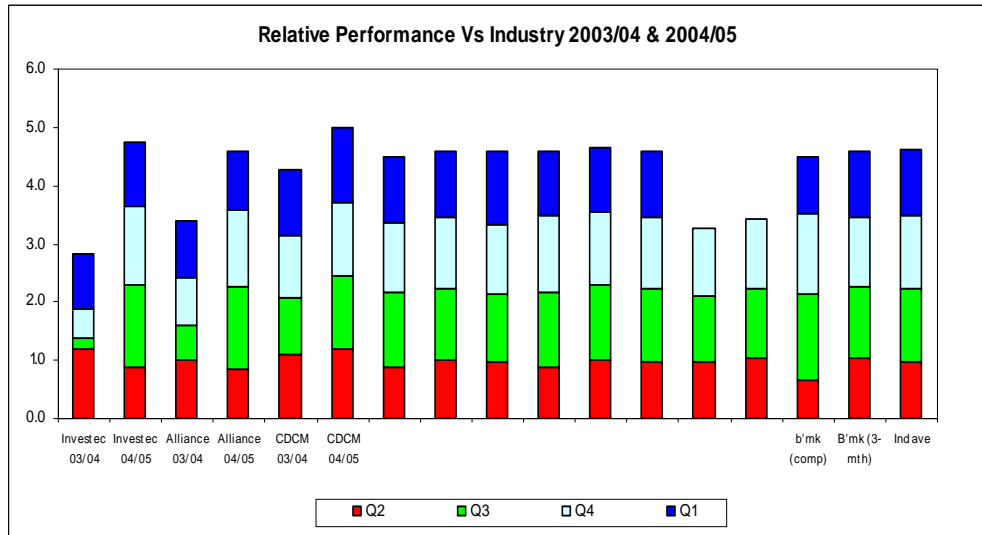
The Council's three managers delivered mixed performances for the year as a whole. While none of them were spectacularly good, they all beat their respective benchmarks, which, in a difficult market environment could be considered a satisfactory result. Alliance Capital matched the industry average, whilst the other two managers exceeded it.

2.3 **Since start of new mandates (July/August 2000)**

The Authority appointed the three Fund Managers and gave them new mandates nearly five years ago. In that time they have all exceeded their benchmarks and the industry average. Overall returns are very similar but CDCM continues to be the best performer, which is impressive given their narrower range of investment types.

3. PERFORMANCE V. INDUSTRY

3.1 Most of the Fund Managers in the industry will have a portfolio that includes gilts and cash. The graph below shows that they all performed reasonably well against the industry average.



4. PERFORMANCE AGAINST BUDGET

4.1 The investment interest for the year was £745k above the budget. This is partly due to better returns and partly due to actual spending lagging behind budget assumptions, so that the return of £5m from the managers was less than had been assumed in the budget.

5. RECOMMENDATIONS

5.1 It is recommended that Cabinet note this report.

BACKGROUND PAPERS

Working papers in Financial Services

CONTACT OFFICER

Steve Couper – Head of Financial Services Tel. 01480 388103

PERFORMANCE FOR THE QUARTER JANUARY TO MARCH 2005					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
Investec	1.09	0.96*	1.12	+0.13	-0.03
Alliance	1.01	0.96*	1.12	+0.05	-0.11
CDCM	1.27	1.14**	1.12	+0.13	+0.15

PERFORMANCE FOR THE YEAR APRIL 2004 – MARCH 2005					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
Investec	4.82	4.55*	4.68	+0.27	+0.14
Alliance	4.68	4.55*	4.68	+0.13	0.00
CDCM	4.99	4.59**	4.68	+0.40	+0.31

CUMULATIVE PERFORMANCE SINCE JULY 2000					
	Performance %	HDC Benchmark %	Industry Average %	Variation from	
				HDC Benchmark %	Industry average %
Investec	25.76	25.33	24.01	+0.43	+1.75
Alliance #	25.75	24.74	23.38	+1.01	+2.37
CDCM	26.10	23.18	24.01	+2.92	+2.09

The mandate with Alliance Capital started in August 2000

* Composite of 60% Merrill Lynch 3 month LIBID (London Inter-Bank Bid Rate) and 40% ML 0-5yr Gilt Index.

