

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **TUESDAY, 8 OCTOBER 2013** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Panel held on 10th September 2013.

**Miss H Ali
388006**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary or other interests in relation to any Agenda Item. Please see Notes below.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 7 - 12)

A copy of the current Notice of Key Executive Decisions, which was published on 18th September 2013 is attached. Members are invited to note the Decisions and to comment as appropriate on any items contained therein.

**Mrs H Taylor
388008**

4. MATERIALS RECYCLING FACILITY JOINT PROCUREMENT (Pages 13 - 16)

To receive a report from the Head of Operations on the Materials Recycling Facility Joint Procurement.

**E Kendall
388635**

5. OVERVIEW AND SCRUTINY INVOLVEMENT IN IDENTIFYING PRIORITY AREAS FOR SAVINGS (Pages 17 - 36)

To receive a report from the Assistant Director, Finance and Resources.

**S Couper
388103**

6. WORK PLAN STUDIES (Pages 37 - 40)

To consider, with the aid of a report by the Head of Legal and Democratic Services, the current programme of Overview and Scrutiny studies.

**Miss H Ali
388006**

7. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING) - PROGRESS (Pages 41 - 46)

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

**Miss H Ali
388006**

8. SCRUTINY (Pages 47 - 56)

To scrutinise decisions as set out in the Decision Digest and to raise any other matters for scrutiny that fall within the remit of the Panel.

Dated this 30 day of September
2013



Head of Paid Service

Notes

A. Disclosable Pecuniary Interests

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it*

*(a) relates to you, or
(b) is an interest of -*

- (i) your spouse or civil partner; or*
- (ii) a person with whom you are living as husband and wife; or*
- (iii) a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

- (a) any employment or profession carried out for profit or gain;*
- (b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
- (c) any current contracts with the Council;*
- (d) any beneficial interest in land/property within the Council's area;*
- (e) any licence for a month or longer to occupy land in the Council's area;*
- (f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
- (g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

B. Other Interests

(4) *If a Member has a non-disclosable pecuniary interest or a non-pecuniary interest then you are required to declare that interest, but may remain to discuss and vote.*

(5) *A Member has a non-disclosable pecuniary interest or a non-pecuniary interest where -*

- (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect*

the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
(b) it relates to or is likely to affect any of the descriptions referred to above, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association

and that interest is not a disclosable pecuniary interest.

Please contact Miss H Ali, Democratic Services Officer, Tel No: (01480) 388006/email: Habbiba.Ali@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 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 (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
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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 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN on Tuesday, 10 September 2013.

PRESENT: Councillor G J Bull – Chairman.

Councillors M G Baker, Mrs M Banerjee, K J Churchill, J W Davies, D A Giles, G J Harlock, D Harty, Ms L Kadic and Mrs D C Reynolds.

Mr D Hopkins – Co-opted Member.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors K M Baker and I C Bates.

22. MINUTES

The Minutes of the meeting of the Panel held on 9th July 2013 were approved as a correct record and signed by the Chairman.

23. MEMBERS' INTERESTS

No declarations were received.

24. NOTICE OF EXECUTIVE DECISIONS

The Panel considered and noted the current Notice of Executive Decisions (a copy of which is appended in the Minute Book) which had been prepared by the Leader of the Council for the period 1st September to 31st December 2013. The Panel requested sight of the items entitled Carbon Management Plan and Green Deal prior to their submission to the Cabinet.

25. STATEMENT OF CONSULTATION AND DRAFT REVISED SUPPLEMENTARY PLANNING DOCUMENT - LANDSCAPE SENSITIVITY TO WIND TURBINE DEVELOPMENT - FEEDBACK

With the aid of a report from the Cabinet (a copy which is appended in the Minute Book) the Panel was acquainted with the Executive Members' deliberations on the Statement of Consultation and Draft Revised Supplementary Planning Document (SPD) – Landscape Sensitivity to Wind Turbine Development. Members noted that the Cabinet had endorsed their recommendations that further work should be carried out on the content of the SPD and that the Cumulative Landscape and Visual Impacts report should be subject to a separate public consultation exercise.

RESOLVED

that the content of the report now submitted be received and

noted.

26. YAXLEY SEWERAGE

(Councillor D M Tysoe, Executive Councillor for Environment, was in attendance for consideration of this item).

The Panel received and noted a report by the Project and Assets Manager (a copy of which is appended in the Minute Book) which provided an update on the drainage issues experienced in Yaxley. By way of background, the Project and Assets Manager reminded Members that this had been drawn to the Panel's attention in December 2011 via a petition which had been submitted by Yaxley Parish Council. A number of improvement works had already been undertaken and Anglian Water was currently liaising with affected residents on laying a new surface water sewer. It was expected that this would be completed at the end of the financial year.

Members' attention was drawn to a problem with the maintenance of the surface water balancing pond off Mere View in Yaxley. The company who built it as part of the residential development had gone into liquidation and the area was now owned by the Crown. Silt building up in the balancing pond could lead to flooding and the fencing around it required some repair works to be undertaken. The Council had written to Anglian Water requesting that it took responsibility for the balancing pond; however, agreement to do this had not been received. The Council would continue actively to pursue the matter on behalf of Yaxley residents.

The key finding from this work was that residents should report any flooding to Anglian Water and the County Council's Flood Team so that all instances were recorded. This would strengthen the case for Anglian Water to carry out works in affected areas. In agreeing that the study on drainage in Yaxley should now be concluded, it was

RESOLVED

that the content of the report now submitted be received and noted.

27. JOINT MATERIALS RECYCLING FACILITY PROCUREMENT

(Councillor D M Tysoe, Executive Councillor for Environment, was in attendance for consideration of this item).

The Panel gave consideration to a report by the Head of Operations (a copy of which is appended in the Minute Book) proposing the joint procurement of a material recycling facility operator to manage and process all the recycling materials collected across Cambridgeshire and Peterborough. In introducing the report, the Executive Councillor for Environment reported that the proposal had been developed by the Recycling in Cambridgeshire and Peterborough (RECAP) Waste Partnership and would confirm the waste collections authorities' commitment to continuing with it.

Having been advised that the proposals related to the bulking, sorting and onward processing of recyclable materials, the Panel gave

consideration to the possibility that requirements for the presentation of materials might influence the way in which they were collected. Members therefore, sought assurances that the level of service in Huntingdonshire would not be lowered and that any “levelling” would be to at least the District’s current standards. Similarly, the Panel expressed the view that requirements for the delivery of materials for recycling should not restrict the future development of the service nor the Council’s ability to change the way in which it was delivered should that be necessary in the future.

It was confirmed that the proposals related to “back office” functions and would not affect the delivery of front line services. Whilst market forces would influence the level of income generated, the overall risk would be no greater than if the District Council let its own contract. There was some concern over awarding the contract to a single organisation, which would be in a strong negotiating position. In response, the Executive Councillor for Environment indicated that separate contracts might be put in place for different types of recycle. This would mitigate the risk of dealing with one company. The possibility that partners might wish to withdraw from the contract was a further area of concern. Members received assurances that the terms of the contract would be legally binding and that financial penalties would be imposed in such cases.

Members drew attention to the fact that the proposal did not contain any reference to scrutiny of the new arrangements. It was suggested that the Governance Agreement should be amended to include provision for scrutiny of the contract and its effect on the waste collection service individually or collectively by the partner local authorities. In considering the recommendations referred to in Section 1 of Annex 1 of the report, the Panel suggested that recommendation 3 should be amended to refer to the fact that the decision to award the contract should be made by the Head of Operations after consultation with the Executive Councillor for Environment. The Executive Councillor for Environment accepted this suggestion. Whereupon, it was

RESOLVED

that the Cabinet be recommended to:-

- (a) agree that the Council is committed to the procurement and appointment of a contractor to deliver joint material recycling facility services for bulking, sorting and onward processing/sale of recyclable materials for all participating RECAP partners, unless all partners agree not to appoint;
- (b) approve, on behalf of the Council, the ‘RECAP Partnership Charter’ as attached at Appendix 1, including approval of the additional Schedule 2 Governance Agreement relating to the operation of the joint material recycling facility contract and commitment to participation in and commitment of recycle materials into the joint contract;
- (c) agree delegation to the Head of Operations after

consultation with the Executive Councillor for Environment to authorise the final Invitation to Tender and to award the contract;

- (d) agree that Peterborough City Council will nominate a preferred supplier in collaboration with the participating partners, for the provision of the services of bulking, sorting and onward processing/sale of recyclable materials contract, on behalf of both Peterborough City Council and the RECAP participating partners; and
- (e) note and agree the approach to the Waste Framework Directive compliance regarding source separation of recyclate, as agreed by the RECAP Board on 4th September 2013 and as attached as Appendix 3 to the report now submitted.

28. WORK PLAN 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) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Social Well-Being and Economic Well-Being. The Chairman reported that the Economic Well-Being Panel had put on hold its Working Groups to enable it to focus on the Council's future financial position.

29. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL 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) which contained details of actions taken in response to recent discussions and decisions. The Chairman reported that the next meeting of the Corporate Plan Working Group would be held on 23rd September 2013 when the Managing Director would be sharing with Members her views on performance management.

During discussion, the Panel requested the Tree Strategy Working Group to reconvene to consider the terms of a draft Strategy with Planning Officers. It was also noted that a position statement on areas where household recycling was not taking place would be submitted to the Panel's meeting in November 2013. Having regard to the management of the Council's car parks, it was agreed that this work would proceed once the Cabinet had completed its own work in this respect.

