

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 6 OCTOBER 2011 at 7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. ELECTION OF CHAIRMAN

To elect a Chairman of the Panel for the remainder of the Municipal Year.

2. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 8th September 2011.

**Mrs C Bulman
388234**

3. 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 below.

4. LOCAL GOVERNMENT ACT 2000 - FORWARD PLAN (Pages 7 - 12)

A copy of the current Forward Plan, which was published on 16th September 2011, is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Mrs H Taylor
388006**

5. CAMBRIDGESHIRE PUBLIC SECTOR ASSET MANAGEMENT STRATEGY (Pages 13 - 18)

To consider a report by the Managing Director (Communities, Partnerships & Projects).

**M Sharp
388300**

6. DISABLED FACILITIES GRANTS AND CHARGES ON PROPERTIES (Pages 19 - 22)

To consider a report by the Head of Housing Services on the possible introduction of charges on properties adapted through Disabled Facilities Grants.

**S Plant
388240**

7. PROJECT MANAGEMENT (Pages 23 - 40)

To consider a report by the Head of Legal & Democratic Services on guidance for the management of large scale projects.

**A Roberts
388015**

8. OVERVIEW AND SCRUTINY REMITS (Pages 41 - 48)

To consider a report by the Head of Legal & Democratic Services.

**A Roberts
388015**

9. APPOINTMENTS

To appoint one Member each to:-

- (a) One Leisure Working Group; and
- (b) Corporate Plan Working Group.

10. WORKPLAN STUDIES (Pages 49 - 52)

To consider with the aid of a report by the Head of Legal and Democratic Services the Panel's programme of studies.

**Mrs C Bulman
388234**

11. OVERVIEW AND SCRUTINY (ECONOMIC WELL-BEING) - PROGRESS (Pages 53 - 58)

To consider a report by the Head of Legal and Democratic Services.

**Mrs C Bulman
388234**

12. SCRUTINY

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that fall within the remit of the Panel **(TO FOLLOW)**

Dated this 28th day of September
2011



Head of Paid Service

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 Claire Bulman, Democratic Services Officer, Tel 01480 388234 / email Claire.Bulman@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

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

Emergency Procedure

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

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Agenda Item 2

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Thursday, 8 September 2011.

PRESENT: Councillor D M Tysoe – Chairman.
Councillors S Greenall, R Harrison,
R B Howe, A J Mackender-Lawrence,
P G Mitchell, M F Shellens and A H Williams.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors G J Bull, E R Butler, Mr R Hall and Mrs H Roberts.

29. MINUTES

The Minutes of the meeting held on 7th July 2011 were approved as a correct record and signed by the Chairman.

30. MEMBERS' INTERESTS

No declarations were received.

31. LOCAL GOVERNMENT ACT 2000 - FORWARD PLAN

The Panel considered and noted the current Forward Plan of Key Decisions (a copy of which is appended in the Minute Book) which had been prepared by the Executive Leader of the Council for the period 1st September to 31st December 2011. Members were advised that reports on the 'Cambridgeshire Public Sector Asset Management Strategy' and the 'Draft MTP' would be presented to a future meeting as a matter of course.

The Panel agreed that they did not wish to see the report entitled 'Local Government Finance Act 1988 - Publication of Rural Settlement List' prior to its consideration by the Cabinet in December 2011.

32. CALL CENTRE OPTIONS BEYOND 2012

(Councillor T V Rogers, Executive Councillor for Resources and Customer Services was, in attendance for this item).

With the assistance of a report by the Head of Information Management (a copy of which is appended in the Minute Book) the Panel considered a range of options for managing the District Council's Call Centre beyond December 2012. By way of introduction, the Head of Customer Services explained that the main IT contracts for the Call Centre ended in December 2012 and the lease for the

Speke House premises was due to expire in June 2013. As a consequence, the Council had been looking at how it would provide a call centre service after these dates and a number of options had been evaluated. Attention having been drawn to the recommendations in section 6 of the report, Members were provided with a revised copy of Appendix 3 (a copy of which is appended in the Minute Book).

In considering the contents of the report, the Panel were of the opinion that the Call Centre continued to provide an excellent service and that the Council should retain a District Council operated and staffed Call Centre beyond December 2012. At the suggestion of Councillor T V Rogers, the Panel discussed the future location of the Call Centre. Although Members were minded in principle to extend the lease of space and facilities at Speke House, the Panel agreed, that given the potential for sub-letting was likely to be reduced in the current economic climate, further consideration should be given to utilising the District Council's own property portfolio. With this in mind, it was agreed that further information should be provided at a future meeting of the Panel on the options available for the location of the Call Centre. It was also suggested that any negotiations with the County Council concerning the premises at Speke House should include the option to secure a 12 month rolling lease to enable the situation to be reviewed on a regular basis.

With regard to the proposals to procure a Customer Relationship Management System and in response to a question by a Member, the Panel's attention was drawn to the price comparison data which had been compiled in May / June 2011. Members were informed that the County Council had indicated that there would be a reduction in the cost of the current package. It was suggested that the decision by South Cambridgeshire District Council to end their current arrangements with Cambridgeshire Direct might provide Huntingdonshire District Council an opportunity to negotiate a better agreement with the County Council. Members were advised that the indicative prices would not be affected if the District Council did not collaborate with South Cambridgeshire or Fenland District Councils. With regards to the cost of any additional investment, it was suggested that a more rigorous approach should be adopted to analysing their financial implications. Whereupon and having regard to the fact that the lease at Speke House did not expire for a further 18 months, it was

RESOLVED

- (i) that the Cabinet be recommended to
 - a) retain a District Council operated and staffed Call Centre beyond December 2012;
 - b) authorise the Project Team (supported by Legal / Estates and Facilities as required) to initiate negotiations with Cambridgeshire County Council to extend the lease of space / facilities at Speke House for 3 years on the basis of a 12 month rolling lease subject to further consideration being given to utilising the District Council's own property portfolio;

- c) authorise the Project Team to commence a formal procurement process for a replacement CRM system, subject to a more rigorous approach being adopted to analysing the financial implications of the available options;
 - d) authorise the Project Team to continue discussions with South Cambridgeshire and Fenland District Councils regarding any possible collaboration on the procurement of or sharing of technology;
 - e) request the Project Team to communicate with Cambridgeshire County Council and monitor that authority's position prior to the final decision being taken;
 - f) delegate the final decision on the future CRM options to the Managing Director (Resources) after consultation with the Executive Councillor for Resources and Customer Services, on the understanding that the cost is anticipated to be cost neutral; and
 - g) retain and extend the agreements for the use of the County Council's Avaya Automated Call Distribution telephony system; and
- ii) that the Head of Customer Services be requested to submit a further report on the location of the Call Centre to a future meeting.

33. DISABLED FACILITIES GRANT BUDGET

(Councillor N J Guyatt, Executive Councillor for Strategic Planning & Housing was in attendance for this item.)

With the assistance of a report by the Head of Housing Services (a copy of which is appended in the Minute Book) the Panel were acquainted with the implications for the Council's Budget of an increase in demand for Disabled Facilities Grants (DFGs) and the options which were available to meet that demand. Councillor N J Guyatt reminded Members that the Cabinet had previously agreed that applications for DFGs should be dealt with as expeditiously as possible. He went on to state that there were now insufficient funds to progress a number of cases in the current year. It was estimated that to maintain the current level of service, an increase of £1.116m would be required to the 2011/12 budget.

Having been acquainted with the reasons for the increased demand and cost of adaptations, Members were reminded that the Council was required to set a budget that could meet demand for DFGs. Members were also advised that authorities could defer payment of approved cases for up to 12 months but this could not be used to limit

demand or reduce expenditure and would merely defer the payment to the following year. With this in mind and having considered the options which were available, Members concluded that any delay in providing DFGs could have a detrimental impact on the quality of life of those who required adaptations and that the Council should continue with its current policy of dealing with applications as expeditiously as possible.

In response to a specific question by a Member regarding labour costs in the current economic climate, the Head of Housing Services explained the process by which quotations for works were obtained and assured the Panel that the contracts for works completed under the DFG scheme were competitive. Whereupon it was

RESOLVED

that the Cabinet be recommended to approve a supplementary capital estimate so that there are no delays in applicants receiving adaptations to their homes.

34. FINANCIAL FORECAST

(Councillor T V Rogers, Executive Councillor for Resources and Customer Services, was in attendance for this item)

(Councillors J D Ablewhite, I C Bates, M Banerjee, N J Guyatt and P J Downes also were in attendance for this item).