** 3 month LIBID

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CABINET

9th JUNE 2005

TREASURY MANAGEMENT ANNUAL REPORT 2004/5 (Report by the Head of Financial Services)

1. INTRODUCTION

- 1.1. During 200/54 the Council had investments averaging £81m. The majority of the investments were managed by Fund Managers with the balance in-house:

Manager	At 1.4.2004	At 31.3.2005
Investec Asset Management	£29m	£26.5m
Alliance Capital	£29m	£26.5m
City Deposit Cash Managers (CDCM)	£20m	£20m
In-house – average for the year	£6m	£1m

- 2.1 The purpose of this report is to review the performance of the funds during 2004/5, 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 2004 – MARCH 2005					
	Performance %	Benchmark %	Variation from Benchmark %	Industry Average %	Variation from Average %
Investec	4.82	4.55	+0.27	4.68	+0.14
Alliance	4.68	4.55	+0.13	4.68	0.00
CDCM	4.99	4.59	+0.40	4.68	+0.31
In-house	4.73	4.57	+0.16	N/A	N/A

- 2.3 For the second year running, CDCM has performed better than Alliance Capital and Investec both in real terms and compared with their benchmark, although only marginally. For the year as a whole the rising trend in interest rates created an environment in which it was possible to maintain a cautious investment approach yet exceed the benchmark return. The managers did that and produced satisfactory returns, however the market gave little opportunity for the Fund Managers to add value

- 2.4 The Capital Receipts Advisory Group (CRAG), which consists of three Members, has met with the Fund Managers on two 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, 2003/4 was another poor year but last year they produced satisfactory returns, beating their benchmark and the industry average.

4. ALLIANCE CAPITAL

- 4.1. Alliance Capital continued to invest in corporate bonds and floating rate notes, which contrasts with the strategy of Investec, which mostly deals in gilts and certificates of deposit. Alliance Capital had a passive approach to their activity in the market in the second half of the year, as they had correctly positioned the investments earlier in the year.

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. In 2004/5 their return benefited from longer-term investments made in 2003/4 at rates over 5%.

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 £10.55m to borrowings of £6.5m, with an average investment of £1m. The strategy was for the majority of the funds to be with the Fund Managers, hence the average in-house investments were close to zero. In March 2005 we requested a return of £2.5m from Investec and from Alliance Capital to meet the Council's cash flow requirements.
- 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 2004/5 it was exceeded by 0.16%.

7. STRATEGY

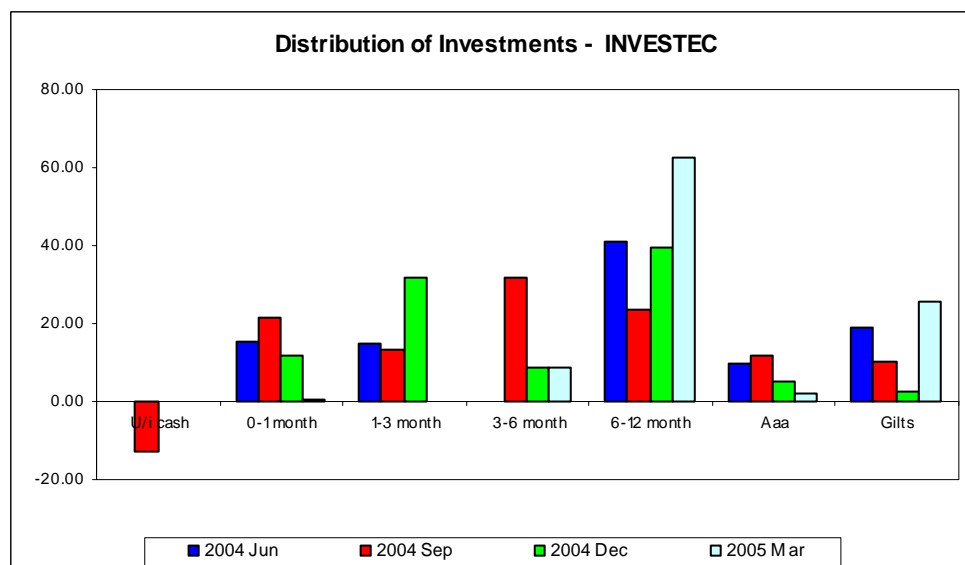
- 7.1. The Council agreed new broader mandates with the three Fund Managers in July 2000. The size of the its reserves meant that the Authority could take the view that the Fund Managers should maximise the returns in the medium term, three years, rather than on

an annual basis. Now that the new mandates have been in place for nearly five years, it can be seen that this strategy has been effective.