30. SCRUTINY

Having considered the 136th Edition of the Decision Digest, a Member expressed concern at the level of CCTV coverage in St Neots. Officers were requested to refer this matter to the Overview and Scrutiny Panel (Social Well-Being). In light of the Corporate Governance Panel's concerns about compliance with the Code of Procurement, the Panel emphasised that the Code should be adhered to, particularly given the scale of some contracts such as the

one for recycling services, which had been discussed earlier in the meeting.

Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 18 September 2013
For Period: 3rd October 2013 to 31st March 2014

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 Cams PE8 6LP Tel: 01780 782827 E-mail: Nick.Guyatt@huntingdonshire.gov.uk
Councillor B S Chapman	- Executive Councillor for Customer Services	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 Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Howe	- Executive Councillor for Healthy and Active Communities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk

<p>Councillor T D Sanderson</p> <p>- Executive Councillor for Healthy and Active Communities</p>	<p>29 Burmoor Close Stukeley Meadows Huntingdon PE29 6GE</p> <p>Tel: 01480 412135 E-mail: Tom.Sanderson@huntingdonshire.gov.uk</p>
<p>Councillor D M Tysoe</p> <p>- Executive Councillor for Environment</p>	<p>Grove Cottage Maltings Lane Ellington Huntingdon PE28 0AA</p> <p>Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk</p>

Notice is hereby given of:

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

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting Mrs Helen Taylor, Senior Democratic Services Officer on 01480 388008 or E-mail Helen.Taylor@huntingdonshire.gov.uk.

Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

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

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

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

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

Colin Meadowcroft
Head of Legal and Democratic Services

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Customer Services Strategy	Cabinet	17 Oct 2013		Kathryn Sexton, Customer Services Manager Tel No. 01480 387040 or e-mail Kathryn.Sexton@huntingdonshire.gov.uk		B S Chapman	Economic Well-Being
Consultation and Engagement Strategy	Cabinet	21 Nov 2013		Louise Sboui, Senior Policy Officer Tel No. 01480 388032 or email Louise.Sboui@huntingdonshire.gov.uk		J D Ablewhite	Social Well-Being
Loan in accordance with Treasury Management Strategy***	Cabinet	21 Nov 2013		Steve Couper, Assistant Director of Finance and Resources Tel No. 01480 388103 or email Steve.Couper@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Re-connection Policy***	Cabinet	21 Nov 2013		Julia Barber, Head of Customer Services Tel No. 01480 388105 or email Julia.Barber@huntingdonshire.gov.uk		B S Chapman	Social 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	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Carbon Management Plan	Cabinet	21 Nov 2013		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Council Tax Reforms	Cabinet	21 Nov 2013		Julia Barber, Head of Customer Services Tel No. 01480 388105 or email Julia.Barber@huntingdonshire.gov.uk		B S Chapman	Economic Well-Being
Huntingdon West Masterplan	Cabinet	21 Nov 2013	Following consultation. Preferred option.	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		N J Guyatt	Environmental Well-Being
Wind Turbines SPD	Cabinet	21 Nov 2013	Draft SPD	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		N J Guyatt	Environmental Well-Being
Approval of Council Tax Base	COMT (Chief Officers Management Team)	25 Nov 2013		Julia Barber, Head of Customer Services Tel No. 01480 388105 or email Julia.Barber@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Green Deal	Cabinet	12 Dec 2013		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Local Plan to 2036 - Proposed Submission	Cabinet	12 Dec 2013	Submission - Draft Local Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		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	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Draft Budget & MTP	Cabinet	12 Dec 2013		Steve Couper, Assistant Director of Finance and Resources Tel No. 01480 388103 or email Steve.Couper@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
A14	Cabinet	13 Feb 2014	Preferred option for public engagement	Steve Ingram, Assistant Director, Environment, Growth and Planning Tel No 01480 388400 or email Steve.Ingram@huntingdonshire.gov.uk		N J Guyatt	Environmental Well-Being
Huntingdon and Godmanchester Market Town Transport Strategy***	Cabinet	20 Mar 2014		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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Public

Key Decision - No

* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Materials Recycling Facility Joint Procurement	
Meeting/Date:	Overview and Scrutiny Panel (Environmental Well Being)	– 8 th October 2013
	Cabinet	– 17 th October 2013
Executive Portfolio:	Councillor Darren Tysoe - Environment	
Report by:	Eric Kendall	
Ward(s) affected:	All	

Executive Summary:

This report seeks to give further information to the report considered in September in respect of a joint procurement of a Materials Recovery Facility (MRF) services for the bulking, sorting and onwards processing/sale of recyclable materials.

The procurement is being carried out by the RECAP Waste Partnership on behalf of all the partners excluding Cambridgeshire County Council who have a separate contract for recyclate collected at their household waste recycling centres.

Currently all the partners have existing contracts which are set to expire at different times and a new contract will encompass all partners for when their current contracts expire. This Council currently has a partnership contract with Fenland DC and Cambridge City Council which expires at the end of November 2014.

The recommendation in the report is to delegate the approval of the Intention to Tender (ITT) document, for the procurement of a MRF contract, to the Head of Operations in consultation with the Executive Member for the Environment.

1. BACKGROUND

- 1.1 The RECAP Waste partnership, as part of a whole system approach to waste across the county, including Peterborough, are seeking to jointly procure MRF services for the bulking, sorting and onwards processing/sale of recyclable materials. To that end a task group, of officers from all the partners, was set up earlier this year to co-ordinate the procurement.
- 1.2 The advantage of jointly procuring this type of service is that the tonnage of recyclable materials will be much greater and enable better prices to be achieved than individual councils procuring the service themselves.
- 1.3 The income which can be derived from recyclate is very much dependant on the risk which the client decides they wish to take. The high risk approach is to pay a flat processing fee to the MRF provider and then sell all the recyclate on the open market. As the market for recyclates fluctuates

considerably the income received will do the same. In this scenario the contractor accepts no risk and receives a guaranteed payment for the processing of the recyclate.

- 1.4 The low risk approach is to receive a much lower guaranteed payment for the recyclate based on a basket price which is advertised monthly in, for instance the Recycling News. This option is not without risk as the guaranteed payment is normally on a scale corresponding to the basket price. This is the current situation in the present joint contract. If the basket price drops beyond a certain point then the partners would end up paying the contractor to process the recyclate and not get any income and this could be the full processing cost.
- 1.5 The medium risk approach is to have say 50% of the recyclate on the guaranteed model with the other 50% being subjected to the open market value. In this way there will, unless the bottom drops out of the market be a guaranteed income to the partners but if prices are high then the partners will benefit from the extra income.

2. FINANCIAL IMPLICATIONS

- 2.1 This Council recycles approximately 19,000 tonnes/year and therefore obtaining the best price for the recyclate is important in assisting the Council in meeting its savings target. In the low risk option the income does fluctuate with the basket price in bands but the return is small compared with that being received by other councils. The trend for wholesale recycling prices has been on a steady increase over the last 5 years, but the demand from the Chinese market has reduced which has led to the current fall in market prices.
- 2.2 A further reduction in the basket price is not thought to be a realistic scenario, as there is evidence once more of prices increasing. Even with low risk contracts there is still considerable risk if the basket price reduces falls too low, as it would involve having to pay the gate fee to the contractor and not receiving any income.
- 2.3 Moving to a medium risk strategy would provide extra reward when recycling prices are high which could offset a reduction in income if the prices fell, whilst the other 50% of the recyclate would be covered by a basket price steady income.
- 2.4 An allowance has been made in the MTP for an increase in recycling income following the award of a joint contract equivalent to £8/tonne as opposed to the £1.09/tonne received currently. It is considered this is a conservative estimate but until the tenders are received we cannot be certain what the figure will be.

3. CONCLUSIONS

- 3.1 The ITT is a detailed technical specification which normally is left with officers to agree based on the guidelines provided by members. In respect of this procurement the timeline from the final draft ITT to submitting comments is very tight at 12 days and wouldn't allow for submission back through Scrutiny and Cabinet. The recommendations in the original report have been agreed by 3 of the partner authorities to date including the delegation of the decision on the ITT with the remaining authority due to make a decision by the 8th October.

3.2 Members will have an opportunity once the tenders have been received to review the prices and the recommendations as to whether to award or not.

Recommendation(s):

It is recommended that the decision on the ITT be delegated to the Head of Operations in consultation with the Executive Member for the Environment.

BACKGROUND PAPERS

RECAP Common Paper Partners Decision-Making Processes.

CONTACT OFFICER

Eric Kendall
Head of Operations
Ext 8635

Public

HUNTINGDONSHIRE DISTRICT COUNCIL

Title	Overview and Scrutiny Involvement in identifying priority areas for Savings
Meeting	Overview & Scrutiny Panels - October 2013
Executive Portfolio	Resources
Author	Assistant Director , Finance and Resources
Wards Affected	All

SUMMARY

The Cabinet considered a report entitled Facing the Future 2013 (attached as Annex A) at its September meeting and made the following decisions:

- It approved the list of potential options for future service delivery and for them to be considered in respect of all the services currently delivered by the Council;
- Requested Scrutiny Chairmen to prepare proposals for a delivery review programme to be presented to October Cabinet for approval, to agree resourcing for that programme and a proposed governance structure, and
- Requested Scrutiny Panels to review all options in line with the programme and present their conclusions and recommendations to Cabinet.

This report proposes how the Review will work to enable Panels to discuss the approach and respond to October Cabinet so that the process can be confirmed for commencement in the October cycle of meetings.