Consideration was given to a report by the Head of Financial Services (a copy of which is appended in the Minute Book) in relation to the Council's financial forecast for the period to 2024/25. By way of introduction, the Head of Financial Services acquainted Members with detailed aspects of the report including the potential for variations in a number of sources of income and other factors that could affect the Council's financial position. The Panel also received an update on progress made to-date in the achievement of savings and has noted the uncertainty surrounding the forecast and a number of assumptions which would be clarified over the next few months.

In considering the contents of the report and in response to a number of questions, the Head of Financial Services explained that the Government had not yet announced whether it would impose a limit on Council tax increases for next year. The Managing Director (Resources) outlined the savings which had been accrued to-date or were expected as a result of the reorganisation of senior managers.

Discussion then ensued on the approach the Council might take to setting the Council Tax for 2012/13. Following a suggestion that an analysis should be undertaken of the implications of not increasing the Council Tax next year, the Panel agreed that this should be included in the range of options under consideration. Members noted that it would require an increase of 30% for Huntingdonshire to reach the current average level of Council Tax for District Councils.. The

Head of Financial Services explained that there had been no indication that there would be any financial incentive for authorities to retain their current Council Tax levels for the forthcoming year. Having received a comment by a Member that an increase of 5% would cover the lower end of the unidentified savings, the Panel concluded that all council tax options should be considered during the budget setting process.

In response to a question on the implications of the transfer of housing benefit to the Department of Work and Pensions, the Executive Councillor for Resources and Customer Services explained that the timetable for the establishment of a universal credit system was ambitious and the impact of the transfer on the Council's budget was still unclear. Members were also informed that the transfer would affect the Council's Fraud Team.

With regard to the Council's planned savings through changes to employees' pay and allowances, the Panel noted that the introduction of a revised salary scale would make savings significantly greater than those included in the budget. On the current consultation process with employees, comment was made by a Member on the need to ensure that the changes applied to all levels of employees to demonstrate equity and leadership in this matter. The Executive Leader explained that the current pay proposals were designed to replace an antiquated and inequitable system and that the changes would apply to the whole establishment. It was then suggested by a Member that there would be a need to monitor the effect of budget savings on services provided to the public.

The Panel discussion then ensued on the savings which had been achieved and those that had been identified in the forecast, It was put forward that the Council should take into account whether front-line or support services were involved when saving were being planned. Members were reminded that the Panel's review of the Council's support services would commence shortly. It was then suggested that the Council should review its existing plans, adopt a flexible approach and be more rigorous in its identification and analysis of options for changes to the way services were delivered.

With regards to CCTV, Members were informed that the future of the service was currently the subject of investigations into its funding options and this, together with the outcome of the review into grants for voluntary services, would be reported to Members to enable them to take the findings into account during the budget setting process. It was also explained that there were a number of potential additional savings which could not be confirmed until the outcome of further investigations was known. The view was expressed that the Council should examine the opportunities to make savings amongst those functions which had not already had their budgets reduced.

Other comments made during the Panel's deliberations included the expression of a view that as a non-statutory function the leisure service should make greater savings than those currently planned and that the Council should not assume it would get the full benefit of the New Homes Bonus as parishes would expect to have a say in how it was used. Whereupon, and having noted that their comments would be conveyed to the Cabinet for their consideration, the Panel

RESOLVED

- a) that the contents of the report be noted; and
- b) that the recommendations that the Council should continue to use the annuity basis for the calculation of Minimum Revenue Provision as outlined in Annex E to the report now submitted be endorsed.

35. WORKPLAN STUDIES

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) containing details of studies that were being undertaken by the Council's Overview and Scrutiny Panels. In so doing, Members received an update on the deliberations of the Working Group, which had been established to review the performance of One Leisure and noted that the study of Visitor Development and Town Centre vibrancy was currently on hold.

In considering the areas which had been identified for future investigation, Members were advised that a scoping report on the Council's support services would be submitted to their meeting in November. A presentation on the establishment of a local enterprise zone at the former Alconbury Airfield site would also be given at that meeting. A report on the proposed changes to Business Rates would be prepared for Member consideration once the Government's plans in this respect had been announced.

36. OVERVIEW AND SCRUTINY (ECONOMIC WELL-BEING) - PROGRESS

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) reviewing progress on matters that had previously been discussed by the Panel. In so doing and having regard to the recent review of the Huntingdonshire Strategic Partnership, the Panel agreed to give further consideration to the mechanisms that would be used to scrutinise partnerships at a future meeting.

37. SCRUTINY

The Panel received and noted the latest edition of the Council's Decision Digest (a copy of which is appended in the Minute Book).

Chairman

FORWARD PLAN OF KEY DECISIONS

Prepared by
Date of Publication:
For Period:

Councillor J D Ablewhite
14 September 2011
1 October 2011 to 31 January 2012

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Leader of the Council, with responsibility for Strategic Economic Development	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor N J Guyatt	- Deputy Leader of the Council with responsibility for Strategic Planning and Housing	6 Church Lane Stibbington Cambs PE8 6LP Tel: 01780 782827 E-mail: Nick.Guyatt@huntingdonshire.gov.uk
Councillor B S Chapman	- Executive Councillor for Organisational Development	6 Kipling Place St. Neots Huntingdon PE19 7RG Tel: 01480 212540 E-mail: Barry.Chapman@huntingdonshire.gov.uk
Councillor J A Gray	- Executive Councillor for Environment	Shufflewick Cottage Station Row Tilbrook PE28 OJY Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor T V Rogers	- Executive Councillor for Resources and Customer Services	Honeysuckle Cottage 34 Meadow Lane Earith Huntingdon PE28 3QE Tel: 01487 840477 E-mail: Terence.Rogers@huntingdonshire.gov.uk
Councillor T D Sanderson	- Executive Councillor for Healthy and Active Communities	29 Burmoor Close Stukeley Meadows Huntingdon PE29 6GE Tel: (01480) 412135 E-mail: Tom.Sanderson@huntingdonshire.gov.uk

Any person who wishes to make representations to the decision maker about a decision which is to be made may do so by contacting Mrs Helen Taylor, Senior Democratic Services Officer on 01480 388008 or E-mail: Helen.Taylor@huntsdc.gov.uk not less than 14 days prior to the date when the decision is to be made.

The documents available may be obtained by contacting the relevant officer shown in this plan who will be responsible for preparing the final report to be submitted to the decision maker on the matter in relation to which the decision is to be made. Similarly any enquiries as to the subject or matter to be tabled for decision or on the availability of supporting information or documentation should be directed to the relevant officer.

Colin Meadowcroft
Head of Legal and Democratic Services

Notes:- (i) Additions/significant changes from the previous Forward are annotated ***
(ii) For information about how representations about the above decisions may be made please see the Council's Petitions Procedure at <http://www.huntsdc.gov.uk/NR/rdonlyres/3F6CFE28-C5F0-4BA0-9BF2-76EBAE06C89D/0/Petitionsleaflet.pdf> or telephone 01480 388006

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
CCTV Future Funding*** ∞	Cabinet	20 Oct 2011	None.	Eric Kendall, Head of Operations Tel No 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		T D Sanderson	Environmental Well-Being
DFGs - Charges on Properties***	Cabinet	20 Oct 2011	None.	Steve Plant, Head of Housing Services Tel No 01480 388240 or email Steve.Plant@huntingdonshire.gov.uk		N J Guyatt T V Rogers (J A Gray)	Social Well-Being/ Economic Well-Being
Cambridgeshire Future Transport - Transport for Cambridgeshire	Cabinet	20 Oct 2011	None.	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk	Update on emerging options and recommendations.	N J Guyatt	Environmental Well-Being
Cambridgeshire Green Infrastructure Strategy	Cabinet	20 Oct 2011	Cambs County Council-Led Project	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388340 or email Paul.Bland@huntsdc.gov.uk	Endorse as Council Policy (subject to County Council progress).	N J Guyatt	Environmental Well-Being

Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Cambridgeshire Public Sector Asset Management Strategy	Cabinet	20 Oct 2011	None.	Malcolm Sharp, Managing Director (Communities, Partnerships & Projects) Tel No. 01480 388300 or email Malcolm.Sharp@huntingdonshire.gov.uk		T V Rogers (J A Gray)	Economic Well-Being
Green House Project Update	Cabinet	20 Oct 2011	None.	Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		J A Gray (D Tysoe)	Environmental Well-Being
St. Ives West Urban Design Framework	Cabinet	20 Oct 2011	Agreed Urban Design Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Adopt as Council policy	N J Guyatt	Environmental Well-Being
Developer Contributions Supplementary Planning Document	Cabinet	20 Oct 2011	Local Infrastructure Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk	Endorse as Council policy.	N J Guyatt	Environmental Well-Being
Waste Collection Policies	Cabinet	17 Nov 2011	None.	Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		J A Gray (D Tysoe)	Environmental Well-Being
Great Fen Supplementary Planning Document	Cabinet	17 Nov 2011	Great Fen SPD	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388340 or email Paul.Bland@huntsdc.gov.uk	Endorse as Council policy (further details required)	N J Guyatt	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Gypsy & Traveller Policy Issues	Cabinet	17 Nov 2011	New PPS on G & T Issues Cambs GTANA	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk	Consider latest policy issues.	N J Guyatt	Environmental Well-Being
Carbon Management Update	Cabinet	17 Nov 2011	None.	Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		J A Gray (D Tysoe)	Environmental Well-Being
Planning for Sustainable Drainage Systems (SuDs)	Cabinet	17 Nov 2011	CCC SuDs Options Paper	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk	Consider options.	N J Guyatt	Environmental Well-Being
Planning Proposals Development Plan Document	Cabinet	17 Nov 2011	Updated SHLAA, Employment Land Review, Updated Retail Study	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Approve findings for consultations as preferred options.	N J Guyatt	Environmental Well-Being
RAF Brampton Urban Design Framework	Cabinet	17 Nov 2011	Agreed Urban Design Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk	Adopt as Council Policy.	N J Guyatt	Environmental Well-Being
Draft MTP	Cabinet	8 Dec 2011	None.	Steve Couper, Head of Financial Services Tel No. 01480 388103 or email Steve.Couper@huntingdonshire.gov.uk		T V Rogers (J A Gray)	Economic Well-Being
Local Government Finance Act 1988 - Publication of Rural Settlement List	Cabinet	8 Dec 2011	None.	J Barber, Head of Customer Services Tel No. 01480 388015 or email Julia.Barber@huntingdonshire.gov.uk		T V Rogers (J A Gray)	Economic Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Huntingdon West Master Plan***	Cabinet	22 Dec 2011	Huntingdon West Action Plan	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		N J Guyatt	Environmental Well-Being
Huntingdon West Master Plan***	Cabinet	22 Dec 2011	Huntingdon West Action Plan	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		N J Guyatt	Environmental Well-Being

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**OVERVIEW & SCRUTINY
(ECONOMIC WELL BEING)
CABINET**

6 OCTOBER 2011

20 OCTOBER 2011

CAMBRIDGESHIRE PUBLIC SECTOR ASSET MANAGEMENT STRATEGY

1. INTRODUCTION

- 1.1 Since the economic downturn began in 2008, all sectors have been required to re-think income expectations and expenditure commitments. The Comprehensive Spending Review has confirmed that the public sector will take a significant cut in revenue and capital funding over the next four years.
- 1.2 Careful asset management including disposals, using lease break clauses, maximisation of facilities in use, minimisation of expenditure on facilities in use, etc will form part of the solution to minimise the impact of reduced income. Sharing facilities with other public sector partners has the potential to generate significant financial benefits through reduced costs and enhanced returns which can lessen the impact of the cuts for Cambridgeshire public sector and critically for the residents of Cambridgeshire. In short, the Making Assets Count Project (MAC) provides opportunities from managing public assets more effectively which would allow us to protect public services in a period of austerity: "sweat assets – save services".
- 1.3 With a joined-up approach to the management of asset portfolios of the public sector, all can benefit from the property expertise brought to the partnership by each partner.
- 1.4 In the last few years, public sector partners have increasingly worked together to provide accommodation for the delivery of services. With the expected reduction in accommodation requirements over the next few years, this is the optimum moment to cement an approach that accelerates the number of projects delivered as joint ventures and to drive value from the remaining estate through further sharing of both the facilities themselves and the management services associated.

2. BACKGROUND

- 2.1 A current Asset Management Strategy and/or Plan is recognised as essential for efficient Strategic Asset Management. The majority of public sector organisations have developed and used these strategies / plans for a number of years on an individual basis

2.2 The prevailing economic situation in the UK has been the catalyst for public sector organisation in a geographic area to consider the joint use and management of property assets. For this to occur in a structured and transparent way there needs to be a robust policy basis agreed by all partners. An Asset Management Strategy is proposed to provide such a basis.

2.3 One such Strategy exists between two public sector organisations, however, it appears that Cambridgeshire's approach to include nine Cambridgeshire based organisations and the local partnerships in to a single strategy is at the leading edge in this field.

2.4 The Asset Management Strategy aims to identify at a high level:

- The vision for the combined public sector portfolio
- The key drivers
- The Cambridgeshire context
- The final context
- Case studies to demonstrate innovation
- Key asset management principles including a delivery approach
- An action plan
- Risks and issues
- Resources

Supported by key data in a number of appendices.

2.5 The strategy covers the direction that the combined property estate will take over a ten year period and the approach to be adopted in getting there and the policies that will be applied to decision making.

3. PROPOSALS – HUNTINGDONSHIRE

3.1 District wide MAC workshops (including Huntingdonshire) were held over the summer and were attended by a broad range of partner organisations from the public, private and voluntary sectors. Delegates reviewed and identified opportunities relating to the property portfolio in the districts. The next phase of the MAC process is to establish a Project Board in each of the District Areas to focus on specific projects where there appears to be potential for rationalising the accommodation and improving service delivery. The terms of reference of the Huntingdonshire Board are attached at Annex A.

3.2 Relevant projects for Huntingdonshire are:

- Huntingdon Town Centre
- Huntingdon Operations Centre
- St Neots Town Centre
- Training Facilities

- Development of community hubs for service delivery at Yaxley, Ramsey and Sawtry (to be progressed through the County's community hubs project).

3.3 The priority is to begin work in Huntingdon to maximise the potential of 'central hubs' and to co-locate partners in buildings such as Pathfinder House (HDC), Scott House (CCC) and Huntingdon library (CCC), where frontline services can be delivered to ensure the most efficient use of available floorspace and help realise savings.

4. SUMMARY

4.1 The benefits of joining-up asset management include:

- rationalising/consolidating the combined property estate
- better utilisation of existing property assets to deliver savings in revenue costs and for better use by the public sector
- a far more effective way of managing the estate through a joint property function
- better use of the emerging, new property estate
- maximisation of returns from revenue generating activities
- realising synergies that are currently missed
- using publicly-owned assets to draw in significant levels of investment which would help deliver wider policy goals
- sharing of premises should open up new possibilities for delivering a more joined-up approach to service delivery

The above should lead to:

- financial returns over the medium-long term for each partner and the group as a whole above current achievable.
- Significant community benefits.

A (conservative) expectation is that the joint management and use of the portfolio would lead to:

- 20% rationalisation of the current estate
- 20% disposals (increase compared to current expected profile)
- 20% revenue saving

The above would be minimum targets of the partnership and would apply to the partnership portfolio as a whole.

4.2 It is expected that, beyond this, further capital and revenue benefits could be derived from:

- combining sites to yield an uplifted development value
- inclusion of the civil estate


- reductions in employee levels required to managed the combined estate and a more consistent and professional approach to asset management

5. RECOMMENDATION

5.1 It is recommended that Cabinet:

- a) Note the contents of the report
- b) Confirm support for the Making Assets Count Programme and the establishment of a Huntingdonshire 'MAC' Board
- c) Endorse the Cambridgeshire Public Sector Asset Management Strategy.

Contact Officer Malcolm Sharp, Managing Director (CPP)

 (01480) 388300

MAKING ASSETS COUNT

TERMS OF REFERENCE

Meeting / Group

Making Assets Count (MAC) – Huntingdonshire

Purpose

Within the context of the Countywide MAC initiative, this sub-group aims to bring together public sector organisations across the district to seek and implement a co-ordinated and more efficient and effective use of property assets to enable allocated improvements in Service Delivery.

Aims and Objectives

- Support the Mapping and Public Realm (MPR) process in the Huntingdonshire area.
- Act as an exemplar of best practice and creative cross-organisational management of property issues in line with the Making Assets Count (MAC) programme.
- Generate an improvement in public service redesign from a coordinated partnership approach thus maximising best practice, efficiencies and benefits to the public sector and the customer.
- Identifies opportunities and challenges decisions relating to assets across Huntingdonshire.