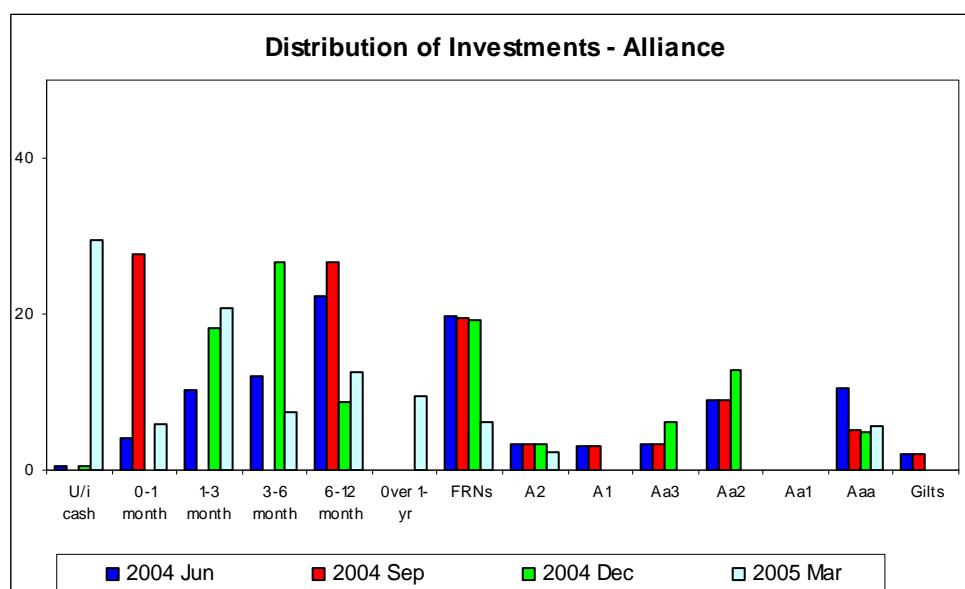
CUMULATIVE PERFORMANCE SINCE START OF MANDATES JULY 2000* – MARCH 2005					
	Performance %	Benchmark %	Variation from benchmark %	Industry Average %	Variation from Average %
Investec	25.76	25.33	+0.43	24.01	+1.75
Alliance	25.75	24.74	+1.01	23.38	+2.37
CDCM	26.10	23.18	+2.92	24.01	+2.09

* The mandate with Alliance Capital started in August 2000

- 7.2. The above table of cumulative returns shows that the performance of Alliance Capital and Investec were almost identical after 4 ¾ years of the current mandates.
- 7.3. 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



- 7.4. 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 supnationals (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



7.5. 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.

7.6. Copies of the mandates, as at March 2005, are attached at Annex A. During 2004/5 the following changes were made following requests from the Fund Managers, advice from Butlers and consultation with the Capital Receipts Advisory Group.

- £5m investment limit (previously £3m) extended to all Building Societies with assets of over £2billion
- £3m investment limit (previously £2m) extended to all Building Societies with assets of over £1billion
- £2m investment limit (previously £1m) extended to all other Building Societies in the top 25 by asset value

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 three main elements of risk. Firstly, that the borrower will be unable to return the loan when it is due, secondly that the Fund Managers will take the wrong view on interest rate movements leading to poor returns, thirdly that the investments are not sufficiently liquid to be able to be sold to meet the cash flow needs of the Authority. 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 all 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.

Risk of the funds not being available to be returned to the Council

- Investec and Alliance invest in instruments that are all liquid. The mandate for CDCM allows it to invest a maximum of 25% of the fund, (currently £5m) for longer than 3 years. As the total funds invested are reduced, the duration of the investments allowed in the mandate, will need to be amended and your officers monitor this regularly

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.
- During the year the treasury management consultancy service was subject to tender. Butlers were re-appointed from 1 January 2005 for 2 years with an option to extend the appointment for a further year.