The Financial Forecast to 2019 report contained the following forecast of the savings required:

FORECAST SAVINGS REQUIREMENTS	BUDGET	MTP			
	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000
Targetted	1,377	1,852	2,050	2,090	2,090
Not yet identified	138	2,620	2,948	3,181	3,694

It is recognised that:

- The potential scale of savings required (£5.8M by 2018/19) is extreme, particularly when it was a major task to identify the first £2.1M contained in the Targetted Savings list (Annex B) contained in Financial Forecast to 2019 report.
- The urgency is unprecedented in that £4.5M is forecast to be needed by 2015/16 – just 17 months away – and larger savings typically require longer lead times for delivery. This is £2.6M on top of the £1.9M contained in the targeted list
- Even if the Government's draft financial settlement in December reduces the impact for 2015/16 this is only likely to be a temporary, albeit very welcome, respite.

Given the scale of the challenge, officer resources will be extremely stretched over the coming months to refine and deliver identified proposals and so Panels will need to focus on just the most significant options for each service. There will be no time or resources available to deal with secondary items at this stage which will generally only be considered once the initial plan has taken shape and been confirmed as realistic – this may take many months.

The proposed process needs to consider:

- **The building blocks for review and how these will be shared between the Panels.**

Annex C suggests these building blocks (service areas) which are generally the area of responsibility of the managers reporting to Heads of Service. Exceptions are where one of these Managers has some quite discrete elements, particularly if these are of significant value. The allocation between Panels is based on each Panel having approximately the same number of service areas, focussed on particular Heads of Service/Executive Councillors Portfolio Holders to manage availability and have both customer facing and support services.

- **The information to be provided to the Panel**

Annex D provides a Template that will be completed for each Service. It provides a range of information including:

- Statutory Duties (not optional powers)
- Service Standards and current performance
- Manpower including any vacancies
- Financial including historic spending

It expects comments to be provided on these aspects where significant and then gives a list of the areas highlighted in Facing the Future and requires the manager to highlight all those areas where they consider that there are significant opportunities.

These Templates will have been reviewed by COMT to ensure that there is adequate consistency and challenge together with a suggested priority order to reflect a mixture of potential value and difficulty of achievement i.e. big and easy comes first.

- **The Panel's Task**

It is envisaged that the manager of the service, their Head of Service and a member of COMT and the relevant Executive Councillor will attend the Panel Meeting wherever possible.

The Panel's Task is to:

- Identify any options that they consider are **equally or more significant/practical** than those on the template.
- Consider whether there are any options they do not support.
- Consider the proposed priority order.

- **Workload**

It is intended to table a completed form at the Panel Meeting to enable members to form an idea of the amount of work required to review each Template. Subject to this dry run the Panel will be able to judge how many it can potentially process at a single meeting in order to judge whether an additional meeting is required between the November and December programmed meetings. All other not urgent items would be cleared from November and December Agendas to support this priority.

The process is based on undertaking all reviews in time to report back to January Cabinet. Cabinet will then, in the light of COMT's views on the overall resources available, determine an overall priority order for developing proposals.

It is envisaged that the Templates will be considered as a Part 2 item because discussion will consider areas of commercial confidentiality and staffing issues that would be subject to consultation.

RECOMMENDATION

That each Panel considers the proposed process and informs Cabinet of any suggestions for modification.

ACCESS TO INFORMATION ACT 1985

Financial Forecast to 2019

Facing the Future 2013

Contact Officer: Steve Couper

Assistant Director, Finance and Resources 📞 01480 388103

ANNEXS

- A Facing the Future 2013
- B Targeted Savings Proposals
- C Proposed Building Blocks and allocation to Panels
- D Proposed Template

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Facing The Future 2013
Meeting(s)/Date(s): Cabinet – 19 September 2013
Executive Portfolio: Executive Leader - Councillor Jason Ablewhite
Report by: Jo Lancaster, Managing Director
Ward(s) affected: All

RECOMMENDATION:

- a. Cabinet approve the list of potential options for future service delivery and for them to be considered in respect of all the services currently delivered by the Council;
- b. Scrutiny Chairmen are requested to prepare proposals for a delivery review programme to be presented to October Cabinet for approval, to agree resourcing for that programme and a proposed governance structure, and
- c. Scrutiny Panels are requested to review all options in line with the programme and present their conclusions and recommendations to Cabinet.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE

1.1 The purpose of this report is for Cabinet to:

- consider the future potential business models for the delivery of Council services and recognise how this shapes the medium term financial plan; and
- consider the programme of activity which will be needed to support the delivery of a robust business plan that will be able to deliver the Council's future plans and its ambitions.

1.2 The Council's gross budget for this financial year (2013/14) is £78M, made up of:

	£M
Staff Costs	25.0
Premises	3.5
Supplies and Services	7.5
Transport	1.9
Housing Benefits	35.8
Grants	1.5
Interest and Debt Repayments	1.5
Other	0.9

The report on the Financial Forecast to 2019 explains that, in the medium term (2015/16 onwards), the Council's funding position becomes somewhat precarious.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 There was a forecast budget deficit to be met from reserves of £2.0M in 2014/15. In order to remove this reliance before reserves fall below the minimum recommended level of £5M, savings of £2.6M were required to be found by 2017/18.

2.2 The Government's Spending Review announcements increase the need for additional savings to be found of up to a further £3.2M across the same time-line.

2.3 It has also been made clear that the Government grant will continue to decline (and possibly ultimately cease) and, whilst the Council will carry on generating income from retained business rates, New Homes Bonus, Council Tax and from fees and charges, the gap between the Council's spending commitments and its income will continue to increase. Given the caps on taxation redirection of other income streams, and that our opportunities for growing income will be limited, reducing net spend significantly over the coming 3-5 years remains the highest priority.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 Service budgets have been placed under pressure for some years now and whilst efficiencies continue to be driven out, opportunities are diminishing. There is an intention to implement a 'service challenge process' to take place during the service planning process ready for 2014/15, which will identify any remaining efficiencies, ensuring that service delivery budgets are as tight as they realistically can be and that any remaining anomalies and duplication are removed. However,

further efficiencies will not provide for a guaranteed balanced budget beyond the current year, and accordingly significant unidentified savings will have to remain a feature of the medium term plan.

- 3.2 In reality, the imbalance between our costs and our available resources boils down to some fairly stark choices having to be made:

3.2.1 Cutting Whole Services, i.e. stop doing things

Undoubtedly, the pressure on public finances over recent years has been very difficult for service providers, service users and other sectors. However, the need for the consideration radical changes does provide an opportunity to redefine the role of local councils and the relationship between citizen and state. To date, few councils have actually chosen to stop providing services without any alternative delivery options being created.

Theoretically, if a service is non-statutory and does not directly support the delivery of the council's key priorities, council funding should not be committed to it, no matter how used people have become to that service existing, for example, 100% cuts to arts grant/spending by some of the Councils in the North East. This argument is particularly strong where there are already alternative suppliers available within the market place, e.g. pest control.

3.2.2 Generating Additional Income

Further increases in fees and charges is an obvious area to consider in more detail, in order to protect spending on services. Particularly for those services which have a value and are provided to a select group of the community (i.e. is not a universally provided service which benefits all). Historically, many councils have, for example, relied on car parking charges to make a positive contribution. There has been a steady increase in the cost of car parking but further increases will have to take account of the impact on the viability of our market towns. However there are other services and facilities, which are currently not charged for, which could potentially be the subject of additional charging, e.g. shop-mobility, green bins, etc.

3.2.3 Asset Sweating

HDC owns a significant operational property portfolio and it also own a significant community related portfolio including advice centres, sports clubs (bowling, cricket, football and rowing), community centres, education centres, function rooms, girl guide and scout group buildings, market rights, Mencap centre, nurseries, pavilions, public conveniences, nature reserve and visitor centre. The total asset value of the HDC Estate is currently estimated to be around £57M.

This option considers the potential for generating the highest possible income from the Council's property portfolios. This would mean reviewing the operational portfolio in order to determine that we are getting the best possible income and that we are using those buildings to their utmost

capacity. In order to maximise returns within our operational estate there may need to be further investment to support more agile working across all of our services, including the potential for mobile working, using other public sector buildings for hot-desking and remodelling how we actually deliver some services. This could lead to us disposing of some of the assets or alternatively sub-letting them to generate a revenue income. Work is underway across Cambridgeshire under the Making Assets Count (MAC) Programme to support this type of activity.

There is another strand of proactively pursuing appropriate development and investment opportunities, centred around our commercial holdings, and indeed, an effective investment strategy would assist portfolio management. Early valuation advice would need to be obtained on schemes and, if a number are to proceed, a disposal strategy would assist with audits and any challenges. Most councils are actively exploring this option as a way to drive down unit costs, reduce central recharges and maximise operational property income potential.

3.2.4 Smart Investment

Smart investments can potentially deliver significant savings in overall public expenditure. An example of this is the Government's focus on 'early intervention', in children's lives and giving children the right type of support, as a means to avoid the need to spend additional sums in the future. This type of approach could also be applied to work and skills programmes as well as such things as community safety and homelessness.

Other types of investments with large potential returns include advance funding for enabling infrastructure to allow important developments to proceed as quickly as possible. For example, it has been calculated that investment of £60m in infrastructure required to enable Kettering's 'Enabling Responsible Growth' project to proceed would deliver an economic benefit to the UK of £1.2bn over 25 years. A proposed new Energy Park will deliver 50MW of green power from a combination of technologies, which is enough to satisfy Kettering's electricity requirements without the need to spend on upgrading the existing grid infrastructure. Plans also include a 250,000m² business park creating up to 7,000 jobs and a housing development of 5,500 homes to be built nearby.

