

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 23 JUNE 2011** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

APOLOGIES


**Contact
(01480)**

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Cabinet held on 19th May 2011.

**Mrs H J Taylor
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to personal and/or prejudicial interests and the nature of those interests in relation to any Agenda item. Please see notes 1 and 2 overleaf.

3. CONSULTATION ON PLANNING FOR TRAVELLERS SITES BY THE LOCAL GOVERNMENT DEPARTMENT (Pages 5 - 14)

To receive a report by the Head of Planning on the Council's response to the Government's consultation on the draft planning policy statement – Planning for Travellers Sites.

**S Ingram
388400**

4. LOCAL ENTERPRISE PARTNERSHIP - PROPOSED ENTERPRISE ZONE (Pages 15 - 16)

To consider a report by the Director of Environmental & Community Services regarding a proposal submitted to the Greater Cambridge – Greater Peterborough Local Enterprise Partnership that an area within Huntingdonshire becomes an Enterprise Zone.

**Mrs H Donnellan
388263**

5. PRELIMINARY DRAFT COMMUNITY INFRASTRUCTURE LEVY CHARGING SCHEDULE (Pages 17 - 64)

By way of a report by the Head of Planning Services to consider a draft Community Infrastructure Levy Charging Schedule and to approve it as a basis for further discussion and consultation.

**S Ingram
388400**

6. HOMELESSNESS STRATEGY (Pages 65 - 86)

To consider a report by the Head of Housing Services seeking endorsement of the Council's Homelessness Strategy prior to

**S Plant
388240**

its submission to full Council.

7. SHARED HOME IMPROVEMENT AGENCY SERVICES
(Pages 87 - 90)

To consider a report by the Head of Housing Services regarding a proposal to establish a shared Home Improvement Agency service with Cambridge City and South Cambridgeshire District Council.

S Plant
388240

8. ONE LEISURE FINANCE (Pages 91 - 98)

To consider a report of the Overview and Scrutiny Panels (Social and Economic Well-Being) on the findings of a Working Group into the financial performance of One Leisure.

Mrs C Bulman
388234

9. USE OF CONSULTANTS (Pages 99 - 114)

Report of the Overview and Scrutiny Panel (Economic Well-Being) on the findings of their Working Group on the Council's use of consultants.

Mrs C Bulman
388234

10. CONSULTATION PROCESSES (Pages 115 - 124)

To consider a report by the Overview and Scrutiny (Social Well-Being) Panel on their Working Group's findings of a review of the Council's consultation and engagement policies, procedures and practices.

Ms H Ali
388006

11. PERFORMANCE MANAGEMENT (Pages 125 - 144)

To consider a report by the Head of People, Performance and Partnerships containing details of the Council's performance against its priority objectives.

D Buckridge
388065

12. SENIOR OFFICERS' PANEL - CABINET NOTIFICATION

Report by the Chairman of the Senior Officers' Panel.

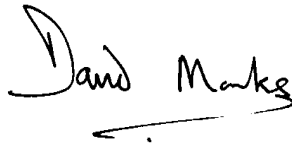
D Monks
388001

13. REPRESENTATION ON ORGANISATIONS 2011/12 (Pages 145 - 154)

To consider a report by the Head of Legal and Democratic Services in relation to the appointment/nomination of representatives to serve on a variety of organisations.

Mrs H J Taylor
388008

Dated this 15 day of June 2011



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, their family or any person with whom they had a close association;*
 - (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 £25,000; 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 Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntingdonshire.gov.uk /e-mail: 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 Cabinet.

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

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

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

If you would like a translation of
Agenda/Minutes/Reports or would like a
large text version or an audio version
please contact the Democratic Services Manager

and we will try to accommodate your needs.

Emergency Procedure

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

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 19 May 2011.

PRESENT: Councillor J D Ablewhite – Chairman.
Councillors B S Chapman, J A Gray,
N J Guyatt, T V Rogers and T D Sanderson.

1. MINUTES

The Minutes of the meeting of the Cabinet held on 21st April 2011 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 2011/12 be allocated as follows:-

Strategic Economic Development	Councillor J D Ablewhite
Strategic Planning and Housing	Councillor N J Guyatt
Healthy and Active Communities	Councillor T D Sanderson
Environment	Councillor J A Gray
Resources and Customer Services	Councillor T V Rogers
Organisational Development	Councillor B S Chapman

- (b) that the Leader of the Council be appointed to serve as ex-officio Member of the Employment Panel; and

- (c) that Executive Councillors be appointed to serve as ex-officio Members of the Panels as follows:

Executive Councillor for Resources and Customer Services	Corporate Governance
Executive Councillor for Strategic Planning and Housing	Development Management Panel.

Executive Councillor for Healthy and Active Communities	Licensing and Protection Panel/ Licensing Committee.
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4. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

RESOLVED

that Councillors M G Baker, Mrs M Banerjee, N J Guyatt and R J West be appointed to serve on the Hinchingsbrooke Country Park Joint Group for the ensuing Municipal Year.

5. HUNTINGDONSHIRE TRAFFIC MANAGEMENT AREA JOINT COMMITTEE

RESOLVED

that Councillors S Akthar, M G Baker, D B Dew, N J Guyatt, R B Howe and Mrs P Longford be appointed to serve on the Huntingdonshire Traffic Management Area Joint Committee for the ensuing Municipal Year.

6. DEVELOPMENT PLAN POLICY ADVISORY GROUP

RESOLVED

that Councillors P L E Bucknell, W T Clough, D B Dew, N J Guyatt, Mrs P Longford, P Swales and A H Williams be appointed to serve on the Development Plan Policy Advisory Group for the ensuing Municipal Year.

7. MEMBER DEVELOPMENT WORKING GROUP

RESOLVED

that Councillors S Cawley, P J Downes, N J Guyatt, A Hansard, P D Reeve, R G Tuplin be appointed to serve on the Member Development Group for the ensuing Municipal Year.

8. SAFETY ADVISORY GROUP

RESOLVED

that Councillors Mrs B Boddington, J W Davies, A Hansard, Mrs P A Jordan and T V Rogers be appointed to serve on the Safety Advisory Group for the ensuing Municipal Year.

9. DEMOCRATIC STRUCTURE WORKING GROUP

RESOLVED

that the Democratic Structure Working Group remain in abeyance until further notice.

10. APPOINTMENT OF DISTRICT COUNCILLORS TO NEIGHBOURHOOD FORUMS

RESOLVED

that the following appointments to the five neighbourhood panels/forums be approved for the remainder of the Municipal Year:-

Huntingdon	- Councillor S Akthar
North West Hunts	- Councillor E R Butler
Ramsey	- Councillor P L E Bucknell
St Ives	- Councillor J W Davies
St Neots	- Councillor R S Farrer

11. ST NEOTS EASTERN EXPANSION STEERING GROUP

RESOLVED

that Councillors D B Dew, R S Farrer, A Hansard, Mrs P Longford, P K Ursell and S M Van De Kerkhove be appointed to serve on the St Neots Eastern Expansion Steering Group for the ensuing Municipal Year.

12. ST IVES WEST DEVELOPMENT WORKING GROUP

RESOLVED

that the Councillors D B Dew, Mrs J Dew, J W Davies and A H Williams be appointed to serve on the St Ives West Development Working Group for the ensuing Municipal Year.

13. RAF BRAMPTON DEVELOPMENT WORKING GROUP

RESOLVED

that Councillors S Cawley, D B Dew, Mrs P A Jordan and M F Shellens be appointed to serve on the RAF Brampton Working Group for the ensuing Municipal Year.

Chairman

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**COMT
OVERVIEW & SCRUTINY
CABINET**

**7th June 2011
14th June 2011
23rd June 2011**

DRAFT PPS – PLANNING FOR TRAVELLER SITES (Report by Head of Planning Services)

1. INTRODUCTION

- 1.1 The purpose of this report is to inform Members about and to recommend a Council response to the Government's 'Planning for Traveller Sites' consultation – responses are due by 6th July 2011. A Member seminar on this issue was held on 24th May 2011.
- 1.2 A response to the consultation is considered necessary as the document proposes, and would set the framework for, new Government policy on all traveller site issues. As Members may be aware the Council had commenced preparatory work on a Gypsy and Traveller Sites DPD, but decided last year that work should be put in abeyance until Government policy on this most important local issue had been clarified.
- 1.3 The matter is of significance to this Council given the widespread community concern that has already arisen regarding potential traveller sites. Two recent decisions by the Planning Inspectorate have also overturned the Council's refusal of two planning applications, thereby allowing 2 permanent pitches near Somersham and 11 pitches on a temporary basis near Bluntisham.

2. BACKGROUND

- 2.1 This draft Planning Policy Statement (PPS) was released for consultation on 13th April 2011. The Secretary of State Eric Pickles, had in August 2010 indicated that government would seek to revoke what it regarded as 'flawed guidance' on travellers and the DCLG website stated that the all the existing policy statements would be replaced with new 'light touch guidance'.
- 2.2 The draft PPS is described in the material accompanying the draft as the promised 'light touch guidance'. It has been prepared in advance of any other part of a new National Planning Policy Framework, which is scheduled to be consulted on this year and completed by April 2012. The introduction to the draft PPS says that the policy will eventually be incorporated into the Framework although it is not clear how this will be achieved.
- 2.3 The Government has also announced other measures as part of a package to ensure "fair treatment" of those in traveller and settled communities including:
 - allowing for traveller sites in the New Homes Bonus scheme, to incentivise local planning authorities to provide appropriate sites
 - resuming traveller site provision grant funding from April 2011
 - setting up a cross-Government, ministerial-level working group to address the discrimination and poor social outcomes experienced by traveller communities

3. SUMMARY ISSUES

- 3.1 The package of measures put forward by the Government recognises the significant issues raised by traveller sites and identifies a way forward in addressing them. Comments are required on the draft PPS in order to suggest improvements to it.
- 3.2 The style of the draft PPS is one of 'sparse policy' with little in the way of explanatory text. It replaces Circular 01/2006 on Gypsies and Travellers and Circular 04/2007 on Travelling Showpeople which together total over 50 pages of advice, with a PPS of less than 10 pages (although the consultation document is in total 88 pages). As a PPS it may be assumed to have a greater status, and carry more weight, than that of circulars although this effect is not discussed in the consultation document.
- 3.3 Much of the guidance is the same as that which exists in the current circulars although differences arise given the proposed abolition of the regional spatial strategies (RSS) via the Localism Bill. The draft PPS sets out how Councils should plan for traveller sites in light of the loss of the previously specific RSS policy and targets.
- 3.4 It is proposed to define 'travellers' as including Gypsies and Travellers and Travelling Showpeople using definitions as they exist in the circulars. As these definitions have caused some problems it is recommended that this Council suggest that amendments are made to make the definition more workable in the difficult real world situations that LPAs have to deal with.
- 3.5 The current circulars refer to Gypsy and Traveller Accommodation Needs Assessments (GTANA) as required to form an evidence base of need for traveller sites. Although GTANA are still required under the Housing Act 2004 (and indeed Huntingdonshire District Council is co-operating with other Councils in preparing an updated GTANA under that Act), the draft PPS provides more flexibility in identifying what evidence is required to establish what is the local need for traveller sites. This increased flexibility is welcomed.
- 3.6 The setting of targets based on 'local need in the context of historical demand' is also broadly supported, however the suggested new requirement for Councils to identify a 'five year supply' of traveller sites as is required for other forms of housing is considered inappropriate. Requiring a 'five year supply' implies identifying sites in advance and monitoring them which is problematic in that suitable sites are not often put forward (unlike market housing sites) and it is likely to be difficult to get adequate monitoring information.
- 3.7 The proposed sanction for Councils not identifying a 'five year supply' is that applications for temporary traveller sites are to be 'considered favourably'. This is opposed in that it has the potential to result in poorly located sites which will in reality be very difficult to relocate. The new requirement for a 'five year supply' and the sanction of potentially having to approve applications if there is not such a supply does not seem to meet the Government's aim of having light touch guidance.
- 3.8 One of the Government's stated intentions is to protect the Green Belt. The proposal is to amend the phrasing from that in the circulars with the intention of providing greater protection. It is questionable whether the draft PPS achieves its aim, but as Huntingdonshire does not have any Green Belt, the

key concern with this is the explicit implication that other areas of 'open countryside' are therefore preferable (and acceptable) locations.

4. RECOMMENDATION

- 4.1 It is recommended that the responses to the formal consultation questions as set out in Appendix A be endorsed as the formal response of this Council to the consultation on the draft PPS: Planning for Traveller Sites.

Appendix A: Response to Consultation Questions

Background Information

The consultation document is available on the DCLG website under Travellers:
<http://www.communities.gov.uk/publications/planningandbuilding/travellersitesconsultation>

Progress on the Gypsy and Traveller Sites DPD and the SHLAA to date is on the Council's website under Planning Policy:
<http://www.huntingdonshire.gov.uk/Environment%20and%20Planning/Planning/Planning%20Policy/Pages/Gypsy%20and%20Traveller%20Sites%20DPD.aspx>

CONTACT OFFICER - enquiries about this report to Steve Ingram, Head of Planning Services, on 01480 388400

APPENDIX A RESPONSE TO DRAFT PPS: PLANNING FOR TRAVELLER SITES

1. *Do you agree that the current definitions of “gypsies and travellers” and “travelling showpeople” should be retained in the new policy?*

No. While the current definition of ‘travelling showpeople’ is accepted, the current definition of ‘gypsies and travellers’ causes difficulties in the context of any planning application as it can exclude ethnic Gypsies who have a reasonable desire to return to living in a caravan, while potentially allowing applications to be made by speculative developers. The definition should be changed to one which is more workable and easier to interpret in real world situations.

The interpretation of the current definition by the Planning Inspector in the recent appeal approval APP/H0520/A/09/2104200 in respect of two pitches near Somersham concluded that one of the intended occupants and his family did not fit the definition. This was because he had set up a local business and bought a house some years previously and therefore did not have a nomadic way of life. However, he was a Romany Gypsy, it was noted that he often travels to reach pre-arranged work laying decorative concrete driveways, and he had a clear desire to live on a caravan site which was related to his ethnicity. The interpretation taken in this appeal decision may differ from that taken by other inspectors and could be considered counter-intuitive when the person would in other circumstances be identified as a Gypsy.

In the evidence base for the draft PPS (page 49) it is noted that: ‘Although some Gypsies and Travellers travel for some of the year, the vast majority do not now travel on a daily basis all year round. Increasingly, as traditional seasonal work has declined, Gypsies and Travellers have adapted to permanent residential sites where they can more easily access a doctor, schools and other services and employment whilst maintaining the cultural traditions of being a Gypsy or Traveller’. The definition should recognise this evidence and allow people who are ethnically Gypsy to return to living on a caravan site where they have a family history of living on such sites.

The burden of proof should be on applicants that they are Gypsies or Travellers and that they need to live on a caravan site in accordance with other legislation which protects the rights of these groups. The following suggested definition is adapted from the current definition and that in the Housing Regulations 2006:

- (a) Persons who can supply evidence of their recent cultural tradition of nomadism involving living in a caravan; and
- (b) All other persons who can supply evidence of a nomadic habit of life, whatever their race or origin, including:
 - i. Such persons who, on grounds only of their own or their family’s or dependent’s educational or health needs or old age, have ceased to travel temporarily or permanently; and
 - ii. Members of an organised group of travelling showpeople or circus people (whether or not travelling together as such)

2. *Do you support the proposal to remove specific reference to Gypsy and Traveller Accommodation Needs Assessments in the new policy and instead refer to a “robust evidence base”?*

Yes. Councils should be able to decide for themselves what evidence is necessary to support its development plan documents. Gypsy and Traveller Accommodation Needs Assessments (GTANA) may not be the only evidence used to identify what provision should be made for Gypsies and Travellers in a district or city. Omitting specific reference enables appropriate flexibility as GTANA are prepared under the Housing Act 2004 and the requirements for them could be subject to change if that legislation changed. Nevertheless, a GTANA to update the existing 2006 needs assessment for this area is currently being prepared in Cambridgeshire. It is accepted that GTANA might remain the most relevant part of an evidence base if produced well and kept up to date.

3. *Do you agree that where need has been identified, local planning authorities should set targets for the provision of sites in their local planning policies?*

Yes, with qualifications. It would be perverse to ignore need that the local planning authority identifies. However, there should be no requirement that sites be allocated in a DPD sufficient to meet a target, as instead the target may be met over time as ‘windfall’ planning applications come forward.

4. *Do you think that local planning authorities should plan for “local need in the context of historical demand”?*

Yes, with qualifications. This authority has consistently put forward the view that it should plan to meet its own local need in relation to the expressed needs of the Gypsy and Traveller population with defined local connections. However, it is possible that this will be defined in different ways by different authorities. The occasional roadside encampment having occurred in the past, for example, is not considered to be sufficient to suggest that historically there is a need to provide permanent residential sites in an area.

5. *Do you agree with the proposal to require local planning authorities to plan for a five year supply of traveller pitches/plots?*

No. The current system of planning a five year supply of housing sites against a target is feasible because authorities can choose from a wide range of areas put forward by developers which are available and deliverable. Such areas are usually logical extensions of existing urbanised areas, and are therefore more readily accepted by the general public.

Traveller sites are different to other housing sites. The local authority is not able to choose from a wide range of areas put forward (in this authority very few sites have been put forward despite calls for sites). Any proposed sites will be controversial and the logic of choosing one site above another may not be immediately obvious, even if it follows accepted sustainability appraisal techniques.

While this authority has considered publicly-owned land stocks and major development areas as possible sources of land for traveller sites (in

accordance with Circular 01/2006), suggesting that such land be used has been controversial. This authority welcomes the omission of any specific reference in this draft PPS to the need to consider such areas and to the possibility of compulsory purchase. However the implication is now that only sites which come forward from willing landowners should be considered.

Whether all the sites that come forward will realistically be deliverable is a matter that is likely to lead to considerable debate, further delaying the prospects of establishing a five year supply.

Monitoring a five year supply requires considerable work in gathering evidence of completions and forecasts of future building rates for an annual monitoring report. Gathering such information for traveller sites is likely to be much less straightforward than with major landowners.

As stated in answer to Question 3, a target for traveller sites should be addressed in a DPD but it should not be necessary to allocate sufficient sites to meet the target as sites may be found over time as planning applications come forward, and there may be insufficient numbers of good sites put forward at the plan-making stage. What is more important is for the DPD to have a strategy with appropriate policies regarding how the target is likely to be met. Monitoring could be undertaken in relation to the target without the detail required for a five year supply to be evidenced.

Overall it is considered that this proposal to have a rolling five year supply would be a considerable additional 'top-down' requirement on Councils and does not meet the Government's objective of being 'light-touch'.

6. *Do you agree that the proposed wording of Policy E (in the draft policy) should be included to ensure consistency with Planning Policy Guidance 2: Green Belts?*

No. Green Belt policy is currently contained in PPG2 and is likely to be changed in future in accordance with the government's intention to replace all policy guidance with a new National Planning Policy Framework. Including reference to the Green Belt in this PPS has the potential to introduce inconsistencies, rather than ensuring consistency.

Green Belts have historically been defined as a means of preventing urban sprawl. It should be noted that many Green Belts already contain established traveller sites as well as other individual uses and areas of previously developed land. Areas within Green Belts may not be especially sensitive from a landscape point of view, and indeed may 'score' well in any sustainability appraisal when compared to other available land in a district having regard to distances to services and other environmental factors. Extending an existing traveller site in a Green Belt or providing for an additional site may be a sustainable way of providing for local need. The situation is significantly different from housing in the Green Belt which could lead to the urban sprawl that Green Belts are drawn up to avoid. Pragmatically, it may also be necessary for Councils with large areas of Green Belt to provide for the locally needed traveller sites within the Green Belt as their choices are limited.

Although this authority does not have any Green Belt, it does have substantial areas of high quality open countryside. Draft Policy C indicates that in rural or semi-rural settings, local authorities should ensure that the

scale of the site does not dominate the nearest settled community and Policy H reiterates this while adding that local authorities should avoid placing an undue pressure on the local infrastructure. While there is scope for additional local policy, there may be a need to strengthen the PPS as it should not be inferred that traveller sites are preferable in countryside that is particularly environmentally or landscape sensitive than sites in Green Belt which are not sensitive.

7. *Do you agree with the general principle of aligning planning policy on traveller sites more closely with that on other forms of housing?*

Yes, with qualifications. The specific needs of Romany Gypsies, Irish Travellers and Travelling Showpeople are such that there is a significant difference in the type of accommodation sought compared to other forms of housing. However, it is accepted that as a general principle planning policies should apply to all.

8. *Do you agree with the new emphasis on local planning authorities consulting with settled communities as well as traveller communities when formulating their plans and determining individual planning applications to help improve relations between the communities?*

Yes. This authority seeks, as a matter of good practice, to consult with settled communities as well as traveller communities.

9. *Do you agree with the proposal in the transitional arrangements policy (paragraph 26 in the draft policy) for local planning authorities to “consider favourably” planning applications for the grant of temporary permission if they cannot demonstrate an up-to-date five year supply of deliverable traveller sites, to ensure consistency with Planning Policy Statement 3: Housing?*

No. The draft PPS does not examine the issues surrounding temporary permissions which have been granted following the guidance set out in Circular 01/2006. Temporary permissions tend to provide neither the security sought by the occupants, nor the environmental outcomes sought by the surrounding settled communities. Conditions requiring the standard of landscaping expected in respect of a permanent permission, for example, may not be able to be imposed. The Council is also faced with the difficulty at the end of the temporary period of ‘ensuring’ relocation and the practical reinstatement of the site. For this authority, of the 17 pitches which have been granted temporary permission and implemented in accordance with Circular 01/2006, 5 pitches have had their temporary permission renewed before the expiry date (the remaining sites have not yet reached their expiry date) and no sites have relocated. A recent appeal decision APP/H0520/A/09/2117105 allows for 11 more temporary pitches in what the inspector considers to be a generally unsustainable location without any recognition of the fact that after families have established themselves on the site, any proposed relocation will raise substantial obvious issues.

As stated in answer to Question 5, this authority does not agree with the proposal to have to demonstrate a five year supply and therefore this scenario need not apply.

Decisions should be made on all planning applications based on their particular merits and there should not be any suggestion that temporary

applications should be 'considered favourably'. Such a phrase could be seen to be providing travellers with special rights in a similar way to Circular 01/2006 which states that 'substantial weight' should be given to unmet need when considering temporary permission. Arguably the proposed wording is more likely to result in the grant of permissions than that in the current Circular. The inclusion of this phrase is not considered to be consistent with Planning Policy Statement 3 on Housing as there is nothing in that PPS relating to temporary permissions in the same way, and the consideration of all other housing applications is done in the context of all the relevant policies. Suggesting that there will be situations where temporary applications will, in effect, be approved even if they are deficient, will maintain rather than dispel the 'widespread perception that the system is unfair and that it is easier for one group of people to gain planning permission' referred to in the Ministerial foreword to this draft PPS.

10. *Under the transitional arrangements, do you think that six months is the right time local planning authorities should be given to put in place their five year land supply before the consequences of not having done so come into force?*

No. Local planning authorities will not be able to identify a five year land supply within 6 months. The process of identifying a target will require the production of new evidence in accordance with the finalised PPS and consideration of this through a DPD process. As stated in answer to Question 5, this authority does not agree with the proposal to have to demonstrate a five year supply. If the Government decides to pursue this, two years is a minimum timescale for delivering a DPD which will be subject to intense public scrutiny.

11. *Do you have any other comments on the transitional arrangements?*

No.

12. *Are there any other ways in which the policy can be made clearer, shorter or more accessible?*

In addition to the matters raised earlier, this authority is concerned at the parts of the draft PPS which indicate that local connections should not be considered (apart from in respect of land that would be managed by a Registered Social Landlord). This means that while a target will be based on local need that sites may be taken by other travellers thereby leaving those that the target was identified to cater for potentially without sites.

Policy F and Policy H are also of concern in that they imply that business use should be provided for on many if not all traveler sites. These should also be re-phrased to make it clear that decisions can be made allowing for a residential traveller pitch with no provision for business use where business is inappropriate on the site due to its location or environmental constraints.

The Council also notes that this policy is meant to be incorporated into the new National Planning Policy Framework but it is not clear how this will be done. The policy would be clearer, shorter and more accessible if it is part of the Framework rather than a stand-alone addition.

DRAFT PPS – PLANNING FOR TRAVELLER SITES
(Report by the Overview and Scrutiny Panel (Environmental Well-Being))

1. INTRODUCTION

- 1.1 At its meeting held on 14th June 2011, the Overview and Scrutiny Panel (Environmental Well-Being) considered the report by the Head of Planning Services containing a recommended response to the Government's 'Planning for Traveller Sites' consultation. This report summarises the Panel's discussions.

2. THE PANEL'S DISCUSSIONS

- 2.1 The Panel has reviewed the proposed responses to the questions posed in the consultation document. In doing so, Members have discussed whether the same test of sustainability should be applied to travellers' sites and other housing sites. While they recognize public interest in applying planning requirements consistently, it may be the case that travellers regard sustainability differently owing to the fact that, by definition, they are inclined to travel, for example, for work purposes. In addition, Members have commented on the need for a more appropriate site operating model to be used. In particular, they are of the view that the new model should take into account how they address the issue of "separation" from the perspectives of both travellers and communities. Members have also supported the idea that sites should be limited in their size. It has been suggested that the Deputy Leader should make reference to these matters in any separate submission he may make to the Government.
- 2.2 Members have discussed a range of other issues relating to the provision of sites for travelers. As a result they have expressed an interest in receiving a report on the methodology that will be employed to determine travellers' needs and demand for sites. They have also accepted a suggestion that they should discuss the methodology with the County Council's research Officer who will be responsible for conducting the assessment.

4. RECOMMENDATION

- 4.1 The Cabinet is requested to take into consideration the views of the Overview and Scrutiny Panel (Environmental Well-Being) as set out above when considering this item.

Contact Officer: A Roberts, Scrutiny and Review Manager
01480 388015

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COMT
CABINET

7th June 2011
23rd June 2011

Local Enterprise Partnership ~ Proposed Enterprise Zone (Report by the Director of Environmental & Community Services)

1. INTRODUCTION

- 1.1 This report is tabled in anticipation of the Greater Cambridge – Greater Peterborough Local Enterprise Partnership (LEP), taking the Alconbury site forward as its preferred option for an Enterprise Zone. Alconbury is one of 5 proposed sites under consideration by the LEP with only one being taken forward to the national competition at the end of June 2011.
- 1.2 The Government announced the establishment of 21 Enterprise Zones in the 2011 Budget. 11 of these zones are earmarked for specific LEP areas; the remaining 10 will be allocated through a competitive process. LEPs will be able to apply for these with agreement from their constituent partners.

2. THE ENTERPRISE ZONE

2.1 Enterprise Zones will benefit from:

- A 100% business rate discount worth up to £275,000 over a five year period, for businesses that move into an Enterprise Zone during the course of this Parliament;
- All business rates growth within the zone for a period of at least 25 years will be retained and shared by the local authorities in the LEP area to support their economic priorities;
- Government and local authority help to develop radically simplified planning approaches in the zone; and
- Government support to ensure superfast broadband is rolled out in the zone. This will be achieved through guaranteeing the most supportive planning environment and, if necessary, public funding.

- 2.2 The Alconbury proposal is for a 150 hectare zone offering a mixture of transformational employment uses which will, in simple planning terms, comprise a broad mix of B1 and B2 employment space. The emphasis will be upon research and development, technology and innovation with key knowledge based sectors particularly targeted such as biotech and life science, ICT, advanced manufacturing and engineering. Incubator space for start-up businesses and move on space for small businesses will also be created to meet current unmet demand.

3. CONCLUSION

- 3.1 Alconbury Airfield is a considerable land resource in single ownership strategically located at the heart of the LEP Area. Its entrepreneurial owners are prepared to invest long term in the redevelopment of the site and the introduction of highly sustainable infrastructure. The designation of part of the site as an Enterprise Zone would accelerate and enhance the delivery of a strategic growth location within the LEP area and maximise the available returns to the local community. Additionally, the success of this Enterprise Zone designation would provide the basis for further growth and interest within the region.

4. RECOMMENDATIONS

Cabinet is asked to endorse the decision of the LEP to put Alconbury forward to Government as its preferred Enterprise Zone

**Contact Officer: Helen Donnellan Communications & Partnerships
Manager
☎ 01480 388263**

COMT
OVERVIEW & SCRUTINY
CABINET

7th June 2011
14th June 2011
23rd June 2011

**PRELIMINARY DRAFT
COMMUNITY INFRASTRUCTURE LEVY (CIL)
CHARGING SCHEDULE
(Report by Head of Planning Services)**

1. INTRODUCTION

1.1 The purpose of this report is to introduce the Council's proposed Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule (see Appendix 1) to Cabinet, and seek approval for it to be issued for 6 weeks public consultation in Summer 2011.

2. BACKGROUND

2.1 The Government introduced the Community Infrastructure Levy (CIL) in April 2010 in order to provide for a more equitable scheme for development contributions to local infrastructure provision. CIL enables local authorities to make a charge on most new developments to help meet a proportion of the costs of identified District wide community infrastructure.

2.2 Local authorities can choose to prepare a CIL Charging Schedule, consult on it, and submit it for independent examination prior to 2014 when changes will be made to restrict the extent to which the existing Planning Obligations / Section 106 Agreement processes will come into force.

2.3 It is intended that the Huntingdonshire CIL Charging Schedule will come into effect in Spring 2012, following widespread consultation through the remainder of 2011, and an independent examination. From that point the District Council will be able to make a charge on most new development including all new dwellings, very large household extensions, and employment and retail development.