Interdependencies

- The Making Assets Count (MAC) Programme – This project aims to deliver high quality and effective management of public sector assets in Cambridgeshire. This group offers the potential to act as an exemplar for this in the Huntingdonshire area.
- Growth and Infrastructure – Thematic Group of the Huntingdonshire Strategic Partnership – acting in an advisory capacity and ensuring, as far as possible, housing and employment growth is matched by appropriate infrastructure

Membership List (Attendees required at meetings)

Name	Post
Malcolm Sharp	Managing Director (Communities, Partnerships & Projects) - HDC
Gerry Ryan	Facilities and Admin Manager - HDC
Tobin Stephenson	MAC Programme Manager
Alistair Dunsdon	MAC – Hunts Project Manager
TBA	CCC
TBA	Police
TBA	Fire
TBA	PCT

Distribution List (Minutes, agendas and related paperwork to be circulated to this group)

To follow

Chair

This group will be chaired by Malcolm Sharp, Managing Director (Communities, Partnerships & Projects) HDC

Frequency of Meetings

To meet every 6 weeks if possible in Huntingdonshire.

Planning Review of Meeting / Group

The next review of the Terms of Reference for this group will be April 2012.

Other Support Arrangements

Item	Who
Agenda	Gerry Ryan
Room Bookings	Andrea Lucken
Action Points / Minutes	Andrea Lucken

**OVERVIEW & SCRUTINY PANEL
(SOCIAL WELL-BEING)
OVERVIEW & SCRUTINY PANEL
(ECONOMIC WELL-BEING)
CABINET**

4 OCTOBER 2011

6 OCTOBER 2011

20 OCTOBER 2011

DISABLED FACILITIES GRANTS AND CHARGES ON PROPERTIES (Report by the Head of Housing Services)

1. PURPOSE OF REPORT

- 1.1 This report informs Cabinet of the Council's discretion to put charges on properties to recover certain costs of Disabled Facilities Grants (DFGs) and seeks a decision on whether or not charges should be placed on properties in certain circumstances.

2. BACKGROUND INFORMATION

- 2.1 The Housing Grants, Construction and Regeneration Act 1996 sets out the Council's duties to provide Disabled Facilities Grants (DFGs). The Council must award a DFG for work to achieve one or more of a set of purposes defined by statute. DFGs are awarded on the recommendation of an Occupational Therapist (OT) and funds aids and adaptations like ramps, stair lifts and level access showers. DFGs enable elderly and disabled people to live independently and therefore contribute towards the quality of life for vulnerable people. The Council must be satisfied that a DFG is necessary and appropriate and that to carry it out is reasonable and practicable.
- 2.2 An amendment to the legislation in 2008 gave local authorities the discretion to impose a limited charge on adapted properties of owner occupiers for repayment if their property is sold within ten years and if the DFG costs more than £5k. The maximum that can be reclaimed is capped at £10k.
- 2.3 Repayment can only be sought from owner occupiers as the charge cannot be levied on properties occupied by tenants, when the grant awarded is to the tenant or a member of their family. Normally, circa 50% of the workload is for tenants.
- 2.4 Charges could be placed on a property via the local land charges system or at the Land Registry. Investigations are ongoing into the most appropriate route in terms of processes, risks, costs and timescales.
- 2.5 When seeking repayment from grant recipients, the DFG General Consent Order 2008 requires the Council to consider:
- The extent to which repayment would result in hardship;
 - Whether disposal of the property is to enable the grant recipient to take up employment, or to change employment;
 - Whether the disposal is made for reasons connected to physical or mental health or well being; and

- Whether the disposal is made to enable the recipient of the grant to move house to give care; or to receive care.
- 2.6 Analysis of the DFGs completed in 2010/11 shows that 96 (34%) were to owner occupiers. Of these:
- 55 were below £5k so the charge would not apply.
 - 22 were valued between £5k and £10k where partial repayment could apply but the average within this band was £7k and the first £5k cannot be reclaimed.
 - 11 were valued £10k - £20k where the part of the grant over the initial £5k could be reclaimed. The average grant being £12k.
 - 8 were over £20k where the full £10k repayment could be sought.
- 2.7 The analysis above means that if all of the properties were sold within ten years of the DFG, based on completed DFGs in 2010/11, the Council may recover in the region of £200k. There is no evidence base to forecast how many properties will be sold.
- 2.8 Many of the works carried out do not add value to a property when it comes to the point of sale. In fact they detract from their value or marketability eg stair lifts, through floor lifts, replacing bath rooms with shower rooms, ramps, hoisting equipment etc. The works that would normally add value to a property would be garage and outbuilding conversions and extensions. These types of works would normally be in excess of £10k. Some garage conversions may also deter some purchasers if a garage is their priority.
- 2.9 If charges on properties were to be restricted to garage or outbuilding conversions, or extensions, then, from an analysis of the works in the pipeline, £95k of charges could be placed on properties (10 cases).

3. SUMMARY

- 3.1 There is discretion to impose a charge on adapted properties of owner occupiers for repayment if their property is sold within ten years and if the DFG costs more than £5k. The maximum that can be reclaimed is capped at £10k.
- 3.2 It is thought that homeowners benefit from an increase in the capital value, and therefore resale value, of their home following the award of public money to carry out disabled facilities adaptations. However, in the absence of an adapted homes 'market place' it is thought that most adaptations do not add to the home's capital value with the exception of conversions of garages and outbuildings and extensions to homes. These adaptations usually cost in excess of £10k.
- 3.3 If charges are to be levied and repayment is challenged then due regard needs to be given by HDC to the circumstances described at paragraph 2.5.

4. RECOMMENDATION

4.1 It is recommended that Cabinet:

- a) agree that charges be placed on properties where owner occupiers receive a disabled facilities grant in excess of £10,000 (excluding HIA fees) where the grant is for a garage or outbuilding conversion, or extension or any combination of these.
- b) subject to a) above, agree that the Head of Legal and Democratic Services together with the Head of Housing Services, in consultation with the executive member for strategic planning and housing, determine the most effective and efficient procedure for placing charges on properties; and
- c) delegate authority to decide on seeking repayment, as set out at paragraph 2.5, to the Head of Housing Services.

BACKGROUND INFORMATION

- Housing Grants, Construction and Regeneration Act 1996
- Housing Grants, Construction and Regeneration Act 1996: Disabled Facilities Grant (Condition relating to approval or payment of Grant) General Consent 2008
- Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008 (SI 2008/1189)
- Housing Renewal Grants (amendment) (England) Regulations 2008 (SI 2008/2290)

Contact Officer: Steve Plant, Head of Housing Services

☎ (01480) 388240

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**PROJECT MANAGEMENT
(Report by the Head of Legal and Democratic Services)**

1. INTRODUCTION

- 1.1 The Panel has previously identified a need for the Council to introduce internal guidelines on the kind of information, which should be included in the business case for large projects. This report refers to draft guidance on which a comprehensive project management guide might be based.

2. PROJECT MANAGEMENT METHODOLOGY

- 2.1 During previous consideration of the business case for large scale projects, Members of the Panel have indicated that it would assist them if the Council adopted guidelines on the information that they would require to enable them to carry out this work effectively in the future.
- 2.2 Before he left the Council, the New Accommodation Project Co-ordinator completed a draft corporate guide to managing projects. Although the Panel has indicated that it would want to see a greater range of information than it currently includes, it is considered that the existing document represents a good starting point for this work. This approach would have the advantage of creating a document, which has wider application than solely the Scrutiny Panel's information requirements.

3. CONCLUSION

- 3.1 Some work has already been undertaken in preparing a draft corporate guide to managing projects. It is suggested that the information required in business cases should be embedded in this guide. The Panel is requested to consider how the draft document might be developed to incorporate their information requirements when considering large projects.

BACKGROUND PAPERS

Minutes of previous meetings of the Overview and Scrutiny Panel (Economic Well-Being).

Contact Officer: A Roberts (01480) 388015

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MANAGING PROJECTS
– a corporate guide

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INTRODUCTION

Purpose

To ensure that adequate arrangements are in place to allow projects to be completed, ensuring the delivery of their intended outcomes and the realisation of their forecast benefits.

Definitions of the terms used in this guide are provided at the end of this document.

Context

Change is an essential if we are to achieve the Council's financial strategy, maintain our standing as an excellent council and deliver continuous service improvement. To realise the full benefit of change it must be effectively managed and usually this will be achieved through one or more projects. Change must have realisable benefits for one or more stakeholder. Inevitably these will always include a financial component which may be improved performance at the same or additional cost, or the maintenance of existing performance at a reduced cost, or the reduction of costs to meet lower budgetary provision.

Essentials

For a project to be successful it must have a clearly stated outcome and there must be clarity about –

- the benefits that will be delivered to stakeholders
- the resources that will be used to achieve the outcome
- the time in which the project will be delivered
- the tasks that need to be completed
- the risks to the satisfactory delivery of the project
- the capturing of issues that may need to be considered as the project progresses
- who is managing the project on a day-to-day basis
- who has responsibility for decisions at key stages in the project
- who has the authority to make changes to the project
- when the project starts and when it has been closed

The Council must learn from the experience of the projects it undertakes and they must be reviewed after any change has bedded down to verify that the outcome

has been achieved and the forecast benefits have been realised.