Active Monitoring

- As well as quarterly reports to Cabinet and meetings 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-specified” investments in corporate bonds by Alliance Capital and Investec 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.
- 9.5 The Authority met the requirements by Council approving the Prudential Indicators and the Treasury Management Strategy at its meeting on 16th February 2005.

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 and Investec gave satisfactory performances in 2004/5 that were better than their benchmark and better than or equal to the industry average. CDCM produced the best returns by benefiting from longer-term investments made in 2003/4 with rates over 5%.
- 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 five years.
- 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 noted

BACKGROUND INFORMATION

2004/5 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 Aa3 or above or equivalent A- or A3 or better, maximum term 3 years NON-UK GOVERNMENTS AND SUPRANATIONALS AA- or Aa3 or above or equivalent for non-UK Governments AAA or Aaa for Supranationals SHORT-TERM INVESTMENTS Standard & Poor's A1/P1 or above or equivalent
Maximum limits	40% Corporate Bonds 20% Supranational and sovereign securities 40% Floating rate notes 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) for fixed deposits and CDs 10% per issuer or £1m for corporate bonds and FRNs 10% per issuer for securities guaranteed by non-UK EU Governments and supranational securities
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 25% 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 more than £2,000m £5m With assets more than £1,000m £3m Other building societies in the top 25 £2m
Benchmark	3 month LIBID

**CABINET
OVERVIEW & SCRUTINY PANEL**

**9TH JUNE 2005
14TH JUNE 2005**

**PROPOSED UPGRADE OF A14 ELLINGTON TO FEN DITTON –
HIGHWAYS AGENCY CONSULTATION
(Report by Director of Operational Services)**

1. PURPOSE

- 1.1 To consider a response to the Highways Agency consultation on the A14 upgrade proposals.

2. BACKGROUND

- 2.1 In 2001 the Cambridge-Huntingdon Multi Modal Study (CHUMMS) recommended a strategy of trunk road and local highway improvements combined with the provision of additional high quality public transport.

- 2.2 The Highways Agency has now published a set of proposals to improve the A14 between Ellington and Fen Ditton and have consulted on these proposals.

- 2.3 The proposals comprise:

- ❖ A new dualled road between Ellington and Fen Drayton, located to the south of Brampton. The proposed line is further south than that suggested at the time of the CHUMMS Strategy;
- ❖ Widening the existing A14 to dual 3 lanes between Fen Drayton and Fen Ditton;
- ❖ A local access road alongside the widened A14;
- ❖ Major interchanges with A1 at Brampton, the existing A14 at Fen Drayton, and the M11/A428 at Girton.

- 2.4 The current consultation shows that the northbound sliproad on the A1 into Brampton being closed and the connection of Brampton Road to Silver Street in Buckden via a new two-way road alongside the A1, replacing the existing auxiliary southbound lane. However, the Highway Agency have recently produced an alternative which deletes the A14 slip to the southbound A1 and enables the retention of the existing connections between Brampton Road and the A1.

- 2.5 There are 2 possible options for the A1 – Fen Drayton section:

- (a) A dual 3 lane carriageway along the line of the new A14, with the existing A14 being de-trunked, used as a major local public transport route and Huntingdon viaduct being removed around the Brampton Road area and the creation of an at-grade junction at Brampton Road by the Railway Station. This is broadly in line with the CHUMMS recommendations.

- (b) A dual 2 lane road along the line of the new A14, with the existing A14 being kept open to traffic as at present and remaining a trunk road, including the reconstruction of the Huntingdon Viaduct.

2.6 The District Council has previously considered the CHUMMS Strategy and the Council's position is attached as Annex A, which was represented to Full Council on 16 February 2005.

3. DISCUSSION

3.1 This report will consider the scheme overall (para 3.2 and 3.3) and then will consider specific issues related to the two options (para 3.4, with a SWOT analysis as Annex B).