2.4 The proposed CIL charges that will form the basis of the consultation are calculated per square metre of net new floorspace created as follows:

Proposed Charge	
Residential (including C2, C3 and C4)	£98 per square metre
Office (B1)	£0 per square metre
General Industrial, Storage & Distribution (B2 and B8)	£0 per square metre
Hotel (C1)	£75 per square metre
Retail < 1,000 sq m ¹ (A1/ A2 / A3 /A4 / A5)	£50 per square metre
Retail > 999 sq m ² (A1/ A2 / A3 /A4 / A5)	£140 per square metre

¹ DCLG Development Control PS 1/2 statistical definition 2007/8

Community Uses (including D1 and D2)	£0 per square metre
Sui – Generis	£0 per square metre

2.5 Small household extensions (below 100 square metres of net additional space), community development and developments by charities are exempt from CIL along with the development of affordable housing.

3. SUMMARY OF ISSUES

3.1 The introduction CIL in Huntingdonshire will spread the requirement for developer contributions more fairly across most new development. At present, through the Planning Obligations / Section 106 Agreement process, only a proportion of new development makes any form of developer contribution.

3.2 The proposed CIL charges have been subject to rigorous viability testing so the District Council can be confident at examination that it is proposing the appropriate level of charge across the District. The charges will be uniform across the District.

3.3 CIL will not generate sufficient funding to pay for all of the District's major infrastructure needs, which are identified on a CIL Projects List, and costed at over £1,800 million to 2026. Therefore, there will need to be a process of governance, prioritisation and working with other infrastructure providers to identify how CIL is spent. Huntingdonshire District Council has an infrastructure role concerning a number of aspects including open spaces, recreation and sports, environmental improvements, economic regeneration and community facilities. The other main infrastructure providers are Cambridgeshire County Council (education, transport, libraries and waste), the National Health Service (health facilities), Emergency Services, Skills Development (Huntingdonshire Regional College) and Utilities providers.

3.4 Planning Obligations / Section 106 Agreements will still be able to be used, but in a restricted way. The proposed approach in Huntingdonshire is to retain S106 for particular site specific elements including affordable housing, provision of land for open space, and site related highways improvements. They will also be used at the District's strategic large scale major development areas (over 200 dwellings) such as St Neots East, St Ives West and RAF Brampton. The scale of these developments is such that they generate their own major infrastructure requirements, e.g. new schools. In all cases, Section 106 agreements will be used in conjunction with CIL, so most developments will pay for both elements.

3.5 As part of the emerging Decentralisation and Localism Bill there will be a requirement on authorities that collect CIL to ensure that a meaningful proportion of the funds collected are available for use by Town and Parish Councils. It is understood that the Government will issue further information on this element in coming months.

3.6 The District Council will be the collecting authority for CIL, and will have a key role as the banker and distributor for the collected funds. There will also be a significant project management role in ensuring that CIL funded projects are developed and implemented efficiently. The corporate governance and

² DCLG Development Control PS 1/2 statistical definition 2007/8

operational processes needed to underpin this role are currently being considered and will be reported at a future date.

- 3.7 The Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule will be accompanied by a new Draft Developer Contributions Supplementary Planning Document that explains the interactions between CIL and Section 106 Agreements. This will be authorised for consultation by the Executive Member for Planning and Housing and will be released for consultation at the same time as the Preliminary Draft CIL Charging Schedule. The SPD is still being finalised and will come forward in due course.

4. CONSULTATION PROCESS

- 4.1 The Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule will be consulted on widely through a number of means:

- Email to all local planning authorities adjoining the district, the county council, parish/town councils, partner consultees, infrastructure providers and other organisations and individuals subscribed to the Limehouse consultation system
- Notification to Town Centre Partnerships and business networks
- Notification to voluntary / community networks
- Notification at the Neighbourhood Forum meetings
- Notification to the Local Strategic Partnership
- Notification to the Local Enterprise Partnership

- 4.2 The document will also be available for anyone to access at:

- public libraries across the district
- Customer Service Centres across the district

- 4.3 Details regarding the consultation will also be made available through a local press release.

5. RECOMMENDATION

- 5.1 It is recommended that:

- a) Cabinet approves the Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule for 6 weeks public consultation in Summer 2011.
- b) the Head of Planning Services be authorised to make any minor consequential amendments to the text and supporting documentation, after consultation with the Executive Councillor for Strategic Planning and Housing.

Appendix A: Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule

Background Papers

- **Huntingdonshire Local Investment Framework 2009**
- **Core Strategy 2009**
- **Huntingdonshire Market Report, August 2010**

- **Huntingdonshire Viability Testing of Community Infrastructure Levy Charges Report, 2011**
- **Huntingdonshire Preliminary Draft Charging Schedule Project Plan List**

CONTACT OFFICER - enquiries about this report to Steve Ingram, Head of Planning Services, on 01480 388400

Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging
Schedule

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1 Introduction

- 1.1 This consultation document is Huntingdonshire District Council's "Preliminary Draft Community Infrastructure Levy Charging Schedule". It is supported by appropriate information and evidence regarding the creation of a reasonable levy for the locality.

What is the Community Infrastructure Levy?

- 1.2 The Community Infrastructure Levy (CIL) allows local planning authorities to raise funds from developers to pay for the infrastructure that is or will be needed as a result of new development. It came into force on 6th April 2010.
- 1.3 The CIL is an amount payable per net additional m² of floorspace. The levy set is based on community infrastructure needs identified in the Huntingdonshire Local Investment Framework which formed part of the evidence base for the adopted Huntingdonshire Core Strategy. It is further supported by updated infrastructure modelling which takes other potential funding sources into account, and an analysis of the impact of any levy on the viability of development across the district.
- 1.4 Funds raised through the CIL will be used to help pay for a wide range of community infrastructure required to support the needs of sustainable developments in the District. It will not fund 100% of the costs of the infrastructure requirements and will therefore be one element in a range of funding opportunities that need to be used to ensure that community infrastructure is effectively delivered.

Who will have to pay the CIL?

- 1.5 CIL will be charged on most new development. Liability to pay CIL arises when, on completion of the development, the gross internal area of new build on the relevant land is 100 square metres or above. The development of all new dwellings, even if it is less than 100m², is liable to pay CIL. The levy is chargeable on the basis of a calculation related to pounds per square metre on the net additional floorspace.
- 1.6 CIL will not be charged on changes of use that do not involve new additional floorspace or on structures which people do not regularly go into. Affordable housing development and development by charities is exempt from charge.

What are the benefits of CIL?

- 1.7 Most development has some form of impact on the infrastructure needs of an area and, as such, it is fair that the development contributes towards the cost of the needs. Those needs could be physical, social and green / environmental infrastructure.
- 1.8 Whilst the Council has tried to provide more certainty about the way in which infrastructure costs are met by promoting a Developer Contributions Supplementary Planning Document, the negotiation of Section 106 Agreements lacks consistency and can be slow and disproportionately resource-intensive.
- 1.9 The CIL is a fair, transparent and accountable levy which will be payable by the majority of new housing developments, whether 1 unit or 1000 units, and a range of other development types. The CIL gives developers a clear understanding of what financial contribution will be expected towards the delivery of community infrastructure needs, whilst providing the Local Planning Authority with a simple developer contributions process.

1 Introduction

What happens to Section 106?

- 1.10** The CIL is intended to provide infrastructure to support the development of an area rather than making an individual planning application acceptable in planning terms (which is the purpose of Section 106 Agreements). CIL does not fully replace Section 106 Agreements. On particular developments some site specific mitigation requirements may still need to be provided through a Section 106 Agreement in addition to the CIL levy.
- 1.11** However, the CIL Regulations have placed limitations on the use of planning obligations by:
- Putting three of the five policy tests on the use of planning obligations as set out in Circular 5/05 on a statutory basis for developments which are capable of being charged the Levy
 - Ensuring the local use of the CIL levy and planning obligations does not overlap
 - Limiting pooled contributions from planning obligations from no more than five developments towards infrastructure which may be funded by the Levy.
- 1.12** CIL will therefore become the main source of funding available through development management decisions. The provision of affordable housing lies outside of the remit of CIL and will continue to be secured through Section 106 Agreements.
- 1.13** Section 106 Agreements and planning conditions will also continue to be used for local infrastructure requirements on development sites, such as site specific local provision of open space, connection to utility services (as required by legislation), habitat protection, access roads and archaeology. The principle is that all eligible developments must pay towards CIL as well as any site specific requirement to be secured through Section 106 Agreements. Details on this can be found in the Draft Developer Contributions SPD, which is also being consulted on at this time and should be read in conjunction with this document.
- 1.14** **Large scale major developments**⁽¹⁾ of 200 units or more usually also necessitate the provision of their own on-site strategic infrastructure, such as schools, which are dealt with more suitably through a Section 106 agreement, in addition to the CIL charge. It is important that the CIL Charging Schedule differentiates between these infrastructure projects to ensure no double counting takes place between calculating the district wide CIL rate for funding of infrastructure projects and determining Section 106 Agreements for funding other on-site specific infrastructure projects.
- 1.15** The large scale major developments identified so far which will necessitate Section 106 Agreements covering on-site infrastructure in addition to their CIL levy in the District are:
- St Neots Eastern Expansion (development site to East of the East Coast mainline railway) as defined in approved Urban Design Framework
 - St Ives West (as defined in the emerging Urban Design Framework)
 - Huntingdon West (as defined in the Area Action Plan)
 - RAF Brampton (as defined in the emerging Urban Design Framework)
 - Bearscroft Farm, Godmanchester (as defined in the SHLAA)
 - Ermine Street (Northbridge), Huntingdon (as defined in the SHLAA)
- 1.16** This is not an exhaustive list and may change in time, should new large scale major⁽²⁾ developments come forward.
- 1.17** The Local Planning Authority will not be able to charge individual developments for the same items of infrastructure through both planning obligations and the Levy, as outlined in the infrastructure project list that will be published on the Huntingdonshire District Council website once a Charging Schedule has been adopted.

1 DCLG Development Control PS 1/2 statistical definition 2007/8

2 DCLG Development Control PS 1/2 statistical definition 2007/8

2 Policy Background

2.1 This section sets out the evidence the District Council has used to produce this Preliminary Draft Charging Schedule. The core elements of this are the outline of infrastructure necessary to support development that will be funded through CIL and the viability assessments that have been carried out to identify the charge.

2.2 In setting a Community Infrastructure Levy rate, a Charging Authority must comply with both Regulation 14 of the Community Infrastructure Levy Regulations 2010 which states:

14.—(1) In setting rates (including differential rates) in a charging schedule, a charging authority must aim to strike what appears to the charging authority to be an appropriate balance between—

- a. the desirability of funding from CIL (in whole or in part) the actual and expected estimated total cost of infrastructure required to support the development of its area, taking into account other actual and expected sources of funding; and*
- b. the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area.*

(2) In setting rates in a charging schedule, a charging authority may also have regard to actual and expected administrative expenses in connection with CIL to the extent that those expenses can be funded from CIL in accordance with regulation [61](#).

and Section 211 (2) and (4) from Part 11 of the Planning Act 2008:

211. (2) A charging authority, in setting rates or other criteria, must have regard, to the extent and in the manner specified by CIL regulations, to—

- a. actual and expected costs of infrastructure (whether by reference to lists prepared by virtue of section 216(5)(a) or otherwise);*
- b. matters specified by CIL regulations relating to the economic viability of development (which may include, in particular, actual or potential economic effects of planning permission or of the imposition of CIL);*
- c. other actual and expected sources of funding for infrastructure.*

211. (4) The regulations may, in particular, permit or require charging authorities in setting rates or other criteria—

- a. to have regard, to the extent and in the manner specified by the regulations, to actual or expected administrative expenses in connection with CIL;*
- b. to have regard, to the extent and in the manner specified by the regulations, to values used or documents produced for other statutory purposes;*
- c. to integrate the process, to the extent and in the manner specified by the regulations, with processes undertaken for other statutory purposes;*
- d. to produce charging schedules having effect in relation to specified periods (subject to revision).*

2 Policy Background

- 2.3** The Charging Schedule levy rate should, therefore, strike a balance between the desirability for funding and the impact any levy may have on the economic viability of development across the whole development of Huntingdonshire.

Supporting Documents

- 2.4** Huntingdonshire District Council has considered a range of evidence and policy documents in reaching the conclusion set out in the Preliminary Draft Charging Schedule.
- 2.5** The **Huntingdonshire Core Strategy 2009** sets the strategic spatial planning framework for development in Huntingdonshire to 2026 and contains strategic policies to manage growth and guide new development in Huntingdonshire based on the Vision that:
- 2.6** *“In 2026 Huntingdonshire will have retained its distinct identity as a predominantly rural area with vibrant villages and market towns. Residents will be happier, healthier and more active and will enjoy an improved quality of life with improved access to a wider range of local jobs, housing, high quality services and facilities and green infrastructure.”*
- 2.7** Core Strategy Policy CS10 outlines contributions to infrastructure required by new developments.

Policy CS 10

Contributions to Infrastructure Requirements

Development proposals will be expected to provide or contribute towards the cost of providing appropriate infrastructure, and of meeting social and environmental requirements, where these are necessary to make the development acceptable in planning terms where this complies with the requirements set out in Circular 5/2005 or successor documents.

Contributions may also be required to meet the management and maintenance of services and facilities provided through an obligation where this complies with the requirements set out in Circular 5/2005. The appropriate range and level of contributions will be assessed in a comprehensive manner, taking into account strategic infrastructure requirements and using standard charges where appropriate. Standards and formulae for calculating contributions will be set out in separate Supplementary Planning Documents or Development Plan Documents. Where appropriate, the particular requirements of specific sites, including any additional or special requirements will be set out in other DPDs.

In order to prevent avoidance of contributions any requirement will be calculated on the complete developable area, rather than the area or number of homes/ floorspace of a proposal, where the proposal forms a sub-division of a larger developable area.

The nature and scale of any planning obligations sought will be related to the form of development and its potential impact upon the surrounding area. Where appropriate, any such provision will be required to be provided on site. Where this is not possible, a commuted payment is likely to be sought. In determining the nature and scale of any planning obligation, specific site conditions and other material considerations including viability, redevelopment of previously developed land or mitigation of contamination may be taken into account. The timing of provision of infrastructure and facilities will be carefully considered in order to ensure that appropriate provision is in place before development is occupied.

Contributions that may be required include the following:

- affordable and key worker housing;
- open space and recreation (including leisure and sports facilities);

- strategic green infrastructure and biodiversity enhancement/ mitigation;
- transport (including footpaths, bridleways, cycleways, highways, public transport, car parks and travel planning);
- community facilities (including meeting halls, youth activities, play facilities, library and information services, cultural facilities and places of worship);
- education, health and social care and community safety;
- utilities infrastructure and renewable energy;
- emergency and essential services;
- environmental improvements;
- drainage / flood prevention and protection;
- waste recycling facilities; and
- public art, heritage and archaeology.

Contributions will be calculated taking into account provisions of the Community Infrastructure Levy.

2.8 The **Huntingdonshire Local Investment Framework (LIF) 2009** is a key supporting document to the Core Strategy and the development of the Charging Schedule. It identifies the physical, social and green infrastructure needs arising from the planned growth of Huntingdonshire to 2026 and the potential funding sources, including planning obligations and Community Infrastructure Levy that could viably be secured to help meet this need.

2.9 The **Huntingdonshire Local Strategic Partnership Sustainable Community Strategy Vision 2008 – 2028** is that:

“The Huntingdonshire Strategic Partnership is working together to achieve a long term vision for Huntingdonshire as a place where current and future generations have a good quality of life and can –

- *make the most of opportunities that come from living in a growing and developing district;*
- *enjoy the benefits of continued economic success;*
- *access suitable homes, jobs, services, shops, culture and leisure opportunities;*
- *realise their full potential;*
- *maintain the special character of our market towns, villages and countryside; and*
- *live in an environment that is safe and protected from the effects of climate change and where valuable natural resources are used wisely.”*

2.10 The **Cambridgeshire Horizons Integrated Development Plan** considers the goals set out in the East of England Plan and the Regional Economic Strategy and identifies and costs, where possible, project-level interventions needed to achieve them. These projects are sub-regional in scale and, as such, are strategic in nature, having greater than district-level impact.

2.11 The **Cambridgeshire Local Investment Plan (CLIP)** provides the context for future strategic funding discussions with the Homes and Communities Agency (HCA). The objective of the CLIP is to address the need for investment across Cambridgeshire whilst encompassing the key objectives of the HCA by delivering sustainable growth and regeneration, and representing excellent value for money. It summarises the investment priorities identified by each district to achieve this goal.

2.12 The **Greater Cambridge-Greater Peterborough Local Enterprise Partnership** was established in 2010 and is based on the complementary functional economic areas of the cities of Cambridge and Peterborough, together with neighbouring market towns and communities. The LEP area covers Cambridgeshire, Peterborough City, Rutland, Cambridge, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire Districts but beyond these administrative boundaries, the real economic geography extends into parts of North Hertfordshire, Uttlesford, St Edmundsbury and Forest Heath; South Holland and King's Lynn & West Norfolk. The LEP mission is to:

2 Policy Background

"lead our area's growth to 100,000 significant businesses and create 160,000 new jobs by 2025 in an internationally renowned low carbon, knowledge-based economy"

2.13 The LEP aims to ensure the delivery of:

- A doubling of GVA over a twenty year period - from £30 billion to £60 billion annually
- Growth in number of significant businesses (as measured by Inter-Departmental Business Register) from 60,000 to 100,000 by 2025
- Creation of 160,000 net new jobs by 2025
- Delivery of 100,000 new homes over a 20 year period

Initial possible CIL rate

2.14 The Local Investment Framework 2009 was the first piece of work undertaken to look at the potential for introducing a Community Infrastructure Levy across Huntingdonshire and utilised a single hectare development model to initially assess viability. At that time the viability assessment suggested a maximum viability rate for residential development at what equated to £217 per square metre⁰ and a maximum viability rate of £54 per square metre for commercial.

2.15 Economic circumstances have changed since that work was undertaken, a new coalition government has come into power, the CIL Regulations 2010 and the CIL (Amendment) Regulations 2011 have come into force, and Parliament is considering the Decentralisation and Localism Bill which contain major potential planning reforms including neighbourhood planning and the CIL (Amendment) Regulations, linked to this Bill, are expected to come into force in 2012.

2.16 A review of work undertaken to date was therefore required in order to progress towards a Charging Schedule for Huntingdonshire. The key evidence review has been:

- Huntingdonshire District Council Viability Testing of Community Infrastructure Levy Charges by Drivers Jonas Deloitte, 2011
- Huntingdonshire Market Report by Drivers Jonas Deloitte, August 2010
- Huntingdonshire Infrastructure Project Plan List, 2011

2.17 The outcome of this along with the evidence of the adopted Core Strategy 2009 has helped to establish a new Community Infrastructure Levy being proposed in the Appendix 1: 'Preliminary Draft Charging Schedule'.

Reviewing the Infrastructure projects suitable for CIL

2.18 The Huntingdonshire Local Investment Framework – the infrastructure development plan supporting the Huntingdonshire Core Strategy – was adopted in 2009. It provides a full breakdown of the infrastructure needs of the district based on the projected growth outlined in the Core Strategy, namely from 2001 to 2026, a total of at least 14000 homes will be provided in Huntingdonshire with about 85ha of new land for employment in order to contribute to the creation of at least 13,000 jobs.

2.19 The LIF looked at a range of infrastructure types. However, development progress has moved on and been affected by an economic recession. There has also been a change in government and the CIL Regulations 2010 have gained Royal Assent and one phase of amendments have come into force with a second phase anticipated by April 2012.

2.20 A review of the list of infrastructure needs identified in the Local Investment Framework has therefore been undertaken. This has been undertaken with key partners and infrastructure providers specifically considering potential CIL funded projects, as set out in para 16 of the DCLG Community Infrastructure Levy Guidance 2010. The revised list has taken into account:

- reviewed housing trajectory
- current alternative funding availability
- CIL infrastructure projects excluding large scale major site-specific projects, as noted below.

2.21 It is important to remember that whilst CIL will have the potential to raise significant funding for local infrastructure needs, it should be recognised as one of a range of funding options that can be utilised in the delivery of infrastructure.

2.22 In reviewing the infrastructure list, further work has been undertaken to consider large scale major developments⁽³⁾, those of 200 units or more, in more detail. This is for a number of reasons, as outlined in the Viability Testing of Community Infrastructure Levy Charges, undertaken by Drivers Jonas Deloitte on behalf of Huntingdonshire District Council. Primarily, such sites usually necessitate the provision of their own on-site strategic infrastructure, such as schools, which are dealt with more suitably through a Section 106 agreement, in addition to the CIL charge. It is important that the CIL Charging Schedule differentiates between these infrastructure projects to ensure no double counting takes place between calculating the district wide CIL rate for funding of infrastructure projects and determining Section 106 Agreements for funding other on-site specific infrastructure projects.

2.23 The large scale major developments identified so far are:

- St Neots Eastern Expansion (development site to East of the East Coast mainline railway) as defined in approved Urban Design Framework
- St Ives West (as defined in the emerging Urban Design Framework)
- Huntingdon West (as defined in the Area Action Plan)
- RAF Brampton (as defined in the emerging Urban Design Framework)
- Bearscroft Farm, Godmanchester (as defined in the SHLAA)
- Ermine Street (Northbridge), Huntingdon (as defined in the SHLAA)

2.24 This is not an exhaustive list and may change in time, should new large scale major⁽⁴⁾ developments come forward.

2.25 Taking into account the above, the revised infrastructure list now looks at the infrastructure areas as identified in the LIF but has excluded certain categories including certain on-site infrastructure on large scale major developments and items required by condition. It should be noted that this is not a definitive list of infrastructure types.

Infrastructure type	Exclusions from CIL infrastructure definition
Roads and other transport facilities	Excluding local site-related condition requirements
Schools and other educational facilities	Excluding large scale major ⁽⁵⁾ on-site school provision
Medical facilities	Excluding large scale major ⁽⁶⁾ on-site health provision
Sporting and recreational facilities	Excluding on-site provision of land
Green Infrastructure Open Spaces / facilities	Excluding on-site provision of land

3 DCLG Development Control PS 1/2 statistical definition 2007/8
 4 DCLG Development Control PS 1/2 statistical definition 2007/8
 5 DCLG Development Control PS 1/2 statistical definition 2007/8
 6 DCLG Development Control PS 1/2 statistical definition 2007/8

2 Policy Background

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Infrastructure type	Exclusions from CIL infrastructure definition
Social Infrastructure	Excluding large scale major ⁽⁷⁾ on-site library provision and community facilities
Economic Regeneration	Excluding office/unit development but including skills development activities
Emergency services	Excluding large scale major ⁽⁸⁾ on-site safer neighbourhood team accommodation provision
Utilities	Excluding local site related requirements

2.26 Further information on this and the project list can be found at Appendix 2: 'Infrastructure Needs'.

7 DCLG Development Control PS 1/2 statistical definition 2007/8

8 DCLG Development Control PS 1/2 statistical definition 2007/8

3 Implementing the Charging Schedule.

3.1 The calculation of the chargeable amount to be paid by a development is set out in Regulation 40 of the Community Infrastructure Levy Regulations 2010. This states:

1. *The collecting authority must calculate the amount of CIL payable (“chargeable amount”) in respect of a chargeable development in accordance with this regulation.*
2. *The chargeable amount is an amount equal to the aggregate of the amounts of CIL chargeable at each of the relevant rates.*
3. *But where that amount is less than £50 the chargeable amount is deemed to be zero.*
4. *The relevant rates are the rates at which CIL is chargeable in respect of the chargeable development taken from the charging schedules which are in effect—*
 - a. *at the time planning permission first permits the chargeable development; and*
 - b. *in the area in which the chargeable development will be situated.*
5. *The amount of CIL chargeable at a given relevant rate (R) must be calculated by applying the following formula—*

$$\frac{R \times A \times I_p}{I_c}$$

I_c

where—

A = the deemed net area chargeable at rate R ;

I_p = the index figure for the year in which planning permission was granted; and for the year in which planning permission was granted; and

I_c = the index figure for the year in which the charging schedule containing rate R took effect.

6. *The value of A in paragraph (5) must be calculated by applying the following formula—*

$$\frac{C_R \times (C - E)}{C}$$

C

where—

C_R = the gross internal area of the part of the chargeable development chargeable at rate R , less an amount equal to the aggregate of the gross internal area of all buildings (excluding any new build) on completion of the chargeable development which –

- a. *on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use;*

3 Implementing the Charging Schedule.

- b. *will be part of the chargeable development upon completion: and*
- c. *will be chargeable at rate R.*

C = the gross internal area of the chargeable development; and

E = an amount equal to the aggregate of the gross internal areas of all buildings which— which—

- a. *on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use; and; and*
- b. *are to be demolished before completion of the chargeable development.*

How will the CIL levy be collected?

3.2 A notice of liability will be issued by Huntingdonshire District Council as soon as practicable after the day on which a planning permission first permits development stating the chargeable amount in relation to the development. The responsibility to pay the levy runs with the ownership of land on which the liable development will be situated and is a local land charge.

3.3 Payment of the levy is due from the date the chargeable development commences. A commencement notice must be submitted to Huntingdonshire District Council no later than the day before the day on which the chargeable development is to be commenced. Regulation 69B of the amended Community Infrastructure Regulations permits a charging authority to allow persons liable to pay CIL to do so by instalments following the publication of an instalment policy. Huntingdonshire District Council will publish an instalment policy at the point of adoption of the Charging Schedule. The instalment policy for Huntingdonshire District Council will be set at the point of adoption of the a Charging Schedule. However the time permitted for payment will be no less than as stated in the former Regulation 70 of the Community Infrastructure Regulations 2010 i.e. as follows:

- 2. *Where the chargeable amount is equal to or greater than £40,000, payment of the amount of CIL payable in respect of D (A) is due in four equal instalments at the end of the periods of 60, 120, 180 and 240 days beginning with the intended commencement date of D.⁽⁹⁾ (A) is due in four equal instalments at the end of the periods of 60, 120, 180 and 240 days beginning with the intended commencement date of D.*
- 3. *Where the chargeable amount is equal to or greater than £20,000 and less than £40,000, payment of A is due in three equal instalments at the end of the periods of 60, 120 and 180 days beginning with the intended commencement date of D.*
- 4. *Where the chargeable amount is equal to or greater than £10,000 and less than £20,000, payment of A is due in two equal instalments at the end of the periods of 60 and 120 days beginning with the intended commencement date of D.*
- 5. *Where the chargeable amount is less than £10,000, payment of A is due in full at the end of the period of 60 days beginning with the intended commencement date of D.*

3.4 For developments where the outline planning permission permits development to be implemented in phases, planning permission first permits a phase of the development on the day of the final approval of the last reserved matter associated with that phase (Regulation 8 Community Infrastructure Regulations 2010). As such, each phase can be considered as a separate development and CIL will be levied per agreed phase rather than the site in its entirety.

9 Where D is the chargeable development

Implementing the Charging Schedule. 3

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

- 3.5 Developments granted planning permission by way of a general consent will first be required to submit a notice of chargeable development prior to commencement of development (Regulations 5, 8 and 64 Community Infrastructure Regulations 2010).
- 3.6 From commencement of development, a demand notice will be issued by Huntingdonshire District Council to the liable person/s requesting payment of the levy amount.

What will the CIL levy collected be spent on?

- 3.7 CIL resources will be spent on the infrastructure needed to support the new development across Huntingdonshire. It will fund new infrastructure and will not be used to fund the provision of any deficit in provision unless this is necessary to meet the need of the new development. The levy can also be used to expand, repair or refurbish existing infrastructure where necessary for new development. In addition, it may, in the future, be spent on the ongoing costs of providing infrastructure; and could consider funding maintenance, operational and promotional activities⁰.
- 3.8 The Government intends to require charging authorities to allocate a 'meaningful proportion' of levy receipts back to the neighbourhood in which the development has taken place. This will enable the local community to decide on what infrastructure priorities they have and take control to address them. Huntingdonshire District Council will provide a proportion of the CIL monies to local neighbourhoods from the adoption of their Charging Schedule, whether the Localism Bill and Amendment of CIL Regulations (II) have gone through all necessary parliamentary processes or not by that time.
- 3.9 As required⁽¹⁰⁾, Huntingdonshire District Council will publish on its website a list of infrastructure projects or types of infrastructure that it intends will be, or may be, wholly or partly funded by CIL.
- 3.10 It is anticipated that in the future, through an agreed process working with the Huntingdonshire Strategic Partnership, the Greater Cambridge Greater Peterborough Local Enterprise Partnership and Town/Parish Councils, an Annual Business Plan outlining the coming years future infrastructure priorities will be produced. This would work with a range of other agendas and plans including Neighbourhood Plans / Development Orders as they come forward, Homes & Communities Agency Local Investment Plan, Enterprise Zones and Business Improvement Districts.

10 Community Infrastructure Regulations 2010, Regulation 123

4 Next Steps

4 Next Steps

Future Timetable

- 4.1 Following this consultation of the Huntingdonshire Preliminary Draft Charging Schedule, all responses will be considered along with further information to inform the Draft Charging Schedule. The Draft Charging Schedule will then be published for consultation, as required under Regulation 16. The table below outlines the time frame for the future steps in this through to adoption by Huntingdonshire District Council.