3.2.5 Property and Land Development

A number of councils have looked at actively developing property or land assets either through acquisition or by developing on land they already own, either in partnership with a developer, other land owners or on their own. Initial investigations highlight that becoming a property developer and social landlord in the residential market requires significant capital outlay in order to be in a position to make a return (circa 1500 units). However, whilst HDC is not a major landowner, it has some limited parcels of land that a multi-disciplinary team has been examining to assess the development potential. Several of these plots are currently used for off-road parking, as green space, or are occupied under license by adjacent residents.

There would obviously be some resistance to the development of such areas and they will all need to go through the planning application system. On some similar type of sites, the Development Management Panel have previously rejected such proposals as they take out green space or result in the loss of other amenity land.

3.2.6 Transfer of Services / Assets to Community Groups Charities / Other Councils

Community Asset Transfer is the transfer of ownership or management of land or buildings to a local community group or other appropriate third sector organisation. Where the asset is used for service delivery it can be transferred with or without continuing council support for that service. Freehold ownership of an asset may be transferred or it may be transferred on a short or long-term lease with the council retaining the freehold. Transferring the freehold provides one-off income from the sale while a lease provides income while retaining ownership.

Where the Council continues to provide support for transferred services, these can be community managed (community led and delivered but with some support), community supported (funded and led by the Council but with significant community support) or commissioned as community services (commissioned and fully funded by the council and delivered by the community organisation). As an example, Northampton Borough Council has transferred 7 community centres to community groups and expects all of its community centres to become community managed. They describe the financial benefit to the council as being in the medium term, but with the related community benefit being in terms of better use of the centres. They dealt with a number of community groups and were involved in helping some become incorporated and produce business plans. The centres are leased out to the groups, who are responsible for running them and for the internal maintenance, in their model the council retains responsibility for external maintenance and insurance.

3.2.7 Shared Services with other Councils

Sharing services, for example Revs & Benefits, Development Management and Environmental Health, is increasingly common, but does require investments in technology to make them genuinely transforming.

Benefits can include streamlined processes, better collaboration and potential savings through economies of scale. For example, South Oxfordshire and Vale of White Horse District Councils agreed to share services in 2008. The arrangement has delivered significant benefits with employment cost savings between 2007/08 and 2011/12 from the shared service arrangements at £5.7m following an upfront investment cost of £1.8m, delivering a net employment cost saving of £3.9 million over the five year period. Further budgeted savings of £4.9m are forecast between 2012/13 and 2013/14 to be delivered from improvements in waste and recycling contracts and in improved business processes, IT and reductions in staff. Service delivery, performance and customer satisfaction have not suffered and, in many cases, have improved. By sharing senior managers and staff, the councils work more closely together and benefit from a

stronger Oxfordshire presence, with greater operational resilience. Both councils are similar in scale and demographics and the administration centres are not too far apart. The willingness of the two sets of councillors and their officers to effectively collaborate has been critical to the success of this initiative.

3.2.8 Outsourcing to the Private Sector

Outsourcing involves transferring a business activity to an external company or supplier, and traditionally these initiatives have focused on back office functions such as IT, HR and finance. According to a recent study, about 23 per cent of human resources, IT and payroll functions are now privatised, as are half of council waste management services. The value of council contracts for the private sector more than doubled between 2008 and 2012 to £12.9bn.

Within the last few weeks Barnet LBC has signed two major contracts worth nearly £500m with the outsourcing firm Capita. The authority has agreed to a ten-year deal worth £350m in which Capita Business Services will run its back-office services, and a separate £130m ten-year deal in which Barnet's development and regulatory services – including strategic planning, transport and environmental health – will be run by Capita Symonds in a partnership with the authority. Barnet claims the contracts will save taxpayers £126m over the next decade.

3.2.9 Demand Management

Demand management is prevalent in many situations, and in reality there have to be mechanisms applied within the public sector in order to prevent, reduce or direct demand. Much focus is currently on the health care sector as it looks to deal with the impact of an aging population, but in reality evidence suggests that public sector has ceased to be the last place of resort, and has instead become a point of first contact. Prevention is generated by early intervention and a focus on self-reliance and, where users enter a system, there is a process to lower costs or introduce changes which drive a lowering of demand.

3.2.10 Tighter Commissioning

Council spending in the private and voluntary sectors is worth over £62bn p.a. according to the Local Government Association (LGA). Quick wins identified by the LGA include up-skilling local authority procurement teams, introducing common policies and practices, and fully engaging with suppliers. Commissioning and procurement are not the same; a commissioning strategy may result in procurement but could just as easily result in a policy change. Increasingly councils are likely to see expansion from commissioning for specific services to commissioning across councils or on a corporate basis.

For example, Brighton and Hove City Council have developed on “intelligent commissioning” model. This is a cultural and structural change process aimed at supporting the delivery of the city's strategic outcomes and key services. A wide number of benefits have been generated including better

service prioritisation and outcome improvements, budget savings and stronger community participation and ownership.

Commissioning is not just about the bottom line, it is also about the most efficient way to deliver services while creating value - social, environmental and economic. Commissioning should be focussed on community needs and priorities. For example, Oldham has focused much effort on their Children's centres. A district-led workshop event brought together members, partners and citizens to work together to identify key issues and agree performance measures critical to improving outcomes. The process resulted in a saving of £220,000. This new commissioning process was completed within 10 months including developing the business case, engaging partners and citizens, tendering and awarding contracts.

The wider economic and social perspective is evidence by The City of London's Local Procurement Directive' inspiring a change in culture to consider the wider social impact through increasing the Small and Medium Enterprises local spend and employment opportunities whilst maintaining 'Best Value'.

3.2.11 **Joined Up Public Services**

This refers to bringing public, private and/or voluntary sector bodies together to work across organisational boundaries towards a common goal and this can take different forms. These include realigning organisational boundaries (bringing together the whole or parts of two or more organisations to create a new organisation), formal partnerships (working together by contract, protocol or framework agreement) and informal partnerships (working together by liaison, consultation or unwritten mutual agreement).

Making Assets Count (MAC) is an example of this where public sector partners in Cambridgeshire are working together (currently as an informal partnership) with the objective of using their collective property portfolio in a more efficient manner to reduce costs to the public purse, improve services offered to the public and support economic growth through construction and knock on economic activity.

Potential MAC benefits to partners include reduced overall footprint of estate and lower property costs, delivery of significant property-related revenue savings, capital gains through disposing of redundant properties, service alignment benefits through service and partner co-location, improved public services, new retail, housing and community facilities for communities, regeneration, economic development and growth across the county, support for jobs and skills in the construction industry, mapping all public sector assets to support improved property management and service delivery and improved energy efficiency and carbon emission reductions.

Examples of some of these benefits have already been achieved through informal partnership (e.g. the NHS renting office space above our Civic Suite). Others, such as the Joint Operations Centre in the south of the county, may require evolution into a more formal partnership. Some may require the creation of a new organisation, as is currently being proposed

for the market town regeneration programme which includes St Ives and St Neots.

3.2.12 Cutting Pay

The objectives of the pay review currently being undertaken are to deliver a fairer pay system which complies with equalities legislation and ensures that pay levels are at market rates. It is possible that the final pay model adopted will result in lower salaries for some employees and this should be taken into account when considering any further cuts to pay and conditions.

In addition to the option of reducing salaries across the board, such as the cut of up to 2.5% imposed by Doncaster Council on nearly 6,000 employees in 2012, other options include reductions in allowances or allowing staff to reduce hours voluntarily.

Alternative ways to lower the wage bill without cuts to salaries include reducing sickness absence (reducing average days lost last year from 8.9 days/FTE to 7.5 days/FTE would have meant nearly 900 fewer days lost – equivalent to nearly 3.5 full-time employees), holding posts vacant for longer (delaying the starting dates of each of the 70 new recruits in 2012/13 by a further five working days would have saved over £40,000 last year) and allowing staff to take unpaid leave.

3.2.13 Management Restructure

Over the last three years there have been significant changes to the senior management structure. As a result of these changes we have delivered full year savings of £600k per year. During the coming months, and indeed, years, the shape of the Council will need to continue to change to reflect the applicable business model and this will obviously again involve changes to how services are managed. The process of management review is unlikely to be a single event or projects, but will be a theme running alongside all other reviews, with the obvious direction of further reducing our costs.

3.2.14 Further Efficiencies (as opportunities arise)

As reducing net spend will be the Council's biggest priority over the coming 3-5 years, it is essential that all potential opportunities to appropriately increase income or cut spending are considered. Such opportunities may be identified by our employees, Councillors or residents and we need to be open to listening to their ideas. All employees should be encouraged to identify opportunities to make savings, increase income or improve services. A revitalised staff suggestion scheme currently under development may be one mechanism to help engage officers across the Council.

3.2.15 Outsourcing within the Public Sector

Councils are actively taking matters into their own hands and setting up in competition with the private sector. LGSS (Cambridgeshire & Northamptonshire) and Herefordshire and Shropshire already have trading arms that sell back-office services such as payroll and ICT to other councils.

Huntingdonshire District Council provides ICT services to East Cambridgeshire and previously ran payroll services for other public sector organisations in the district. Currently exploratory discussions are underway across many of our service areas.