3.2 In considering the scheme overall, it has been suggested that the Local Authorities in Cambridgeshire in partnership with Cambridgeshire Horizons submit a joint Statement of Principles to the Highways Agency as part of their response to the consultation. This will not prescribe the ability of individual Local Authorities then to make particular comments about the scheme if they wish to do so. The following general principles are suggested:

- (a) The proposals to upgrade the A14 and provide additional dual-3 lane highway capacity from the A1/A14 junction at Ellington to the Girton interchange at Cambridge is welcomed and supported.
- (b) The need for the additional highway capacity is becoming critical and it is essential that the Highways Agency work with all speed to implement the proposals.
- (c) The general line of the new A14 is acceptable in that it the best compromise in terms of the distance between the new road and the settlements of Brampton, Buckden, Godmanchester, Fenstanton, Huntingdon and Hilton (see comments regarding issues of noise and mitigation later in the report).
- (d) The limited number of interchanges on the new A14 is to be supported. Any further junctions should be opposed.
- (e) The principle of segregating through traffic from local traffic is one that is considered essential.
- (f) That the decision on the proposal needs to be based not just on highway network considerations, but also the wider long-term economic considerations for the area.

3.3 In addition to the matters of principle set out above, the following comments are suggested as a response by the District Council:

- (a) The implications of the choice for the preferred route will have profound and significant economic effects for both the town of Huntingdon and the whole of the area. It is important that the choice made is not based solely on highway network implications, nor just on the environmental effects. It is important that the economic considerations are also taken into account.

- (b) The need to ensure that appropriate noise and visual intrusion mitigation measures are implemented as part of the new road proposals.
- (c) The alignment of the A1 from Alconbury to south of Buckden could be realigned westward to alleviate the environmental effects of the upgrade of the A1 on Buckden and Brampton, but that the potential impact on Brampton Wood SSSI needs to be part of the consideration.
- (d) The current proposals show the alignment of the new A14 from south of Buckden turning northwards and running alongside the western edge of the A1 to join the A14 to the west of Brampton Hut and the widening of the A1 from Brampton Hut to south of Brampton. This will mean that in this area there will be 10 lanes of highway. The Highway Agency should be asked to consider whether there are alternative methods of dealing with the Brampton Hut Interchange which would enable an all-ways junction to be implemented in that location, thus relieving the need for additional widening of the A1 between Brampton Hut and south of Brampton.
- (e) The interchange between the new A14, the A1 and Brampton Hut interchange needs careful consideration and should be fully integrated if at all possible.
- (f) A new access to Alconbury Airfield site should be provided directly onto the de-trunked A14.
- (g) The existing junctions on the current A14 at the Hemingfords need to be considered in terms of safety works.
- (h) The absence of a junction between the new A14 and the A1198 at Godmanchester is supported. If a proposal for a junction were to come forward this should be vigorously opposed.
- (i) The issue of the closure of the A1 sliproad northbound, north of Buckden into Brampton, appears to have been resolved by the Highway Agency producing an alternative as set out earlier in this report. This would certainly alleviate the concern of how lorries would access Buckden Tip. It is essential that any proposals do not encourage through traffic either through Brampton or Buckden.
- (j) The proposals envisage the new A14 coming back on alignment at Fen Drayton with an interchange to accommodate the junction with the old A14 and then a junction shortly after for the Trinity Foot/Cambridge Services area. However, access to the services is not direct from the proposed A14 and HGVs would have to use the local road between Girton and Fen Drayton. It is suggested that the location of the Fen Drayton Interchange should be further investigated so it could be moved to the Trinity Foot junction thus providing good access to the service areas.

- (k) The proposal for the new A14 includes a viaduct spanning the River Great Ouse and from the information available the height of the viaduct seems excessive. It may be a requirement of the Environment Agency, but the Highway Agency should be asked to ensure that the height of the new viaduct is only that which is absolutely necessary.
- (l) Whilst the proposals for the Girton Interchange are outside the boundary of the Huntingdonshire area, the current proposal does not include for an all-ways junction between the A14, M11 and A428. This could have implications for the traffic movements associated with the A428 and the Highway Agency should be asked to investigate whether an all-ways junction is possible.