Choices

Choosing the right approach to managing projects is important. The following pages provide a scalable approach to project management which will normally be integrated within the Council's Medium Term Plan (MTP) process. Its components are adaptable to projects of all sizes. PRINCE 2 is a nationally recognised project management tool, used extensively in public sector information management projects, and may be used as an alternative but would still operate within the constraints of the process described in this guide.

Responsibilities

Heads of Service are responsible for ensuring that appropriate project management arrangements are put in place for all projects within their area of responsibility.

The arrangements adopted need to be appropriate to the scale of the project and the risks associated with it. All decisions relating to the arrangements adopted should be documented and retained on the project file. The project file(s) should provide a comprehensive record of the project from inception until Project Close.

Project documents must be retained, and disposed of, in conformity with the approved document retention policy.

PROJECT MANAGEMENT PROCESS

Very few projects will not have financial implications and as such they will normally have approved through the MTP process. Our project management process starts, therefore, with the initial bid to secure funds for the project. This does not mean that you cannot use appropriate elements of the process for projects that do not appear in the MTP e.g. restructuring working arrangements within existing budgets should be regarded as a project.

In order to be able to make an initial MTP bid, or to refine the project appraisal before finally obtaining commitment to a project already in the MTP, it may be necessary to complete a feasibility study. This may be a project in its own right and could possibly be funded separately from the main project.

At each stage that the funding of the project/programme is considered as part of the annual MTP process a Project Appraisal in the form prescribed by the Head of Financial Services, will need to be completed.

The key requirement is that any project however funded, whether revenue or capital, is properly managed. Accordingly, the relevant Head of Service is required to ensure compliance with the process detailed below.

Purpose	Action	Notes
Project Identification	Approval by Council of the Project Appraisal prepared to secure (retain) funding in the MTP. Stage 1 Appraisal	MTP bid for funding identifying the proposed outcomes and the overall budget requirement. This should include an assessment of whole life costs. It may need to be revised annually to reflect changes up until the Project Confirmation.
Feasibility Study <i>(May have been completed before Project Identification)</i>	Sign-off by responsible Director.	Identifies the detailed need, evaluates qualitatively and quantitatively the available options for addressing the needs, confirms the preferred option and details the benefits to be delivered.
Project Mandate	Approval by Council of Project Appraisal. Stage 2 Appraisal	Final MTP bidding document in year prior to financial year containing the first expenditure.
Project Start-Up/ Initiation	Approval by Project Board/responsible Head of Service of Project Overview and supporting documentation	Appraisal names Project Manager and identifies key project dates. Also required at this time depending on the scale of the project – <ul style="list-style-type: none"> • Benefits Realisation Plan • Project Plan • Risk Register • Issues Log

Purpose	Action	Notes
Day-to-Day Management of the Project	Required tasks authorised and managed by Project Manager.	Any deviation from approved Stage 2 Appraisals and approved project documentation to be reported to/signed-off by responsible Head of Service and/or Project Board
Interim Review	Project Board/responsible Head of Service authorises any changes to the project within their delegated powers or seeks Cabinet approval to any other variation.	Project Board/responsible Head of Service receives report from Project Manager and takes appropriate action to ensure compliance with Stage 2 Appraisal.
Financial Monitoring Reports	<p>Project Managers are responsible for ensuring that the corporate database (currently CORVU) is updated monthly with the latest financial and programme information.</p> <p>Project Managers should identify any problems for inclusion in the quarterly performance report of the responsible head to Head of Service.</p> <p>Heads of Service will ensure that relevant Executive Councillors are regularly informed of progress in delivering approved MTP schemes.</p>	The Head of Financial Services distributes monitoring reports to Executive Councillors on a regular basis.

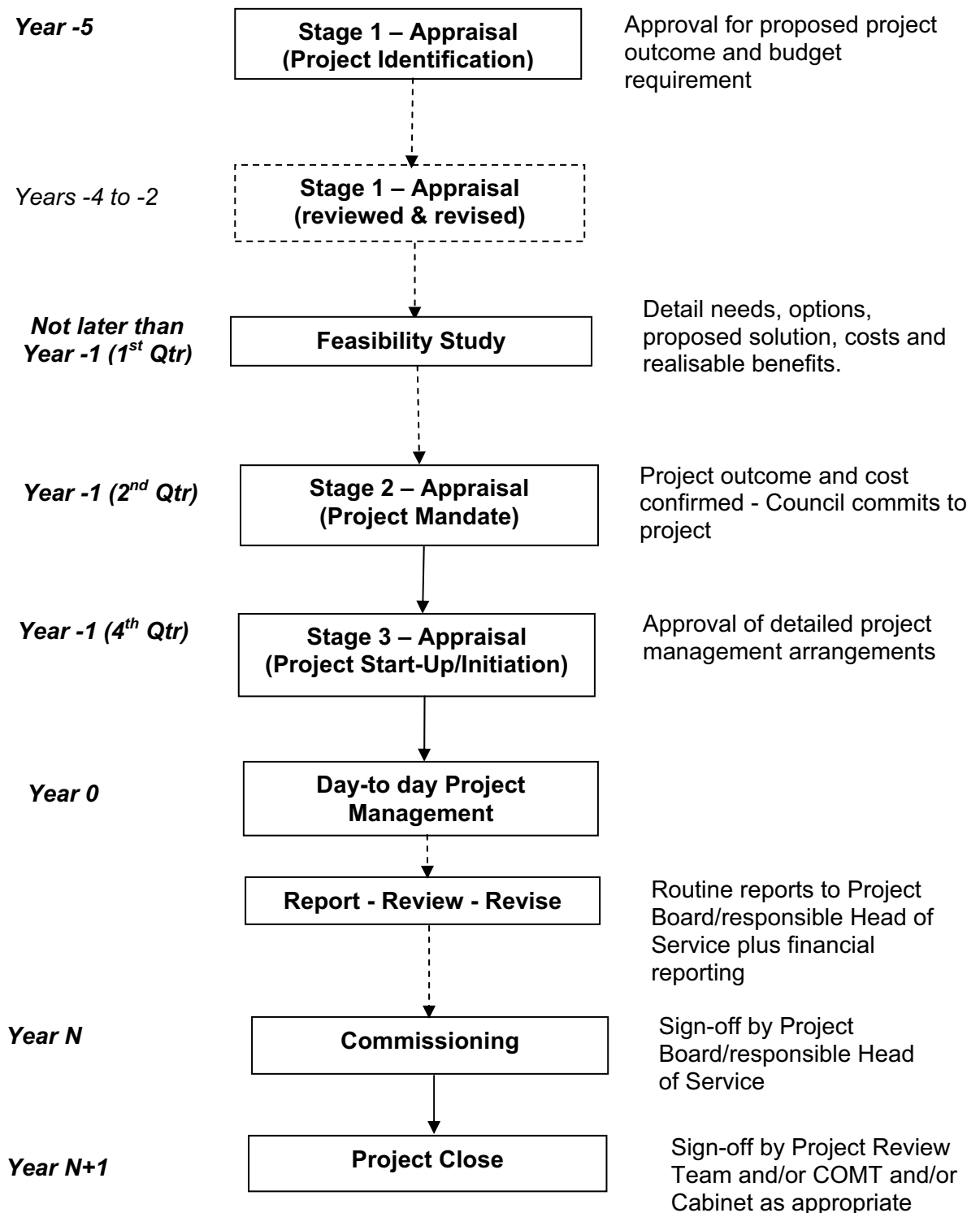
Purpose	Action	Notes
Commissioning	Customer accepts and Project Board and/or responsible Head of Service signs-off new process/system/asset as operational and passes day-to-day responsibility to service management.	Unless identified as an outstanding commitment at the time of sign-off no further expenditure can be charged to the project budget.
Project Close	Responsible Head of Service reports to Project Review Team on delivery of the project and its effectiveness in achieving performance improvements forecast in Stage 2 Appraisal.	A project close report should be completed not less than 12 months nor more than 18 months from the certified commissioning date. Project Review Team may include representation from Internal Audit, Policy, Procurement and Risk Management.