Timescale ⁽¹⁾	
Autumn 2011	Publish the Draft Charging Schedule, relevant evidence and statement of the representations procedure for 4 weeks
Winter 2012	Examination in Public held
Spring 2012	Inspector's Report
Spring 2012	Adoption of Charging Schedule

1. subject to change

Appendix 1: Preliminary Draft Charging Schedule

1.1 This is the Preliminary Draft Charging Schedule for Huntingdonshire and has been prepared in accordance with:

- Part 11, Planning Act 2008
- Community Infrastructure Levy Regulations 2010
- Community Infrastructure Levy (Amendment) Regulations 2011
- Community Infrastructure Levy Guidance: Charge setting and charging schedule procedures
- Planning Policy Statement 12: Creating strong safe and prosperous communities through Local Spatial Planning

1.2 Huntingdonshire District Council, as the local Planning Authority, is the Charging Authority and will also be the Collecting Authority.

Liability to Pay CIL

1.3 A chargeable development, one for which planning permission is granted, that is liable to pay CIL covers all new developments (Regulation 9).

Exemptions/ Relief to Pay CIL

1.4 A number of new developments are not required to pay CIL for a number of reasons.

- If the gross internal area of **new build is less than 100 square metres**, and does not comprise of one or more dwellings, then liability to pay CIL does not arise (Regulation 42).
- If the owner of a material interest in the relevant development land is a **charitable institution**, it is exempt from liability to pay CIL subject to conditions (Regulation 43).
- If there is discretionary charitable relief to do so, discretionary charitable relief from liability to pay CIL may be given for a development that is held by a **charitable institution as an investment** from which the profits will be applied for charitable purposes subject to conditions (Regulation 44).
- If the chargeable development comprises or is to comprise qualifying **social housing** (in whole or in part), it is eligible for relief from liability to pay CIL subject to conditions (Regulation 49).
- If there are **exceptional circumstances** for doing so, relief (“relief for exceptional circumstances”) from liability to pay CIL may be given subject to conditions (Regulation 55) – see section below.
- If the development only concerns a **change of use** and no additional new floorspace then it will not be liable to pay CIL, although it could be liable to S106 Developer Contributions.
- If the new development is for a **building into which people do not normally go** or into which people go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery, it is not liable to pay CIL, although it could be liable to S106 Developer Contributions (Reg 6).

Discretionary Relief for Exceptional Circumstances

1.5 Regulation 55 of the Community Infrastructure Regulations 2010 permit a charging authority to:

grant relief (“relief for exceptional circumstances”) from liability to pay CIL in respect of a chargeable development (D) if—

- a. it appears to the charging authority that there are exceptional circumstances which justify doing so; and*
- b. the charging authority considers it expedient to do so.*

Appendix 1: Preliminary Draft Charging Schedule

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

- 1.6** The above may only happen if a planning obligation of greater value than the chargeable amount has been entered into in respect of the planning permission which permits the chargeable development and the charging authority considers that payment of the levy would have an unacceptable impact on the economic viability of the development⁽¹¹⁾⁽¹²⁾.
- 1.7** It is the intention of Huntingdonshire District Council to offer such relief. A statement confirming this will be issued once the Charging Schedule has been adopted, in compliance with Regulation 56.

The CIL Rate

- 1.8** The charge detailed below will be levied on most new building developments that people would normally use. It is chargeable in pounds per square metre on the net additional floorspace **if** that floorspace is more than 100m². However, if the development involves the creation of a new dwelling, even if it is less than 100m², it is still liable to pay CIL.
- 1.9** Huntingdonshire District Council proposes to set a flat rate across the district of £98 per square metre for residential development, based on the viability work undertaken – see Appendix 3: 'Assessment of Viability'.

Proposed Charge	per square metre
Residential (including C2, C3 and C4)	£98
Office (B1)	£0
General Industrial, Storage & Distribution (B2 and B8)	£0
Hotel (C1)	£75
Retail < 1,000sq m ⁽¹³⁾ (A1/ A2/ A3/ A4/ A5)	£50
Retail > 999 sq m ⁽¹⁴⁾ (A1/ A2/ A3/ A4/ A5)	£140
Community Uses (including D1 and D2)	£0
Sui Generis	£0

1. Do you agree with the proposed charge for residential development?
2. Do you agree with the proposed zero charge for office development?
3. Do you agree with the proposed zero charge for general industrial, storage and distribution development?
4. Do you agree with the proposed charge for hotel development?
5. Do you agree with the proposed charges for retail development?
6. Do you agree with the proposed zero charge for community uses development?
7. Do you agree with the proposed zero charge for sui generis?

- 1.10** The rate shown be updated annually for inflation in accordance with the Royal Institute of Chartered Surveyors "All In Tender Price Index".

11 Regulations 55 – 57. Community Infrastructure Regulations 2010
 12 DCLG Community Infrastructure Levy Relief Information Document, May 2011
 13 DCLG Development Control PS 1/2 statistical definition 2007/8
 14 DCLG Development Control PS 1/2 statistical definition 2007/8

Preliminary Draft Charging Schedule Appendix 1:

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

- 1.11** Site specific contributions may also be required through a Section 106 agreement or as part of the Conditions attributed to a planning consent. Details on this can be found in the Draft Developer Contributions SPD, which is also being consulted on at this time and should be read in conjunction with this document.

CIL Geographical Zone

- 1.12** The proposed levy rates will apply uniformly to all land uses across the whole geographic extent of the district of Huntingdonshire.

8. Do you agree with the proposal to set flat rate levy according to uses across the whole of Huntingdonshire?

Appendix 2: Infrastructure Needs

Appendix 2: Infrastructure Needs

- 2.1** In preparing the Preliminary Draft Charging Schedule, the necessary infrastructure, phasing and cost needs to be ascertained. This is not a definitive list but an indication of the likely infrastructure required by new development, taking account of any current surpluses – this is in line with CLG Community Infrastructure Guidance, March 2010.
- 2.2** Under Section 216 of the Planning Act 2008, infrastructure includes:
- roads and other transport facilities,
 - flood defences'
 - schools and other educational facilities,
 - medical facilities,
 - sporting and recreational facilities,
 - open spaces
 - affordable housing.
- 2.3** It is important to note that the wording used in the act is 'includes' and, as such, this is not an exhaustive list. Regulation 63 of the Community Infrastructure Regulation 2010 has amended this listing to exclude affordable housing.
- 2.4** The infrastructure considered within Huntingdonshire is shown in the following table.

Infrastructure Type	Exclusions from CIL infrastructure definition
Roads and other transport facilities	Excluding local site specific condition requirements
Schools and other educational facilities	Excluding large scale major ⁽¹⁵⁾ on-site school provision
Medical facilities	Excluding large scale major ⁽¹⁶⁾ on-site health provision
Sporting and recreational facilities	Excluding on-site provision of land
Green Infrastructure Open Spaces / facilities	Excluding on-site provision of land
Social Infrastructure	Excluding large scale major ⁽¹⁷⁾ on-site library provision and community facilities
Economic Regeneration	Excluding office/unit development but including skills development activities
Emergency services	Excluding large scale major ⁽¹⁸⁾ on-site safer neighbourhood team accommodation provision
Utilities	Excluding local site related requirements

15 DCLG Development Control PS 1/2 statistical definition 2007/8
 16 DCLG Development Control PS 1/2 statistical definition 2007/8
 17 DCLG Development Control PS 1/2 statistical definition 2007/8
 18 DCLG Development Control PS 1/2 statistical definition 2007/8

Infrastructure Needs Appendix 2:

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

8. Do you agree with the infrastructures definition?
9. Do you agree with exclusion of on-site infrastructure for large scale major⁽¹⁹⁾ developments?

Infrastructure Projects

- 2.5 The Infrastructure plan projects required due to the planned growth across Huntingdonshire up to 2026 have been assessed and costed, as required by Planning Policy Statement: Creating strong safe and prosperous communities through Local Spatial Planning. The phasing of development, potential other funding sources and responsibilities for delivery have also been considered. The list is not an exhaustive list and can change at any time.
- 2.6 Full details on the project list can be accessed in the Huntingdonshire Infrastructure Project Plan List.

19 DCLG Development Control PS 1/2 statistical definition 2007/8

Appendix 3: Assessment of Viability

Huntingdonshire LDF | Huntingdonshire Community Infrastructure Levy - Preliminary Draft Charging Schedule

Appendix 3: Assessment of Viability

3.1 In deciding the rate of CIL, a Charging Authority is required to have regard to the economic viability of the area. Regulation 14 Community Infrastructure Regulations 2010 states:

14.—(1) In setting rates (including differential rates) in a charging schedule, a charging authority must aim to strike what appears to the charging authority to be an appropriate balance between—

- a. the desirability of funding from CIL (in whole or in part) the actual and expected estimated total cost of infrastructure required to support the development of its area, taking into account other actual and expected sources of funding; and*
- b. the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area.*

10. Do you agree the appropriate balance between the desirability of funding from CIL and impacts on the economic viability have been met?

3.2 The Local Investment Framework included viability assessments on the area. However, the market has seen considerable changes in the last 18 months and Huntingdonshire District Council commissioned Drivers Jonas Deloitte to undertake a market review update and further viability assessments, taking into account the change in market conditions and the change in the affordable housing landscape and availability of grant funding support.

3.3 The market review was undertaken in August 2010 and highlights the current position regarding the residential, employment and retail markets in Huntingdonshire following the global recession. The full document outlining the affect this has had on housing supply, market prices and incentives and residential land values can be accessed in the Huntingdonshire Market Report by Drivers Jonas Deloitte, August 2010.

3.4 The global recession and a range of legislative changes has also necessitated an update of viability assessments. These were undertaken by Drivers Jonas Deloitte on behalf of Huntingdonshire District Council and completed in May 2011.

3.5 The viability work has taken into account the findings of the Market Report and outlines the methodology used to assess the viability of residential and commercial development in Huntingdonshire to inform the setting of the proposed levy in the Preliminary Draft Charging Schedule. In assessing the viability, the payment periods as noted in Regulation 70 of the Community Infrastructure Regulations 2010 were used namely that:

(2) Where the chargeable amount is equal to or greater than £40,000, payment of the amount of CIL payable in respect of D (A) is due in four equal instalments at the end of the periods of 60, 120, 180 and 240 days beginning with the intended commencement date of D.⁽²⁰⁾ (A) is due in four equal instalments at the end of the periods of 60, 120, 180 and 240 days beginning with the intended commencement date of D.

(3) Where the chargeable amount is equal to or greater than £20,000 and less than £40,000, payment of A is due in three equal instalments at the end of the periods of 60, 120 and 180 days beginning with the intended commencement date of D.

20 Where D is the chargeable development

Assessment of Viability Appendix 3:

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(4) Where the chargeable amount is equal to or greater than £10,000 and less than £20,000, payment of A is due in two equal instalments at the end of the periods of 60 and 120 days beginning with the intended commencement date of D.

(5) Where the chargeable amount is less than £10,000, payment of A is due in full at the end of the period of 60 days beginning with the intended commencement date of D.

- 3.6** Full details can be found in the Huntingdonshire District Council Viability Testing of Community Infrastructure Levy Charges by Drivers Jonas Deloitte.

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Huntingdonshire Infrastructure Project List

Local Multi-Area Projects

Multi-Area Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Roads	A141/Sawtry Way (B1090) Junction Improvement	Not programmed	1,000,000	Highways Agency	CIL
Roads	Huntingdon West Link Road	2012-2013	9,971,000	HDC / CCC	CIL
Roads	A14 Ellington to Fen Ditton	2015	1,198,000,000	Highways Agency	CIL
Roads	A1 Buckden Roundabout Improvement	Not programmed	2,000,000	Highways Agency	CIL
Roads	A428 Caxton Common to A1	Programmed from 2021	380,000,000	Highways Agency	CIL
Bus	St Ives to Huntingdon Bus Priority Measures '(Cambridgeshire Guided Busway)	2009 - 2016	5,000,000	CCC	CIL
Bus	Cambridge-St Neots Transport Corridor bus priority measures	Not programmed	4,580,000	CCC	CIL
Electricity	Reinforcement of Grid at Eaton Socon	2012 - 2017	10,000,000	EDF	CIL
Walking & Cycling	Rural Cycleways	2016 - 2026	2,500,000	CCC /HDC	CIL
Green Corridors	Ouse Valley Biodiversity Project (from Barford Rd to Earith)	2011 - 2016	3,000,000	HDC	CIL
Green Corridors	Grafham Water to Abbots Ripton Corridor	2011 - 2016	2,250,000	HDC	CIL
Green Corridors	Grafham Water to Brampton Wood link	2011 - 2026	tbc	HDC	CIL
Green Corridors	Ouse Valley Way	2011 – 2026	200,000	HDC	CIL
Major Green Sites	Grafham Water Ancient and Semi natural woodland Link	2011 – 2026	2,000,000	HDC	CIL
Major Green Sites	Great Fen Project land acquisition phase 1	2011 - 2016	13,000,000	Great Fen	CIL
Major Green Sites	Great Fen Masterplan Access delivery	2011 – 2026	4,000,000	Great Fen	CIL
Major Green Sites	Great Fen Masterplan Visitor facilities development	2011 – 2026	5,000,000	Great Fen	CIL
FE /HE Education	HRC New Technology & Sustainable Energy Centre, California Rd, Huntingdon	2013 – 2014	4,000,000	HRC	CIL
FE /HE Education	HRC New Vocational Centre/Studio School with the disposal of Almond Road site, St Neots	2012 – 2013	2,800,000	HRC	CIL
FE /HE Education	HRC Sports Changing rooms and 3G Pitch, California Rd, Huntingdon	2012 – 2013	700,000	HRC	CIL
FE /HE Education	HRC Garden Centre Social Enterprise, California Rd, Huntingdon	2013 – 2014	1,000,000	HRC	CIL
FE /HE	HRC Critical Infrastructure and Internal Reconfiguration Work, California Rd,	2011 - 2016	2,206,000	HRC	CIL

Multi-Area Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Education	Huntingdon				
FE /HE Education	HRC Sports Science and Health Industries complex, California Rd, Huntingdon	2016 – 2017	1,900,000	HRC	CIL
Strategic Health	Hinchingbrooke Hospital – Critical Care Centre	2011 - 2016	7,500,000	Hinch. Hospital	CIL
		TOTAL COST	1,662,607,000		
			6,041,000	Link road funding	
			13,000,000	Gt Fen HLF funding	
			58,000	Skills Funding Agency re Sports changing rooms	
			1,198,000,000	A14 HA	
			2,000,000	A1 Buckden HA	
			380.000,000	A428 Caxton Common HA	
			5,000,000	St Ives to Huntingdon Bus Priority	
			1,100,000	Developer contribution to bus corridor	
		FUNDING GAP	57,408,000		

Local Huntingdon Projects

Huntingdon Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Roads	A141/A1123/Main Street Junction Improvement	2026	2,000,000	CCC	CIL
Road	Additional riverside road ring road lane	2011 – 2021	3,500,000	CCC	CIL
Road	Bypass junction safety and capacity improvements	2011 – 2021	845,000	CCC	CIL
Bus	Hinchingbrooke Access and Bus Lane	2011 – 2021	tbc	CCC	CIL
Bus	Bus station improvements	2011 – 2021	900,000	HDC	CIL
Water & Sewage	New Strategic Sewer	2014 - 2018	400,000	Anglian Water	CIL
Electricity	Godmanchester general works	2014 – 2020	3,500,000	EDF	CIL
Gas	Mains Reinforcement	2016- 2026	7,500,000	British Gas	CIL
Walking and cycling	Route 6 Great Stukeley to the Rail Station and Town Centre	2011 – 2021	339,300	CCC	CIL
Walking and cycling	Route 7 Great Stukeley to St Peter's Road and Town Centre	2011 – 2021	390,000	CCC	CIL
Major Green Sites	Huntingdon Green Spaces	2011 - 2026	2,000,000	HDC	CIL
Econ. & Regen	Development East of Sapley Square, Oxmoor		225,000 – 300,000	HDC	CIL
Social Inf	Allotments and community gardens (ha.)	2011- 2026	73,965	HDC / TC	S106 site specific
Social Inf	Children and young people's play space (ha.)	2011 - 2026	666,127	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011- 2026	14,528	HDC / TC	S106 site specific
Social Inf	Children and young people's play space (ha.)	2011 - 2026	130,839	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011- 2026	50,810	HDC / TC	S106 site specific
Social Inf	Children and young people's play space (ha.)	2011 - 2026	457,589	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011- 2026	21,754	HDC / TC	S106

Huntingdon Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
					site specific
Social Inf	Children and young people's play space (ha.)	2011 - 2026	195,912	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011- 2026	17,342	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.)	2011 - 2026	156,185	HDC / TC	CIL
Social Inf	Construct one 2FE (420 places) Primary School (including Early Years Facilities)	2011 – 2016	7,800,000	CCC	S106 site specific
Social Inf	Construction / expansion 1FE (150 places) expansion to St Peters Secondary School and Post 16 Provision	2021 – 2026	4,340,000	CCC	CIL
Social Inf	Construct one 0.5FE (105 places) Primary School or expansion to existing Brampton Primary (including Early Years Facilities)	2016 – 2021	1,950,000	CCC	S106 site specific
Social Inf	Construct new 1FE – 1.5FE (210 – 315 places) Primary School (including Early Years Facilities)	2016 – 2021	3,900,000 – 6,100,000	CCC	S106 site specific
Social Inf	Children's Centre Provision	2016 – 2021	500,000	CCC	CIL
Social Inf	Primary Education accommodation for 109 - 152 places	2016 – 2021	1,890,000 – 2,640,000	CCC	CIL
Social Inf	Pre-School Accommodation for 39 - 57 places	2016 – 2021	406,000 – 594,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout	2016 – 2021	238,559	CCC	CIL
Social Inf	Primary Care Provision. No onsite facility. Contributions need to expanding Priory Fields, Brampton & Alconbury	2011 - 2016	500,000	Health	CIL
Social Inf	Primary Care Provision. No onsite facility. Contributions need to expanding Brampton Surgery	2016 – 2021	tbc	Health	CIL
Social Inf	Primary Care Provision. No onsite facility. Contributions to expand Roman Way surgery, Godmanchester	2016 - 2021	327,000	Health	CIL
Social Inf	Primary Care Provision. New Primary Care Centre in Huntingdon. Partly to replace existing infrastucture & partly to provide capacity for 2/3 GPs to meet growth. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k.	2011 - 2026	735,000 +	Health	CIL
Social Inf	Police Service capital provision	2011 - 2026	63,425	Police	CIL
Social Inf	Police Service capital provision	2011 – 2021	188,926	Police	S106 site specific (Bears-croft

Huntingdon Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
					Farm)
Social Inf	Police Service capital provision	2016 - 2021	53,978	Police	S106 site specific (West of town centre)
Social Inf	Police Service capital provision	2016 - 2021	275,562	Police	S106 site specific (North-bridge)
Social Inf	Police Service capital provision	2016 – 2021	80,968	Police	S106 site specific (RAF Brampton)
Social Inf	Sports and Recreation Facilities Provision	2011 - 2026	560,208	HDC	CIL
Social Inf	Community Facility Provision	2011 – 2016	76,960	HDC	CIL
		TOTAL COST	47,270,937		
			169,650	Route 6 part funded	
			195,000	Route 7 part funded	
			2,625,000	Additional ring road	
			633,750	Bypass junction safety	
			7,800,000	S106 site specific primary education	
			1,950,000	S106 site specific primary education	
			3,900,000 – 6,100,000	S106 site specific primary education	
			73,965	S106 site specific allotments and community gardens	
			14,528	S106 site specific allotments and community gardens	
			50,810	S106 site specific allotments and community gardens	

Huntingdon Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
			21,754	S106 site specific allotments and community gardens	
			666,127	S106 site specific children and young people's play	
			130,839	S106 site specific children and young people's play	
			457,589	S106 site specific children and young people's play	
			195,912	S106 site specific children and young people's play	
			188,926	S106 site specific police service capital provision	
			53,978	106 site specific police service capital provision	
			275,562	106 site specific police service capital provision	
			80,968	106 site specific police service capital provision	
		FUNDING GAP	27,786,579		

Local Ramsey Projects

Ramsey Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Roads	Signalisation or installation of a roundabout at Upwood Road / Bury Road junction	2011-2021	200,000	CCC	CIL
Public transport	Installation of RTPI signs at as many stops as possible	2011 onwards	60,000	CCC	CIL
Electricity	Second Circuit and Transformer	Funding deferred	2,000,000	EDF	CIL
Walking and cycling	Off-road path from Upwood School to High Street – better surfacing and installation of lighting, pedestrian crossing over Bury Road	2011 -2021	1,045,000	CCC	CIL
Walking and cycling	On-road signed route from the Northern gateway site through residential area to Abbey School	2011 – 2021	815,000	CCC	CIL
Walking and cycling	Cycle racks at key locations	2011 – 2021	25,000	CCC	CIL
Econ. & Regen	Ramsey Enterprise Centre	2011 – 2016	3,000,000	Developer	CIL
Econ. & Regen	Combined Heat & Power System for Ramsey	2011 - 2016	2,000,000	Developer	CIL
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	15,332	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.)	2011 – 2026	138,075	HDC / TC	CIL
Social Inf	Pre-School Accommodation for 25 – 35 places	2016 – 2021	260,000 – 365,000	CCC	CIL
Social Inf	Primary Education Accommodation for 70 – 97 places – extension to existing school	2016 – 2021	1,200,000 – 1,690,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout	2016 – 2021	39,328	CCC	CIL
Social Inf	Primary Care Provision. Expansion of Ramsey health centre	2011 - 2016	315,000	Health	CIL
Social Inf	Police Service capital provision	2016 – 2021	74,760	Police	CIL
Social Inf	Sports and Recreation Facilities Provision	2011 - 2026	658,057	HDC	CIL
Social Inf	Community Facility Provision	2016 – 2021	102,490	HDC	CIL
		TOTAL COST	11,948,042		
			522,500	Upwood school / High St path	
			3,000,000	Enterprise centre developer funded	
			2,000,000	CHP developer funded	
		FUNDING GAP	6,425,542		

Local St Ives Projects

St Ives Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Roads	Houghton Road – upgrade existing pelican crossing and Elm Drive	2011 – 2021	80,000	CCC	CIL
Bus	Bus station improvements – improvements to waiting facilities and timetable information for passengers	2011 – 2021	tbc	CCC	CIL
Water & Sewage	Sewer overflow reduction	2014 – 2018	400,000	Anglian Water	CIL
Electricity	Feeding of Huntingdon reinforcements + local upgrades	2014 – 2018	3,000,000	EDF	CIL
Walking and cycling	Houghton Road to St Audrey's Lane – consists of mainly on road signed routes with small sections of segregated shared use paths. Existing path lighting, width and surfaces will be upgraded along with the installation of high quality signing.	2011 – 2021	450,000	CCC	CIL
Walking and cycling	Hill Rose to Houghton Road – widening and resurfacing the existing path that runs alongside the side.	2011 – 2021	430,000	CCC	CIL
Walking and cycling	St Ives to Houghton – surface improvements	2011 – 2021	400,000	CCC	CIL
Walking and cycling	Cycle parking – centre of St Ives at bus station and key locations, such as education establishments	2011- 2021	20,000	CCC	CIL
Major Green Sites	St Ives West Green Space	2011 - 2016	500,000	HDC / Wildlife Trust	CIL
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	44,682	HDC / TC	S106 site specific
Social Inf	Children and young people's play space (ha.)	2011 – 2026	402,406	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	9,192	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.)	2011 – 2026	82,783	HDC / TC	CIL
Social Inf	Construct 1FE (210 places) Primary accommodation (including Early Years Facility and Children's Centre) - expansion of existing school	2016 – 2021	4,400,000	CCC	CIL
Social Inf	Construct Primary accommodation for 32 – 44 places - expansion of existing school	2021 – 2026	556,000 – 765,000	CCC	CIL
Social Inf	St Ivo Secondary and Post-16 expansion for approximately 34 places	2021 – 2026	1,000,000	CCC	CIL

St Ives Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Social Inf	Pre-school Accommodation for 12 – 16 places	2021 – 2026	125,000 – 167,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout	2016 – 2021	105,135	CCC	CIL
Social Inf	Possible replacement of one or more of existing GP premises. Project would include provision of capacity for additional GPs to meet growth. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k.	2016 - 2021	tbc	Health	CIL
Social Inf	Police Service capital provision	2011 – 2021	33,737	Police	CIL
Social Inf	Police Service capital provision	2011 – 2021	166,255	Police	S106 site specific (St Ives West)
Social Inf	Sports and Recreation Facilities Provision	2011 - 2026	296,926	HDC	CIL
Social Inf	Community Facility Provision	2016 – 2021	46,250	HDC	CIL
		TOTAL COST	12,548,366		
			40,000	Houghton Road pelican crossing	
			300,000	Houghton Rd / St Audreys route	
			215,000	Hill Rose scheme	
			44,682	S106 site specific allotments and community gardens	
			402,406	S106 site specific children and young people's play	
			166,255	S106 site specific police service capital provision	
		FUNDING GAP	11,380,023		

Local St Neots Projects

St Neots Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Roads	A428/Cambridge Road Junction Improvement	2012 - 2013	2,000,000	CCC	CIL
Roads	A428/Barford Road Junction Improvement	2016	2,000,000	CCC	CIL
Rail	St Neots Station Improvements	2013 - 2015	3,600,000	Network Rail	CIL
Water & Sewage	Increase in discharge consent for full extent of proposed growth. For cost estimate purposes only, allowance to be made for possible upgrade to WWTW	2014 - 2018	500,000	Anglian Water	CIL
Water & Sewage	New Strategic Sewer	2014 - 2021	600,000	Anglian Water	CIL
Electricity	New 10-12MW Primary SubStation	2014 - 2018	5,000,000	EDF	CIL
Walking and cycling	Cambridge Road to Huntingdon Street on-road route from Cromwell Road to Huntingdon Street	2016 - 2021	100,000	CCC	CIL
Walking and cycling	On and off road route providing access from the high street down via Brook Street and St Mary's Street on to Berkley Street – includes some minor improvements to Hen Brook Path	2016 – 2021	150,000	CCC	CIL
Green Corridors	Little Paxton to Buckden Green Space Corridor (Paxton Pits)	2011 - 2026	3,500,000	HDC	CIL
Green Corridors	Green Links of St Neots	2011 - 2026	14,000,000	HDC	CIL
Major Green Sites	Land East of St Neots Access to Open Countryside	2011 – 2016	1,000,000	HDC	CIL
Econ. & Regen	Eynesbury / St Neots Green Space (Riverside Park and Barford Road Pocket Park)	2011 - 2016	3,500,000	HDC	CIL
Econ. & Regen	St Neots Space for Creativity Enterprise Phase 2	2016 - 2021	2,500,000 – 3,000,000	HDC	CIL
Econ. & Regen	Regeneration of St Neots Town Centre - the Priory Quarter.	2011 - 2016	tbc	HDC	CIL
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	241,180	HDC / TC	S106 site specific
Social Inf	Children and young people's play space (ha.)	2011 – 2026	2,172,052	HDC / TC	S106 site specific
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	19,040	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.)	2011 – 2026	171,473	HDC / TC	CIL
Social Inf	Construct one 4.5 – 5.5 FE New Primary Schools (954 – 1,155 places) including Early Years Facilities and Children's Centres	2016 -2026	19,800,000 – 24,200,000	CCC	S106 site specific
Social Inf	Construct one 1 – 1.5 FE New Primary Schools (210 - 315 places) including Early Years Facilities and Children's Centres	2011 – 2016	4,400,000 – 6,600,000	CCC	S106 site specific

St Neots Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Social Inf	Primary Education Accommodation for 54 – 75 places through extensions to existing school s	2016 – 2021	938,000 – 1,300,000	CCC	CIL
Social Inf	Pre-school accommodation for 19 – 27 places	2016 – 2021	198,000 – 281,000	CCC	CIL
Social Inf	Secondary Education Accommodation for 600 – 750 places plus Post 16 facilities (extension of Longsands CC and/or St Neots CC	2016 – 2021	17,300,000 – 21,700,000	CCC	CIL
Social Inf	Co-located Library Facility	2016 -2021	800,000	CCC	S106 site specific
Social Inf	Expansion of St Neots Waste Recycling Facility	Completed	653,410	CCC	CIL
Social Inf	New Primary Care Centre (GP, dentist, community & other health services). Current estimate 1000 sq m internal space. Possible co-location with other services.	2016 - 2021	2,100,000	Health	S106 site specific
Social Inf	Primary Care Provision (GP, dentist, community & other health services) through expansion to existing facilities to meet needs of non large scale major sites. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k.	2011 - 2026	tbc	Health	CIL
Social Inf	Police Service capital provision	2011 – 2021	70,173	Police	CIL
Social Inf	Police Service capital provision	2011 – 2026	904,144	Police	S106 site specific
Social Inf	Sports and Recreation Facilities Provision	2011 - 2026	511,376	HDC	CIL
Social Inf	Community Facility Provision	2016 – 2021	79,550	HDC	CIL
		TOTAL COST	88,808,398		
			2,000,000	A428 HA	
			3,600,000	Train station	
			653,410	Waste recycling	
			100,000	Brook St / Mary St route	
			19,800,000 – 24,200,000	S106 site specific primary education	
			4,400,000 – 6,600,000	S106 site specific primary education	

St Neots Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
			800,000	S106 site specific library provision	
			1,666,667	Space for creativity	
			241,180	S106 site specific allotments and community gardens	
			2,172,052	S106 site specific children and young people's play	
			2,100,000	S106 site specific health provision	
			904,144	S106 site specific police service capital provision	
		FUNDING GAP	50,370,945		

Local Yaxley/Sawtry/Fenstanton KSC Projects

Yaxley/Sawtry/ Fenstanton KSC Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Electricity	Circuit and Transformer	Funding deferred	4,000,000	EDF	CIL
Social Inf	Allotments and community gardens (ha.) (Yaxley)	2011– 2026	4,492 100,000	HDC / PC	CIL
Social Inf	Children and young people's play space (ha.) (Yaxley)	2011 – 2026	40,459 300,000	HDC / PC	CIL
Social Inf	Primary Education accommodation for 16 – 22 places through extension of existing school (Yaxley)	2021 – 2026	278,000 – 382,000	CCC	CIL
Social Inf	Secondary Education accommodation for 12 – 16 places (Yaxley)	2021 – 2026	347,000 – 463,000	CCC	CIL
Social Inf	Pre-school Accommodation for 6 – 8 places (Yaxley)	2021 – 2026	63,000 – 83,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout (Yaxley)	2021 – 2026	8,966	CCC	CIL
Social Inf	Primary Care Provision (GP, dentist, community & other health services) through expansion to existing facilities to meet needs of non large scale major sites. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k. (Yaxley)	2011 - 2026	tbc	Health	CIL
Social Inf	Police Service capital provision (Yaxley)	2016 – 2026	17,003	Police	CIL
Social Inf	Sports and Recreation Facilities Provision (Yaxley)	2011 - 2026	145,118	HDC	CIL
Social Inf	Community Facility Provision (Yaxley)	2021 – 2026	23,310	HDC	CIL
Social Inf	Allotments and community gardens (ha.) (Fenstanton)	2011 – 2026	9,115	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.) (Fenstanton)	2011 – 2026	82,091	HDC / TC	CIL
Social Inf	Primary Education Accommodation for 32 – 44 places through extension of existing school (Fenstanton)	2016- 2021	556,000 – 765,000	CCC	CIL
Social Inf	Secondary Education Accommodation for 23 – 32 places (Fenstanton)	2016 – 2021	665,000 – 926,000	CCC	CIL
Social Inf	Pre-School Accommodation for 12 – 16 places (Fenstanton)	2016- 2021	125,000 – 167,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout (Fenstanton)	2016 – 2021	17,729	CCC	CIL
Social Inf	Primary Care Provision (GP, dentist, community & other health services) through expansion to existing facilities to meet needs of non large scale major sites. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k. (Fenstanton)	2011 - 2026	tbc	Health	CIL

Yaxley/Sawtry/ Fenstanton KSC Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Social Inf	Police Service capital provision (Fenstanton)	2011 – 2021	33,737	Police	CIL
Social Inf	Sports and Recreation Facilities Provision (Fenstanton)	2011 - 2026	294,445	HDC	CIL
Social Inf	Community Facility Provision (Fenstanton)	2016 – 2021	46,250	HDC	CIL
Social Inf	Allotments and community gardens (ha.) (Sawtry)	2011 – 2026	5,400	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.) (Sawtry)	2011 – 2026	48,632	HDC / TC	CIL
Social Inf	Primary Education Accommodation for 19 - 26 places through extension of existing schools (Sawtry)	2016- 2021	330,000 – 452,000	CCC	CIL
Social Inf	Secondary Education Accommodation for 14 - 19 places through extension to existing school (Sawtry)	2016 – 2021	405,000 – 550,000	CCC	CIL
Social Inf	Pre-School Accommodation for 7 - 10 places (Sawtry)	2016- 2021	73,000 – 104,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout (Sawtry)	2016 – 2026	10,641	CCC	CIL
Social Inf	Primary Care Provision (GP, dentist, community & other health services) through expansion to existing facilities to meet needs of non large scale major sites. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k. (Sawtry)	2011 - 2026	tbc	Health	CIL
Social Inf	Police Service capital provision (Sawtry)	2016 – 2021	20,242	Police	CIL
Social Inf	Sports and Recreational Facilities Provision (Sawtry)	2011 - 2026	174,435	HDC	CIL
		TOTAL COST	7,824,065	NB: no funding known to deduct.	