4. CONCLUSION

Some of these potential options overlap significantly, but the reality is that doing nothing is not an option. No single one of these options will deliver a definitive model for the Council and it is likely that a combination approach will need to be employed. The Council has an emerging corporate plan which aims to set out priorities and focus activity. All our energy and resources should concentrate on achieving the priorities whilst fulfilling the Council's legal duties. Beyond that there exists a range of services that the Council may find desirable, but which alternative providers can be encouraged to provide for our communities or indeed, community resilience can be increased such that demand on our services decline.

BACKGROUND PAPERS

Report on Financial Forecast to 2019

TARGETTED SAVINGS

	2013	2014	2015	2016	2017
	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
CHRIS HALL					
COSTED PROPOSALS					
Mobile Phones lower tariffs	10	20	20	20	20
Outsourced/Shared IT		50	100	100	100
FOR ACTIVE INVESTIGATION					
Reduce travelling and journey time through video conferencing					
Channel Migration					
COLIN MEADOWCROFT					
COSTED PROPOSALS					
Extra income from Document Centre		10	15	20	20
Democratic/Central Services target saving from extra income, cost savings or restructuring		20	20	20	20
Outsourced/Shared Legal Service		25	25	25	25
FOR ACTIVE INVESTIGATION					
Investigate integration of Licensing into Environmental Health					
Not give day off for elections					
ERIC KENDALL					
COSTED PROPOSALS					
Ops Management and admin budget savings	55	80	80	80	80
Outsourced/Shared CCTV Service with Cambridge City		20	100	100	100
Lower R&R contributions		25	25	25	25
Investigate savings in Street Cleansing		70	70	70	70
FOR ACTIVE INVESTIGATION					
RECAP (County wide project investigating Waste/Refuse options)					
Investigate reduction in Grounds Maintenance budget re. litter picking					
Investigate outsource of catering at Hinchingsbrooke Park					
HELEN DONNELLAN					
COSTED PROPOSALS					
Give up Performance Management budget	18	18	23	23	23
Corporate Office target saving from extra income, cost savings or restructuring		40	40	40	40
Increased income from proactive management of commercial estate		20	40	50	50
Review of contracts				20	30
Investigate integration of FM and Estates					

	2013	2014	2015	2016	2017
	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
JULIA BARBER					
COSTED PROPOSALS					
Call Centre target saving from extra income, cost savings or restructuring			25	25	25
Outsourced/Shared Revs and Bens		50	150	150	100
FOR ACTIVE INVESTIGATION					
Channel Migration					
Investigate Shared Housing Register					
Investigate Shared Fraud					
PAUL JOSE					
COSTED PROPOSALS					
Environmental Management - Combination of		200	250	250	250
Integration of FM and Estates					
Sharing					
Revenue generation activities/additional income					
Reduced energy and maintenance costs PFH and EFH					
Savings in Street naming and numbering and other budgets					
FOR ACTIVE INVESTIGATION					
Reduce office space, more hot desking and rent space out					
SIMON BELL					
COSTED PROPOSALS					
Staff restructuring and increases in income					
<i>already included in MTP</i>					
FOR ACTIVE INVESTIGATION					
Investigate outsource of catering at Leisure Centres					
STEVE COUPER					
COSTED PROPOSALS					
Reduce Audit Fees budget	40	40	40	40	40
Identify and remove other spare budgets across the Council		50	50	50	50
Advertising opportunities		20	25	25	25
Reduce training budgets to focus on priorities		20	20	20	20
Outsourced/Shared Debtors		25	25	25	25
Margin on Loans to RSLs etc.		30	75	125	175
Other emerging minor staffing adjustments		25	50	75	100
No Grants to Towns/Parishes re Housing Support		357	357	357	357
FOR ACTIVE INVESTIGATION					
Further budget reviews					

	2013	2014	2015	2016	2017
	2014	2015	2016	2017	2018
	£000	£000	£000	£000	£000
STEVE INGRAM					
COSTED PROPOSALS					
CIL related staff reorganisation	7	30	30	30	30
Selling planning expertise to other authorities (target)		20	20	20	20
Planning staff savings (existing vacancies)		50	50	50	50
Investigate integrating Housing Strategy with Planning Policy		25	50	50	50
FOR ACTIVE INVESTIGATION					
Further potential increase in car park charges					
Development Control Fees increase in excess of MTP assumption					
SUE LAMMIN					
COSTED PROPOSALS					
Deletion of post in Commercial Team			35	35	35
Give up Arts Development budget		11	11	11	11
Voluntary Grants reduction				50	50
Primary Authority Scheme	5	10	10	10	10
Premises Permitting Scheme	2	4	4	4	4
Community Safety work for others	2	5	10	15	20
Reduce DASH Team budget		7	7	7	7
Review Community Development				33	33
FOR ACTIVE INVESTIGATION					
Investigate shared Environmental Health with Cambridge City					
HSE Enforcement interventions income					
Investigate Outsource/Share Pest Control and Animal Warden					
Investigate Sports and Active Lifestyle business development					
Investigate integration of Licensing into Environmental Health					

ANNEX C

SERVICE BLOCKS AND ALLOCATION TO PANELS

PANEL	SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
OFFICERS	General Manager, One Leisure Head of Environmental and Community Health Services Head of Legal and Democratic Services Corporate Team Manager (Economic Development) Head of Operations (CCTV) AD (Environment, Growth and Planning)	Service Manager, Environmental Management Head of Operations	Head of Customer Services AD (Finance and Resources) Corporate Team Manager Service Manager, IMD
EXECUTIVE CLLRS.	Healthy and Active Communities Strategic Economic Development and Legal	Environment Strategic Planning and Housing	Resources Customer Services
FUNCTIONS	<ol style="list-style-type: none"> 1. One Leisure 2. Environmental Health 3. Community Health 4. CCTV 5. Legal 6. Democratic Services 7. Elections & Licensing 8. Economic Development 9. Development Management 10. Planning Policy 11. Strategic Housing 	<ol style="list-style-type: none"> 1. FM 2. Environmental 3. Building Control 4. Projects and Asset Management 5. Grounds Maintenance 6. Street Cleansing 7. Refuse and Recycling including Vehicle Management 8. Parks and Open Spaces 9. Countryside 10. Car Parking and Street Rangers 	<ol style="list-style-type: none"> 1. Operational Housing 2. Customer Services 3. Revenues 4. Benefits 5. Accountancy 6. Audit and Risk Management 7. Procurement 8. Estates 9. Corporate Office remainder 10. ICT Network & Systems 11. ICT Developments

In completing the following box please ensure that the comments on each proposal cover:

- The impact on customers and service standards
- A relative scale on the size of the potential saving
- A priority order that reflects a balance of the size of the saving and the ease of achievement,

FACING THE FUTURE THEMES	RELEVANT	PRIORITY	COMMENTS
Generating Additional Income			
Asset Sweating			
Smart Investment			
Property and Land Development			
Joined Up Public Service			
Management Restructure			
Further Efficiencies			
3 Working Pay			
Demand Management			
Tighter Commissioning			
Transfer of Services / Assets to Community Groups / Charities / Other Councils			
Shared Services with Other Councils			
Outsourcing to the private sector			
Reducing Service Standards			
Cutting Whole Service elements			

ONGOING STUDIES

STUDY	OBJECTIVES	PANEL	STATUS	TYPE
Social Value	To consider the development of a methodology for the quantification of Social Value.	Social Well-Being	Working Group will focus on three key areas; namely social, health and financial benefits of the Council's activities. Final report to be submitted to the Panel shortly.	Working Group
Consultation Processes	To assist the Corporate Team with its review of the Council's Consultation and Engagement Strategy.	Social Well-Being	Strategy and Guidance being updated by the Corporate Office to incorporate comments suggested by the Working Group which met on 28th August 2013. Due to be presented to the Panel and Cabinet at their November 2013 meetings.	Working Group
Review of Neighbourhood Forums in Huntingdonshire	To undertake a review of the Neighbourhood Forums in Huntingdonshire.	Social Well-Being	At a recent meeting of ELSG, the Cabinet agreed to review their decision on Local Joint Committees (LJCs) on the understanding that they will be permissive on local communities' part and that groups of Parishes will organise, pay for and service the meetings themselves. Proposals endorsed by the Cabinet at their September 2013	Working Group

			meeting on the understanding that the proposed boundary map for the LJs should be utilised as guidelines.	
District Council Support Services	To review the services provided by the District Council's Document Centre to form a view on its efficiency and cost effectiveness.	Economic Well-Being	The Member Champion has reviewed the Management response to the Panel's recommendations on the Document Centre. A report will be presented to the October Panel Meeting.	Working Group
Economic Development	To be determined.	Economic Well-Being	The Huntingdonshire Economic Growth Plan 2013 to 2023 was considered by the Panel in July 2013. The Economic Development Manager will attend a future meeting to provide an update on the marketing and implementation plans.	Whole Panel.
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013-2015.	Social Well-Being	Working Group will meet with each voluntary organisation shortly to review their progress with a further meeting to be arranged 6 months thereafter. Half yearly report on organisations supported by grants through Service Level Agreements to be presented to Panel in December 2013.	Working Group.

Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	Quarterly reports presented to the Panel. Members of the Economic Well-Being Panel will be invited to attend. Next report to be submitted to the Panel's October 2013.	Whole Panel
Local Plan 2036 – Provision of Social, Affordable and Supported Housing and Impact Upon Homelessness	To explore how the new Local Plan would help to address housing and homelessness needs within the District.	Social Well-Being	An outline of how the new Local Plan will help to address housing and homelessness needs within the District was delivered to the Panel. Update to be provided in October 2013 as part of the Affordable Housing Policy report.	Whole Panel.
Customer Services Strategy	To contribute to the production of the new Customer Services and Channel Migration Strategy.	Economic Well-Being	The Working Group met on 16th September to review the draft Strategy, prior to it being submitted to Overview and Scrutiny & Cabinet in October.	Working Group
Review of Elderly Patient Care at Hinchingbrooke Hospital	To undertake a review of elderly patient care at Hinchingbrooke Hospital.	Social Well-Being	Working Group appointed to undertake a review which will be undertaken in conjunction with the Hospital. First meeting held on 18th July 2013. Further meeting being arranged.	Working Group
Communications & Marketing	To be determined.	Economic Well-Being	This review has been put on hold in view of the work which is expected to emerge for the Panel from 'Facing the Future 2013'.	Working Group

Shared Services	To be determined.	Economic Well-Being	This review has been put on hold in view of the work which is expected to emerge for the Panel from 'Facing the Future 2013'.	Working Group
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Panel Date	Decision	Action	Response	Date
15/05/13	<u>Leadership Direction</u> Councillors G J Bull and Mrs L Kadić have been appointed to the Corporate Plan Working Group.	Number of meetings of the Corporate Plan Working Group held to develop the Delivery Plan.	Working Group met on 23rd September 2013 with the Managing Director. A new Corporate Plan is intended to be launched on 1st April 2014. The Working Group will meet in December to review progress with its development.	
13/7/10 8/3/11 12/10/11 8/11/11 12/03/13	<u>Great Fen Project</u> The Panel attended tours of the Great Fen. Latest visit undertaken on 1st October 2012. Copy of the Socio-Economic study presented to Panel. The Panel has challenged the figures relating to the number of new jobs created since the Project came into being and has sought clarification on what the real economic benefits of the Project are. These were circulated around to Panel Members on 25th March 2013 via email.	Updates on the progress of the project to be presented to the Panel at 6 monthly intervals. Site visits and information reports will be provided to the Panel as the Great Fen Project develops.	Site visit held on 17th September 2013. A brief update on the outcome of this visit will be delivered at the meeting.	
14/09/10 11/09/12	<u>Tree Strategy</u> To form a strategy in conjunction with the Tree Officers for the retention and planting of trees. Councillor J W Davies updated the Panel on progress made towards completion of the Tree Strategy.	A series of Working Group meetings have been held comprising Councillors M G Baker, Mrs M Banerjee and J W Davies. A draft policy is being drawn up by the Arboricultural Officer for submission to the Working Group for comment. Ways of finalising the Tree Strategy are being considered. Arboricultural Officer	At their September meeting, the Panel requested the Tree	TBC

Panel Date	Decision	Action	Response	Date
		advised that he is working with consultants to finalise the document and that the first draft is with him for review.	Strategy Working Group to reconvene to consider the draft. Request submitted to Planning Service.	
<p>9/04/13</p> <p>11/06/13</p> <p>10/09/13</p>	<p><u>Whole Waste System Approach</u></p> <p>Panel received an update on progress with the RECAP Waste Partnership. The Panel has endorsed, in principle, the whole system approach, a business case for which is expected to be delivered to the Panel in the Autumn.</p> <p>In considering the Panel's work programme, Panel agreed that it may be necessary to reconvene the Waste Collection Working Group when consideration is given to the whole waste system approach. The Working Group comprises Councillors M G Baker, G J Harlock and C R Hyams.</p> <p>A report on Joint Materials Recycling Facility Procurement was considered by the Panel which forms part of the whole waste project. Further reports are expected to be submitted to the Panel in due course.</p>	<p>Head of Operations acknowledged the Panel's request for the report prior to its submission to the Cabinet.</p> <p>The Cabinet requested at their September meeting that the final Invitation to Tender document for the Joint Materials Recycling Facility project should be considered by the Panel prior to final approval by the Cabinet. There was some concern at the lack of financial justification within the report.</p>	<p>This item appears elsewhere on the Agenda.</p>	<p>8/10/13</p>
<p>6/01/12</p>	<p><u>Design Principles for Future Developments</u></p> <p>First meeting of the Working Group held where Councillor Mrs M Banerjee was appointed rapporteur. It was agreed that the Working Group needed an overview of the site from a Planning Officer, followed thereafter by a site visit.</p>	<p>Working Group met with the Assistant Director for Environment, Growth and Planning on 26th January 2012 to receive an overview of the Loves Farm site. Site visit held on 2nd March 2012 followed by a de-brief on 21st March 2012 and a meeting on 1st June 2012.</p>	<p>The Working Group has considered a report by the Urban Design, Trees and Landscape Team Leader analysing the results of the 'Building for Life' assessments which were completed on the site visit. The Working Group will begin to draft</p>	

Panel Date	Decision	Action	Response	Date
11/09/12	The Panel considered the report of the Working Group which outlined its findings to date.	Meeting with the Urban Design, Trees and Landscape Team Leader was held on 5th October 2012 to discuss aspects of the Design Guide in more detail. Officers met with consultants in January 2013 to discuss the matter further.	their final report. Planning Officers are yet to establish a timetable for consultation on this document – details awaited.	TBC
15/01/13	<p><u>Landscape Sensitivity to Wind Turbine Development Draft Revised Supplementary Planning Document</u></p> <p>Panel were provided with an opportunity to comment on the draft revised Wind Power SPD which was undergoing consultation. The Panel has expressed their concerns over a number of matters including the impact of cumulative developments upon the District, the absence of any limits set on the proximity of turbines to dwellings and the group size proposed for large scale developments. With regard to the latter, the Panel is of the view that 24 turbines on one site is not an appropriate policy to adopt for Huntingdonshire. Additionally, the Panel has requested for point (e) of the guidance to be reconsidered in respect of Ouse Valley area's landscape as it was felt that this required further clarification.</p>	Comments have been forwarded to the Assistant Director for Environment, Growth and Planning who advised that he would include Members views as part of the consultation.		
18/07/13	A further opportunity to comment on the Wind Turbine Development Draft Revised SPD was provided. The Panel is still concerned over the group sizes proposed. Concerns also remain over the absence of separation distances between developments and made a suggestion that explicit reference to the terms “adverse visual impact” and “material harm” is incorporated within the planning policy framework. The Panel also has suggested that the Cumulative Landscape and Visual Impacts of Wind Turbines in	Panel's views were conveyed to the Cabinet at their meeting in July 2013. Cabinet agreed with the Panel's recommendations.	A further report on Wind Turbines Supplementary Planning Document will be submitted to the Panel in November 2013.	12/11/13

Panel Date	Decision	Action	Response	Date
10/09/13	<p>Huntingdonshire document should be subjected to a separate public consultation exercise.</p> <p>Panel requested for some further background information on the Wind Turbines Supplementary Planning Document report which is due to appear before the Panel in November.</p>	<p>Request submitted to Planning Officers. – Response awaited.</p>		
<p>10/07/12 & 9/04/13</p> <p>11/06/13</p>	<p><u>Rural Transport</u></p> <p>Report received on Transport for Cambridgeshire. A number of comments have been made and were conveyed to the Cabinet. The Panel wishes to review the provision of transportation in rural areas and has requested sight of the final report to be submitted to them at a future meeting.</p> <p>Councillor Mrs L Kadić appointed as the Panel's representative on the Cambridgeshire Future Transport Initiative.</p>	<p>Outcome of the County Council's Overview and Scrutiny Committee on 27th March 2013 reported to Members where discussion took place on Cambridgeshire Future Transport.</p>	<p>Further updates to be delivered in due course.</p>	<p>TBC</p>
<p>12/03/13</p> <p>11/06/13</p>	<p><u>Grounds Maintenance – Service Standards</u></p> <p>Panel agreed to undertake a review of the Council's Grounds Maintenance budget.</p> <p>Report submitted on grounds maintenance service standards. An opportunity does exist to achieve savings in respect of litter picking. A number of suggestions were made by the Panel for further investigation by the Executive Councillor for Environment.</p>		<p>A report on litter picking will be submitted to the Panel in January 2014.</p>	<p>14/01/14</p>

Panel Date	Decision	Action	Response	Date
11/06/13	<p><u>Recycling in Flats</u></p> <p>Panel agreed to include Recycling in Flats to their work programme.</p>	<p>Members requested for a position statement to be submitted to a future meeting. Request submitted to the Head of Operations.</p>	<p>Report anticipated November 2013.</p>	<p>12/11/13</p>
	<p><u>Notice of Key Executive Decisions</u></p> <p>A14</p> <p>Awaiting Government announcement. Update expected in shortly.</p> <p>Dairy Crest Fenstanton: Planning and Urban Design Framework</p> <p>Panel requested sight of the report prior to its submission to the Cabinet.</p> <p>Huntingdon West Masterplan</p> <p>Panel requested sight of the report prior to its submission to the Cabinet.</p> <p>Local Plan to 2036 – Proposed Submission</p> <p>Panel will have sight of the report prior to its submission to the Cabinet.</p> <p>Carbon Management Plan</p> <p>Panel will have sight of the report prior to its submission to the Cabinet.</p>	<p>Assistant Director for Environment, Growth and Planning aware of Panel's interest in subject matter.</p> <p>Request submitted to the Assistant Director for Environment, Growth and Planning.</p> <p>Request submitted to the Assistant Director for Environment, Growth and Planning.</p> <p>Request submitted to the Assistant Director for Environment, Growth and Planning.</p> <p>Request submitted to the Service Manager, Environmental Manager.</p>	<p>Update expected in February 2014.</p> <p>Report expected in early 2014.</p> <p>Report expected November 2013.</p> <p>Report expected December 2013.</p> <p>Report expected November 2013.</p>	<p>11/02/14</p> <p>TBC</p> <p>12/11/13</p> <p>10/12/13</p> <p>12/11/13</p>