Where there is a requirement to procure works, goods, or services Project Managers are responsible for ensuring compliance with the Council’s Code of Procurement and in that context shall ensure –

- the tendering process is compliant with European Union competition requirements, if the relevant contract value thresholds are exceeded
- decisions on the selection of tenderers are fully recorded and retained on the project file
- where the award criteria is the ‘most economically advantageous’ tender (rather than lowest price received) that the tender evaluation criteria are developed before tenders are issued
- that the tender evaluation criteria are disclosed in any invitation to tender subject to the EU regulations

The EU procurement timetable can be shortened if a Prior Information Notice (PIN) has been published. Heads of Service should consider the potential requirement for EU compliant procurement concurrently with the preparation of the Stage 2 Appraisal. As a general rule a PIN should be issued where there is a potential for EU procurement regulations to apply to any subsequent procurement.

PROCESS SCHEMATIC



PROJECT OVERVIEW

You must record the information that is critical to managing the project. The information should be concise and can be recorded on a single page in the form at Annex A. You need to capture:-

Aims/Objectives

These need to be clear and concise and not more than five in number and may, amongst other things, include –

- What will be different for service users?
- What will be different for employees?
- What new/improved asset will be created?
- What new legislation will be complied with?

Business Benefits

These should provide the qualitative and quantitative impact of the objectives including at least some of the following –

- Which corporate performance measure will benefit and by how much?
- What improvement is expected in user satisfaction?
- Which business processes will be improved?
- What additional income will be achieved?
- What ongoing savings will result?
- What penalties/sanctions will be avoided?

Service Inputs / Key Activities

These should reflect between 5 and 8 major accountabilities (what has to be decided or measured) and responsibilities (what has to be done) by the team

Critical Success Factors

These should include key support, resources, finance or personnel needed for the objectives to be successful.

Deliverables and Lead Measures

Deliverables should be simply stated, achievable and realistic. Time frames and key performance indicators should be included.

BENEFITS REALISATION PLAN

Before a project is undertaken a business case must be developed which is then used in the MTP decision making process to determine whether or not to proceed with the project or programme. The business case will identify the desired outcome and the benefits to be realised through the successful execution of the project. At the end of the project an evaluation of the benefits realised should be undertaken and an assessment made as to the success or failure of the project. This assessment forms part of the project close report.

If the only assessment of benefit realisation is made at the end of the project there is little or no opportunity to influence the delivery of benefits. Therefore it is better to undertake periodic reviews of benefit realisation throughout the project to allow remedial action to be taken. In other words the process of benefit realisation needs to be proactively managed throughout the duration of the project.

Project benefits may only be benefits to certain stakeholder groups ... for others there may be dis-benefits. Through an analysis of perceived benefits or dis-benefits against the different groups of stakeholders it becomes feasible to start to address any negative impact of a project. This may be done through a combination of communication (to sell the idea that the benefits outweigh the dis-benefits) or review of the project's objectives (to mitigate the dis-benefits).

The objective of the Benefits Realisation Management Process is to optimise the realisation of benefits (and minimisation of dis-benefits) without generating a disproportionate management overhead. Therefore, although a large number of benefits (and, hopefully, a smaller number of dis-benefits) will be identified only a relatively small proportion – the most significant ones - will be tracked throughout the project.

A project should be owned by the Division which is promoting the project. Therefore the benefits identified, tracked and realised must be owned by the divisional management. Typically some, or even the majority, of the benefits may not be delivered until the new capability that the project brings has bedded down within the user Division. This means that the BRM process needs to be continued beyond the end of the project to ensure that benefits are realised, and the project deliverables being used to best advantage. For this reason alone the involvement and commitment of the divisional management is crucial to the optimal delivery of benefits.

The process below should be followed –

- a. Brainstorm as many project benefits and dis-benefits as possible – through facilitated brainstorm with key project stakeholders;
- b. Rationalise to identify key benefits/dis-benefits – to establish focus on the most significant;

-
- c. Analysis of key benefits/dis-benefits – through generation of stakeholder matrix (benefits/dis-benefits against stakeholders)

This process will enable the production and approval of a Benefits Realisation Plan for the project – i.e. what is expected to be delivered when and by whom. This will need to be regularly reviewed throughout the project, and beyond the end of the project as part of a benefits review process.

PROJECT PLAN

Although an outline programme will have been considered as part of the early MTP process to allow funding to be assigned to the correct years this will need to be refined and expanded at project start-up/initiation. The Project Manager will need to have given some thought to the timing of the processes and individual tasks that have to be completed.

Initially the project plan may be restricted to a five key dates that must be included for the project in the corporate database. The key dates will vary for different types of project but must include the proposed date of completion at Key Date 4 and of the Post Implementation Appraisal at Key Date 5. The Project Manager will be required to declare the project events to which the Key Dates relate and possible options are illustrated in the table below –

	New/Revised Business Process	New/Revised Information System Implementation	Construction Project
Key Date 1 <i>Customers Quality Expectations Confirmed</i>	Client signs-off project brief	Client signs-off project brief	Client signs-off project brief
Key Date 2	Redesigned business process sign-off	Specification agreed	Detailed design completed
Key Date 3	Pilot implementation completed	Order Placed	Construction start
Key Date 4 Commissioning	Process goes live	Acceptance Testing Completed	Asset operational
Key Date 5	Project Close Appraisal completed	Project Close Appraisal completed	Project Close Appraisal completed

Depending on the complexity of the project a more detailed project plan will need to be prepared to enable the Project Manger to satisfactorily manage the resources employed on the project, initiate concurrent actions at the

appropriate time, secure stage approvals and generally ensure that the project runs on time.

For large and complex projects MSProject is a software application that is widely used in the council for preparing project plans. For smaller projects a simple chart may be used. At its simplest the list of key dates may be expanded by the inclusion of other tasks and their associated dates.

The important thing is for the Project Manager to be able to compare actual progress with the original plan, and to be able routinely to report variations to the Project Board/responsible Head of Service. Changes to the Key Dates will be recorded in the corporate database and routinely reported to Cabinet.

RISK REGISTER

Any number of events may impact adversely on the delivery of the project and the realisation of benefits. External events such as partnership funding being withdrawn, changes to relevant legislation or market forces making prices more volatile are all a risk to the delivery the project as initially proposed/approved. Internal events could include essential resources not being available when required, decisions being delayed or a changes being made to a key aspect of the project.

To successfully manage the potential impact of these risks they should be identified and recorded and their likely impact calculated. Once this has been done consideration can be given to how the risks could be mitigated.

The Council maintains a corporate risk register (4Risk) and the Head of Service with responsibility for the project should ensure that significant risks risks to the achievement of the project outcomes and benefits are evaluated and recorded in this risk register. Lower level risks should be recorded in a risk register by the Project Manager. The status of all risks should routinely be reported to the Project Board.

ISSUES LOG

During the life of a project it is inevitable that interested stakeholders may question or challenge aspects of the project. To ensure that these issues are fully addressed it is important that they are recorded in a way that is accessible to all involved in the delivery of the project. A shared project log allows all involved with the project to review the issue and consider if there are any related matters that need to considered in determining a response to the issue.

DEFINITIONS

Actions	Things to be done to deliver a project – these will be achieved by completing tasks and processes.
Benefit	A quantifiable and measurable improvement resulting from an outcome which is perceived as positive by a stakeholder and which may have a tangible value expressed in monetary terms.
Benefits Realisation Management	A continuous management process running throughout the project which attempts to maximise the realisation of benefits and to minimise impact of dis-benefits. It provides the project or programme with a set of targets and a means of monitoring achievement against those targets on a regular basis.
Benefits Realisation Plan	A plan showing who is responsible and the programme for delivering the benefits forecast for the project.
Inputs	The resources that will be used to deliver a project – money, people, existing systems, premises.
Issues Log	A list identifying issues that may need to be addressed to secure the proper delivery of the project.
Outcome	What we want to achieve as a result of the project – how things will be better and/or different for stakeholders.
Output	What will be delivered – improved service frequency, tangible assets, revised business systems or processes.
Process	A sequence of interrelated tasks that include inputs, outputs leading to a required deliverable.
Programme	Two or more related projects that together achieve a beneficial change for the Council.

Project	A temporary organisation (i.e. people and processes) that is needed to produce a predefined outcome on time and to budget.
Programme Board	Group which includes a Chief Officer and/or Executive Councillor with responsibility for directing a programme.
Project Appraisal	Corporate pro-forma defined for the reporting of project information at defined stages in the life of a project.
Project Board	Group which includes the Head of Service with responsibility for directing the delivery of a project.
Project Manager	Person with day-to-day responsibility for the delivery of the project.
Project Plan	At its simplest a list of target dates for key events in the project. For more complex projects a plan is required that identifies the critical dependencies between the tasks that must be completed to deliver the project's outcome.
Risk Register	A list of the risks which could disrupt the delivery of the project, proposed mitigation measures and current status of the risk.
Stakeholder	<p>A person, or group of people, who with respect to the programme or project fall within one or more of the following categories –</p> <ul style="list-style-type: none"> • they will experience benefits or dis-benefits • they are responsible for giving authority or approvals for some or all elements of the project • they will have an ongoing management / operational responsibility or involvement in the outcome/outputs.
Tasks	Individual activities or actions – may be completed by people or business systems.