Other Local Sites Projects

Other Local Area Project Type	Project Name	Timescale	Cost (£)	Lead	CIL or S106
Social Inf	Allotments and community gardens (ha.)	2011 – 2026	17,501	HDC / TC	CIL
Social Inf	Children and young people's play space (ha.)	2011 – 2026	157,614	HDC / TC	CIL
Social Inf	Pre-School Accommodation for 21 - 31 places	2016 - 2021	219,000 - 323,000	CCC	CIL
Social Inf	Primary Education Accommodation for 59 - 82 places - extension to existing Schools	2016 - 2021	1,030,000 - 1,430,000	CCC	CIL
Social Inf	Secondary Education Accommodation for 42 - 59 places - extension to existing School	2016 - 2021	1,220,000 – 1,710,000	CCC	CIL
Social Inf	Library adaptation, bookstock and fitout	2016 – 2026	33,341	CCC	CIL
Social Inf	Primary Care Provision (GP, dentist, community & other health services) through expansion to existing facilities to meet needs of non large scale major sites. Total size & cost not yet know. Equivalent cost for a 2 GP Practice £735k.	2011 - 2026	tbc	Health	CIL
Social Inf	Police Service capital provision	2011 – 2021	63,425	Police	CIL
Social Inf	Sports and Recreation Facilities Provision	2011 - 2026	461,770	HDC	CIL
Social Inf	Community Facility Provision	2011 – 2016	139,860	HDC	CIL
		TOTAL COST	3,342,511		

Total Infrastructure Costs

	Total Cost (£)	Alternative funding deductions	Funding Gap (£)
Multi-area infrastructure	1,662,607,000	<ul style="list-style-type: none"> • 6,041,000 Link Road other funding: Housing Growth Funding - £3,491,000 HDC Capital contribution £ 510,000 Existing S106 - £ 440,000 confirmed Sainsbury contribution gas main £ 600,000 Sale excess land £1,000,000 • 13,000,000 Gt Fen land acquisition and restoration phase 1. HLF funded • 58,000 Skills Funding Agency to support HRC Sports Changing Rooms and 3G pitch • 1,198,000,000 A14 HA / Dept for Transport funded • 2,000,000 A1 Buckden roundabout HA funded • 380,000,000 A428 Caxton Common to A1 HA funded • 5,000,000 St Ives to Huntingdon Bus Priority Measures Dept for Transport • 1,100,000 Loves Farm contribution to Cambridge – St Neots transport corridor bus priority measures 	57,408,000
Huntingdon SPA infrastructure	47,270,937	<ul style="list-style-type: none"> • 169,650 Route 6 to also utilize other transport funding • 195,000 Route 7 to also utilize other transport funding • 2,625,000 Majority (75%) to be funded from other sources • 633,750 Majority (75%) to be funded from other sources • 7,800,000 Large scale major on-site primary education via S106 • 1,950,000 Large scale major on-site primary education via S106 • 3,900,000 – 6,100,000 Large scale major on-site primary education via S106 • 73,965 Large scale major on-site allotments and community gardens • 14,528 Large scale major on-site allotments and community gardens • 50,810 Large scale major on-site allotments and community gardens • 21,754 Large scale major on-site allotments and community gardens 	27,786,579

	Total Cost (£)	Alternative funding deductions	Funding Gap (£)
		<ul style="list-style-type: none"> • 666,127 Large scale major on-site children and young people's play • 130,839 Large scale major on-site children and young people's play • 457,589 Large scale major on-site children and young people's play • 195,912 Large scale major on-site children and young people's play • 188,926 Large scale major on-site police service capital provision • 53,978 Large scale major on-site police service capital provision • 275,562 Large scale major on-site police service capital provision • 80,968 Large scale major on-site police service capital provision 	
Ramsey SPA infrastructure	11,948,042	<ul style="list-style-type: none"> • 522,500 Other transport funding re Upwood School / High St and Bury Rd • 3,000,000 Enterprise Centre – developer lead • 2,000,000 CHP – developer lead 	6,425,542
St Ives SPA infrastructure	12,548,366	<ul style="list-style-type: none"> • 40,000 Part of Houghton Road funding to be received from other transport funding • 300,000 Majority of Houghton Rd cycle route to be received from other transport funding • 215,000 Part of Hill Rose scheme to be funded from other transport funding • 44,682 Large scale major on-site allotments and community gardens • 402,406 Large scale major on-site children and young people's play • 166,255 Large scale major on-site police service capital provision 	11,380,023
St Neots SPA infrastructure	88,808,398	<ul style="list-style-type: none"> • 2,000,000 A428/ Cambridge Rd junction all developer funded. Awaiting trigger point. • 3,600,000 Train station improvements – fully funded. • 653,410 Waste Recycling • 100,000 Brook St / St Mary's St path majority funding from other sources • 19,800,000 – 24,200,000 Large scale major on-site primary education via S106 • 4,400,000 – 6,600,000 Large scale major on-site primary education via S106 	50,370,945

	Total Cost (£)	Alternative funding deductions	Funding Gap (£)
		<ul style="list-style-type: none"> • 800,000 Large scale major on-site library services provision via S106 • 1,666,667 Space for creativity project • 241,180 Large scale major on-site allotments and community gardens • 2,172,052 Large scale major on-site children and young people's play • 2,100,000 Large scale major on-site health provision • 904,144 Large scale major on-site police service capital provision 	
Yaxley / Sawtry / Fenstanton KSCs	7,824,065	n/a	7,824,065
Other KSCs and small settlements	3,342,511	n/a	3,342,511
TOTAL	1,834,349,319		164,537,665

Based on trajectory of residential sites yet to have permission, 7582 units could come forward between 2011 and 2026 in addition to those sites already under construction or with consent. At an average unit cost of £9,000, this could bring in £68,238,000. However, 40% of units should be affordable housing which is not liable to pay levy and, as such, this means the anticipated income could be in the region of £40,942,800. Taking into account a 5% administration cost, this is then reduced to £38,895,660.

In addition to this, any retail development over 999 sq m or any hotel development will be liable to a levy rate of £75 and £50 per sq m respectively to help fund infrastructure needs.

If we take the lowest funding gap – deciding to deduct all the projects noted in the table above – even after the residential CIL being collected, there is an estimated £125,642,005 which will need to be found from other funding sources.

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**PRELIMINARY DRAFT
COMMUNITY INFRASTRUCTURE LEVY (CIL)
CHARGING SCHEDULE**

(Report by the Overview and Scrutiny Panel (Environmental Well-Being))

1. INTRODUCTION

1.1 At its meeting held on 14th June 2011, the Overview and Scrutiny Panel (Environmental Well-Being) considered the report by the Head of Planning Services on the Council's proposed Preliminary Draft Community Infrastructure Levy (CIL) Charging Schedule. This report summarises the Panel's discussions.

2. THE PANEL'S DISCUSSIONS

2.1 The Panel has been advised that the new scheme will put the Council in a more powerful position with regard to influencing where money from the CIL will be spent. However, attention has been drawn to the additional responsibilities the Council will have in establishing a policy position on the allocation of funding and establishing sound governance arrangements. The latter will require service level agreements to be established with other recipients of funding for the delivery of projects. Members of the Panel have stressed that the agreements should include a requirement for the District Council to be provided with clear and transparent detailed information on the projects that have been delivered through the CIL. In response, it has been reported that the Council will be required to submit a report annually on the CIL to the Government. The Panel has requested that the report is submitted to them as a matter of course.

2.2 Members have recognized that there will be an administrative cost associated with the scheme, which is legally limited to 5% of income from the CIL.

2.3 Following discussions on how other bodies such as those representing health, fire and police will negotiate their benefit from CIL, the Panel has noted that consideration is being given to employing the existing Huntingdonshire Strategic Partnership structure for this purpose.

2.4 Having been advised that the scheme will be updated regularly to take account of changes in local circumstances, the Panel has requested that a "plain English" version of the scheme is made available on the Council's website.

2.5 Members have requested that they be given an opportunity to review the comments received through the consultation before the Charging Schedule is adopted.

4. RECOMMENDATION

4.1 The Cabinet is requested to take into consideration the views of the Overview and Scrutiny Panel (Environmental Well-Being) as set out above when considering this item.

Contact Officer: A Roberts, Scrutiny and Review Manager - 01480 388015

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Cabinet

23 June 2011

Homelessness Strategy (Report by the Head of Housing Services)

1. INTRODUCTION

- 1.1 The Council has to produce a Homelessness Strategy at least every five years and it is now due for a renewal.
- 1.2 Cabinet approved a consultation draft in November 2010. Following a full consultation process, which included elected members, and having updated the strategy it is now ready for formal adoption.
- 1.3 Four responses to the consultation were received from partners and stakeholders with all saying that they agreed with the priorities and the actions required to achieve these priorities. Other suggestions made by the respondents form part of the action plan and will be investigated further as this is progressed. These include: the review of mediation as a means of helping prevention and whether this can be used more widely; and the provision of suitable services for homeless young people in the St Ives area of the district.

2. BACKGROUND INFORMATION

- 2.1 Statutory homelessness nationally and locally has been reducing over the last few years up until the beginning of this year. The homelessness prevention measures and initiatives introduced have led to significant increases in the number of households that have managed to avoid the homelessness route through positive interventions by the Council. This in turn had led to a reduction in the number of households placed in temporary accommodation by the Council.
- 2.2 2010/11 saw the previous downward trend of homelessness reverse with an increase in the number of households helped through the statutory homelessness route. This in turn led to an increase in the number of households in temporary accommodation. Prevention measures still remain effective and 2010/11 also saw an increase in the number of successful prevention cases. Without these the number of actual homeless households would have been higher.
- 2.3 A further complication is that the availability of the private rented sector (the most successful prevention tenure utilised by the Council) is likely to reduce through a series of changes to the Housing Benefit system by central government that began in April of this year. The full impact of these changes is likely to be realised over the coming year. This is likely to reduce the Council's prevention options, potentially leading to higher rates of statutory homelessness and an increase in the number of households placed into temporary accommodation.

3. RESOURCING THE STRATEGY

- 3.1 Details of the financial resources to meet the action plan are included in the Action Plan at Appendix A of the strategy.
- 3.2 The main resource is that of the staffing establishment. There are seven FTE staff, two temporary workers and an Activity Manager, who also has responsibility for a separate but connected work area of choice based lettings.
- 3.3 Revenue funding is used to fund a range of homelessness prevention initiatives. Revenue funding comes in the main from a government homelessness grant. For 2011/12 the Council's MTP provision is £61k (which matched the previous government grant). The government has increased the homelessness grant for the current year (2011/12) and 2012/13 to £85k for each year. This grant forms part of the area based grant and it is a 'named grant' for the purpose of homelessness but the grant is not ring fenced. Each year an MTP bid is made to the Council for a homelessness grant and for year five of the Plan in case the government reduces or stops its grant. The government has said that local authorities may assume the same allocation for the remainder of the current comprehensive spending review period 2013/14 and 2014/15 but this is likely to be subject to local authorities demonstrating that the current grant is being used for its intended purpose of homelessness.
- 3.4 Loans and bonds are issued to enable access to the private rented sector for those at threat of homelessness as an alternative to scarce social housing. These are means tested loans. This is a net zero budget but the council does incur bad debt from individuals helped and calls on bonds from landlords. The bad debt allowance for the current year is £81k. This allowance is reviewed regularly and is part of the base revenue budget.

4. CONCLUSION

- 4.1 Homelessness prevention remains a priority so that the affects of homelessness, together with the use of temporary accommodation, are minimised. The outcomes achieved through the previous strategy show that prevention works. The revised strategy focuses on maintaining and increasing these services in light of higher levels of demand.

5. RECOMMENDATION

- 5.1 That Cabinet approves the Homelessness Strategy prior to formal adoption at full Council.

BACKGROUND INFORMATION

Homelessness Code of Guidance for Local Authorities.

Contact Officer: Steve Plant, Head of Housing Services
☎ 01480 388240
Jon Collen, Housing Needs & Resources Manager

Huntingdonshire District Council

HOMELESSNESS STRATEGY

June 2011



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Introduction

This is the Council's third Homelessness Strategy. It looks back at the successes that have been achieved following the 2006 Strategy and looks forward to the way in which the Council aims to further develop services for households threatened with homelessness. The Homelessness Act 2002 requires all Councils to formulate a Homelessness Strategy at least every five years. Councils are required to carry out a homelessness review of their area and produce a strategy to:

- address the causes of homelessness in the area;
- introduce initiatives to prevent homelessness wherever possible;
- provide sufficient temporary accommodation for those households that are or may become homeless; and
- ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again.

The Council has selected six of its objectives as community priorities for the next three to four years in its Council Plan for 2011 to 2015. Four of these priority objectives contribute directly or indirectly to the prevention of homelessness:

- to prevent and deal with homelessness;
- to help vulnerable and disadvantaged people to live independently;
- to work in partnership to support strong communities; and
- to encourage new jobs, homes and facilities to meet our needs.

In addition to its priorities, the Council continues to work towards a wider range of objectives linked to delivery of its many important and valued services.

The Council will attempt to achieve a low level of homelessness by:

- helping prevent people from becoming homeless; and
- housing homeless people where appropriate.

This strategy reviews the successes achieved in contributing to these outcomes and highlights areas where further action is still needed. It incorporates all of these factors into a revised Action Plan.

Homelessness in Context

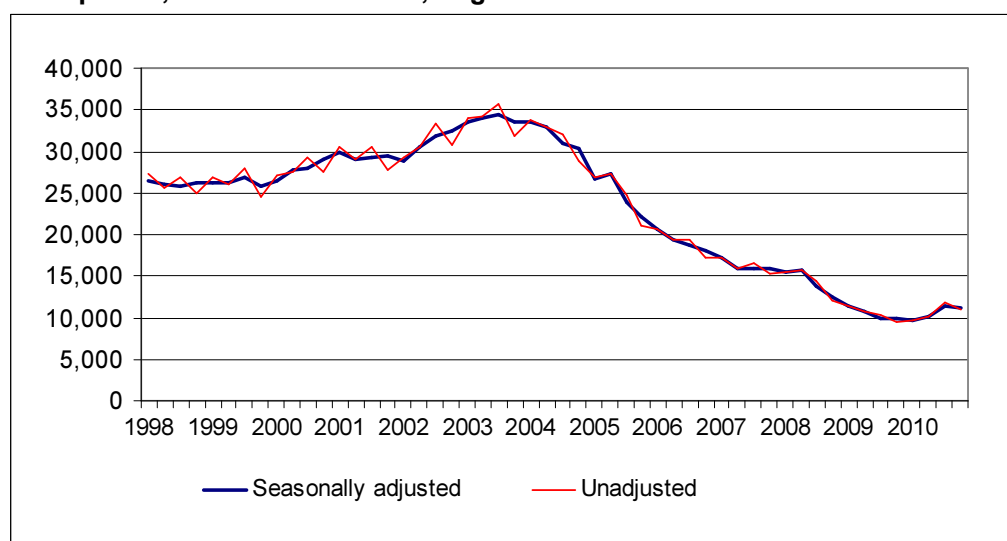
The National Picture

The number of households accepted as statutorily homeless by Councils in England peaked in 2003/04 at 135,430. Between 1997 and 2004 the number of households accommodated by Councils in temporary accommodation doubled, breaking the 100,000 mark in 2004. Homelessness moved further up the political agenda with the recognition that urgent action had to be taken to address the housing crisis, in particular the rate of homelessness within the country and the number of households in temporary accommodation.

The government's policy briefing released in June 2005 focused on ways of achieving this target, particularly the increased use of preventative measures and utilising the private rented sector as a source of settled accommodation. This drew together the examples of good practice where Councils had successfully introduced homelessness prevention measures and increased access to the private sector for many clients who may otherwise have been reliant on the limited stock of social rented housing.

We are now six years down the line since this change in emphasis. The trend of increasing numbers of households faced with homelessness was reversed and since 2003/04 the number of households accepted as homeless by Councils in England has dramatically decreased. The concern now is that nationally between October and December 2010 there has been a reversal in the downward trend achieved over the last seven years. This quarter saw a 15% increase in the number of households accepted as homeless compared to the same quarter in the previous year. The big question is whether the current economic downturn will lead to significant increases in homelessness and break the downward trend in homelessness that is illustrated in the chart below.

Graph 1: Households accepted by local authorities as owed a main homelessness duty each quarter, 1998 to March 2010, England



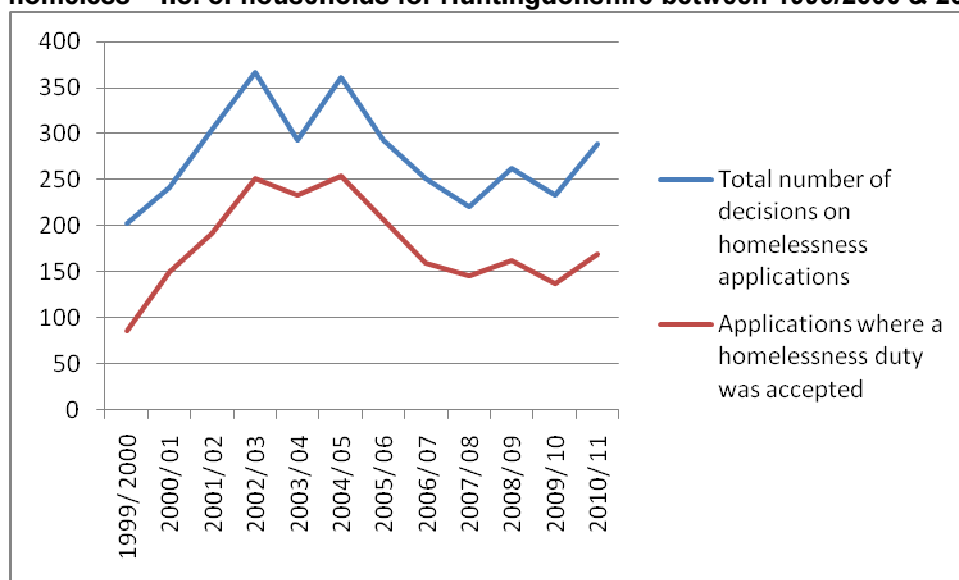
Source: CLG Housing Statistical Release March 2011

The Local Picture

Huntingdonshire has seen a similar trend to the national picture in terms of homelessness, although actually experiencing a peak in the actual number of homeless households a year earlier in 2002/03. Like the national picture, Huntingdonshire was successful in reducing the number of people experiencing homelessness in the subsequent years. The number of households accepted as homeless reduced by 45% from 251 in 2002/03 to 137 in 2009/10.

However, 2010/11 saw an increase in households applying to the Council and being accepted as homeless. Acceptances increased by 23% on the previous year up to 169 households. The graph below illustrates the reducing number of households experiencing actual homelessness in Huntingdonshire since 2005 and the increase from 2009/10 to 2010/11.

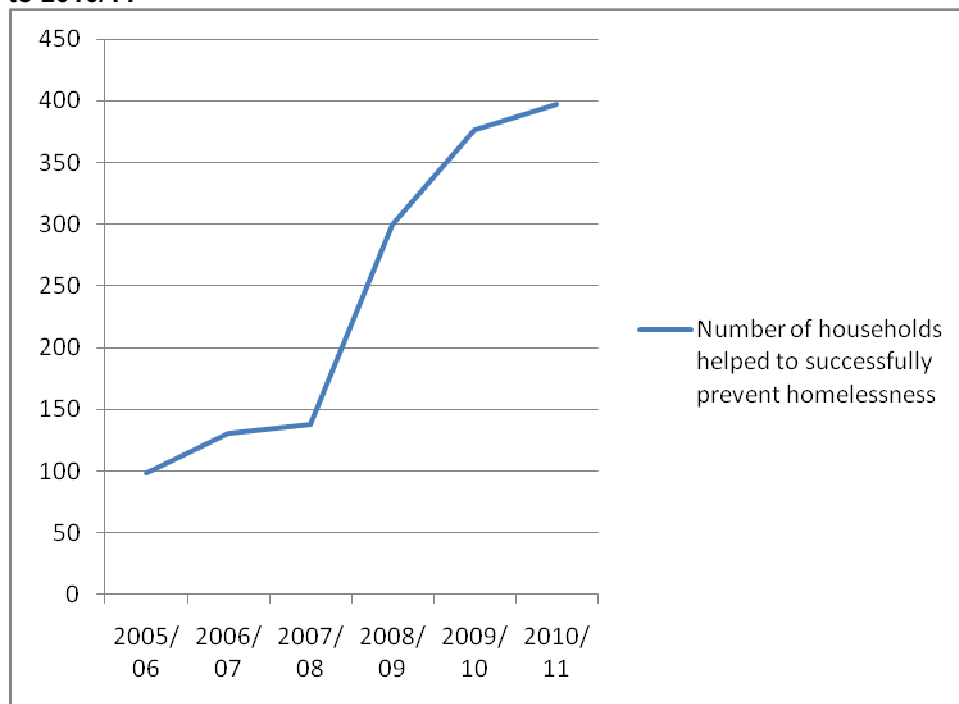
Graph 2: Total homelessness decisions, those that were accepted as statutorily homeless – no. of households for Huntingdonshire between 1999/2000 & 2010/11



The trend of reduction in homelessness illustrated above has been achieved by introducing a series of successful prevention measures. The more successful the Council has been at helping households prevent their homelessness the fewer households that have been faced with a crisis situation and had to make a homelessness application. The likelihood is that if the prevention measures were not so successful the number of homeless households would be much higher than shown in the graph above.

Graph 3 overleaf illustrates the increasing number of successful homelessness preventions helped year on year. The large increase in households helped, particularly from 2007/08 to 2008/09, was mainly due to the buoyancy of the local private rented sector and being able to help people find a new home in that sector before they became homeless. The Council's Rent Deposit scheme helps people with some of the upfront costs taking on a private sector tenancy and has played a large part in being able to achieve the higher prevention numbers.

Graph 3: Number of households helped to successfully prevent homelessness 2005/06 to 2010/11



It could be argued that the current economic climate has started to have a significant impact on homelessness within the district, with increasing numbers of households seeking advice about their housing difficulties being an indicator. The Council's housing advice and options service has seen a 31% increase in customers (from 1362 households seeking help with their housing in 2009/10 compared to 1781 during 2010/11). The local Citizens Advice Bureaux have also seen an increase in the number of housing enquiries they received in 2010 (an increase from 416 households in the first half of 2009/10 to 491 in the same period 2010/11).

Temporary Accommodation

The Council has a duty to provide certain homeless households with temporary housing whilst it attempts to help them resolve their housing difficulties. As with many high demand areas, the limited number of social rented properties available for letting and the increasing demands on these properties leads to homeless households having to spend longer than would be desirable in temporary accommodation. Temporary accommodation, and in particular bed and breakfast, is recognised as being unsatisfactory for households. In many cases it provides accommodation with shared facilities away from families' usual support networks at a cost to both the Council and household. As a result, reducing the use of temporary accommodation and minimising the length of time households have to stay in this accommodation will remain a key priority for the Council within this Strategy.

The successful preventative measures led to a reduction in the number of households having to be placed in temporary accommodation from a peak of over 120 households in 2004 to 61 at the beginning of April 2009. The recent increase in homelessness has led to 76 households housed in temporary

accommodation at the end of March 2011. This figure is expected to increase if homelessness continues at current rates, or increases, and the number of available social rented properties reduces.

As well as concerns about the increasing numbers of households placed in temporary accommodation a further issue is that Council's ability to ensure that these households have the opportunities to move on into permanent housing, avoiding bed blocking of the temporary accommodation. Under normal circumstances this is through households accepted as homeless bidding for housing through the Home-Link scheme for available social rented properties. A number of households have issues that they firstly need to resolve before they are able to go through this route. They may have problems such as former tenant arrears with a housing association or a support issue where a support package needs to be put in place for them to live independently. The Council works with households in these circumstances to make sure that their issues are resolved so that housing associations are willing to consider them for an offer of permanent housing. There is an increasing proportion of households with these types of issues potentially adding to bed blocking of temporary accommodation and requiring ongoing casework by the Council. At the end of April 2011 there were 45 households out of a total of 76 in temporary accommodation that had issues that meant they were not able to be considered for permanent housing.

Case study 1: Mr and Mrs P and their two children had been privately renting a house in St Neots for two years when their landlord gave them notice to leave. It was the landlord's only property and he no longer thought it worthwhile renting out the property and he wanted to release the equity that he had in the property. Despite working with the family to try and find an alternative privately rented property we were unable to do this before the landlord required possession and so we had a duty to provide the family with temporary accommodation. They were placed in bed and breakfast in Huntingdon whilst we tried to find them more suitable temporary housing and continued to try and help them find a new home in the privately rented sector. The placement in B&B meant the family were moved away from Mr P's job and the family support network they had in St Neots. As well as the social cost, although the family were eligible for some help with Housing Benefit the financial cost was not insignificant. This was also a costly option to the Council as it was not able to recover through the subsidy arrangements with central government all the Housing Benefit it paid to Mr and Mrs P.

The Causes of Homelessness.

The main causes of homelessness within the district are consistent with the national picture: eviction by parents, other relatives and friends; end of private sector tenancies; and relationship breakdown (violent and non-violent) being the main causes. Eviction by parents, other relatives or friends asking people to leave their home continues to be the single largest cause of homelessness in the district. This accounts for almost a third of all homelessness, both nationally and at a local level.

Almost a quarter of homelessness is as a result of relationship breakdown with a proportion of this being as a result of domestic violence. Households

losing their private sector tenancies are the third largest cause of homelessness in the district although this figure has been reducing over the last three years. The break down of causes of homelessness within the district is shown in the table below.

Table 1: Causes of homelessness In Huntingdonshire – No. of households accepted by actual cause of homelessness.

Year	Eviction by parent, other relative or friend	Relationship breakdown (of which involve violence)	Mortgage arrears	Loss of private rented housing	Other causes	Total
2008/09	59	28 (17)	15	37	23	162
2009/10	48	32 (20)	6	27	24	137
2010/11	57	26 (11)	11	56	19	169

In terms of the type of households faced with homelessness, both nationally and locally approximately 70% are families either with children or where they are expecting their first child. This may lead to family upheaval with children being placed into temporary accommodation a distance from schools and families being moved away from their support networks.