Panel Date	Decision	Action	Response	Date
	<p>Green Deal</p> <p>Panel will have sight of the report prior to its submission to the Cabinet.</p>	Request submitted to the Service Manager, Environmental Manager.	Report expected December 2013.	10/12/13
	<p><u>Huntingdonshire Strategic Partnership (HSP)</u></p> <p>The Panel has a legal duty to scrutinise the work of the HSP, with the following thematic group falling within the Panel's remit:-</p> <p>Growth and Infrastructure</p> <p>Panel is yet to undertake some scrutiny of this thematic group.</p>	The item will be programmed in for a future Panel meeting as appropriate.	Due to appear before the Panel in January 2014.	14/1/14

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ACTION LOG
(Requests for information/other actions other than those covered within the Progress Report)

<u>Date of Request</u>	<u>Description</u>	<u>Response</u>
10/09/13	<ul style="list-style-type: none"> Panel expressed some concerns over CCTV coverage in St Neots and across the District generally. Agreed that the matter should be referred to the Overview and Scrutiny Panel (Social Well-Being) for further investigation. 	Investigations made by the Chairman and Vice-Chairman of the Social Well-Being Panel. Response circulated around electronically to the Panel on 23rd September 2013 for information.



Decision Digest

Edition 137

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st to 25th September 2013.

HUNTINGDONSHIRE STRATEGIC PARTNERSHIP HEALTH AND WELL-BEING THEMATIC GROUP – ANNUAL SCRUTINY REPORT (FOR 2012-13)

The Overview and Scrutiny Panel (Social Well-Being) received a presentation on the Huntingdonshire Health and Well-Being Group which referred to the Group's Action Plan, its membership and strategic links to other key groups such as the Cambridgeshire Health and Well-Being Board. The Group's priorities are based on evidence of need identified through the Joint Strategic Needs Assessment and the Huntingdonshire Sustainable Community Strategy.

The Group's membership has changed considerably over the last year and now includes representatives from the local Clinical Commissioning Group, voluntary sector, Healthwatch and Age UK. The Panel has discussed how the Group's work will filter down to local communities, occupational therapy waiting times and the work being undertaken in respect of teenage conceptions and mental health services.

HUNTINGDONSHIRE COMMUNITY SAFETY PARTNERSHIP

Under the Police and Criminal Justice Act 2006, the Overview and Scrutiny Panel (Social Well-Being) has scrutinised the work of the Huntingdonshire Community Safety Partnership and examined the Action

Plan for 2013-14, the performance information over the previous 12 months, details of the projects undertaken by the Partnership and the crime trends in Huntingdonshire since 2006.

The Police and Crime Commissioner now has responsibility to devolve funds down to all Cambridgeshire Partnerships. However, it is not likely that funding will be available next year. To ensure the future sustainability of the service, the Partnership will explore income generating opportunities through collaboration and partnership working with the private sector.

The Panel is pleased to see the downward trend of crime levels reported within the District but has noted an increase in the number of metal thefts over the last year. Changes to the way scrap metal dealers are licensed will take effect from October 2013 which will help to reduce this trend. Other matters discussed included the problems with anti-social behaviour of nuisance drivers in Riverside Park, St Neots and the successes of the Dodgems project in the prevention of crime amongst individuals identified as being at risk of offending.

HUNTINGDONSHIRE TOWN AND PARISH CHARTER

The Overview and Scrutiny Panel (Social Well-Being) was provided with an opportunity to comment on the Huntingdonshire Town and Parish Charter. Members have suggested that

Appendix C of the Charter document should make reference to the District Council advising Town and Parish Councils of developments taking place through “permitted developments”. In addition, should the Cabinet be minded to support the proposals to establish Local Joint Committees (LJCs) in Huntingdonshire then reference should also be made to LJCs as an example of an appropriate forum in which to engage with communities.

When endorsing the contents of the Charter, the Cabinet has reiterated the Panel’s view that reference should be made within to LJC’s.

REPORT ON THE PERFORMANCE OF THE SHAPE YOUR PLACE HUNTINGDONSHIRE WEBSITE: 1ST JULY 2012 – 30TH JUNE 2013

The Overview and Scrutiny Panel (Social Well-Being) have considered the performance of the Shape Your Place website over the 2012/13 year and received the first quarter’s performance for 2013/14. The site has attracted 15,707 individuals, 33,930 visits and 82,891 page views in its first year of operation. In total, 127 issues were raised of which 46 related to District Council matters largely in respect of planning, parking and the maintenance of grass verges and hedges.

The Panel has expressed the view that Members could do more to raise the profile of the website and encourage use of it as an effective tool for engaging with their constituents. Bring in mind the forthcoming proposals for the establishment of Local Joint Committees (LJC) in Huntingdonshire, the Panel has requested that where possible, the boundaries of Shape Your Place should be co-terminus with those proposed for the LJCs.

A report on the performance of Shape Your Place after its second year of operation will be submitted to the Panel in a year’s time.

CAMBRIDGESHIRE ADULTS, WELL-BEING AND HEALTH OVERVIEW AND SCRUTINY COMMITTEE

An update was delivered to the Overview and Scrutiny Panel (Social Well-Being) on recent matters considered by the Cambridgeshire Adults, Wellbeing and Health Overview and Scrutiny Committee which included the future commissioning of older people’s services, delayed discharge review and East of England Ambulance Service NHS Trust – Performance and Plans.

STATEMENT OF CONSULTATION AND DRAFT REVISED SUPPLEMENTARY PLANNING DOCUMENT – LANDSCAPE SENSITIVITY TO WIND TURBINE DEVELOPMENT – FEEDBACK

The Overview and Scrutiny Panel (Environmental Well-Being) received a report from the Cabinet outlining their deliberations on the Landscape Sensitivity to Wind Turbine Development Supplementary Planning Document (SPD). The Cabinet endorsed the Panel’s recommendations to review further the content of the SPD and to subject the Cumulative Landscape and Visual Impacts report to a separate public consultation exercise.

YAXLEY SEWERAGE

Recent developments in tackling sewerage problems in Yaxley was reported to the Overview and Scrutiny Panel (Environmental Well-Being). Anglian Water has already undertaken a number of improvement works locally and is currently liaising with affected residents to lay a new surface water sewer which will be completed by the

end of the financial year. This matter is being actively pursued by the Council. Residents of Yaxley have been encouraged to report any flooding to Anglian Water and the County Council's Flood Team so that incidents are recorded. This will strengthen the case for Anglian Water to carry out any works.

JOINT MATERIALS RECYCLING FACILITY PROCUREMENT

A proposal to jointly procure a material recycling facility operator to manage and process all the recycling materials across Cambridgeshire and Peterborough has been supported by both the Cabinet and the Overview and Scrutiny Panel (Environmental Well-Being). The proposal has been developed by the Recycling in Cambridgeshire and Peterborough (RECAP) Waste Partnership. The Panel has recommended that the decision to award the contract is delegated to the Head of Operations following consultation with the Executive Councillor for Environment.

Matters discussed by the Panel include the "levelling" up of services, the impact that the proposals will have upon the "back office" functions, the risks associated with the proposals and the scrutiny of the new arrangements. The Panel has suggested that the Governance Agreement is amended to include provisions for scrutiny of the contract and its effect on the waste collection service.

In terms of the risk associated with the contract and given the lack of financial justifications the Cabinet has requested that the final Invitation to Tender document be considered at the Panel prior to final approval by the Cabinet. In the meantime, the Cabinet has:

- ◆ endorsed the Council's commitment to the

procurement and appointment of a Contractor to deliver Joint MRF services for all participating RECAP partners, unless all partners agree not to appoint;

- ◆ approved the RECAP Advance Partnership Working Charter and Governance Agreement;
- ◆ endorsed the nomination of a preferred supplier by Peterborough City Council, in collaboration with the participating partners, on behalf of the RECAP participating partners; and
- ◆ approved the RECAP approach to the Waste Framework Directive and Waste Regulations regarding the collection of recycle materials streams from 2015.

MAKING ASSETS COUNT – CAMBRIDESHIRE'S PROPOSED APPROACH TO STRATEGIC ASSET MANAGEMENT

An update on the ongoing work which is taking place between the Council, other Councils in Cambridgeshire and public sector organisations to try and re-shape and make more efficient use of, their property portfolios has been given to the Overview and Scrutiny Panel (Economic Well-Being) The Panel has welcomed the common sense approach which the District Council has taken to date to maximise the use of its assets and have endorsed the overarching principles of the Making Assets Count (MAC) Initiative and future partnership arrangements.

In terms of the proposal to establish a countywide publicly-owned joint

venture, Members have expressed some reservations about this type of approach. But having recognised the importance of not precluding the District Council from participating in any arrangements at a later date if it were deemed advantageous to do so, the Panel has recommended that the Cabinet should 'note' rather than 'endorse' the creation of a countywide joint venture.