PROJECT NAME

Aims/Objectives	
Business Benefits	

Service Inputs / Key Activities	
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Critical Success Factors	
Deliverables and Lead Measures	

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**OVERVIEW AND SCRUTINY PANEL
(SOCIAL WELL-BEING)**

4TH OCTOBER 2011

**OVERVIEW AND SCRUTINY PANEL
(ECONOMIC WELL-BEING)**

6TH OCTOBER 2011

**OVERVIEW AND SCRUTINY PANEL
(ENVIRONMENTAL WELL-BEING)**

13TH OCTOBER 2011

OVERVIEW AND SCRUTINY REMITS (Report by the Head of Legal and Democratic Services)

1. INTRODUCTION

- 1.1 Changes to the way the Executive Councillors' responsibilities are organised mean that it is necessary to review the Overview and Scrutiny Panels' remits. This will entail amending the Constitution. This report provides the Panels with an opportunity to devise the remits around which their future work will be organised.

2. REMITS

- 2.1 At their meetings in June 2011, the Overview and Scrutiny Panels were advised of changes to their remits. These changes had been made because a different way of organising Executive Councillors' responsibilities had been introduced. It was always intended that this would be a temporary arrangement until a review of the Council's Constitution took place. This matter needs to be addressed to give clarity in reporting lines to the Overview and Scrutiny Panels, Executive Councillors and Officers.

The Constitution

- 2.2 The Panels' remits are prescribed in Article 6 of the Council's Constitution. The remits are based on the portfolios previously held by Executive Members. As these Portfolios have now changed, this part of the Constitution needs to be updated. As it is only two years since these remits were devised, it is suggested that a more generic division of work is introduced, which will cope with future internal reorganisation of the Council.

Scope of the Remits

- 2.3 Remits are required to divide the workload of Overview and Scrutiny Panels more or less equally. Since 2000 various different ways of defining the remits have been employed. The current one based on the three Well-Being themes has probably represented the best way of ensuring remits do not overlap. At the same time they have not prevented joint working taking place where this has been necessary. It is recommended the Well-Being themes are retained as the basis of organizing Overview and Scrutiny.
- 2.4 The new remits will need to take into account the Council's service functions, its strategic plans and its partnership working. It is desirable that, as far as possible, remits do not overlap.
- 2.5 A suggested way of allocating these three aspects of the Panels' remits appears in an Appendix hereto. It is proposed that the current terms of the Constitution are replaced with the column of the Appendix to this report

headed "Service". The Chairmen and Vice-Chairmen of the Overview and Scrutiny Panels will determine which Panel will deal with matters that are not specifically covered in the remits according to the degree that they match the specified remits. This will, for example, apply to the Council's partnership and joint working and matters affecting the wider community.

- 2.6 Although every effort has been made to ensure that most matters are allocated only to one Panel, it is possible that some issues will be of interest to more than one Panel. Practices have already been developed to cope in this situation, including establishing joint working groups and extending the range of Members who are invited to a meeting to consider a particular item and these should continue.

3. CONCLUSION

- 3.1 Members and Officers have an interest in establishing clear remits for the Overview and Scrutiny Panels. Owing to recent changes within the Council and to the way the Panels' responsibilities are prescribed, it has become necessary formally to review the Panels' remits. As this will involve amending the Constitution, it will be necessary to refer any changes to the Corporate Governance Panel. Members are invited to consider and comment on the proposed amendments to the Constitution and method of allocating matters to the Panels.

BACKGROUND PAPERS

Remit and Studies report to the Overview and Scrutiny Panels in June 2011.

Huntingdonshire District Council Constitution.

Contact Officer: A Roberts (01480) 388015

ALLOCATION OF OVERVIEW & SCRUTINY REMITS

OVERVIEW & SCRUTINY PANEL	HEAD OF SERVICE/ MANAGER	SERVICE	EXECUTIVE PORTFOLIO
SOCIAL WELL BEING	Environmental and Community Health Services	Private sector housing Caravan sites Community Safety Community initiatives Leisure Development Air quality/noise/pollution Animal welfare/pest control Commercial: health and safety promotion/food safety Infectious diseases Smoke free initiatives Corporate Health and Safety	Strategic Planning and Housing Healthy and Active Communities
	Operational Services	CCTV	Healthy and Active Communities
	Housing Services	Housing strategy / policies Housing providers / associations	Strategic Planning and Housing
		Housing register / nominations Homelessness	Customer and Shared Services

	<p>One Leisure</p> <p>Legal and Democratic Services</p> <p>Corporate Office</p>	<p>Housing grants Disabled facilities grants Home Improvement Agency Private Sector Housing</p> <p>Huntingdon / St Neots / St Ives Ramsey /Sawtry</p> <p>Democratic Services Elections / Electoral Registration Member Support</p> <p>Licensing</p> <p>Safeguarding Diversity and Equalities</p>	<p>Healthy and Active Communities</p> <p>Leader</p> <p>Healthy and Active Communities</p> <p>Healthy and Active Communities</p>
ENVIRONMENTAL WELL BEING	Operations	<p>Streetscene Car Park management Grounds maintenance / grass cutting Parks and Countryside Emergency Planning Waste stream policy Refuse collection Recycling Vehicle fleet management Abandoned vehicles</p>	Environment

ECONOMIC WELL BEING	IMD Financial Services Customer Services Legal and Democratic Services	Website / intranet Freedom of Information ICT Network & Systems Local Land & Property Gazetteer Business Analysis / Improvement Financial forecasting Budget preparation and monitoring Final Accounts Financial advice Payment of creditors Audit Risk management Procurement Treasury Management (borrowing and investments) Debt Recovery Call Centre Customer Service Centre Information Centres Local Taxation Revenue collection Benefits assessments / payments / fraud National Non Domestic Rates Land Charges Legal advice	Customer and Shared Services Development Resources Customer and Shared Services Leader
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	<p>Corporate Office</p> <p>Environmental Management</p>	<p>Conveyancing Prosecutions and litigation Planning advocacy Data protection / Regulation of Investigatory Powers Contracts Document Centre</p> <p>Communication & marketing Corporate policy / research Corporate performance management Localism Economic Development Investment Estate</p> <p>Facilities Management Operational Estate Project / Contractual management Engineering and architectural design</p>	<p>Leader & Deputy Leader</p> <p>Strategic Economic Development (Leader)</p> <p>Resources</p>
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OVERVIEW AND SCRUTINY PANELS
(SOCIAL WELL-BEING)
(ECONOMIC WELL-BEING)
(ENVIRONMENTAL WELL-BEING)

4th OCTOBER 2011
6th OCTOBER 2011
11th OCTOBER 2011

WORK PLAN STUDIES
(Report by the Head of Legal and Democratic Services)

1. INTRODUCTION

- 1.1 The purpose of this report is to allow Members of the Panel to review their programme of studies and to be informed of studies being undertaken by the other Overview and Scrutiny Panels.

2. STUDIES

- 2.1 The Council has a duty to improve the social, environmental and economic well-being of the District. This gives the Overview and Scrutiny Panels a wide remit to examine any issues that affect the District by conducting in-depth studies.
- 2.2 Studies are allocated according to the Overview and Scrutiny remits. Details of ongoing studies being undertaken by the two other Panels are set out in the attached Appendix.
- 2.3 Members are reminded that if they have a specific interest in any study area which is not being considered by their Panel there are opportunities for involvement in all the studies being undertaken.

3. RECOMMENDATION

- 3.1 The Panel is requested to note the progress of the studies selected.

BACKGROUND DOCUMENTS

Minutes and Reports from previous meetings of the Overview and Scrutiny Panels.

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Mrs C Bulman, Democratic Services Officer
01480 388234

ONGOING STUDIES

STUDY	OBJECTIVES	PANEL	STATUS	TYPE
Gypsy & Traveller Welfare	To examine existing gypsy and traveller sites in the District with a view to informing any future Planning Policy on sites.	Social Well-Being	Report requested for submission to a future meeting. Following consultation with the Chairman, agreed that the study would proceed once Government guidance has been issued on future provision requirements.	To be determined.
Health Implications of the Night Time Economy	To follow up the previous study undertaken by the former Overview and Scrutiny (Service Support).	Social Well-Being	Background information to be submitted to the Panel in November.	Whole Panel Study
Cambridgeshire Local Investment Plan	To review the implications of the Investment Plan upon local housing, to include the potential shortfalls in the delivery of affordable housing within the District, identify what housing is due to come forward and to include reference to the underlying links between housing and planning.	Social Well-Being	Report to be considered at Panel's November 2011 meeting.	Whole Panel Study.
CCTV Provision within the District	To review the impact of the Council's proposal to cease the CCTV service with effect from April 2012.	Environmental Well-Being and Social Well-Being	Members received an update at their July meeting. Further information will be forthcoming in the Autumn.	Whole Panel Study.