3.4 In considering the two options put forward in the consultation for the trunk road network between the A1 and Fen Drayton, the following points need to be considered (the de-trunking option will be referred to as the CHUMMS Option and the continuing use of the existing A14 as a trunk road will be referred to as the Alternative Option):

- (a) Whilst one of the alleged advantages of the Alternative Option is that it is cheaper than the CHUMMS Option by some £30m, the real issue is which option delivers the best long-term highway solution, the most beneficial economic effects in terms of the vitality and long-term viability of Huntingdon, and the capability for development to be accommodated without detriment to the environment. Therefore, the Alternative Option should not be chosen purely on the cost basis.
- (b) In any case, whilst the initial capital estimates indicate that the Alternative Option may be cheaper than the CHUMMS Option, in overall terms the difference in cost is only some £30m and at this stage of the process the ability for contractors to improve on these prices mean that the difference is minimal.
- (c) Huntingdonshire is part of the M11 Growth Area Corridor which the Government has established to deliver significant levels of growth in the coming decades. Huntingdon will play a significant role, not only in the delivery of new housing, but also for a range of new services and facilities, particularly new retail and commercial development, to serve the needs of the growing population of Huntingdonshire. There are 4 major development sites within the town centre of Huntingdon and a major housing development at Ermine Street. These developments require a significant level of investment in order for Huntingdon to remain a vibrant market town that is able to cope with additional traffic and improve its environmental quality. Work towards the implementation of these sites has been predicated on the assumptions drawn from the CHUMMS Strategy that there would be a new A14 and that the current A14 around Huntingdon and Godmanchester would be de-trunked to become a local road to encourage public transport provision, the development of an integrated public transport interchange and the diversion of existing rat-running traffic in Huntingdon, Godmanchester and St. Ives onto the de-trunked route.

- (d) If the Alternative Option is implemented the community of Brampton would be surrounded on 3 sides by major trunk roads, and the communities of Huntingdon and Godmanchester would continue to suffer major noise and visual intrusion as well as pollution. This would particularly apply in later years as the created capacity would reduce due to predicted traffic growth and the impact of new development, including at Alconbury Airfield, taking effect.
- (e) The line of the new A14 is proposed to be further south from Brampton than was possibly inferred by the CHUMMS line. This does mean that the communities of Buckden and The Offords could experience more visual and noise intrusion than had originally been expected. However, in terms of the two Options, the difference between a dual 2 and a dual 3 road is marginal. The issue therefore for these communities is whether the line of the road is optimal rather than the number of lanes.
- (f) The CHUMMS Option does require that the existing A14 is de-trunked and the viaduct taken down to an at grade junction by the station. In principle, this concept should be supported as it could provide a long-term opportunity for the reorganisation of local traffic movements around and through Huntingdon. This could not be achieved if the alternative option is pursued. However, at the present time there is insufficient information available to enable a firm conclusion to be drawn about whether an at-grade junction at Brampton Road would help to ease the traffic movements or whether it would cause further problems. It is essential that detailed modelling work of this proposed junction is carried out as soon as possible to enable the Council to decide whether this junction has appropriate capacity. Some work is going on at present. However, more detailed modelling is required. This modelling needs to show how the de-trunking of the A14 and the changes at Spittals will affect the through traffic which currently uses the ring road on an east-west movement.
- (g) Since the original CHUMMS Study, transport related air quality issues have been identified in Huntingdon that will result in the declaration of an Air Quality Management Area (AQMA) for nitrogen dioxide (NO²) later this year. Having regard to this the CHUMMS Option is much preferred in terms of the expected improvement to air quality within the future AQMA in Huntingdon.

4. CONCLUSION

- 4.1 In any consultation on a new road proposal there will be both benefits and costs to individual local communities. For the District Council, it is important to consider the proposal in the best of interests of the Huntingdonshire community as a whole.
- 4.2 The effects of the decision on Huntingdonshire will be enormous in the long-term and it is essential that the decision is made on the basis of the economic, social and environmental wellbeing of the community. It is not enough for the decision to be based purely on highway network issues.

4.3 In considering the information available and the comments in this report, having regard to all of the social, environmental and economic issues, it is recommended that the Council supports the CHUMMS Option.

5. RECOMMENDATION(S)

5.1 That Cabinet:

- (a) Recommend to Full Council that the comments made in this report form the basis of the Council's formal response to the Highways Agency Consultation on the Upgrade of the A14.
- (b) Authorise the Director of Operational Services, after consultation with the Executive Councillor for Planning Strategy, to agree a Statement of Principles with other Cambridgeshire Local Authorities as a joint submission to the Highways Agency based on the principles set out in this report.