Single people with mental health issues make up on average 8 to 10% of the households accepted as homelessness, with young people (16 and 17 year olds) making up 6 to 7%. There are no discernable trends with homelessness amongst differing household types and this picture is mirrored nationally. However, anecdotal evidence locally suggests that there are an increasing number of young people facing the threat of homelessness but successful prevention work with them, for example helping them into a placement in an appropriate supported housing scheme means that they may not appear in the homelessness statistics mentioned above.

Huntingdonshire has in recent years attracted significant numbers of migrant workers to the area. A concern was that given the economic downturn and increasing unemployment the migrant worker population may suffer the knock on effect of homelessness if they did become unemployed. Anecdotal evidence suggests that the migrant worker population's first tenure of choice appears to be privately renting. There have been relatively few migrant worker households that have ended up becoming homeless as they have managed to resolve their own needs in the private rented sector, some with the help of the Rent Deposit Scheme. 2010/11 has seen a slight increase in homelessness amongst these households. The table below gives the figures and this will continue to be monitored to see if migrant workers appear to be having a disproportionate problem with homelessness in the district.

Table 2: No. of households accepted as homeless in Huntingdonshire by nationality – 2008/09 onwards.

Year	UK nationals	Other nationals	EEA*	Non nationals	EEA	Total
2008/09	155	5		2		162
2009/10	126	10		1		137
2010/11	150	13		6		169

*EEA: European Economic Area is member states of the European Union plus Iceland, Liechtenstein and Norway.

Delivering a successful housing advice and options service

The lifetime of the previous strategy witnessed times of economic growth followed by recession leading to higher unemployment, lower property prices but restrictions in lending by the banks. A housing advice and options service is in demand in prosperous economic times as well as times of economic downturn. When times are good a prosperous property market leads to higher prices meaning that many people on lower incomes are priced out of the market, unable to get their feet on the first rung of the property ladder. Their housing options may be limited because of this and if faced with housing difficulties they may see social rented housing as the only affordable option open to them.

In times of recession, particularly when the availability of credit and mortgage products are limited, combined with higher levels of unemployment, affordability is also an issue for many households. The difference is that those faced with housing difficulties may be struggling to afford to keep their existing home for example if they become unemployed or struggling to find a new home if previously readily available credit for mortgages becomes limited. In these circumstances many may see social rented housing as their only affordable option and so approach the Council for help.

The Council has a legal duty to ensure that there is a free advice and information service about homelessness and the prevention of homelessness in the district. It also has a duty to take reasonable steps to make sure that accommodation continues to be available for someone who is threatened with homelessness and is likely to have a priority need under the terms of the homelessness legislation. The Code Of Guidance that accompanies the homelessness legislation goes further in that it states that Councils should offer a broad range of advice and assistance and not wait until homelessness is a likelihood or imminent before taking action.

The housing advice and options approach adopted by the Council is similar to that used successfully by many Councils over the last few years. The first step is to consider whether the Council is able to work with the household to resolve whatever the issue may be and try and help them stay in their current home. This could be by:

- Negotiating with family and friends, including use of mediation

- Negotiating with private landlords and agents
- Negotiating with mortgage lenders
- Referral to the mortgage support and rescue schemes
- Assisting with maximising their income, for example help with applying for benefits
- Property improvements, for example through the Sanctuary scheme, or adaptations

Where a person's homelessness cannot be prevented we consider what their other housing options are. This will include a full range of advice on the different tenures available including privately renting, low cost home ownership options and socially renting, and what assistance may be available to help them with the most appropriate of these options.

Within this structure of 'prevention followed by alternative housing options' the Council decided to introduce a range of initiatives that it believed would be most appropriate to help customers. The following are the most successful initiatives used with case studies of how these have helped particular households:

1. **The Court Advocacy Service** – the Council provides an advocacy service at the County Court to help households defend possession claims, for example on grounds of mortgage arrears and rent arrears. The purpose of the service is to ensure that all steps are taken to try and resolve the issues so that the household can remain in their home and that eviction and repossession are the very last resort. The Council has taken on a greater role with this work since the independent law centre in the district that previously attended the Court went out of business. The Council was able to recruit one of the law centre's specialist advisors to continue with this work with the help of the Homelessness Prevention Grant from central government. This grant was increased in 2011/12 to £85,000 and the same amount will be received in 2012/13. Although the grant is labelled as Homelessness Prevention Grant it is not ring fenced and is paid into the Area based Grant pot.

Negotiations with landlords and mortgage lenders through the Court Advocacy Service, or earlier where possible, may require relatively small payments to be made in the form of a grant or a loan. The Council considers making these types of payments through its Homelessness Prevention Budget where homelessness can be prevented and this provides the best outcome for the family and provides a longer term, affordable solution for the household.

Case study 2: Mr A from St Ives is a construction worker who suffered a downturn in earnings due to a reduction in work at the same time as his partner required a serious operation and became too ill to work. As their income dropped they fell into mortgage arrears totalling £15,000. We negotiated with their lender, prepared a financial statement and manageable budget, we then represented them at the court hearing and achieved a suspension of a warrant of eviction. A homelessness situation was avoided that would have been through no fault of their own.

The family were able to remain in their home and as Mr A is confident of getting more work over the coming months their income and financial position should improve further.

- 2. The Rent Deposit / Rent In Advance Scheme** – where it is not possible to help a household remain in their current home this is the most successful initiative that helps them find a new home. The scheme provides either an interest free loan or bond to cover the up front costs associated with taking on a private sector tenancy. These costs can often be restrictive for many and as privately rented accommodation tends to be the most readily available tenure in the district, giving a helping hand to secure this type of property means that many households are able to find a new home, avoiding actual homelessness altogether.

Where a household is not able to afford other associated costs with taking on a tenancy, such as the administration or credit check fees, the Council is able to make further payments from its Homelessness Prevention Budget if this is the only barrier to helping a household into a tenancy and avoids the need for a homeless situation.

Case study 3: Mr and Mrs B fell into mortgage arrears when Mr B's business failed and he was declared bankrupt. Their mortgage lender threatened Court action and their property was in the process of being repossessed when they sought advice and help from the Council. Unfortunately there was nothing that could be done to save their home but we were able to help them find a privately rented property with a private landlord. The landlord's property had been brought back into use with the assistance of a Repairs Assistance Loan from the Council. The Council helped Mr and Mrs B through the Rent Deposit scheme by offering the landlord a bond and the family moved into the property avoiding an actual homelessness situation.

- 3. Young Persons Mediation Service** – the Council helps fund the Cambridge and District Mediation Service to provide a service for young people threatened with homelessness as a result of a breakdown in their relationship with their parents. The aim is to reconcile the young person with their parent so that they can return/remain at home and address the issues that led to the break down in the first place. Mediation can be very difficult as the breakdown in relationship has often reached such a severe stage that full reconciliation is not possible. Where this is not possible the service may help with a more managed move away from home for the young person so that an emergency homelessness situation is avoided by the parent agreeing to keep the young person for longer.

Case study 4: Miss T was a 17 year old whose relationship with her parents deteriorated to the extent that they asked her to leave home. The family were willing to try and rebuild their relationships and accepted the offer of mediation. As a result of talking through their differences and accepting compromises Miss T was able to go back home and maintain a more constructive relationship with her parents. This avoided an unnecessary homelessness situation.

Unfortunately where the Council is unable to prevent a household's homelessness situation, or help them find alternative housing through the other options outlined above, then the safety net of the homelessness legislation means that the Council may have a duty to help them through the social rented housing route. As mentioned earlier, in 2009/10 a total of 137 households were owed the full housing duty through this route which increased to 169 households in 2010/11 with many commentators believing homelessness numbers will increase further before they reduce further.

Case study 5: Mrs P lived in Huntingdon with her three children. She had been left with a number of debts since her husband's death some years previously and had been struggling to manage the mortgage for some time, falling into mortgage arrears. She was reliant upon Widow's Allowance and could not work due to a disability. The Council worked with her to try and prevent an outright possession order on her home but it was not an affordable option and so repossession was inevitable. The Council therefore considered what help it could offer her under the terms of the homelessness legislation. She was owed a full housing duty under the legislation as she had become homeless through no fault of her own and she has been assisted into social rented housing through the Home-Link scheme.

The aims and objectives of the Strategy

There were many successful achievements within the lifetime of the previous strategy as outlined in appendix A of this document. These contributed to the four high level objectives of:

- 1. Preventing homelessness by maintaining households in their current home wherever possible.**
- 2. Providing a range of accessible and affordable housing options across all tenures.**
- 3. Reducing the number of households in temporary accommodation.**
- 4. Improving performance management, organisational efficiency and cross boundary collaboration.**

These objectives remain very relevant in the current climate. The provision of proactive services to help households avoid homelessness altogether, or minimise the detrimental affects should homelessness be unavoidable, remain at the heart of what the Council aims to achieve for the residents of the district. The challenge moving forward will be to continue the successful homeless prevention measures in a potentially a harsher economic climate. There may be a need to adapt existing homelessness prevention measures or create new responses to any changes in the housing market.

The Council recognises the significant social hardship that homelessness has on the households affected. It also recognises that there is a significant monetary cost to households as well as to the Council via its statutory duties towards the homeless. Many of the services and initiatives provided by the Council can offer better value in terms of preventing homelessness compared to dealing with the aftermath of actual homelessness. The Council therefore recognises the importance of achieving positive outcomes for households

threatened with homelessness. To keep the focus squarely on the prevention of homelessness or minimising its impact if this is unavoidable, the four outcomes from the previous strategy have been carried forward to this strategy.

Considering some of the key aspects of each of these objectives in turn:

1. **Preventing homelessness by maintaining households in their current home wherever possible.**

We currently have in place:

- **A Court advocacy service** for housing association tenants facing eviction due to rent arrears and home owners facing repossession due to mortgage arrears. This service is provided by a specialist advisor through short term grant funding.
- **A Homelessness Prevention Budget** to be able to make relatively small payments that prevent homelessness. This is funded through a grant provided by central government.
- **A young persons' mediation service** for those threatened with homelessness because of a relationship breakdown with parents.
- **Discretionary Housing Payments** through the Housing Benefit department to help with the shortfall in entitlement in certain circumstances so that a claimant has time to find more affordable alternative housing.

We aim to:

- Continue with this valuable service that offers both last minute and early interventions for households facing court action.
- Continue to provide a Homelessness Prevention Budget as it is recognised as one of the main tools available to help households avoid homelessness.
- Review the provision of this service, considering commissioning the service with neighbouring Councils as well as Children's Services at the County Council.
- Review with the Housing Benefit department how any increase in DHP grant that the Council may receive can be best used to minimise the threat of homelessness on households affected by changes in the Housing Benefit system

Our other priorities in this area are to:

- Review the success of the new operational arrangements of the Young Persons' Protocol with Children's Services following changes made to it in early 2010 in light of new case law.
- Implement a vulnerable persons' protocol with housing providers to ensure a joined up approach to the prevention of homelessness amongst, for example, vulnerable housing association tenants.

2. Providing a range of accessible and affordable housing options across all tenures.

We currently have in place:

- **A Rent Deposit / Rent In Advance scheme** that provides an interest free loan or bond to help with the upfront costs associated with taking on a private tenancy.
- **Payments for credit & reference checks** for households threatened with homelessness who have found a private sector tenancy. This is funded through the homelessness grant from central government.

We aim to:

- Ensure the scheme continues to be available to households threatened with homelessness as this scheme has been the most successful means of preventing homelessness.
- Continue with this initiative as it is essential for some households to help them access the private rented sector and so prevent their homelessness.

Our other priorities in this area are to:

- Develop the Home-Link scheme to provide a wider range of options and services. This forms part of the Enhanced Housing Options programme mentioned earlier in the strategy that aims to use the Home-Link scheme and website to deliver:
 - A private rented website that allows landlords to advertise their available properties
 - Links to information on low cost home ownership options as well as rented options
 - Links to employment advice
 - A personalised front page to the website that considers a person's circumstances and provides them with relevant and targeted advice to meet their needs

3. Reducing the number of households in temporary accommodation. This will be achieved by reducing the number of households requiring temporary accommodation through successful prevention and options work outlined above. This is not always possible and temporary accommodation is frequently required and so

this objective will be redefined to include work on ensuring that appropriate accommodation is provided wherever possible.

We currently have in place:

- **Crash bed units** that provide emergency accommodation for homeless young people at Paines Mill Foyer in St Neots. This is far more appropriate emergency accommodation than the use of B&B.
- Coneygear Court that provides 26 units of temporary accommodation. The scheme has shared facilities and is an outdated model of provision

We aim to:

- Replicate this model of provision at Kings Ripton Court in Huntingdon by working in partnership with the Salvation Army, the provider at that scheme. This will mean ensuring that the resources are available to deliver and maintain this type of provision.
- Investigate the options for updating the scheme so that each of the units has use of its own facilities.

Our other priorities in this area are to:

- Introduce a supported lodgings scheme in partnership with the City and District Councils in Cambridgeshire as well as the County Council. The aim will be to recruit a range of host landlords willing to provide emergency temporary accommodation to a variety of different homeless people.

4. Performance management, organisational efficiency and cross boundary collaboration.

The current economic climate places even greater pressures on the housing advice and options service, not only because of greater numbers of customer relying on it for advice and help but also due to imminent funding cuts as a result of government's Comprehensive Spending Review. Improved performance, better organisational efficiency and collaborating with other Councils to deliver services and achieve better value for money are vitally important in light of these funding restrictions.

Our priorities in this area are to:

- Continue to participate in the development of the Home-Link scheme and investigate what efficiencies can be delivered through sub regional working.
- Review the performance data produced to ensure that it is most relevant to use as a tool to analyse efficiency and value for money against the outcomes achieved for customers.

Action Plan

Appendix A

Objective 1 - Prevent homelessness by maintaining households in their current home wherever possible			
Action		Target	Resources
Maintain a Court advocacy service to assist households faced with possession action.		Ensure that the service continues beyond end of March 2012.	This is a staffing cost. Subject to ongoing need (which is likely) the funding needed for this post is £35k per annum (including overheads). Funding for 2012/13 will be via a mixture of efficiency savings, government homelessness grant and by HDC MTP bid.
Maintain a homelessness prevention budget for advice and options officers to make use of in their proactive work.		Ensure that the budget continues beyond March 2012.	Government has confirmed a £85k homelessness grant to HDC for 2012 and 2013. This is a 'named purpose' grant but not ring fenced. The current MTP provision is £61k (which matches the previous government grant level) so if more is needed an HDC MTP bid will be made to secure the additional funding.
Review the provision of a young persons' mediation service.		Run & evaluate the reviewed mediation service in 2011, and if successful consider commissioning a continuing service with the other Cambridgeshire Councils.	To be funded from the current Homelessness Prevention Grant but if required to bid for the additional (secured) government homelessness grant via the Council's MTP process.
Review the Discretionary Housing Payment policy with the Housing Benefit Department to ensure it is targeted at households most likely to be under threat of homelessness.		To complete the review by September 2011.	Existing staffing resource for the review. Any payments made will be by the Housing Benefits Service from their Government allocation of £41,422. This budget is also used by the Housing Benefit Service for other than homelessness.
Review the operational arrangements of the Young Persons' Protocol with Cambridgeshire County Council's Children's Services.		To complete the review by December 2011.	Within existing staffing resources.
Implement a vulnerable persons' protocol with housing providers to ensure a joined up approach		By December 2011.	Within existing staffing resources.

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to homelessness prevention			
Objective 2 – Providing a range of accessible and affordable housing options across all tenures			
Action		Target	Resources
Maintain the Rent Deposit / Rent In Advance scheme for households accessing private rented tenancies. Review the budget requirements to maintain the scheme.		Ensure that the budget continues in 2012/13 and beyond.	This is net zero budget but HDC has an allowance for bad debts of £81k 2011/12. This allowance is reassessed on a regular basis and is part of the base revenue budget for the service.
Develop the Home-Link scheme to provide a wider range of options as part of an Enhanced Housing Options service. To include: A private rented property website Low cost home ownership options Employment Advice A personalised website offering targeted advice		To be delivered in line with the Home-Link Enhanced Housing Options sub regional work plan.	The capital budget provision is from an earlier year HDC MTP bid and a specific government grant for the initial development of the scheme. Revenue funding for the software license and maintenance (£3k) is included in the base revenue budget for the service.
Objective 3 – Reduce the number of households in temporary accommodation			
Action		Target	Resources
Work with the Salvation Army to introduce emergency crash bed units at Kings Ripton Court		To have in place by December 2011	Budget from existing Homelessness Prevention Grant.
Investigate the options for the remodelling or reprovision of Coneygear Court to provide self contained temporary accommodation.		To investigate options and feasibility by May 2012	Resources to be identified. Potential bid to the Homes and Communities Agency via the landlord
Introduce a supported lodgings scheme in partnership with the other Cambridgeshire Councils, including the County Council		To have in place by December 2011	Revenue resources to be identified once models of provision agreed and any ineligible Housing Benefit costs established.
Utilise the direct let options within the Council's Lettings Policy to ensure sufficient households move through temporary accommodation.		To have in place by July 2011	Within existing staffing resources.

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Objective 4 – Performance management, organisational efficiency and cross boundary collaboration			
Action/Aim		Target	Resources
Investigate what efficiencies can be achieved through working sub regionally on the development of the Home-Link housing options scheme.		To be delivered in line with the Home-Link sub regional work plan.	Existing sub-regional staffing resource to identify potential efficiencies.
To carry out a cost benefit analysis of homelessness prevention measures versus dealing with actual homelessness and the use of temporary accommodation; and separately, the cost effectiveness between different types of temporary accommodation.		By December 2011	Analysis will be within existing staff resource.
Review the performance data produced to ensure efficiency and value for money against outcomes achieved for customers.		Complete review of performance data and potential for benchmarking by December 2011	Existing sub-regional staffing resource.

Achievements since the last Strategy

The previous Strategy action plan had four main objectives:

1. Preventing homelessness by maintaining households in their current home wherever possible.
2. Providing a range of accessible and affordable housing options across all tenures.
3. Reducing the number of households in temporary accommodation.
4. Improving performance management, organisational efficiency and cross boundary collaboration.

Achievements against this action plan include:

- Introducing a homelessness prevention budget that allows advisors to make relatively small payments in their proactive work to prevent homelessness.
- Improving links with the County Court and expanding the court advocacy service to cover mortgage repossessions as well as social rented possession hearings.
- Jointly funding a specialist debt advisor at the local Citizens Advice Bureau and establishing a referral process to this service.
- Increasing the number of households assisted into private rented tenancies through the Rent Deposit/Rent In Advance scheme.
- Introducing help with payments for credit and reference checks for homeless households trying to secure private rented accommodation who do not have the funds available.
- Maintaining a Sanctuary scheme in partnership with other Councils in the county to assist victims of domestic violence.
- Converting a proportion of temporary properties to permanent homes, allowing settled families to remain in properties where they may have lived for sometime.
- Establishing an emergency crash bed provision for young people at Paines Mill and funding move on units for residents of the scheme.
- Jointly funding a Family Intervention Project for families that require intensive support to break the cycle of anti social behaviour, offending and potential homelessness.
- Introducing a sub regional Choice Based Lettings scheme (the Home-Link scheme) to provide a more transparent means of accessing social rented

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housing and ensuring this assists homeless households and those threatened with homelessness.

- Enabling the delivery of 660 new social rented properties between April 2008 and the end of September 2010.
- Enabling move on opportunities for residents of the various supported housing schemes within the district, such as the young persons and ex-offenders schemes.
- Successfully jointly bidding for Enhanced Housing Options programme funding through government, to develop the Home-Link scheme to provide a wider range of options and services.
- Participating in the development of a sub regional homelessness action plan and Joint Strategic Needs Assessment on homelessness to improve multi agency and cross boundary working to tackle homelessness and its effects.

CABINET

23 June 2011

SHARED HOME IMPROVEMENT AGENCY SERVICES

(Report by the Head of Housing Services)

1.0 PURPOSE OF THE REPORT

- 1.1 To seek Cabinet's 'in principle' approval to establish a shared Home Improvement Agency (HIA) service with Cambridge City and South Cambridgeshire District Council.
- 1.2 To seek delegated authority to be given to the Managing Director (Communities, Partnerships and Projects), following consultation with the executive councillor for Resources and Customer Services and the Managing Director (Resources) to approve the establishment of the shared service.

2.0 Background

- 2.1 The HIA oversees the provision of aids and adaptations to the homes of those with disabilities. This is for both private and housing association homes. The service is provided in-house by the Council. The HDC Agency has five staff. It is a holistic service that pro-actively assists clients through all stages, from enquiry, through grant eligibility, scheme design and specification, obtaining prices and overseeing the works.
- 2.2 The total cost of the service (2010/11) for HDC was £261,108; for Cambridge City £219,990; and South Cambs £213,374. These costs were funded as follows:

	City	South Cambs	Hunts
Fee Income from capital projects	67,520	75,000	110,000
Supporting People	37,460	34,880	31,510
Adult Care (County)	30,000	30,000	30,000
PCT	16,800	16,000	16,000
District Authority	68,210	57,494	73,598
Total Costs	219,990	213,374	261,108

- 2.3 The Cambridgeshire Supporting People Commissioning Body carried out a Review of the HIA service in 2008. The review recommended that joint commissioning be considered to ensure future funding certainty and the commissioning of the service over a broader geographical area to provide better value for money and consistency in service delivery.
- 2.4 Procurement rules require County and health colleagues to consider tendering the services. Procurement advice has indicated that it will not be necessary to tender the HIA services for the City, South Cambs and HDC (because they are delivered in-house) if the partner authorities agree to implement a joint service.
- 2.5 At the Supporting People Commissioning Body meeting on 28th April 2010 it was decided that there was sufficient interest to continue the development of a shared service model.

3. The Proposal

- 3.1 Following discussion between the respective Heads of Service and Accountants from the councils a preferred staff structure has emerged that would reduce the number of Managers from three to one and would reduce the number of administrators in the team by one. The number of frontline caseworkers and surveyors would be retained.
- 3.2 It is proposed that the new shared service be managed by Cambridge City with the head office for the shared service located at South Cambs District Council at Cambourne. Touch-down bases will be provided at HDC and City Council to minimise travelling for the staff, and home working will be explored.
- 3.3 Various cost sharing mechanisms have been considered and it is proposed that the mechanism that would be most fair and equitable would be one partly based on the annual level of capital investment made by each district in adaptations carried out by the service. The level of capital investment is, in effect, a proxy for the level of activity supported by each district in its area.
- 3.4 On the current assumptions, using a cost sharing mechanism based partly on capital investment the saving from a shared service will be circa £75,000 per annum with HDC saving circa £30,000 per annum.
- 3.5 There will be various 'start up' costs associated with moving to a shared service, notably, the potential cost of staff redundancies when the staff structure is reviewed. It has been agreed in principle that should any of three Managers be made redundant, the redundancy costs that result will be met by the current employer. This agreement has been reached in view of the long service of each and the relatively high cost of any redundancy and the difficulty of managing this within the cost sharing mechanism. All other redundancies, if needed, together with other start up costs, and can be managed within a cost

sharing mechanism. Bearing in mind the initial start up costs, which are still being determined, of the new service is not expected to realise any savings, for HDC, in its first two years of operation.

- 3.6 At a time of reducing budgets, a major reason for joining forces with City and SCDC is the opportunity to sustain a level of operation that would otherwise become increasingly fragile. In addition, as the team at each authority is relatively small a combined service offers more resilience for staff absences.

4. Ongoing Considerations

- 4.1 There are various work streams, some of which are mentioned below, that are ongoing and some which will commence if Cabinet give in-principle agreement to the shared service.

- staff consultation (commenced)
- IT solutions
- Business Process examination and modelling
- the development of a legal protocol to govern the shared service
- the development of an agreed cost/risk sharing mechanism between the authorities.
- The treatment of residual overheads

5. Conclusions/Summary

- 5.1 This report is about setting up a shared Home Improvement Agency with South Cambridgeshire District Council, Cambridge City Council and Huntingdonshire District Council. The shared service is proposed as it will offer the best opportunity to sustain the current levels of service across the districts at a time of reducing budgets. In addition, as the team at each authority is relatively small a combined service offers more resilience for staff absences.
- 5.2 The model proposed is for a single staff team to be primarily based at the SCDC's offices in Cambourne administered and line managed by the City Council. This proposal will save HDC circa £30,000 per annum. The target date to establish of the shared service is April 2012.

6. Recommendation

It is recommended that Cabinet:

- a) agree in principle that a shared Home Improvement Agency Service be established with Cambridge City and South Cambs District Councils;

- b) that delegated authority to be given to the Managing Director (Communities, Partnerships and Projects), following consultation with the executive councillor for Resources and Customer Services and the Managing Director (Resources) to approve the establishment of the shared service; and
- c) that any comments received from Scrutiny Panel (Social Well-Being) at its meeting to be held on 5th July 2011 be considered by the executive councillor for Resources and Customer Services.

BACKGROUND INFORMATION

Cambridgeshire Supporting People Review of Home Improvement Agency Services, 2008.

Cabinet Report - 26 June 2008, Consultation on the Supporting People Review of Home Improvement Agencies.

**Contact
Officer:**

Steve Plant



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CABINET

23RD JUNE 2011

ONE LEISURE FINANCE (Report of the Overview and Scrutiny Panels (Social Well-Being) and (Economic Well-Being))

1. INTRODUCTION

- 1.1 At its meeting held on 13th January 2011, the Overview and Scrutiny Panel (Economic Well-Being) decided to establish a Working Group to review the financial performance of One Leisure and make recommendations on the services' future strategic direction.
- 1.2 Initially Councillors J D Ablewhite, S Greenall and N J Guyatt and Mr R Hall were appointed to the Working Group. Following the appointment of Councillor Ablewhite as Executive Leader, designate, Councillor D M Tysoe attended the second meeting and appointed as *rapporteur*.
- 1.3 In recognition that the performance of One Leisure is also a matter of interest to the Overview and Scrutiny Panel (Social Well-Being), representatives of the latter have also been invited to join the Group. Councillors B S Chapman, JJ Dutton and Mr R Coxhead were subsequently appointed. To date, the Working Group has met on two occasions.
- 1.4 The purpose of this report is to provide an update on progress of the study and to present the Working Group's initial findings.

2. BACKGROUND

- 2.1 At their meetings in January 2011, the Overview and Scrutiny Panels for Social and Economic Well-Being considered a variety of information with regard to the financial performance of the Council's Leisure Centres. This included details of central support charges, recent investment, net outturn in recent years, the projected outturn for 2014/15 and income generated from admissions. An analysis of activities on a centre by centre basis was also provided, together with details of a number of issues relating to the operation of the five centres which would need to be tackled in the forthcoming months.
- 2.2 Having regard to the extent of the information provided and Members' interest in giving further detailed consideration to the figures presented the Economic Well-Being Panel agreed that a Working Group should be established, with representatives of the Social Well-Being Panel, to review further One Leisure's financial performance.
- 2.3 At the meeting of the Economic Well-Being Panel in February 2011 and as part of their deliberations on the Council's Budget for 2011/12 it was agreed that the Working Group should also be asked to consider whether an increase in Leisure Centre income might be made by charging non-residents of the District a higher rate to use the Council's Leisure Centres.

3. REMIT OF THE WORKING GROUP

3.1 The remit of the Working Group is

- a) to review One Leisure's financial performance and make recommendations on the service's future strategic direction (to include a vision, strategic business plan recommendations and whether the service should be managed in house, outsourced or transferred into a new legal entity) and
- b) to consider whether an increase in Leisure Centre income might be made by charging non-residents of the District a higher rate to use the Council's Leisure centres.

3.2 The first meeting of the Group was held on Thursday 3rd March 2011. At this meeting a number of comments and suggestions were made with regard to the approach to the study, and this has been used to develop a detailed work programme. A copy of the proposed work programme is appended at Annex A for information.