Voluntary Sector	To seek alternative ways of supporting the Voluntary Sector from 2013/14 onwards and to assess the social value of the services that they provide within the District.	Social Well-Being	Site visits to three of the organisations undertaken by the Working Group in September.	Working Group
Tree Strategy	To form a strategy in conjunction with the Tree Officers for the retention and planting of trees.	Environmental Well-Being	Working Group met on 27 July 2011. Draft Tree Strategy circulated to officers for comment. Councillor Davies reported to September meeting and Strategy will be presented to the Panel in due course.	Working Group.
Land Use for Agricultural Purpose in the context of planning policies and its contribution to the local economy.	To review the lack of promotion and protection of land for this purpose.	Environmental Well-Being	Scoping report to be submitted to a meeting in the Autumn.	To be determined.
Rural Transport	To review the provision of transportation in rural areas.	Environmental Well-Being	Transport for Cambridgeshire report received in July 2011. Comments conveyed to Cabinet.	To be determined.
Review of Neighbourhood Forums in Huntingdonshire	To undertake a review of the Neighbourhood Forums in Huntingdonshire.	Social Well-Being	Background report submitted to Panel in September. Working Group appointed to initiate investigations. Views of the County and District Members and Town and Parish Councils sought by the Working Group.	Working Group

Homelessness	To consider the emerging issue of homelessness arising as a result of changes to the Housing Benefit system.	Social Well-Being	Background report to be submitted to a future Panel meeting.	To be determined.
Maintenance of Water Courses	To receive a presentation on the maintenance arrangements in place for Water Courses within the District.	Environmental Well-Being	Presentation to be delivered at a future meeting.	To be determined.
Waste Collection and Recycling Policies	To investigate the Council's waste collection and recycling policies.	Environmental Well-Being	Report to be submitted to November Panel meeting. The Panel has formed a working group to investigate the issues further.	To be determined.

Panel Date	Decision	Action	Response	Date For Future Action
13/05/09	<u>Customer Services</u> Quarterly performance reports to be circulated informally to the Panel twice per year and formally twice per year.	Latest report considered in July 2011.	Next report due February 2012.	02/02/12
10/02/11	Head of Customer Services to submit a report after a 12 month period reviewing the impact of the changes to Customer Services.	Report to be considered in June 2012.	Report due in June 2012.	06/12
07/07/11	Asked Executive Councillor for Resources and Customer Services to give further consideration to the actions which could be taken in the absence of any additional funding being made available from the Department of Work & Pensions in April 2012.			
08/09/11	Asked the Head of Customer Services to submit a further report on the location of the Call Centre to a future meeting. Submitted a number of comments regarding the future of the Call Centre for consideration by the Cabinet at their meeting on 22 nd September 2011.	Report to be submitted to a future meeting. Comments considered by the Cabinet as part of their deliberations.	Report due in January 2012. Cabinet concurred with the Panel's suggestion that further consideration should be given to utilising the District Council's own property portfolio and has also requested a further report on this matter in January 2012.	05/01/12

Panel Date	Decision	Action	Response	Date For Future Action
<p>13/01/11</p> <p>10/02/11</p> <p>07/07/11</p>	<p><u>Leisure Centres</u></p> <p>Presentation received at January 2011 Panel meeting. Agreed to establish a working group with representatives of the Social Well-Being Panel.</p> <p>Agreed to extend remit to review whether an increase in income might be made by charging non-residents of the District a higher rate to use the Council's Leisure Centres.</p> <p>Councillor M F Shellens reported that he had recently received admission figures which had been produced on a 12 month rolling average which he would make available for the review.</p>	<p>Councillors J J Dutton, S Greenall, Mrs D Reynolds, D M Tysoe, Mr R Coxhead and Mr R Hall appointed to working group.</p>	<p>Meetings held on 3rd March, 28th April, 23rd June and 1st September 2011. Next meeting to be held on 13th October 2011.</p> <p>Interim report submitted to Cabinet meeting on 23rd June 2011. Executive Councillor for Organisational Development to review the Council's IT costs, including the basis upon which the IT network service is re-charged to users.</p> <p>Panel to appoint a replacement for Councillor D M Tysoe.</p>	
<p>14/04/11</p>	<p><u>Huntingdon Multi-Storey Car Park</u></p> <p>Councillor M F Shellens and Mr R Hall reported on their investigations into the business case for the multi-storey car park in Huntingdon.</p> <p>Suggested that the Council should introduce a more detailed methodology for the assessment of the projects that it is considering, to include provision for social benefit and risk assessment. A report has been requested on terms for the methodology for this purpose.</p>	<p>Report appears elsewhere on the agenda.</p>	<p>Item No.7 refers.</p>	<p>06/10/11</p>

Panel Date	Decision	Action	Response	Date For Future Action
18/05/11	<p><u>Corporate Plan Working Group</u></p> <p>Councillors D M Tysoe and S Greenall have been appointed to the Corporate Plan Working Group.</p>	<p>Quarterly performance reports to be submitted to all Overview and Scrutiny Panels.</p>	<p>Performance Management Monitoring is currently under review. Further information to be forthcoming.</p> <p>Panel need to appoint new representative.</p>	TBC
15/07/10	<p><u>Scrutiny of Partnerships</u></p> <p>Agreed to consider the Economic Prosperity & Skills Performance Report at a future meeting.</p>		<p>There has recently been a review of the Huntingdonshire Strategic Partnership. The Panel will give further consideration to the mechanisms that will be used to scrutinise partnerships at a future meeting.</p>	TBC
10/02/11	<p><u>A14 Improvements</u></p> <p>Received an update on the steps that are being taken to pursue this matter with the Government. Panel to receive further updates on progress.</p>		<p>In terms of the wider A14 improvements to replace the cancelled scheme, the Governance Group held their first meeting on 5th July. The DfT has not convened a meeting of the Project Board, of which HDC will be part. It is our understanding that the DfT still plan to make their final recommendations in Summer 2012. However there have been local discussions between the County Council and relevant Districts, inc. HDC, about short-term measures that could be considered. It is understood that there is some available funding (amount unknown) at DfT level that would need to be spent by March 2012 and that the County Council, at very short-notice, has been asked to submit a range of schemes that could be delivered within that timeframe relating to the A14.</p>	

Panel Date	Decision	Action	Response	Date For Future Action
07/11/11	Agreed that a representative of the Highways Agency should be invited to a future meeting to discuss their plans in the event of an interruption to traffic flow.	Invitation sent to Highways Agency.	Awaiting confirmation that a representative will attend.	TBC
07/07/11	<u>District Council Support Services</u> Requested a scoping report for consideration at a future meeting.	Report to be submitted to a future meeting in the Autumn.		03/11/11
10/6/10	<u>Visitor Development & Town Centre Vibrancy</u> Received a presentation by the Head of People, Performance & Partnerships and the Sustainable Economic Development Manager.			
10/06/10	Requested a further report outlining the cost of the service and the benefits it brings to both the Council and the District.	Report to be submitted to a future meeting.	This study is currently on hold until circumstances change.	TBC
10/09/09	<u>Employees Performance Development Review process</u> Agreed to include the Employees Performance Development Review process in their work programme for the forthcoming year.		Amendments to Performance Related Pay System are being considered as part of the current year's pay negotiations and the review of pay.	

Panel Date	Decision	Action	Response	Date For Future Action
07/07/11	<p><u>Proposal for Enterprise Zone</u></p> <p>Requested further information with regard to the implications to the local economy from the establishment of a local enterprise zone at the former Alconbury Airfield site.</p>		Presentation to be given to November meeting.	03/11/11
07/07/11	<p><u>Changes to Business Rates</u></p> <p>Requested further information with regard to the Government's Statement on Business Rates.</p>		Information to be made available when it was appropriate.	TBC
07/07/11	<p><u>Disabled Facilities Grant (DFGs)</u></p> <p>Made a number of comments for submission to the Cabinet.</p>	Comments considered by the Cabinet at their meeting on 22 nd September 2011.	Cabinet endorsed the comments of the Panel and agreed to approve a supplementary capital estimate with no delay in applicants receiving adaptations to their homes.	03/11/11

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