BACKGROUND INFORMATION

- 1. Report to Full Council on 6 December 2000 and 26 September 2001.
- 2. Highways Agency Consultation Papers – April 2005.
- 3. CHUMMS Preferred Strategy 2000.

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BY COUNCILLOR NICK GUYATT

FULL COUNCIL – 16TH FEBRUARY 2005

A14 – PROPOSALS FOR UPGRADE Brampton Hut to Fen Ditton

As members will recall from previous replies to questions I promised to keep you informed of changes to the proposals or their progress. Since this Council's last full meeting concerns have increased about the work being carried out by the Highways Agency to assess another option for the A14, which did not form part of the original and extensive consultation on CHUMMS. I together with colleagues from the District Council met the Regional Director of the Highway Agency recently.

At the meeting, the Regional Director outlined the process the Agency was using to develop proposals and explained why they were reviewing this further option.

Whilst we found it useful to understand the process that the Agency were going through, and the time delay being incurred, we expressed our concern at the delay and our real fears that 4 years on from the Preferred CHUMMS Strategy there still seems to be some time to go until we see the Highway Agency producing a further consultation prior to a Public Inquiry.

The problems being experienced on a day-to-day basis on the A14 are well known, and it is the District Council's position that urgent action needs to be taken to address these problems so that in the not too distant future the best possible outcome for the residents of Huntingdonshire can be implemented.

Everyone will know that Huntingdonshire is within one of the Government's growth areas and the District Council is working hard with other Councils in Cambridgeshire and its partners to deliver the growth that is required as part of the Government's ambitious housing plans. However, it is essential that the infrastructure that is needed to ensure that growth can be accommodated without significant detriment to existing residents and businesses, and is delivered in a timely fashion. Failure to do so must be regarded as perverse and may throw into jeopardy this Council's ambitious plans for the redevelopment of Huntingdon.

The District Council has a very clear position on the A14. It has accepted the Preferred CHUMMS Strategy which provides for a new dual 3 highway from the A1 south of Brampton, Godmanchester and Fenstanton and then going back online to Girton, as well as the de-trunking of the current A14 around Godmanchester and Huntingdon to provide a local road to improve public transport provision as well as separating local and through traffic. **(Text of the Council's Resolutions on the A14 are attached).**

When we met the Highway Agency we made it very clear that we want a solution that:

- ❖ will enable the proposed developments in Huntingdon to be deliverable in a way that will enable easy access for everyone;
- ❖ maximises future public transport opportunities;
- ❖ is long-term and will deliver the most advantages for most people in the context of growth that has to be delivered;
- ❖ is delivered as quickly as possible.

We expect the Highway Agency to deliver this solution within the existing timetable.

COUNCIL – 6 DECEMBER 2000

At a meeting of Full Council on 6 December 2000 when it considered the 4 Strategies published for consultation, it was resolved:

- (a) that the element of Strategy 4 comprising the construction of a new two/three lane dual carriageway to the south of Huntingdon and then south to Papworth and Caxton Gibbet proceeding eastwards along the A428 to Cambridge be supported;
- (b) that the proposed dual carriageway be constructed to motorway standard with an adjacent service road for use by local traffic and, for safety reasons, with a reduced number of grade separated junctions as currently indicated in the plan;
- (c) that the state of repair/condition of the elevated section of the A14 between the Spittals Interchange and Godmanchester be investigated to ensure it would remain viable for the period to the opening of the new southern road link;
- (d) that improved noise prevention measures be implemented to ease disturbance experienced by local communities currently and in the future;
- (e) that the element of Strategy 3 comprising the construction of a light rail scheme between Cambridge and Huntingdon be supported;
- (f) that improvements to the A428 between Caxton Gibbet and the A1 (T) be classified as essential;
- (g) that urgent short term solutions be sought for the A14; and
- (h) that the aforementioned resolutions be conveyed to GoEast as representing the District Council's formal response to the strategies proposed by the Cambridge to Huntingdon Multi-Modal Study.