4. FINDINGS TO DATE

4.1 The Working Group met on Thursday 28th April 2011 to discuss One Leisure Overheads and Recharges. To assist them with this task, information has been provided on the top six recharges by cost to One Leisure. These items are:

- Leisure Service Management Units
- Information Technology Network
- Accountancy
- Information Technology Helpdesk
- Payroll
- Human Resources

4.2 The Head of Financial Services has also provided a commentary on the context of recharges for support costs and the limitations on their value as a control mechanism. The key points are the importance of:

- all managers monitoring their controllable expenditure (those items they have direct influence over),
- effective, challenging dialogue from managers to ensure that support services reflect their minimum requirement and that any resulting savings are delivered wherever possible,
- simplifying the methods and frequency of recharges to only meet statutory requirements or to maximise fees and charges which are constrained by relevant costs,
- using the appropriate bespoke basis for the financial evaluation of business decisions,
- scrutiny of support services

4.3 The Head of Financial Services and the General Manager, One Leisure were in attendance. The following paragraphs summarise the Working Group's initial findings.

a) General

- 4.4 The Working Group has recognised that, to promote better understanding of the financial position in relation to One Leisure, it is necessary to continue to produce two sets of accounts. The first, service based, includes recharges and is only necessary to fulfil the Council's statutory requirements whilst, the second, significantly more important, is the controllable budget which deals with those aspects that the General Manager of One Leisure has direct influence over. Comment has also been made that the Council should outline the "social benefit" when considering future investment proposals.

b) Leisure Centre Management Units

- 4.5 The Working Group has considered details of those charges which are incurred by the management unit in performing the corporate, service planning, health and safety and promotional duties for One Leisure. In 2009/10 the net costs amounted to £270,000. Members have queried whether the cost of the One Leisure Management Team should be considered as a rechargeable overhead and have been informed that it is already intended to incorporate the cost of the One Leisure senior management into the service's general operating costs.

c) Information Technology (IT) Network / Helpdesk

- 4.6 The Working Group has commented on the rising cost of IT Network and Helpdesk Services. These have increased from £1.473M in 2008/09 to an estimated £1.833M across the Council for 2010/11. The cost of the service which has been recharged to One Leisure has increased from £170,000 in 2008/9 to an estimated £249,000 in 2010/11.
- 4.7 The Working Group has noted that the IT Network Service is recharged to users on a per computer basis. As at the last review, Leisure's share is 92 computers, which represents 13.6% of the Council's total of 678 computers. It is this that produces the estimated cost to One Leisure of £249,000 in 2010/11. Members recognise the simplicity of the recharge basis.
- 4.8 In considering the information provided, the Working Group has discussed the IT and telephony requirements of the Leisure Centres. Members have queried whether, for example, their PCs need to be connected to the District Council's central server at all times and whether the Centres have the same software requirements as those at Pathfinder House. The Working Group consider that there should be detailed discussion between the General Manager, One Leisure and the Head of IMD to identify any opportunities where the Council could make overall savings as a result of changes to One Leisure's requirements. Recognising the significant cost of IT the Working Group **recommends that the Cabinet arrange for the Council's IT costs to be reviewed.**

d) Accountancy

- 4.9 Having been advised of the level of support provided by the Accountancy Team to One Leisure and the General Manager's overall level of satisfaction with it, Members have concluded that the charges for the service represented good value. The estimated cost of the service is £112,000 in 2010/11 and this apportioned according to the amount of time members of the Accountancy team spend on each Service.

e) Payroll Service

- 4.10 The Working Group has discussed the cost of the Payroll Service and noted that in 2009/10 the cost of the service to One Leisure had been £95,000 compared to a cost of £142,000 for other Council services. Members are of the opinion that given that One Leisure employees represent approximately one third of the workforce, this is a reasonable and fair charge.
- 4.11 The Group have been informed that the service provided by payroll far exceeds that which would normally be provided by a payroll bureau. For example it includes on-line sickness monitoring and travelling claims. The Group has asked for details of the Council's payroll cost per employee with a view to using this information as a basis for comparison with other organisations. However their preliminary opinion is that the figures are probably comparable with other organisations.
- 4.12 Now that the One Leisure staff who were previously paid weekly have transferred onto the monthly payroll there has been some transfer of input work from Payroll to One Leisure and this may result in a need to adjust the allocation basis.

f) Human Resources (HR)

- 4.13 In considering the cost of the HR Service, the Working Group has noted the view of the General Manager, One Leisure that it may be cheaper for him to procure such services directly. In 2009/10 the cost of the service amounted to £65,000. Having been advised of a number of areas in which savings could potentially be realised, the Group have asked the General Manager to discuss with the Head of PPP his service requirements and whether transferring responsibility for functions to One Leisure would produce an overall saving for the Council. In making this request, the Group are mindful that the Council will still need to provide these services in some form.

g) Other Issues

- 4.14 The Working Group's overall aim is to optimise the functions that are required to provide the One Leisure service. The Group have also asked the General Manager, One Leisure to identify any other support elements which he considers could be varied and then discuss and quantify any overall savings to the Council that would result. Any agreed savings should be reported to a future meeting.

5. CONCLUSION AND RECOMMENDATIONS

- 5.1 The Working Group has welcomed the opportunity to obtain a greater understanding of the recharges that are incurred by the One Leisure Service. They will continue to review the financial performance of One Leisure as part of their ongoing study and further recommendations will be forthcoming.

Having considered the content of the Working Group's report at their meetings on 7th and 9th June 2011 respectively, the Overview and Scrutiny Panels (Social and Economic Well-Being) have endorsed its contents for consideration by the Cabinet. It is therefore

RECOMMENDED

- a) that the contents of the report be noted, and**

b) that the recommendations in paragraph 4.8 of the report be endorsed.

BACKGROUND DOCUMENTS

Minutes of the meeting of the Overview and Scrutiny Panel (Economic Well-Being) held on 13th January and 10th February 2011.

One Leisure Activity Analysis 2009/10 – Actuals

One Leisure- Activity Analysis 2010/11 – Estimated Outturn

Briefing note prepared by the Head of Financial Services.

One Leisure Working Group File held by Democratic Services

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PROPOSED WORK PROGRAMME

1. RECHARGES AND OVERHEADS

Steve Couper to brief the Group on –

- a. Breakdown of the first six items in the list of recharges – how calculated/explanation of increases in last two years

2. PROFITABILITY OF INDIVIDUAL ACTIVITIES AND RETURN OF INVESTMENT

Simon Bell to brief the Group on -

- a. Review of financial sheets already handed out
- b. Discussion on the value of crèche, cafe and other facilities
- c. Provision of information on scale of recent investment
- d. Review of contribution obtained from recent investment
- e. The functions required to provide the service

3. FIVE YEAR FORECAST

Simon Bell to brief the Group on –

- a. Provision of more detailed five year forecast
- b. Discussion of likelihood of the improvements arising

4. PRICING

Simon Bell or Gemma Bonnet to brief the Group on –

- a. Competitive analysis
- b. Dual pricing

5. PREMISES, INCLUDING OWNERSHIP AND CAPACITY

Simon Bell or Colin Meadowcroft to brief the Group on -

- a. Discussion on capacity issues such as car parking
- b. County & Town Council position on land ownership

6. PRODUCTION OF BUSINESS PLAN RECOMMENDATIONS

Terry Parker and Simon Bell to address the Group.

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OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)

9TH JUNE 2011

CABINET

23RD JUNE 2011

USE OF CONSULTANTS (Report by the Overview & Scrutiny Panel (Economic Well-Being)).

1. INTRODUCTION

- 1.1 At its meeting held on 11 November 2010, the Overview and Scrutiny Panel (Economic Well-Being) decided to establish a Working Group to review and make recommendations on the Council's use of consultants including the criteria used in the appointment of consultants. The study emanated from a previous recommendation to the Cabinet that the Council should to reduce the amount of expenditure for the purpose of employing external consultants by £1.5m in the current financial year. The Cabinet had asked Overview and Scrutiny to investigate this further and the response was to establish the Working Group.
- 1.2 Councillors J D Ablewhite, G S E Thorpe and D M Tysoe, Mr R Hall and Mrs H Roberts were appointed to the Working Group, which has met on three occasions over the ensuing months.
- 1.3 Discussions have been held with the Head of Financial Services and the Working Group is grateful for the considerable assistance he has provided to them in the course of the study. The Executive Councillor for Planning Strategy and Transport and the Heads of Planning Services and of Law, Property and Governance have also contributed to the study for which the Working Group is also grateful.

2. REMIT

- 2.1 The Working Group was given the remit to review and make recommendations on the criteria used in the appointment by the Council of consultants and the cost and value gained from using them.

3. SCOPE OF INVESTIGATION

- 3.1 In determining the scope of the investigation to be undertaken, the Working Group has considered a definition of the term "consultant". Within the Council, there is no official definition. The requirement on the Council to differentiate between permanent, temporary and hired staff in its formal accounts has been used as a starting point but it is recognised that the categorisation is approximate because, in practice, the boundaries between each category can be vague. For the purposes of the investigation, a broad distinction has been made between these types of staff. These are:

- non-permanent staff that are required because the resources the Council has to perform particular tasks are inadequate, and
- the more conventional use of consultancy to denote the procurement of expertise of which the Council does not have an adequate supply.

It is considered that this distinction encapsulates employees on temporary contracts and non-permanent employees who add value to the organisation.

4. FINDINGS

All Budgets for Non-Permanent Employees

- 4.1 The Working Group has been advised of the Council's revenue expenditure on consultants, hired staff and temporary staff in 2008/09 and 2009/10. A forecast for 2010/11 and a comparison with the original budget have also been provided. The table below summarises this spending:

	ACTUAL	ACTUAL		ORIGINAL BUDGET	FORECAST
	2008/09	2009/10		2010/11	2010/11
	£000	£000	Payments	£000	£000
Revenue					
Consultants	754	844	505	1,079	977
Hired Staff	470	382	364	309	445
Temporary Staff	931	1,013	593	858	1,054
Capital					
Consultants	709	600	139	90	118

- 4.2 Annex A contains details of revenue and capital expenditure according to whether they are consultants, temporary or hired staff. Agency staff are normally included within the figures for hired staff. Comment has been made about the level of expenditure on hired staff and whether it would be more cost effective instead to increase the size of the Council's permanent workforce.
- 4.3 The figures presented reflect where expenditure has been coded in the Council's financial reporting system. Strategic planning requires strong baseline data. To obtain this data the Council needs to have in place appropriate management and financial systems and procedures. Reference is made to the Council's systems and procedures in the following paragraphs. At this point the Working Group **recommends that non-permanent staff that are required because the resources the Council has to perform particular tasks are inadequate are coded separately from expert consultants.**
- 4.4 Total capital spending on consultants in 2009/10 was £600k (4% of total project costs). Total revenue spend on consultants in 2009/10 was £844k (1.0% of total revenue costs). The revenue spend on consultants, hired staff and temporary staff combined was £2,239,000 (2.6% of total gross spend on revenue). The majority (about 75% based on the original budget) of the hired staff are provided under a contract to the Operations Division to cater for holiday or sickness absences and, more recently, to avoid the filling of vacancies where redundancies may be required.
- 4.5 The figure for temporary staff has a significant value because there has been a policy to avoid filling posts on a permanent basis where this is practical if there might be a need for redundancies or there may be an opportunity to improve efficiency such that the post will not be required in due course. It also includes staff that are reliant on grant funding or to cover temporary work pressures. This approach to hired and temporary staff ensures that fewer

permanent staff will have to be made redundant and minimises the redundancy cost and the chance of claims for unfair dismissal.

- 4.6 Temporary employees are engaged on fixed term contracts. This enables the Council to use them for a defined period and provides flexibility should services need to be changed. Members have stressed the importance of making sound decisions on its arrangements for securing manpower resources. The Group has commented on the scale of expenditure on temporary staff which, in the current circumstances that have prompted the Council's strategic decision to use more fixed term contracts than might otherwise be the case, is regarded as high. The Working Group **recommend that the Council's strategic approach and its level of expenditure on employees on temporary contracts is reviewed annually in the medium term. The same applies for hired staff as this will help to address the question raised at the end of paragraph 4.2.**

Use of Consultants by Planning

- 4.7 Owing to the level of expenditure involved, the Working Group has paid particular attention to the use of consultants by Planning. In recognition of the Division's significant expenditure on consultants and likely changes to future funding arrangements, a discussion paper had been prepared in 2010 for Executive Councillors, the Chief Executive and Directors. The District Council, in its role as the Local Planning Authority, has statutory duties imposed upon it to prepare a Development Plan for the District and to deal with all planning proposals, all types of applications, other forms of proposals and all related appeals or other challenges against the decisions of the Council. Because of the wide range of the potential work areas involved and the inherent complexity of many of the areas, those working in Planning require particular expertise. It is an area where the applicable legislation requires decisions to be supported by sound evidence and they can be subject to challenge via appeal or other channels. It is for these reasons that the service needs to make appropriate use of various, targeted consultancy inputs.
- 4.8 The Planning Services Division uses consultants primarily to provide the Council with the information it needs to underpin its strategic plans, to assess and determine planning proposals and to argue the Council's case at appeals. The range of work undertaken extends to those areas in which the Council does not have the necessary in-house experience or expertise and includes:
- the production of an extensive range of evidence required to support the production of Development Plan documents;
 - the undertaking of Environmental Impact Assessment Audits;
 - independent and expert scrutiny of planning application information; and
 - helping to sustain and uphold the Council's position in respect of planning and other appeals.
- 4.9 The Planning Service base budget contains limited provision of £203,000 for the retention of consultants. In addition, it is an established principle that planning fees received in respect of a large and complex application can be

used to help meet the costs associated with determining that particular proposal. Although the 2009/10 figures for expenditure indicates that Planning Services spent £710,000 on consultants, the success of the Council in bidding for monies from Cambridgeshire Horizons and similar bodies means that only £235,000 of consultancy costs are directly funded from the base budget.

- 4.10 Consultants are only employed by the Planning Division when it is considered that their use will be advantageous to the Council's position. Legal assistance is typically based on long standing and well established working relationships with Chambers. All consultancy inputs are appropriately managed within the applicable case or project management frameworks by relevant Officers and their colleagues in the Law, Property and Governance Division. During consideration of alternative options to the use of consultants, the risks associated with all cases are assessed and the necessity for targeted consultancy inputs is determined. An input from an external consultant is only sought when it is considered that it will address a deficit in the experience and skills base of the Division.
- 4.11 There is an onus on the Council to deal with planning and development matters in a professional way. The processes involved continue to require appropriate targeted consultancy inputs; however, it is recognised that the availability of previously exploited external funding sources will be reduced in the future and a consequential reduction is expected in the overall amount that is spent on consultants. Planning Services will continue to scrutinise all its proposed consultancy spending in order to ensure that it represents the most appropriate and expedient way of proceeding.
- 4.12 The work undertaken by the Planning Services Division is by its nature cyclical and a key issue for the Division is to ensure that requirements to complete strategic work are anticipated and planned for. The implications and requirements for local authorities of the Localism Bill are not yet known and could have a significant impact on the Council's Planning responsibilities and their associated need for consultancy resources.
- 4.13 With regard to the procedures in place for authorising the use of consultants and monitoring their performance and associated expenditure, the employment by Planning Services of any consultant needs to be approved by the Planning Management Group. The Group are aware of the requirements of the service and the skills of the relevant teams. Best practice procedures, professional judgements and project management techniques are used when consultants are employed. The outcome of an appeal case is not measured simply on whether it is won or lost. Success can also be gauged by the award of costs. It is rare for the costs of a planning appeal to be awarded against the Council.
- 4.14 The Panel has discussed the likely reduction in the availability of external funding to employ planning consultants, the way in which the shortfall might be met in future years and whether the criteria for planning appeals will need to be modified in light of the availability of funding. The intentions of the Coalition Government with regard to funding for the current planning cycle are not yet known. The Council will have to make value judgements on future

appeal cases. The Executive Councillor meets regularly with Planning Officers. Emerging issues are brought to Members' attention and a report on the outcome of recent appeal decisions is submitted to the Development Management Panel on a monthly basis. Given the financial pressures on the Council, the Working Group **recommend that the extent and quality of the consultancy advice sought by the Council to inform its planning activities should be reviewed to ensure that only the minimum adequate advice required is obtained.**

- 4.15 As has been said, Planning makes the most use of consultants. For this reason and owing to the uncertainties that have been identified in the availability of external funding and in the scope of the Council's planning responsibilities and the way they will have to be carried out, the Working Group **recommend that a report is submitted annually to the Overview and Scrutiny Panel (Economic Well-Being) on Planning spending on consultants.**

Budgetary Control

- 4.16 The Working Group has examined the procedures in place to control budgets for non-permanent employees, including the process for agreeing a new budget to engage a contractor, the procedure involved when a budget is exceeded during the year and how expenditure on consultants is monitored on an ongoing basis. The Group has noted the opinion of the Head of Financial Services that the budgetary control processes in place are robust and that it is rare for major problems to arise. Previous experience has shown that issues of a larger nature can occur, such as the Alconbury Inquiry, which resulted in additional expenditure having to be funded from the Council's reserves through a separate supplementary bid.
- 4.17 When Heads of Service bid for a project (revenue or capital) in the MTP they will sometimes have a view as to whether they will need to use consultants to deliver all or part of the project. They will, in discussion with their accountant, arrange for the agreed funding to be allocated to the appropriate subjective budget heading e.g. employees, hired staff, consultants, premises, transport, etc. This split may need to be varied during the course of the year because timing changes may mean that it is no longer possible to rely on permanent staff or vice versa.
- 4.18 Spending on consultants can be affected by the scale and nature of the projects / tasks that take place in any year. Projects requiring significant levels of input from consultants are usually the subject of separate bids in the Medium Term Plan. Funding can normally be carried over if a project is susceptible to timing changes.
- 4.19 The Working Group has established that it is rare for managers to overspend their budgets without a legitimate and unavoidable reason. It is more often the case that managers under-spend against their budgets. The Code of Financial Management makes clear that Heads of Service are responsible for regular and effective monitoring and forecasting of the financial position relating to their service. The budgetary performance of Heads of Service is monitored by relevant Directors on a quarterly basis and this inevitably forms part of the appraisal process. An extract from the Code of Financial Management appears at Appendix B.

- 4.20 Heads of Service receive monthly budget monitoring reports which compare the original budget, the latest updated budget and the forecast outturn for every budget line. These are produced after consultation between managers and their accountants. Quarterly meetings take place between Heads of Service and their Director and quarterly budget monitoring reports are presented to the Cabinet.
- 4.21 A Head of Service is encouraged to transfer money between budget headings in order to deliver their service as effectively as possible. If a budget is exceeded or forecast to be exceeded the Head of Service will normally be expected to cover the excess from other budgets within that service. If that is not possible there is provision for budgets in other services to be utilised. This has not usually been an issue because the Council does not have a history of spending just because the money is there and therefore under-spending on the total budget is not unusual. If a variation is of any significance then a budget transfer will take place but if it is only minor then there may simply be a forecast over-spending on one budget and a forecast under-spending on another.
- 4.22 Internal Audits in 2005 and 2006 found existing processes for the appointment of consultants are adequate but that a number of suggestions for improvements might be considered. There have subsequently been changes to the Code of Procurement to incorporate the use of consultants and a formal protocol for managing projects is expected to emerge shortly. The latter will include reference to post-project review procedures.
- 4.23 The Working Group has discussed the checks that are in place to prevent the employment of consultants who have a connection with Council employees. The Council's Code of Procurement sets out a clear process to be used in all procurements and sales. The requirement for tenders for Council contracts to be opened and recorded in the Contracts Register does not apply to contracts valued at under £30,000. Whilst the Group has accepted that a judgement is required as to the level of risk this represents, **it is been recommended that the Code of Procurement is amended to include a requirement that a simple recording procedure is introduced involving the creation of a file note, which is counter-signed, for written quotations valued at less than £30,000.**

Employment of Consultants

- 4.24 The Working Group has examined in detail the Council's use of consultants. A number of key questions have been identified and a pro-forma has been developed for this purpose. The pro-forma is attached at Appendix C. The Working Group then selected several existing examples of the use of consultants and the relevant Heads of Service were asked to complete the pro-forma. Having analysed the results, the Working Group has concluded that the main reason the Council uses external consultants is because it lacks the expertise they provide. Whilst it has been accepted that lack of expertise is a valid reason for the employment of consultants, Members also are of the opinion that they would not wish to see consultants continually appointed to undertake tasks of a similar nature. The Working Group, therefore, **recommend that opportunities are explored to train existing employees in areas where consultants are repeatedly employed.**

4.25 This is not to say that the Council does not use consultants to meet a short-fall in its existing human resources and the Working Group has expressed concerns about the use of consultants simply because of the unavailability of resources. Members have queried whether it would be cheaper to use the Council's existing staff to carry out the work that consultants currently are employed to do and "backfill" the vacancy that is left. With this in mind, the pro-forma includes a question on the potential for using District Council employees in this way. The Working Group **recommend that the Code of Procurement should be amended to introduce a requirement for the pro-forma at Appendix C to be completed each time consideration is given to employing a consultant.** This will facilitate the recommendation made in paragraph 4.27. Furthermore, the Working Group **recommend that the Council should rigorously employ the practice of considering "backfilling" before consultants are employed.** The recommendations in this section will have the added benefit of identifying whether the Council has a staffing issue that might need to be addressed.

4.26 Where it is established that consultants are required, on the basis of best practice identified elsewhere, it is **recommended that the Council should secure advice on the preparation of specifications for contracts for the employment of consultants.**

Post Employment Review

4.27 The Working Group **recommend that, at the end of the employment of consultants, a review should be undertaken.** This is in accordance with Guidance published by the London Centre of Excellence (now the Regional Improvement and Efficiency Partnership). It is argued that the outputs from the contract should be formally recorded and used in planning further use of consultants. Delivery should be measured against the requirements that were identified in the case made in the pro-forma for the use of a consultant and the specification to ensure that the specified outcomes, value and benefits have been delivered. The decision to use external expertise also should be evaluated. At the very least, this will provide a record of the performance of contractors, which will permit an informed decision to be taken on whether they should be re-employed at a future date. Looking more widely, it will contribute to the Council's strategic planning process.

Joint Working / Shared Employment of Consultants

4.28 The Working Group has discussed whether there is scope jointly with other authorities to employ specialists so that consultants are not required. Although they are aware that there are potential obstacles to securing such agreements with other authorities, it is considered that the Council should continue to explore opportunities jointly to employ experts.

4.29 On the subject of sharing expert consultancy services with other authorities, in the past, Planning Services have made use of the same counsel as South Cambridgeshire District Council because the individual was already familiar with the planning issues affecting the immediate area. However, in general the scope for sharing consultants is limited, particularly if a planning application is submitted on a border area where the Authorities in question have a difference of opinion on it. There has, however, previously been a joint approach, for example, to archaeology. Members have also been made aware that a similar agreement has been completed for legal services.

5. CONCLUSION AND RECOMMENDATIONS

- 5.1 The Working Group has carried out an in-depth investigation into the Council's use of non-permanent human resources. In doing this, Members have established baseline data to permit further analysis and to inform the strategic planning process. The Working Group has been mindful that the latter requires appropriate management and financial systems and procedures to be in place to record information. Following their investigations, the Working Group has made recommendations on improvements to the Council's current arrangements for the planning and management of its use of non-permanent human resources and other related manpower issues. These have subsequently been endorsed by the Overview & Scrutiny Panel (Economic Well-Being) at their meeting on 9th June 2011. It is, therefore:

RECOMMENDED

- a) **that non-permanent staff that are required because the resources the Council has to perform particular tasks are inadequate are coded separately from expert consults (para. 4.3);**
- b) **that the Council's strategic approach and its level of expenditure on employees on temporary contracts is reviewed annually in the medium term. The same applies for Hired Staff as this will help to address the question raised at the end of paragraph 4.2 (para. 4.6);**
- c) **that the extent and quality of the consultancy advice sought by the Council to inform its planning activities should be reviewed to ensure that only the minimum adequate advice required is obtained (para. 4.14);**
- d) **that a report is submitted annually to the overview and scrutiny panel (economic well-being) on planning spending on consultants (para. 4.15);**
- e) **that the Code of Procurement is amended to include a requirement that a simple recording procedure is introduced involving the creation of a file note, which is counter-signed for written quotations valued at less than £30,000 (para. 4.23);**
- f) **that opportunities are explored to train existing employees in areas where consultants are repeatedly employed (para. 4.24);**
- g) **that the Code of Procurement should be amended to introduce a requirement for the pro-forma at Appendix C to be completed each time consideration is given to employing a consultant (para. 4.25);**
- h) **that the Council should rigorously employ the practice of considering "backfilling" before consultants are employed (para. 4.25);**

- i) **that the Council should secured advice on the preparation of specifications for contracts for the employment of consultants (para. 4.26) and**
- j) **that, at the end of the employment of consultants, a review should be undertaken (para. 4.27)**

BACKGROUND DOCUMENTS

Notes of the meetings of the Working Group held on 30th April, 13th August, 28th October and 16th and 30th November 2010 and 7th February 2011.

Report and Minutes of the Overview and Scrutiny Panel (Social Well-Being) held on 9th September, 11 November and 9th December 2010.

Report prepared by the Head of Financial Services entitled *Discussion Paper on "Consultants"* – dated 13th December 2010.

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APPENDIX A

REVENUE - EXPENDITURE ON CONSULTANTS						
Service	Account Description	2008/09	2009/10		2010/11	
		ACTUAL	ACTUAL		BUDGET	FORECAST
		£'000	£'000	Payments	£'000	£'000
Building Control	Consultants Other	30	19	21	17	18
Call Centre	Consultants Other	1	1	7	2	0
Car Parks	Consultants Other	1	0		0	0
	Legal Fees And Consultancy	0	0		0	10
		1	0		0	10
Central Services M Us	Consultants Other	1	1	1	0	0
	Legal Fees And Consultancy	17	14	74	24	24
		18	15		24	24
Commerce & Technology M Us	Consultants Other	9	9	14	12	3
	Legal Fees And Consultancy	0	11	38	0	0
		9	20		12	3
Community Initiatives	Consultants Other	3	2	2	7	0
Community Safety	Consultants Other	0	0		0	0
	Legal Fees And Consultancy	2	0		0	0
		2	0		0	0
Corporate Management	Consultants Other	3	0		0	0
	Legal Fees And Consultancy	1	17	4	2	2
		4	17		2	2
Countryside	Consultants Other	1	3	3	0	0
Customer Service Centres	Consultants Other	3	2	8	2	0
	Legal Fees And Consultancy	0	8	3	0	-4
		3	10		2	-4
Democratic & Central Services	Legal Fees And Consultancy	0	3	2	0	0
Democratic Services	Consultants Other	0	0		5	3
Development Control	Consultants Other	35	187	35	3	68
	Legal Fees And Consultancy	34	85	9	0	50
		69	272		3	118
Drainage & Sewers	Consultants Other	5	4	1	0	20
Economic Development	Consultants Other	21	10	14	86	89
	Legal Fees And Consultancy	1	1	9	0	0
		22	11		86	89
Efh & Depots	Consultants Other	0	0		0	0
	Legal Fees And Consultancy	0	0		0	2
		0	0		0	2
Env & Comm Services Mus	Consultants Other	210	19	40	48	48
	Legal Fees And Consultancy	0	7	2	0	0
		211	26		48	48
Environmental Health	Consultants Other	51	47	14	157	146
	Legal Fees And Consultancy	8	8	14	8	11
		59	55		165	156
Environmental Improvements	Consultants Other	0	3	1	0	0
	Legal Fees And Consultancy	0	0		5	5
		0	3		5	5
Facilities Mgt	Consultants Other	7	7	6	0	10
Financial Services	Consultants Other	13	3	10	11	-10
Housing Benefits	Legal Fees And Consultancy	38	13	13	20	20
Human Resources	Consultants Other	2	0		4	5
	Legal Fees And Consultancy	0	0		0	0

		2	0		4	5
Information Management	Consultants Other	31	31	17	7	7
Investment Interest	Consultants Other	3	7	4	7	5
Leisure Centres	Consultants Other	7	20	30	13	37
Local Taxation & Benefits	Legal Fees And Consultancy	8	9	19	41	25
Markets	Consultants Other	14	7	39	7	7
Other Expenditure	Consultants Other	0	85	7	0	0
Parks	Consultants Other	1	1	1	0	0
	Legal Fees And Consultancy	0	0		0	0
		1	1		0	0
Pathfinder House Site	Consultants Other	13	0		0	0
	Legal Fees And Consultancy	0	0		0	7
		13	0		0	7
Planning Policy & Conservation	Consultants Other	163	186	35	557	302
	Legal Fees And Consultancy	1	8	6	15	55
		164	194		572	357
Private Housing Support	Consultants Other	6	5	1	9	4
	Engineering Fees & Consultancy	1	0		0	0
		8	5		9	4
Recycling	Consultants Other	0	2	1	0	0
Tourism	Consultants Other	9	0		0	0
Transportation Strategy	Consultants Other	1	0		7	7
	Total	754	844	505	1,079	977

CAPITAL - EXPENDITURE ON CONSULTANTS						
Service	Account Description	2008/09	2009/10		2010/11	
		ACTUAL	ACTUAL	Payments	BUDGET	FORECAST
		£'000	£'000		£'000	£'000
Bus Stations Capital	Consultants Other	8	0		0	0
Environmental Improvements	Consultants Other	39	6	7	40	40
Environment Equipment Capital	Consultants Other	2	0		50	50
Estates Properties Capital	Consultants Other	241	200	25	0	9
Industrial Properties Capital	Consultants Other	36	6	9	0	0
Leisure Centres Capital	Consultants Other	187	178	39	0	14
	Legal Fees And Consultancy	0	3	1	0	0
		187	181		0	14
Leisure Services Capital	Consultants Other	17	7	10	0	0
Offices Capital	Consultants Other	136	147	22	0	0
	Legal Fees And Consultancy	4	1	2	0	0
		140	148		0	0
Planning Capital	Consultants Other	2	0		0	5
Public Conveniences Capital	Consultants Other	1	0		0	0
Software Capital	Consultants Other	37	51	24	0	0
	Total	709	599	139	90	118

HIRED STAFF						
Service	Account Description	2008/09	2009/10		2010/11	
		ACTUAL	ACTUAL		BUDGET	FORECAST
		£'000	£'000	Payments	£'000	£'000
Community Safety	Community Safety	20	2	5	0	0
Community Services	Community Initiatives	2	0		0	0
Community Services	Countryside	12	8	6	0	0
Community Services	Leisure Centres	18	26	53	27	29
Community Services	Leisure Policy	0	0		0	1
Environmental Services	Recycling	99	74	55	71	71
Environmental Services	Refuse Collection	115	93	55	97	97
Environmental Services	Street Cleaning & Litter	98	102	54	74	96
H D C Offices	Pathfinder House Site	3	0		0	0
Housing Services	Private Housing Support	0	0		0	0
Internal Services	Fleet Management	0	1	1	0	0
Internal Services	Grounds Maintenance	10	0		6	38
Internal Services	Human Resources	5	0		0	0
Internal Services	Information Management	23	14	58	11	71
Management Units	Commerce & Technology M					
Management Units	Us	4	14	24	11	25
Management Units	Env & Comm Services Mus	61	48	53	8	20
Other Expenditure	Contingency	0	0		0	-3
Planning	Development Control	0	0		0	0
Planning	Markets	0	0		4	0
Planning	Planning Policy & Conservation	0	0		0	0
	Total	470	382	364	309	445

TEMPORARY STAFF					
Directorate	2008/09	2009/10		2010/11	
	ACTUAL	ACTUAL		BUDGET	FORECAST
	£'000	£'000	Payments	£'000	£'000
Central Services	76	106	74	69	107
Commerce & Technology	228	290	193	249	461
Env & Community Services	627	617	326	540	487
Total	931	1,013	593	858	1,054

Extracts from Code of Financial Management

1.11 Chief Officers and Heads of Service

Whilst Chief Officers will take ultimate responsibility for their employees' actions, the Council's management structure is based on Heads of Service or, in a few cases, Chief Officers taking prime responsibility for a service and its related budget.