Members were pleased to note that the District Council will continue to adopt a pragmatic approach with other organisations to explore further 'common sense' opportunities to share assets. Other matters discussed by the Panel included the progress which had been made on a countywide basis, the barriers which it faced and the nature of the costs incurred by the Authority to-date.

Subsequently, the Cabinet has endorsed the key principles of the project and the pragmatic approach being undertaken to maximise the use of the authority's assets. Executive Councillors reiterated the Panel's view that further "common sense" opportunities should be fully explored.

FINANCIAL FORECAST TO 2019

In conjunction with the Cabinet, the Overview & Scrutiny Panel (Economic Well-Being) has been acquainted with the Council's present financial forecast.

The Panel has discussed the outcome of the recent Government Spending Review and the Government proposal to require local authorities to pass on a percentage of their New Homes Bonus to their Local Enterprise Partnerships. Members have supported the intention of the Executive Leader and the Executive Councillor for Resources to lobby the Department for Communities and Local Government to get the level of loss reduced on the Council's behalf.

In recognition that little appears to be being done to scrutinise the Local Enterprise Partnership, it has been suggested that the Chairman and Chief Executive Officer should be invited to a future Council meeting to give a presentation on their business plan.

Members have also discussed and agreed that subject to there being no change in legislation which might require the Council to reconsider its position, the Council should not give a further grant to Town and Parish Councils to mitigate the impact of changes to the Council Tax support system.

In discussing the requirement to secure £3.7M in additional savings by 2018/19 the Panel has commented on the need to focus on the larger areas of Council expenditure and the importance of communication to ensure that Huntingdonshire residents are able to influence and remain informed of this process. Members have also suggested that the Council should take into account the degree to which the Council's activities are statutorily required and that this should be balanced against the interests of residents.

Having been informed that a report outlining generic options and areas for further consideration would be submitted to the Cabinet, the Panel has expressed an interest in being involved in this work and has suspended its other activities in order to undertake this task. The Panel will consider this further at the October meeting.

In recommending the Financial Forecast to Council, the Cabinet has acknowledged that the Government's Review has created additional major financial challenges for the Council and its ability to deliver its current portfolio of services. Members concurred with the Panel that the grant to Town and

Parish Councils to mitigate the impact of changes to the Council Tax support system should not be continued beyond the current financial year, subject to there being no change in Government legislation. Executive Councillors have also recognised the need to focus on the larger areas of the Council's expenditure and the importance of keeping residents informed of the process.

FIRST CONTACT SERVICE – UPDATE

The Employment Panel has received information on the use of the First Contact Service during the period January 2011 to August 2013.

Having noted that the service continues to be well used by employees and that it provides a valuable addition to the existing support services offered by the Council to its employees and Members during times of difficulty, the Panel has acknowledged the positive contribution and benefit that the First Contact service brings to the organisation and its employees' well-being. The Panel has also expressed their appreciation for the support provided and work undertaken by the First Contact team and would like to encourage more employees to get involved.

In terms of the future development of the First Contact Service, Members were pleased to note that work will continue over the next few months to further improve the service and promote it both to employees and managers. The Panel has asked the One Leisure Management Team to take steps to encourage more staff to volunteer in this area.

TRANSGENDER AND GENDER REASSIGNMENT – STATEMENT OF GUIDANCE FOR MANAGERS AND EMPLOYEES

To fulfil an outstanding action within the Council's Single Equality Scheme and to support and protect employees who are proposing to undergo a process of gender reassignment, the Employment Panel has reviewed and endorsed the contents of a new Statement of Guidance for transgender and gender reassignment in the workplace. The guidance, which is based on best practice, provides practical steps and assistance for both managers and employees on issues relating to transgender, transexuality and gender reassignment.

USE OF CONSULTANTS, HIRED STAFF AND TEMPORARY STAFF

Having regard to the recent changes in their terms of reference, the Employment Panel has been provided with details of the Council's expenditure on consultants, hired and temporary staff during the period 2012/13, in comparison with the previous year. The information also was considered by the Overview and Scrutiny Panel (Economic Well-Being) at their July meeting.

Having recognised that spending on these categories was not necessarily bad and that there are specific situations where there is a positive benefit for the Authority, the Panel has asked the Assistant Director, Finance & Resources to prepare a policy framework to define 'Consultants' 'Hired' and 'Temporary' Staff and to provide guidance on how and when these types of staff should be used. Members have suggested that this should be linked to the Authority's Redundancy Policy and should outline the procurement processes to ensure that value for money is obtained.

EMPLOYMENT REPORT

The Employment Panel has received a quarterly report on Human Resource

matters impacting on the performance of the organisation. On this occasion, the report has included the latest position and trends relating to:-

- ◆ employee numbers;
- ◆ employee turnover;
- ◆ sickness absence reporting; and
- ◆ the Human Resources caseload.

In terms of tackling sickness absence, the Panel has noted that the average days sickness per FTE employee had decreased in the last quarter to 8.7, although this remained higher than the corresponding period in the previous year and continued to be an area of focus for the Human Resources Team.

The highest cause of sickness absence continued to be stress, depression, mental health and fatigue and Members have been reminded that work is currently underway to investigate a work-based support service for staff who are experiencing stress at work. Further information is expected to be available for the next meeting.

In recognising that some of the highest levels of sickness absence were recorded in the Customer Services and Operations Divisions, Members have requested further information on the cost implications of this absence for the Authority. The Panel has also suggested that where there is a requirement for a member of staff to have a level of fitness to undertake a specific job role, consideration should be given to a process for ensuring that those returning from sickness are fit for work.

LGSS PERFORMANCE

The Employment Panel has considered the performance of LGSS Human Resources, Payroll and Organisational

Workforce Development services across the key service measures agreed under the current contract during the period 1st April to 30th June 2013.

Whilst the majority of service standards had been met, the Panel discussed the concerns which had been raised by managers about some general aspects of the recruitment service and have been informed that work was ongoing to address these. It was anticipated that the introduction of a Recruitment solution in the Autumn will address a number of these areas of dissatisfaction. Members will continue to monitor the service issues raised by staff and the remedial measures taken by the District Council to resolve these.

In terms of LGSS' priorities for the next quarter, Members have been informed that these will include support for the ongoing pay review, delivery of the Workforce Development Strategy and preparations for the new requirement for automated pension enrolment. The Panel has requested further information on the proposals for the Workforce Development Strategy at a future meeting.

PAY REVIEW PROJECT

The Panel has received an update on the progress being made on the Council's Pay Review Project. Members were informed that Stage 1, the evaluation and moderation process had concluded at the end of August.

LGSS have now commenced work on the next stage of the project (Stage 2) which includes:-

- ◆ pay modelling and development of a new pay and grading framework;

- ◆ policy development; and
- ◆ the consultation process.

Having noted that it was proposed to consult with staff on the new pay and grading framework and the appeals process in October 2013 with a view to implementing the proposals in April 2014, the Panel has been advised that Management were currently in discussions with the Staff Council about the ways in which they could support the consultation process.

In recognition of the fact that it might be useful for all Councillors to have a better understanding of the pay review process and the potential impact on District Council employees, the Panel has suggested that a briefing for all Members might be useful and this will now be built into the Communications Strategy.

PROPOSED ESTABLISHMENT OF LOCAL JOINT COMMITTEES IN HUNTINGDONSHIRE

The Cabinet has been updated on progress to date on the establishment of Local Joint Committees (LJC's) in Huntingdonshire. Given that a pilot scheme in the Norman Cross County division had attracted little interest, Executive Councillors have considered a series of new principles for LJC's intended to promote local ownership of the scheme.

With regard to a proposed boundary map for the LJC's, Executive Councillors have expressed reservations over the prescriptive nature of the areas and suggested that they should be perceived as guidelines to allow some flexibility. With this proviso, the Cabinet has approved a revised Constitution for LJC's in Huntingdonshire and have requested

that Town and Parish Councils be notified of the opportunity to establish their own LJC's across the District. Furthermore, individual Ward Members have been requested to attend their respective joint committees if a meeting is called by the communities.

FACING THE FUTURE 2013

A process to review the future potential business options for the delivery of Council services has been agreed by the Cabinet. The procedure will be applied to all services currently provided by the Council. The proposals explore a range of options available to reform the way the authority delivers its services, with the aim of creating a sustainable solution to the stark financial difficulties facing the authority. These include generating additional income, smart investments, development of property or land assets, transfer of services, sharing services, outsourcing and possible salary reduction measures.

As part of the process, the Overview and Scrutiny Panels have been requested to prepare proposals for a delivery review programme for consideration at the next meeting of the Cabinet and to agree resourcing for that programme and a proposed governance structure. At the same time, the Panels will review all options in line with the programme and their conclusions will be considered by the Cabinet.

DEVELOPMENT MANAGEMENT PROGRESS REPORT: 1ST – 30TH JUNE 2013

On a regular basis, the Development Management Panel closely monitors the performance and activities of the Development Management Service in comparison with preceding quarters and the previous year.

In the current quarter, the Service has met its targets for the determination of major, minor and other applications within the prescribed timescales and fee income, although less than the previous quarter is generally buoyant.

Referring to responses to consultation on planning applications, the Panel understood that it was the intention of the Planning Service Manager to meet with the Middle Level Commissioners to discuss, principally, the timeliness of their contributions to the development management process.

DEVELOPMENT APPLICATIONS

The Development Management Panel determined eight applications at its September meeting. Amongst their decisions was one to refuse consent for three wind turbines on land at Bicton Industrial Park, Kimbolton. Five other applications were approved and two refused.

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