COUNCIL – 26 SEPTEMBER 2001

At a meeting of Full Council on 26 September 2001 it was resolved:

- (a) that action should be taken as a matter of urgency to address the problem of the A14 and implement solutions to the local transport infrastructure;
- (b) that a comprehensive package of measures should be prepared with a single co-ordinated planning and public inquiry process, as opposed to a piecemeal approach to individual transport improvements;
- (c) that given the lack of investment in the transportation infrastructure locally, the Government should commit sufficient funding to implement a comprehensive programme of measures without delay;
- (d) that the Council reiterate their support for an amended southern strategy that links with the A428 road;
- (e) that in the event of the CHUMMS preferred plan being adopted, the Council support the plan in the interests of expedience only if:-
 - (i) the funding of the scheme is accepted by the Government in its totality (both in terms of the public transport and road improvements elements);
 - (ii) the need to make appropriate provision for local traffic is recognised;
 - (iii) the requirement for further work on the practicability of implementing a guided bus scheme in terms of the District Council's longer term vision for public transport in and around Huntingdonshire similarly is recognised;
 - (iv) there is a satisfactory outcome of an examination of the implications of the proposed alignment of the A1 upon local communities;
 - (v) an examination of potential traffic congestion on and adjacent to the A14 at the Brampton/Spittals interchange is undertaken;
 - (vi) the requirement for bus priority measures at the Caxton Gibbet roundabout is recognised;
 - (vii) the need to address satisfactorily those issues raised in Sections 4.5 (implementation issues), 4.6 (road improvement issues), 4.7 (guided bus route), 4.8 (rail), and 4.9 (other public transport) as set out in the Appendix to the report now submitted is acknowledged; and
- (f) that improvements to the A428 between Caxton Gibbet and the A1(T) should be classified as essential.

ALTERNATIVE SCHEME – SWOT

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ❖ Provides greater trunk road network management capacity. ❖ Provides more trunk road capacity (8 not 6 lanes). ❖ Capital costs appear lower ❖ Lesser impact on Godmanchester ❖ Limited junctions on new route 	<ul style="list-style-type: none"> ❖ If Huntingdon viaduct has to be rebuilt – could provide opportunity for public transport only access to Huntingdon but highway capacity for public transport less as remains trunk road. ❖ Signalisation of Spittals junction. ❖ Creation of direct access to Alconbury Airfield
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ❖ Doesn't separate local/through traffic. ❖ Less capacity for public transport usage. ❖ Noise levels for Huntingdon & Godmanchester remain high. ❖ Brampton has 3 x trunk roads around it. No mitigation measures ❖ Reduces scope to get through traffic out of Huntingdon & St. Ives. ❖ No improvement to A1 between Alconbury and new trunk road. ❖ Much reduced improvement to air quality within the future AQMA in Huntingdon. 	<ul style="list-style-type: none"> ❖ Conflicts with Huntingdon town centre vision implementation. ❖ Significant detriment for Fenstanton as trunk road remains and second trunk road added. ❖ The junctions along the existing A14 are sub-standard – would these remain eg. at Hemingfords. ❖ Potential greater impact on The Offords and Buckden. ❖ Filling of created spare capacity by general traffic growth and new development impact, including Alconbury Airfield. ❖ Disruptional aspects to Huntingdon at Brampton Road.

CHUMMS PREFERRED STRATEGY

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ❖ Gives segregation of through/local traffic. ❖ Upgrade of A1 (M) to dual 3 from Buckden to Alconbury. ❖ Provides road 'space' for public transport on existing de-trunked road. ❖ Limited junctions on new route help segregation of local through traffic. ❖ Helps deliver Huntingdon Vision. ❖ Lessens impact on Huntingdon/Godmanchester/Fenstanton. ❖ Significant improvements to air quality expected in the future AQMA in Huntingdon. 	<ul style="list-style-type: none"> ❖ Implementation of Huntingdon Vision. ❖ Noise mitigation measures for Brampton along A1(M) and at Godmanchester. ❖ Relieving through traffic from Huntingdon & St. Ives
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ❖ Possibly greater costs. ❖ Effect on Brampton of upgrade of A1 (M) in terms of noise. ❖ Limited Trunk Road access to Cambridge Services (at Swavesey). 	<ul style="list-style-type: none"> ❖ Limited access to Brampton Hut services ❖ Junction between de-trunked A14 at Brampton Road (viaduct) needs to be modelled in detail to ensure network efficiency.

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