The Manager responsible for a budget:

- may incur financial commitments and liabilities in accordance with this Code, the Council's Scheme of Delegation and resources allocated in budgets that have been released subject to Annex B. In particular they may make purchases of goods and services, subject to the requirements of the Code of Procurement, and employ staff, in accordance with the Officer Employment Procedure Rules. They will normally delegate appropriate elements of this responsibility to members of their staff. Annex B deals with the implications of the turnover contingency and includes the requirement that, when an employee leaves, the Head of Service to determine whether:
 - the post is kept vacant for a period before a decision is made,
 - the post can be deleted,
 - a restructuring should be proposed,
 - joint working with another body should be considered
 - the post should be filled at the end of a defined period,
 - it should be filled as soon as possible,
 - it should be filled as soon as possible and temporary employees or consultants are engaged to provide cover in the meantime.

- will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services.

- will be responsible for proper financial and resource management and the prevention of fraud and corruption within the services and functions under their control.

- will determine the inherent risks, within their services, to the achievement of the Council's priorities and establish, maintain and document adequate systems of risk management and internal control, in consultation with the Internal Audit Service, and ensure that relevant employees or Members are familiar with such systems.

- will be responsible for providing in a timely manner, the information necessary to ensure that the final accounts can be completed by the statutory deadlines.
- will be responsible for annually reviewing their services to identify any aspects where surplus capacity could be utilised to reduce the net cost of the Council's services. All identified opportunities shall be introduced unless Cabinet or both the Executive Councillor for Finance and of the relevant service consider it would not be appropriate.
- will be responsible for seeking improvements in the efficiency of their services.
- will be responsible for identifying opportunities and then bidding for grants or contributions from other bodies to support the achievement of the Council and Community objectives through their services.
- will be responsible for maximising the income from fees and charges relating to their service in accordance with Annex C.

3. CONTROLLING FINANCIAL PLANS

3.1 Financial Monitoring

Heads of Service will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services.

The financial performance of each service and capital project will be reviewed by Chief Officers quarterly on the basis of monitoring statements prepared by Heads of Service in conjunction with the Head of Financial Services.

The financial performance of the Council will be reviewed by Cabinet quarterly on the basis of monitoring statements prepared by the Head of Financial Services in conjunction with Heads of Service.

Heads of Service will ensure that relevant Executive Councillors are regularly informed of the progress in delivering approved MTP schemes.

3.5 Budget Transfers

The transfer of resources within, or between, any of the types of budgets is supported in principle when it will make it more likely that the Council will achieve its service objectives and targets or enhance value for money. There do, however, need to be some limitations for effective financial management and to ensure that Executive Councillors, Cabinet and Council are aware of, and involved in, the more significant changes or where there is a financial implication.

The **Manager responsible for a budget** may approve a budget transfer within and between the budgets they are responsible for providing it is:

- Consistent with increasing, or at least maintaining the achievement of service objectives and compatible with the Council's Financial and other relevant Strategies.
- Not to or from a Technical Budget or a recharge or from a pay, NI or pension contributions budget unless permitted by Annexs A or B.
- Not from capital to revenue
- Supported by their Chief Officer
- Notified to the Head of Financial Services
- Within the following limits if between budgets (there shall be no financial limits within a budget):
 - Revenue to revenue £60k
 - Revenue to capital £60k
 - Capital to capital £60k

Similarly, a **Chief Officer** may, subject to the same criteria, approve budget transfers between any budgets that are their responsibility or the responsibility of their staff.

The **Chief Officers' Management Team** may, subject to the same criteria except for the enhanced limits shown below, approve budget transfers between any budgets:

- Revenue to revenue £120k
- Revenue to capital £120k
- Capital to capital £120k

Cabinet may approve budget transfers of up to:

- Revenue to revenue £300k
- Revenue to capital £300k
- Capital to capital £300k

In all cases, any previous transfers in the same financial year relating to those budgets shall be aggregated for determining whether the limit has been exceeded, however once the impact of any approval has been included in a relevant financial report to Council, the Cabinet's limit will be re-set.

In all other cases the approval of the Council will be required.

SERVICE AREA	
CONSULTANT APPOINTED	

1. WORK / TASK REQUIRED

2. REASON - LACK OF EXPERTISE OR RESOURCE?

3. WHY “NON-PERMANENT” RESOURCE CHOSEN AND WHO DECIDED?

4. WAS THERE A POTENTIAL FOR USING EXISTING STAFF AND BACKFILLING THE VACANCY?

5. PROCUREMENT PROCESS

6. EXPECTED RATE AND PERIOD AND TOTAL COST

7. ACTUAL RATE AND PERIOD AND TOTAL COST WITH REASONS FOR ANY SIGNIFICANT VARIATION FROM EXPECTED

8. JUDGEMENT ON WHETHER THE MONEY WAS “WELL SPENT”

9. WHAT WILL BE THE IMPACT ON THE COUNCIL IF A CONSULTANT IS NOT EMPLOYED TO COMPLETE THIS WORK?

CABINET

23RD JUNE 2011

CONSULTATION PROCESSES

(Report of the Overview and Scrutiny Panel (Social Well-Being))

1. INTRODUCTION

- 1.1 At its meeting held on 7th December 2010, the Overview and Scrutiny Panel (Social Well-Being) decided to establish a Working Group to review the Council's consultation and engagement policies, procedures and practices with a view to making recommendations on possible improvements to the current process. In addition, the Working Group was asked to determine whether the approach to consultation is consistent across the Authority. The suggestion for the study emerged following recent consultations, which had resulted in concerns being raised over the approach the Council had taken.
- 1.2 Councillors B S Chapman, Mrs P A Jordan, P G Mitchell, P D Reeve and R J West and Mr R Coxhead were appointed to the Working Group and asked to make recommendations on possible improvements to the existing consultation process. Councillor R J West was appointed as the Working Group's *rapporteur*. The Working Group has met on six occasions.
- 1.3 Prior to establishing the Working Group, initial discussions were held at the September 2010 Panel meeting with the Policy and Strategic Services Manager and the former Executive Councillor for Resources and Policy. Since then, the Policy and Strategic Services Manager has been in attendance at Working Group meetings and Members are grateful for the assistance and support they have provided in the course of the investigations to date. In addition, Mr P Boothman, Independent Member of the Council's Standards Committee and member of the public has addressed the Working Group and drawn attention to matters which he felt should be considered by Members. These views have largely been incorporated within the Working Group's investigations and similarly, Members are grateful for the contributions that have been made in this respect.
- 1.4 The purpose of this report is to present the findings of the study.

2. BACKGROUND

- 2.1 As alluded to earlier, the study emerged following concerns raised by members of the public at the perceived weaknesses in the procedures employed by the Council during recent consultations. In addition, Members have received a number of adverse reactions from the public to decisions, which have been taken following public consultation exercises. Moreover, there is some evidence of public perception that the Council does not listen to or consider the views of local residents. The latter is suggested by a survey undertaken through District Wide in January 2010. Whilst Members doubt that this finding is representative of views generally in the District, they are of the view that it supports the justification for the study.

- 2.2 During the planning stages of the study, clear and demonstrable links to the Council's former Corporate Plan, "Growing Success" were identified. The Council Aim "To Improve Our Systems and Practices" contains the specific objectives "to enable Councillors to carry out their leadership role effectively" and "to be good at communicating with and listening to people and organisations". Since then, the Council has approved a new Council Plan at its meeting on 20th April 2011. The Panel has acknowledged that communication with local residents is of increasing importance, particularly in the context of recent developments concerning Localism and the Big Society. The Panel is, therefore, encouraged to note the adoption of "Working in Partnership to Support Strong Communities" as one of six Council priorities contained within the new Council Plan.

3. REMIT OF THE WORKING GROUP

- 3.1 The remit of the Working Group was to review and update the Council's policies and procedures relating to consultation and engagement, including a review of their implementation. The conclusions reached by the Working Group were endorsed by the Panel at its meeting on 7th June 2011.

4. CONSULTATION EXAMPLES – CASE STUDY REVIEWS

- 4.1 The Working Group has undertaken investigations into previous consultations undertaken by the Council, namely the following:-

- Budget Consultation (July 2010);
- Huntingdon West Area Action Plan (May 2009);
- Finding Sites for Gypsies and Travellers. Issues Consultations: Principles and Processes (January 2009), and
- Huntingdonshire Sustainable Community Strategy: Consultation with Young People in Huntingdon (July 2007)

Budget Consultation

- 4.2 The Working Group has discussed, at length, the validity of the methods employed by the Council to undertake the July 2010 budget consultation exercise. The Council commissioned Research for Today (RFT), formerly known as Market Research UK (MRUK), to undertake this work.

Note: MRUK has previously assisted the Council with various consultations over the years. By way of background, the Working Group has been informed that RFT had agreed a County-wide schedule of prices for undertaking consultations, which has realised savings compared with the cost of entering into contracts with external companies for individual pieces of work. Given that the current agreement is due to expire shortly, Members have been informed that Policy Officers in Cambridgeshire have been engaged in discussions on whether they might collaborate to provide the same service internally at a further reduced cost to Cambridgeshire Councils.

- 4.3 Whilst they are encouraged to note that varying forms of consultation have been used during the Budget Consultation, Members of the Working Group have expressed concern at the sample size used for the “in-home” survey and the implications of this for the statistical reliability of the reported findings. Members have been advised that the methodology used to undertake the “in-home” surveys had a high level of reliability. The Working Group has received a submission to this effect from RFT.

Note: RFT have expressed the opinion that a sample of 250 is comparable to other examples where small samples have been used by other authorities. They have also said that the random representative sampling method employed for the “in-home” surveys are proportional to District Ward populations and that the socio-economic breakdown of the sample group compares well to Census data collected in 2001.

- 4.4 However, Members of the Working Group have expressed the view that the sample size of 250 is not sufficient to represent the views of the population, particularly given the significance of the consultation in assisting the Council in setting its Budget for 2011/12 and future years. Furthermore, the Working Group has questioned the random representative sampling method that has been used by RFT when conducting the “in-home” surveys and commented that a stratified sampling method should have been employed as this will more accurately reflect the socio-economic profile of the District.
- 4.5 Members have also questioned whether appropriate representations from vulnerable and disabled residents have been received during the consultation exercise. Online/questionnaire surveys have been used to augment the qualitative research, though they have not altered the findings. **The decisions subsequently reached by the Council reflect the responses provided by the public during the consultation. The Working Group believe that, Officers should use appropriate sampling techniques in future consultations undertaken by the Council, to ensure that the views elicited accurately reflect those of the wider population. It is, however, recognised that cost will also need to be taken into account.**

Huntingdon West Area Action Plan

- 4.6 The Working Group has found that this consultation represents a good example of a consultation undertaken by the Council. **Particular attention has been drawn to a Consultation Summary document that has been produced, which analyses the consultation responses received. The summary document includes a description of the processes undertaken, the materials used and Officer responses to the comments made.**

Gypsies and Travellers

- 4.7 Having considered the consultation, the Working Group’s attention has been drawn to feedback from members of the public on the organisation of public events. During their investigations consideration has been given to responses from the Council to individual complaints which have been received. In so doing, the Working Group has commented on the need to ensure that

reasoned communications are maintained with residents at all times. It is for these reasons, therefore, the Working Group has proposed a recommendation (paragraph 5.14) relating to the need to ensure that reasoned dialogue is held at all times throughout the consultation process.

5. FINDINGS TO DATE

- 5.1 During their investigations, the Working Group has identified a number of findings, which are designed to improve the Council's current consultation processes. Members of the Working Group have been informed by the Policy and Strategic Services Manager that the Council's Consultation and Engagement Strategy and associated Guidance will be reviewed at some point during 2011 to take into account recent developments concerning Localism and its impact upon Huntingdonshire. With a view to preventing the Strategy and Guidance from being reviewed on two separate occasions, the Working Group has decided that the Cabinet's views should be sought on the proposed recommendations thus far. A wider review of the Strategy and Guidance will then be undertaken.

Recommendation: Owing to their interests in the study, it is suggested that the Working Group should be party to the wider review of the Consultation and Engagement Strategy and associated Guidance as and when it commences.

- 5.2 The paragraphs below provide an outline of the Working Group's findings.

(a) Role of the Council's Policy and Research Team

- 5.3 At the September 2010 Panel meeting, Members were apprised of the role of the Policy and Research Team in offering advice and guidance to internal service departments on consultation and research methodologies. In 2008, the Council adopted the Consultation and Engagement Strategy and accompanying Guidance on consultation methods and accessibility requirements. These documents are primarily used as tools to assist departments on the choices they make when undertaking consultation exercises.
- 5.4 The existence of a Consultation Calendar and Database act as further internal aids, enabling Officers to view past and present consultations. Both can be accessed via the Council's Intranet and are monitored by the Policy and Research Team. The Policy and Strategic Services Manager has informed Members that it is the responsibility of all service departments to populate the Calendar and Database. Members have also been informed of inconsistencies across the Council's service departments in utilising the system, and that as a result, there are some gaps in the information that is currently available.

Recommendation: Officers should be encouraged wherever possible to utilise the Consultation Calendar and Database during any consultations that they undertake and to populate these resources accordingly.

Recommendation: A Consultation Plan should be developed which includes an outline of all consultations that were forthcoming over the course of the year. The Plan should include details such as whether or not there is a legal obligation to undertake the consultation and an indication of key dates during the consultation process.

(b) Pre-Consultation Considerations

5.5 It has been suggested that it would be useful to introduce a requirement that the benefit/value and options (if they are suggested) of undertaking consultation exercises are formally assessed prior to their commencement. It has been acknowledged that some consultations are undertaken because there is a legal requirement to do so, however, there is some discretion over whether and how others take place.

Recommendation: Before a consultation is undertaken, a rigorous assessment of the methodology to be employed, including the questions and options proposed for a consultation, should be undertaken by the relevant Executive Councillor(s) and Head(s) of Service together with local Ward Members and the relevant Overview and Scrutiny Panel. Authorisation to proceed should be obtained at a senior level within the Council before commencement.

5.6 This is intended to ensure that engagement is proactive and will prevent consultation from taking place that replicates information that the Council already has.

5.7 The Working Group has expressed the view that there is a need for more involvement and proactive engagement by Members before consultations, particularly where the public are asked to suggest options. As part of the assessment, an opportunity to consider the terms of any proposed consultations should be provided to all Members.

Recommendation: The relevant Members and/or Overview and Scrutiny Panel should be invited to participate in a qualitative debate with the relevant Executive Councillor(s) and Head(s) of Service during the initial planning stage of the consultation.

5.8 This will ensure rigour in the planning process and assist with the justification for the consultation.

- 5.9 Following their discussions with Mr P Boothman, the Working Group's attention has been drawn to the need to ensure that the title of the Council's consultations appropriately reflect the nature of the consultation in question, with clear reference being made to the Ward(s) that will/would be affected. The Working Group has concurred with this view and indicated that matters such as this would be addressed as part of the initial planning stage of the consultation.

(c) Publicity and Promotion

- 5.10 The Working Group has concluded that during the Budget Consultation there was evidence of publicity, however, there was no publicity activity after the consultation had closed. The Working Group has decided that publicity should be a key theme that runs throughout the consultation process, and should be considered more extensively prior to the consultation launch as well as after the consultation has closed. This should be in addition to any publicity that is undertaken during the period for which the consultation is open for public comment, to include more transparency in respect of consultation timescales.

Recommendation: The Council should publicise more effectively the expectations of consultations prior to their commencement together with the reasons why a chosen course of action has been taken.

Recommendation: Following a consultation exercise, where there are options, the selection of options chosen and the Council's reasons for doing so should be published. This will largely depend upon the subject matter in question.

Recommendation: Publicity methods should include the Neighbourhood Forums established in Huntingdonshire. Member involvement during this part of the process is particularly important as they will be able to assist with identifying target audiences for the consultation.

- 5.11 These recommendations are further supported by the Council's Customer Service Strategy "Customer Insight", which was adopted in 2008 and has an aim "to be good at communicating with and listening to people and organisations". Members also wish to place on record the loss of the circulation of hardcopies of Districtwide as it was felt that the magazine acted as a useful vehicle for publicising forthcoming Council consultations.

(d) Consultation

- 5.12 The Working Group considers communication to be a vital part of the consultation process.

Recommendation: Consultations should incorporate all relevant sectors of the community, including those in isolated rural areas as well as the vulnerable and disabled on a methodologically sound basis. Where consultation is not practical, Ward Members should be asked to supply a balanced input.

5.13 Whilst reference to rural isolation is made within the Council's current Guidance, the Guidance does not specify how these sectors of the community can be included within consultations. It is therefore suggested that these points be borne in mind as part of the wider review of the Strategy and Guidance.

5.14 The language used in the course of consultations has been discussed by the Working Group. It is felt that the language currently employed during consultations is too technical for the public to understand and that material should therefore be written/presented using plain English.

Recommendation: Where appropriate, reasoned dialogue should be held at all times with residents, whether verbally or through written correspondence, to help instil trust and confidence in the consultation process.

(e) Post-Consultation Considerations

5.15 It has already been said that the outcome of consultations, once they have been closed, should be subject to analysis and reported to the relevant Overview and Scrutiny Panel, before a decision is taken. Once a decision has been taken, the reasons for and against any proposals should be effectively publicised. This will add value to the current process and demonstrate that the views elicited have been taken into account.

Recommendation: An evaluation of each consultation exercise should be undertaken as part of the Council's consultation process. The evaluation should include a detailed description of the processes undertaken, an outline of the materials used and Officer Responses to the comments made.

5.16 Members have commented that the evaluation document will provide a sound evidence base and assist with the justification for the final consultation outcome.

(f) Other Matters

5.17 Other matters that have been raised during the course of the Working Group's investigations include the structure of the questions posed within consultation documents and the level of responses to postal surveys. Both of these are already referred to within the current Guidance but the Working Group have

suggested that these matters should be further reviewed as part of the wider review of the Strategy and Guidance.

6. CONCLUSION AND RECOMMENDATIONS

6.1 The Panel has recognised that there is a need for the Council's current consultation processes to be improved. A number of suggestions to improve the current practices employed by the Council have been made for inclusion within the wider review of the Consultation and Engagement Strategy and associated Guidance which is scheduled to commence at some point during the current year. The recommendations made have been considered in terms of their ability to support the objectives of the new Council Plan and to meet the challenges presented by recent developments concerning Localism and the Big Society and have been endorsed by the Overview and Scrutiny Panel (Social Well-Being) at their meeting on 7th June 2011. The Cabinet is, therefore, recommended:

- (a) to endorse the suggestion that the Consultation Processes Working Group should be party to the wider review of the Consultation and Engagement Strategy and associated Guidance which is due for commencement during 2011 by the Head of People, Performance and Partnerships; (paragraph 5.1)**
- (b) to encourage Officers wherever possible to utilise the Consultation Calendar and Database during any consultations that they undertake and to populate these resources accordingly; and (paragraph 5.4)**
- (c) to endorse, in principle, the following recommendations for inclusion within the wider review of the Council's Consultation and Engagement Strategy and Guidance:-**
 - (i) that a Consultation Plan be developed which includes an outline of all consultations that are forthcoming over the course of the year. The Plan should include details such as whether or not there is a legal obligation to undertake the consultation and an indication of key dates during the consultation process; (paragraph 5.4)**
 - (ii) that before a consultation is undertaken, a rigorous assessment of the methodology to be employed, including the questions and options proposed for a consultation, should be undertaken by the relevant Executive Councillor(s) and Head(s) of Service together with local Ward Members and the relevant Overview and Scrutiny Panel. Authorisation to proceed should be obtained at a senior level within the Council before commencement; (paragraph 5.5)**
 - (iii) that the relevant Members and/or Overview and Scrutiny Panel be invited to participate in a qualitative debate with**

the relevant Executive Councillor(s) and Head(s) of Service during the initial planning stage of the consultation;
(paragraph 5.7)

- (iv) that the Council should publicise more effectively the expectations of consultations prior to their commencement together with the reasons why a chosen course of action has been taken;** (paragraph 5.10)
- (v) that, following a consultation exercise, where there are options, the selection of options chosen and the Council's reasons for doing so should be published. This will largely depend on the subject matter in question;** (paragraph 5.10)
- (vi) that publicity methods should include the Neighbourhood Forums established in Huntingdonshire;** (paragraph 5.10)
- (vii) that consultations should incorporate all relevant sectors of the community, including those in isolated rural areas as well as the vulnerable and disabled on a methodologically sound basis. Where consultation is not practical, Ward Members should be asked to supply a balanced input;** (paragraph 5.12)
- (viii) that, where appropriate, reasoned dialogue should be held at all times with residents, whether verbally or through written correspondence, to help instil trust and confidence in the consultation process; and** (paragraph 5.14)
- (ix) that an evaluation of each consultation exercise should be undertaken as part of the Council's consultation process. The evaluation should include a detailed description of the processes undertaken, an outline of the materials used and Officer Responses to the comments made.** (paragraph 5.15)

BACKGROUND DOCUMENTS

- Notes of the meetings of the Working Group held on 15th December 2010, 18th January, 16th February, 1st and 21st April and 2nd June 2011.
- Report and Minutes of the Overview and Scrutiny Panel (Social Well-Being) held on 6th July, 7th September, 5th October and 7th December 2010.
- Consultation Processes Working File held by Democratic Services Section.
- Consultation Calendar and Database available on the Council's Intranet - Head of People, Performance and Partnerships – Central Services Directorate).
- Consultation and Engagement Strategy 2008 and associated Guidance on Methods and Accessibility.
- Customer Service Strategy: "Customer Insight".

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CABINET

23RD June 2011

**PERFORMANCE MANAGEMENT
(Report by the Head of People, Performance & Partnerships)**

1. INTRODUCTION

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan for 2010/11 (replaced by a new Council Plan in April 2011).

2. BACKGROUND INFORMATION

- 2.1 Growing Success included short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. Eight of these objectives were considered as priorities for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels meets quarterly to monitor progress and consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In prioritising the objectives in Growing Success, it was intended that Members should concentrate their monitoring on this small number of objectives to enable them to adopt a strategic overview while building confidence that the Council’s priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis. A review of performance reporting arrangements, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.

3.5 The priority objectives in Growing Success were allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

Annex A - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- amber – between target and an “intervention level” (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey – data not available.

Annex B - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

6. RECOMMENDATION

6.1 Members are recommended to;

Consider the results of performance for the Council’s priority objectives for 2010/11.

BACKGROUND INFORMATION

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

Contact Officer: **Howard Thackray, Policy & Research Manager**
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Community/Council Aim: Healthy Living			
Objective: To promote active lifestyles			
Division: Leisure			
Divisional Objective: To increase participation in healthy physical activities			
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual: Forecast: DoT*: Comment:
Maintain and improve standard of facilities & match facility provision with usage demand (SCS measure)	Number of admissions/participants in activities provided or promoted by the Council (cumulative quarterly target)	1.71m	1.72m (G) ↑ 73k additional admissions at St Neots Total does not include 579,000 schools and non-participating admissions
Promotion and marketing of available activities	Number of active card holders	32,000	33,869 (G) ↔ Total card holders now exceeds 100,000
Division: Lifestyles			
Divisional Objective: To promote healthy lifestyle choices			
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual: Forecast: DoT*: Comment:
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 yrs (SCS measure)	Total throughput of school, outreach and holiday activity Programmes (cumulative quarterly target)	4,500	4,892 (G) ↓
Provide targeted schemes to enable vulnerable people to participate in physical leisure activities (inc Exercise Referral, Community Sports and Recreation Project, Community Sports Network and Active Life scheme) (SCS measure 2.1.5)	Throughput on identified schemes (cumulative quarterly target)	17,722	15,548 (A) ↓ Missed target can be explained by slow start to DASH scheme predominantly. First year of programme, significant Sport England administration and large number of separate interventions meant some areas started later than forecast. Other areas within overall target exceeded target, in particular Active at 50.
Provide under-represented groups with the opportunity to participate in sport and active recreation (SCS measure)	Total throughput of activity programme for disabled participants and under-represented groups (cumulative quarterly target)	2,000	1,812 (A) ↓ Target just missed by slow start in DASH (lottery funded programme). Regular activities hit target; it was the new ones that were a little slower to start than initially forecast.
Support vulnerable people to be more active, Cardiac Rehabilitation programme and Health Walks	Total throughput of the Cardiac Rehabilitation programme and Health Walks in Huntingdonshire (cumulative quarterly target)	9,500	10,527 (G) ↑

* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: Housing that meets individuals needs					
Objective: To achieve a low level of homelessness					
Division: Housing					
Divisional Objective: To achieve a low level of homelessness					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
By helping to prevent people from becoming homeless by housing homeless people, where appropriate	(NI 156) No. of households living in temporary accommodation	60	76 (A)	76 ↓	Figure is above target, but has been reducing in recent weeks 88 preventions performed in Q4. The target was already exceeded in Q3.
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	260	397 (G)	260 ↔	
Community/Council Aim: Developing communities sustainably					
Objective: To enable the provision of affordable housing					
Division: Housing					
Divisional Objective: To enable the provision of affordable housing					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
By maximising the land available for new affordable housing. By working in partnership with Housing Associations to bid for external funding. By making a financial contribution to pay for affordable homes to be built	(NI 155) Number of new affordable homes built by March 2011 (cumulative quarterly target) (local target)	298	367 (G)	367 ↑	Target was exceeded - 147 properties were delivered in the last quarter, mainly at Love's Farm, but also the Ramsey Grand Cinema site, and Springfield School site.
Division: Planning					
Divisional Objective: Maximise provision of affordable housing on relevant development sites					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
Develop Core Strategy and Development Control Policies DPD (to set policy framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/Negotiate S106 Agreements (to deliver required amounts of affordable housing)	% of affordable housing (commitments) on qualifying sites (cumulative)	40	25.10 (R)	↔	Figure distorted by the Loves Farm development where the phases now being developed do not include affordable housing. As at March 2010. Result same for all sites in District as no longer monitored in AMR separately.
		40	41.60 (G)	↔	

<p>Objective To promote active lifestyles</p>	<p>Achievements:</p>	<p>Comments from appropriate Head of Service <u>Leisure Centres:</u> Admissions recorded a 3% increase overall on 2009/10 with St Neots attracting an additional 72,000 visitors in the year (443,000 in total) despite only half a year opening for some of the facilities. The success of the new development cannot be underestimated and average monthly Impressions attendance has risen from 4,000 to 9,400 in the past 6 months. Over 11,000 members visited St Neots Impressions in March (a record for any of the sites). Huntingdon attracted an additional 28,000 users across a broad range of activities. Ramsey and Sawtry remained stable. Total does not include 579,000 schools and non-participating admissions. The rise in visitors was reflected in the number of card holders (now at 105,000) and the number of live card holders at 33,869. Kiosk visits now total over 18,000 per month with over 3,000 members now using this facility and over 6,600 web bookings were made in March 2011 (2,900 in March 2010). <u>Environmental and Community Health Services:</u> Active at 50, Cardiac Rehabilitation programme, Health Walks and other regular activities hit/exceeded targets.</p>
<p>To achieve a low level of homelessness</p>	<p>Issues or actions for next quarter:</p>	<p><u>Leisure Centres:</u> 68.5% of all courts available were used (down from 68.9%) and swimmers per hour fell to 21.1 from 22.8 (total swims dropped by 4,000 to 433,000) but the final quarter improved on previous year. A fall in admissions at St Ives of 36,000 (down to 581,000) reflects a lack of investment in the facility (swimming, sports hall and outdoor facilities all experienced reductions although a severe winter partially explains the drop at the Outdoor centre with many pitch cancellations). <u>Environmental and Community Health Services:</u> Targets have been missed due to a slow start to the DASH scheme (Delivering Activity and Sport in Huntingdonshire) meaning throughput at first was lower than initially forecast.</p>
	<p>Risks:</p>	
	<p>Achievements:</p>	<p><u>Housing Services:</u> 88 households were prevented from becoming homeless in Q4 of the year, compared to 99 in Q4 last year. A total of 397 successful preventions in 2010/11 compared to 376 in the same period the previous year. Although an increase in the total number, fewer were achieved by helping households into private sector tenancies (168 in 2010/11 compared to 180 in the previous year).</p>
	<p>Issues or actions for next quarter:</p>	<p><u>Housing Services:</u> 39 households were accepted as homeless in Q4 this year compared to 41 in the same period last year. A total of 169 households were accepted as homeless in 2010/11 compared to 137 in the previous year. 76 households in temporary accommodation at the end of the quarter compared to 64 at the start. Seeking Cabinet approval of the Homelessness Strategy.</p>

Objective	Comments from appropriate Head of Service
<p>Risks:</p>	<p><u>Housing Services:</u> Actual accepted homeless cases may increase beyond the ability to provide temporary and later permanent accommodation. Any lack of suitable permanent accommodation will result in increased use of temporary accommodation due to bed blocking. All normal sources of temporary accommodation may become full. Additional sourcing efforts may not provide sufficient accommodation.</p>
<p>Achievements:</p>	<p><u>Housing Services:</u> End of year total was 367, including 31 extra care units and 3 intermediate care units at Park View, Huntingdon. This is a record number.</p>
<p>Issues or actions for next quarter:</p>	<p><u>Housing Services:</u> Assess the outcome (if available) of bids for grant funding of affordable housing to the Homes and Communities Agency.</p>
<p>Risks:</p>	<p><u>Planning Services:</u> As stated previously the most obvious risk is the potential impact of a longer than expected downturn in the housing/development market. To date Huntingdonshire has remained 'comparatively buoyant' but the potential impacts of any further reduction in development activity could be upon levels of planning fee income, housing delivery and the scale, content and the potential viability and delivery of S106 contributions.</p>

Community/Council Aim: To improve our systems and practices						
Objective: Effective partnership						
Division: People, Performance & Partnerships						
Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	50 (R)		↓	Not all thematic groups have met in the last period. The LSP is under review.
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	0 (R)		↓	No meetings of Board and Executive in last quarter. The LSP is under review.
Divisional Objective: Effective partnership framework						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=no)	1	1 (G)		↔	All strategic partnerships have been reviewed
Community/Council Aim: To learn and develop						
Objective: To be an Employer People Want to Work For						
Division: People, Performance & Partnerships						
Divisional Objective: To attract and retain staff						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	33.30 (G)		↓	
Recruitment package	% of new employees still in post after 12 months	90	85.70 (A)		↑	
	% of new employees still in post after 24 months	80	79 (A)		↑	
Retaining and releasing employees appropriately	Staff turnover – % of contracted employees leaving the Council	10	6.35 (G)		↔	Leavers include fixed term employees on contracts that have ended and employees leaving under VRS
Successful wellbeing initiatives which are improving attendance rates	% attendance of HDC employees a rolling 12 month average. Target based on CIPD for public sector employees.	96	97.39 (G)		↓	

* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: To maintain sound finances			
Objective: Maximise business and income opportunities including external funding and grants			
Division: Leisure			
Divisional Objective: Minimise net cost of leisure centres			
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:
Minimise net cost of leisure centres	Net cost of leisure centres compared to budget (cumulative quarterly target)	£5.46m	£5.86m (G)
		↔	↔
Division: People, Performance & Partnerships			
Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service			
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	N/A
	% of External Funding actions on track	90	85 (A)
		↑	↑
			Data not available at this time
			1 action not on track: to identify funding gaps and opportunities to further the objectives of the Sustainable Community Strategy - on hold pending a review of the future of this work.
			QRT

* Direction of Travel - shows change in performance since last quarter, where applicable

Objective		Comments from appropriate Head of Service
To enable effective partnerships	<p>Achievements: Issues or actions for next quarter:</p> <p>Risks:</p>	<p>People, Performance & Partnerships: Review of the Huntingdonshire Strategic Partnership is being undertaken to consider its added value in helping the Council and our Partners take forward priorities and address current challenges.</p>
To be an employer people want to work for	<p>Achievements:</p>	<p>People, Performance & Partnerships: Voluntary Release Scheme (VRS) was successful with 80 applications received, 57 applications approved and indicative salary savings of around £1.7million per year. Most staff leaving under the VRS had a release date of March 2011 and a retirement/long service ceremony was hosted to mark a total of 221 years of service. Structure charts have been updated for the whole organisation and posted on the intranet.</p>
To maximise business and income opportunities including extended funding and grants	<p>Issues or actions for next quarter:</p> <p>Risks:</p> <p>Achievements:</p>	<p>People, Performance & Partnerships: Consultations have commenced in three divisions where posts may be at risk, supported by HR. Recruitment is picking up again as staff retire and 13 employees are due to go on Maternity Leave.</p> <p>Leisure Centres: All end of year data is yet to be finalised but the current position is very encouraging. Income achieved target despite the late opening at St Neots and total expenditure rose by just 0.3% over the year. Net position currently stands at £773k on an original budget of £1,356k. The success in admissions at St Neots was matched by its financial performance and the centre generated over £360k more than the previous year (most of which came in post-October opening period). Impressions income at St Neots averaged £23.9k per month in 2009/10 and currently averages £37.3k with the expectation that this will rise in the first full year to a £50k pcm average. In the final 3 months of the year the centre took £468k compared with £261k in the previous year. At St Ives, income increased by £70k and expenditure decreased by £105k, culminating in a £176k improvement. Staff voluntary redundancies, which take effect during 2011/12, will assist in further improving this performance. The other 3 centres all experienced income growth (Huntingdon by over £100k). Impressions income reached a new high of £1.95million, a growth of £235k (14%) and a profit of £1.2million. Schools income reached £552k (an increase of £17k) although budgetary pressures make this level unlikely to be maintained in the coming year. All centres benefitted from an NNDR revaluation with approximately £140k being reimbursed as an over-payment on previous years. Staff expenditure decreased by over £122k across the sites compared to previous year, testimony to a general tightening up of rotas and all staff taking on additional operational responsibilities. 12 staff took voluntary redundancy and will leave between March and August.</p>

<p>Objective</p>	<p>Comments from appropriate Head of Service <u>People, Performance & Partnerships:</u> External funding secured until December 2011 for 'Make it Your Market' initiative.</p> <p><u>Leisure Centres:</u> Developing business case for investment alongside innovative redevelopment at St Ives.</p> <p><u>People, Performance & Partnerships:</u> Working closely with Cambridgeshire Broadband Together on a County-led (LEP endorsed) application for BDUK (Broadband Delivery UK) funding.</p> <p><u>People, Performance & Partnerships:</u> Limited capacity to provide external funding advice in the short term following recent staffing reductions in Policy.</p>
<p>Issues or actions for next quarter:</p>	
<p>Risks:</p>	

Community/Council Aim: A Clean, Green and Attractive Place				
Objective: To help mitigate and adapt to climate change				
Division: Environmental Management				
Divisional Objective: Adapting to climate change				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
We will undertake: risk based assessment of vulnerabilities to weather and climate, identify priority risks for services & effective adaptive responses, incorporate responses into council strategies and operations	1	1 (G)		↔
Are we on target to achieve level 2 by March 2011? (1=Yes, 0 = No)				QRT
Divisional Objective: Increase energy efficiency & encourage renewable energy				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Schemes and promotions include, Eastern CRI, Anglian Go Warm, PHIS and CO2Y Homes	170	221 (G)		↔
Number of energy efficiency and renewable energy measures carried out as a result of HDC schemes and promotions, cumulative qrt target				QRT
Division: Planning				
Divisional Objective: To encourage sustainable forms of development				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Deliver sustainable policy in accord with Local Development Scheme 2010. Development management DPD July 2011. Planning Proposals DPD Dec 2012. Huntingdon West AAP Jan 2011. Gypsy and Traveller Sites DPD April 2013. St Neots Town Centre DPD June 2013.	1	1 (G)		↔
Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)				QRT
Community/Council Aim: Developing communities sustainably				
Objective: To promote development opportunities in and around the market towns				
Division: People, Performance & Partnerships				
Divisional Objective: To promote development opportunities in and around the market towns				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Deliver LES Physical Infrastructure Development activities in the Sustainable Economic Development service plan	90	80 (R)		↓
% of Physical Infrastructure Development activities on track				Ramsey Enterprise Centre still in need of funding before building can be started.
				QRT

* Direction of Travel - shows change in performance since last quarter, where applicable

Division: Planning		Target:	Actual:	Forecast:	DoT*:	Comment:	QRT	YRL
Divisional Objective: To promote development opportunities in and around the market towns								
Key Activity(s) only to deliver service objective: Key Measure:								
To promote development opportunities in and around Market Towns by allocating land in accordance with the direction of growth, determining planning applications in a timely fashion and bidding for funding to enable development	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔			
	Successful delivery of agreed spending plan of housing growth fund? (1=Yes, 0=No)	1			N/A	Annual measure, data to follow		

* Direction of Travel - shows change in performance since last quarter, where applicable

Objective	Comments from appropriate Head of Service
<p>To help to mitigate and adapt to climate change</p>	<p><u>Environmental Management:</u> Alconbury flood resilience measures over 50% completed. Energy use reduction trial ongoing in 2 HDC car parks. Work begun at the St Ivo outdoor centre includes a small scale PV installation but largely focuses on provision of pitches, changing rooms, etc...</p>
<p>Issues or actions for next quarter:</p>	<p><u>Environmental Management:</u> Development of Low Carbon Development Initiative (LCDI) for St Neots. Refocusing of priorities to deliver critical business needs and the low carbon agenda.</p>
<p>Risks:</p>	<p><u>Environmental Management:</u> Loss of momentum of partnership projects and strategic direction for the green and low carbon agendas as a result of broader Regional and County cuts affecting organisations including Horizons, Renewables East, etc...</p>
<p>To promote development opportunities in and around the market towns</p>	<p><u>Planning:</u> The Council has now resolved to support both the Sainsbury's applications, for the redevelopment of Chequers Court and for the new store in Huntingdon West, subject to satisfactory completion of the related S106 and the development agreements. Positive pre-application discussions have also been held with Churchmanor Estates regarding their own much anticipated redevelopment proposals for the remainder of Chequers Court. <u>People, Performance & Partnerships:</u> Business Improvement District (BID) stakeholder workshops held, surveys undertaken and report completed by consultants. Meeting planned for mid May to discuss the way forward.</p>
<p>Issues or actions for next quarter: Risks:</p>	<p><u>People, Performance & Partnerships:</u> Occupancy of the CreativeXchange has reduced and the number of tenants continues to decrease, current rent forecasts may not be met unless income generation is increased. A meeting with NWEES has been arranged.</p>

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PERFORMANCE MANAGEMENT
(Report by the Overview and Scrutiny Panels)

1. INTRODUCTION

- 1.1 The Overview and Scrutiny Panels for Social Well-Being, Economic Well-Being and Environmental Well-Being have considered a report by the Head of People, Performance and Partnerships on the Council's performance against its priority objectives. This report sets out the Panels' views on the performance levels achieved.

2. COMMENTS

- 2.1 The Overview and Scrutiny Panels have endorsed the comments of the Corporate Plan Working Group, which are reflected in the following paragraphs.

Social Well-Being

- 2.2 The Working Group has accepted the reason given for the red rating for the target relating to affordable housing (commitments) on qualifying sites.

- 2.3 Members have noted the performance levels achieved by the Council in preventing the number of households from becoming homeless. Some concerns have been expressed at the potential impact of budgetary cuts on the achievement of the aims and objectives of the Homelessness Strategy, which is due to be considered by the Cabinet at its meeting on 23rd June 2011. It has, however, been noted that the Council has recently approved a New Council Plan and "prevent and deal with homelessness" has been endorsed as a Council priority. In addition, it has been reported that the Government has announced that the Homelessness Prevention Grant paid to Council will continue in 2011/12 and 2012/13 and may continue for the two following years. Furthermore, the grant has increased from £60k pa. to ££84 k pa. Having welcomed this, the Panel has indicated that it will look at the impact on the Council of changes to the Benefit system, which will reduce the Council's homelessness prevention options.

- 2.4 Members of the Working Group have noted the performance of the Leisure Centres over the reporting period.

Economic Well-Being

- 2.5 The Panel has noted the red rating for the targets relating to the key activity for the performance and delivery of the thematic groups and the submission of performance reports to the HSP Executive and HSP Board. This can be attributed to the cancellation of partnership meetings over the reporting period, including the HSP Executive and HSP Board. The Council's partnership arrangements are currently being reviewed. Members have requested that they are involved in the review process.

- 2.6 Further to previous queries raised by the Working Group, the Policy and Strategic Services Manager has reported on the level of employee absence from sickness experienced at the Council. The number of sick days per employee at the Council has been calculated as being 6.8 days, which compares favourably with the national and private sector comparisons of 9.6 and 7.7 days respectively.
- 2.7 In noting the amber rating for the measure relating to the proportion of External Funding actions that are on track, Members have referred the action which has been identified as not being on track to the Social Well-Being Panel's Voluntary Sector Working Group for further investigation.
- 2.8 With reference to Annex B, the details of the "Make It Your Market" initiative have been circulated to Members for information purposes. In particular Members are interested in the project's timescales and the long term benefits of the initiative.
- 2.9 Clarification has been sought on the meaning of the comment that "Recruitment is picking up again" as reported by the Head of People, Performance and Partnerships in Annex B of the report. This refers to the fact that a number of posts that were being held vacant are now being advertised.

Environmental Well-Being

- 2.10 In noting the red rating for the proportion of Physical Infrastructure Development activities that are on track, the Working Group has received copies of the Local Economy Strategy, with a view to looking at this matter.
- 2.11 Referring to Annex B, Members of the Working Group have queried the means by which energy reduction trials at two of the Council's car parks are being undertaken. Information on this has been sought from the Head of Environmental Management.
- 2.12 Whilst noting the achievements reported in Annex B relating to progress with the Business Improvement District scheme, clarification has been received by the Policy and Strategic Services Manager of the schemes' objectives.
- 2.14 In noting the risks reported in Annex B relating to occupancy levels at the CreativeXchange in St Neots, the Panel has invited the Head of People, Performance and Partnerships to a future meeting to discuss the project and the role of Partners within it. It was further agreed that an update should also be provided on the St Ives Enterprise Centre.

3. NEW COUNCIL PLAN – FUTURE PERFORMANCE MANAGEMENT

- 3.1 Consideration is currently being given to the Council's future performance monitoring mechanisms for the New Council Plan which was approved in April 2011. Members have placed on record their wish to continue their involvement with the monitoring of the Plan. The actions and targets to be reported in the future is being discussed by Chief Officers and Heads of Service.

- 3.2 Comment also has been made upon the impact of the transfer of responsibility of public health to the County Council and whether appropriate performance monitoring measures and mechanisms are in place? Additionally, the impact of this upon the scrutiny of the Local Strategic Partnership in the future has also been considered.



3. CONCLUSION

- 3.1 All three Overview and Scrutiny Panels have reviewed the performance levels that the Council has achieved in the period to 31st December 2010. The Cabinet is invited to consider the Panels' comments as part of its deliberations on the report by the Head of People, Performance and Partnerships.

BACKGROUND INFORMATION

Notes of the Corporate Plan Working Group.

Minutes and Reports of the meetings of the Overview and Scrutiny Panel (Social Well-Being), Overview and Scrutiny Panel (Environmental Well-Being) and Overview and Scrutiny Panel (Economic Well-Being).

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CABINET

23rd JUNE 2011

REPRESENTATION ON ORGANISATIONS (Report by the Head of Legal & Democratic Services)

1. INTRODUCTION

- 1.1 The Council's representation on a variety of organisations and partnerships is reviewed annually. Listed in the attached schedule are those organisations/partnerships to which the Council appoints representatives for 2011/12: Part 1 refer to partnerships and Part 2 to general external bodies/groups.
- 1.2 A rolling review of partnerships – primarily to ensure that they have appropriate governance and contribute to Council or community objectives – is in place. For appointments to organisations, following the review of the Council's democratic structure a number of changes have been introduced including cross party consultation and the compilation of additional information from organisations as to their aims and any implications of representation. External organisations are requested also to provide an induction process for newly appointed members.

2. RECOMMENDATIONS

- 2.1 The Cabinet are therefore invited to make their nominations where required to the organisations referred to in the schedule appended hereto.
- 2.2 In the event that changes or new appointments are required to the District Council's representation during the course of the year, the Chief Executive, after consultation with the Deputy Leader and Vice-Chairman of the Cabinet, be authorised to nominate alternative representatives as necessary.

BACKGROUND PAPERS

File held in the Administration Division of the Central Services Directorate.

Contact Officer: Helen Taylor, Senior Democratic Services Officer
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REPRESENTATION ON ORGANISATIONS 2011/12 -

Part 1

PARTNERSHIPS	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Cambridgeshire Health, Well-Being & Supporting People Member Group	Cabinet			Cllr A Hansard (Deputy: Cllr L M Simpson	Cllr R J West	Head of Environmental and Community Health ☎ 388280
Cambridgeshire Horizons	Cabinet	6	S & T	Cllr I C Bates	Cllr I C Bates July meeting thereafter Councillor N J Guyatt	PA to the Executive Leader ☎ 388002 / Managing Director (Communities, Partnerships and Projects)☎ 388301
Cambridgeshire Older People's Partnership Board	Cabinet	4	S & T	Cllr R West	No longer need to appoint.	Head of Housing ☎ 388240
Cambridgeshire Stronger and Safer Strategic Board – to be reformed as County- wide Community Safety Partnership (group subject to review)	Cabinet	3/4		Cllr A Hansard	Cllr T D Sanderson	Head of Environmental and Community Health ☎ 388280
Children's Trust for Huntingdonshire	Cabinet	8	S & T	Cllr K J Churchill	Councillor P Downes	Head of People, Performance & Partnerships ☎ 388264
Consultation on Treasury Matters	Cabinet			Cllrs J A Gray, T V Rogers and L M Simpson	Cllrs J A Gray, N J Guyatt and T V Rogers	Head of Financial Services
East of England Local Government Association	Cabinet	4/5		Cllr I C Bates	Cllr J D Ablewhite	PA to the Executive Leader ☎ 388002
Great Fen Project Steering Committee	Cabinet	11	S & T	Cllr D B Dew	Cllr D B Dew	Head of Planning Services
Greater Cambridge Partnership Board	Cabinet	4/5	S & T	Cllr I C Bates	Cllr J D Ablewhite/ N J Guyatt	Head of People, Performance & Partnerships ☎ 388264

PARTNERSHIPS	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Huntingdonshire Local Strategic Partnership – Children and Young People	Cabinet	6	S & T	Cllr K J Churchill	Cllr T D Sanderson	Head of People, Performance & Partnerships ☎ 388264
Economic Prosperity and Skills		8		Cllr K J Churchill	Cllr J D Ablewhite or Cllr N J Guyatt	Head of People, Performance & Partnerships ☎ 388264
Environment Forum		3		Cllr C R Hyams	Cllr J A Gray	Head of Operations ☎ 388635
Growth & Infrastructure		4		Cllr D B Dew	Cllr N J Guyatt	Head of Planning Services ☎ 388400
Health and Well-Being				Cllr A Hansard	Cllr T D Sanderson	Head of Environmental and Community Health Services ☎ 388280
Inclusive, Safe & Cohesive Communities Group		3		Cllr A Hansard	Cllr T D Sanderson	Head of Environmental and Community Health Services ☎ 388280
Huntingdonshire Strategic Partnership Board	Cabinet	4/5 various locations – hosted by main partners	S & T	Cllr I C Bates (Deputy: Cllr L M Simpson)	Cllrs J D Ablewhite and N J Guyatt	Head of People, Performance & Partnerships ☎ 388264
Local Area Agreement Board for Cambridgeshire	Cabinet	6	S & T	Leader of the Council	Leader of the Council	Managing Director (Communities, Partnerships and Projects) ☎ 388301
Neighbourhood Management Group - Eynesbury	Cabinet	6	S & T	Cllr A Hansard	Cllr A Hansard	Community Health Manager ☎ 388377
North Huntingdon (including the Oxmoor SRB Project Area and additional targeted areas in the North & East Huntingdon)		6	S & T	Cllrs J J Dutton and L M Simpson	Cllrs J J Dutton and A Mckender-Lawrence	Community Health Manager ☎ 388377

PARTNERSHIPS	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Neighbourhood Forums (formerly – Neighbourhood Policing Panels)	Cabinet	4	S & T	Cllr T D Sanderson	Cllr S Akthar	Senior Democratic Services Officer ☎ 388008
Huntingdon						
North-West Huntingdonshire						
Ramsey						
St Ives						
St Neots						
Recycling in Cambridgeshire and Peterborough Board (formerly Waste Management and Environment Forum)	Cabinet	6	S & T	Cllr C R Hyams	Cllr J A Gray	Head of Operations ☎ 388635
St Neots Connect 2 Steering Group	Cabinet	4	S & T	Cllrs R S Farrer, A Hansard S M van de Kerkhove and Mrs M J Thomas	Cllrs R S Farrer, A Hansard, S M Van de Kerkhove and Ms P Longford	Transportation Team Leader ☎ 388387
Supporting People Joint Member Group	Cabinet	4	S & T	Cllr A Hansard	Cllr T D Sanderson	Head of Housing Services ☎ 388240

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Part 2

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Cambridgeshire Chambers of Commerce – Huntingdonshire Area	Cabinet		S & T	Cllr K J Churchill	Cllr J D Ablewhite	Head of People, Performance & Partnerships
Cromwell Museum Management Cttee	Cabinet	2	S & T	Cllrs M G Baker and Mr J Morgan	Cllrs M G Baker and Mr J Morgan	Senior Democratic Services Officer ☎ 388008

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Domestic Homicide Review Panel					Cllrs C R Hyams and D B Dew	Head of Environmental and Community Health Services ☎ 388280
Envar Ltd, St Ives Composting Facility – Site Liaison Forum	Cabinet		S & T	Cllr M F Newman	Cllr M F Bull	Head of Environmental and Community Health Services ☎ 388280
Home Improvement Agency – Advisory Committee	Cabinet	4/5	S & T	Cllr A Hansard	Cllr N J Guyatt	Head of Housing Services ☎ 388240
Huntingdon Business Against Crime	Cabinet	4	S & T	Mr J M Sadler Cllr K M Baker	Cllr Mackender-Lawrence	Head of Environmental and Community Health Services ☎ 388280
Huntingdon Freeman's' Charity	Cabinet	11	S & T	Mr J D Fell (until 10.05.14)	Mr J D Fell	Senior Democratic Services Officer ☎ 388008
Huntingdonshire Citizens' Advice Bureau****	Cabinet	General Meeting – 4 Trustee Board – 12	S & T	Cllr T V Rogers (General Meeting) and Cllr T D Sanderson Cllr L M Simpson (Trustee Board)	Cllr T V Rogers (General Meeting) and Mr L M Simpson (Trustee Board)	Community Health Manager ☎ 388377
Huntingdonshire Flood Forum	Cabinet	2	S & T	Cllr J A Gray	Cllr J A Gray	Project and Assets Manager ☎ 388383
Huntingdonshire Informal Adult Learning	Cabinet	6	S & T	Cllr L M Simpson	No input from HDC required from now on	Head of People, Performance and Partnerships ☎ 388264
Huntingdonshire Volunteer Centre - District	Cabinet	5 & AGM	S & T	Cllr D Harty	Cllr D Harty/ Mr L M Simpson	Community Health Manager ☎ 388377
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ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Internal Drainage Boards – Alconbury and Ellington	Cabinet	4	S & T	Cllrs K M Baker, M G Baker, L M Simpson Messrs C Allen and E K Heads	Cllrs K M Baker, M G Baker, Messrs C Allen, E K Heads and L M Simpson	Project and Assets Manager ☎ 388383
Benwick		2	S & T	Mr I Lack	Mr P Lummis	Project and Assets Manager ☎ 388383
Bluntisham		2	S & T	Mr I Lack	Mr P Lummis	Project and Assets Manager ☎ 388383
Conington and Holme		1/2	S & T	Cllrs P G Mitchell and J S Watt together with Mr C Allen	Cllrs P G Mitchell and J S Watt together with Mr C Allen	Project and Assets Manager ☎ 388383
Ramsey First (Hollow)		2	S & T	Mr I Lack	Mr N Orr	Project and Assets Manager ☎ 388383
Ramsey Fourth (Middle Moor)		2	S & T	Cllr P A Swales and Mr I Lack	Cllr P A Swales and Mr N Orr	Project and Assets Manager ☎ 388383
Ramsey, Upwood and Great Raveley		4	S & T	Cllrs P A Swales and P L E Bucknell and Mr C Allen	Cllrs P A Swales and P L E Bucknell and Mr C Allen	Project and Assets Manager ☎ 388383
Sawtry		1	S & T	Cllrs R G Tuplin and D Tysoe, Mr C Allen, *** Chairman of Sawtry Parish Council and Mrs J Day	Cllrs R G Tuplin and D Tysoe, Mr C Allen, *** Chairman of Sawtry Parish Council and Mrs J Day	Project and Assets Manager ☎ 388383
Sutton and Mepal		2	S & T	Mr I Lack	Mr P Lummis	Project and Assets Manager ☎ 388383
The Ramsey		4	S & T	Cllrs E R Butler, P A Swales and Mr I Lack	Cllrs E R Butler, P A Swales and Mr N Orr	Project and Assets Manager ☎ 388383
Warboys, Somersham and Pidley		4	S & T	Cllrs P M D Godfrey, M F Newman and Mr I Lack	Cllrs P M D Godfrey, and Mr P Lummis Mr M F Newman or Cllr M F Bull	Project and Assets Manager ☎ 388383
Whittlesey		4	S & T	Mr C Allen	Mr C Allen	Project and Assets Manager ☎ 388383
Woodwalton	1/2	S & T	Cllr M F Newman	Mr M F Newman or Cllr M F Bull	Project and Assets Manager ☎ 388383	
Little Gransden Aerodrome Consultative Committee	Cabinet	2	S & T	Cllr R J West	Cllr R J West	Head of Planning Services ☎ 388400

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Local Government Association – Rural Commission	Cabinet	2	S & T	Cllr K M Baker	Cllr K M Baker	Managing Director (Communities, Partnerships and Projects) ☎ 388301
Luminus Homes	Cabinet	8	S & T	Cllrs M G Baker, Mrs M Banerjee, and P K Ursell, Mr K Stukins and Mr K Walters	Cllrs M G Baker, C R Hyams, P K Ursell, Mr Stukins and Mr L M Simpson.	Head of Housing Services ☎ 388240
Luminus group (parent)	Cabinet	5	S & T	Cllr K M Baker	Mr L M Simpson	Head of Housing Services ☎ 388240
Oak Foundation (sheltered/charitable)		3		Cllr P Godley	Cllr P Godley	Head of Housing Services ☎ 388240
Middle Level Commissioners	Cabinet	2 (and Annual Inspection)	S & T	Mrs J Day	Cllr P Mitchell	Project and Assets Manager ☎ 388383
National Sailing Academy Project Committee at Grafham Water Centre	Cabinet	4 at Grafham	S & T	Mr A H Duberly	Mr A H Duberly	Senior Democratic Services Officer ☎ 388008
Oxmoor Community Action Group (OCAG)	Cabinet		S & T	Cllr. J J Dutton	Cllr J J Dutton	Community Health Manager ☎ 388377
Pensions Consultative Group	Cabinet	2/3	S & T	Cllr T V Rogers	Cllr T V Rogers	Head of Financial Services ☎ 388103
Ramsey Market Town Strategy Member Steering Group	Cabinet	4/6	S & T	Cllrs P L E Bucknell and E R Butler and P A Swales	No longer meeting	Team Leader, Transportation ☎ 388387
Red Tile Wind Farm Trust Fund Ltd (formerly Red Tile Wind Farm Community Fund)	Cabinet	4	S & T	Cllr P L E Bucknell	Cllr P L E Bucknell	Head of Environmental and Community Health Services ☎ 388280
Road Safety Committees – Norman Cross Area	Cabinet	12	S & T	Cllrs E R Butler and J S Watt	Cllrs E R Butler and J S Watt	Team Leader, Transportation ☎ 388387
St. Ives Area		6		Cllrs, M F Newman and T V Rogers and Mrs J Chandler	Cllrs G Bull and T V Rogers and Mrs J Chandler	Team Leader, Transportation ☎ 388387

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Allowance Payable S – Subsistence T - Travelling	Representative(s) 2010/2011	Representative(s) 2011/2012	HDC Contact Officer
Stilton Children and Young People's Facilities Association	Cabinet	6	S & T	Cllr P G Mitchell	Cllr P G Mitchell	Community Health Manager ☎ 388377
Town Centre Initiatives Liaison Group	Cabinet	2		Cllr S Cawley (Deputy: L M Simpson)	Cllr J D Davies	Head of People, Performance and Partnerships ☎ 388264
Town Centre Management Initiatives/Partnerships/ Management Team – Huntingdon Town Partnership	Cabinet	11	S & T	Cllr S Cawley	Cllr S Cawley	Head of Planning Services ☎ 388400
Ramsey Initiative		12		Cllr P A Swales	Cllr P A Swales	Head of People, Performance and Partnerships ☎ 388264
St Ives Town Initiative		12		Cllr D Dew	Cllr J D Davies	Head of People, Performance and Partnerships ☎ 388264
St Neots Town Centre Management Team		6		Cllr Mrs M J Thomas	Cllr P Longford	Head of Financial Services ☎388103
Trustees of Kimbolton School Foundation (3 year term expires June 2014)	Cabinet	3	S & T	Cllr J A Gray	Cllr J A Gray	Senior Democratic Services Officer ☎ 388008
Cambridgeshire Consultative Group for the Fletton Brickworks Industry	Licensing		S & T	Cllr E R Butler	Cllr E R Butler	Head of Environmental and Community Health Services - ☎ 388280
Little Barford Power Station Liaison Committee	Licensing		S & T	Cllr A Hansard	Cllr A Hansard	Head of Environmental and Community Health Services- ☎ 388280
Needingworth Quarry Local Liaison Committee	Licensing		S & T	Cllr T V Rogers and Cllr P M D Godfrey	Cllr T V Rogers and Cllr P M D Godfrey	Head of Environmental and Community Health Services – ☎ 388280
Warboys Landfill Local Liaison Committee	Licensing		S & T	Cllr P L E Bucknell	Cllr P L E Bucknell	Head of Environmental and Community Health Services- ☎ 388280

*** Nomination should be Chairman of Sawtry Parish Council and not named individual.

**** In nominating two representatives to the Bureau in this way the District Council is accepting its responsibilities as a member organisation

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