

A meeting of the **CABINET** will be held in the **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 19 SEPTEMBER 2013** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

APOLOGIES


**Contact
(01480)**

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Cabinet held on 18th July 2013.

**Mrs H J Taylor
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, non-disclosable pecuniary or non pecuniary interests in relation to any Agenda item. See Notes below.

3. PROPOSED ESTABLISHMENT OF LOCAL JOINT COMMITTEES IN HUNTINGDONSHIRE (Pages 7 - 26)

To consider a report of the Overview and Scrutiny Panel (Social Well-Being).

**Miss H Ali
388006**

4. FINANCIAL FORECAST TO 2019 (Pages 27 - 42)

To consider a report by the Assistant Director, Finance and Resources.

**S Couper
388103**

5. HUNTINGDONSHIRE TOWN AND PARISH CHARTER (Pages 43 - 74)

To consider the contents of a Town and Parish Charter.

**D Smith
388377**

6. MAKING ASSETS COUNT - CAMBRIDGESHIRE'S PROPOSED APPROACH TO STRATEGIC ASSET MANAGEMENT (Pages 75 - 78)

To consider a report by the Assistant Director Environment, Growth & Planning.

**S Ingram
388400**

7. JOINT MATERIALS RECYCLING FACILITY PROCUREMENT (Pages 79 - 118)

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

**E Kendall
388635**

8. FACING THE FUTURE 2013 (Pages 119 - 128)

To consider a report by the Managing Director regarding potential options for future service delivery.

**Mrs J Lancaster
388300**

Dated this 11 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 Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntingdonshire.gov.uk /e-mail: if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Cabinet.

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

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

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

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

Emergency Procedure

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

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Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the THE FUNCTION ROOM, ONE LEISURE ST IVES OUTDOOR CENTRE, CALIFORNIA ROAD, ST IVES, CAMBRIDGESHIRE PE27 6SJ on Thursday, 18 July 2013.

PRESENT: Councillor J D Ablewhite – Chairman.
Councillors B S Chapman, J A Gray,
R B Howe, T D Sanderson and D M Tysoe.

IN ATTENDANCE: Councillors G J Bull and T V Rogers

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor N J Guyatt.

20. MINUTES

The Minutes of the meeting of the Cabinet held on 20th June 2013 were approved as a correct record and signed by the Chairman.

21. MEMBERS' INTERESTS

Councillors J A Gray and D M Tysoe declared non pecuniary interests in Minute No. 24 having made representations as Ward Councillors on planning applications for Bicton Wind Farm and Woolley Hill Wind Farm respectively.

22. 2012/13 OUTTURN AND 2013/14 BUDGET CAPITAL PROGRAMME MONITORING

A report by the Assistant Director, Finance and Resources was submitted (a copy of which is appended in the Minute Book) detailing the outturn for capital expenditure in 2012/13 and adjustments for 2013/14.

In discussing the contents of the report, Executive Councillors questioned the use of capital expenditure rather than revenue for various schemes. Comment was made regarding the need for greater challenge of the need for each capital scheme in future and Portfolio Holders were encouraged to pursue this with managers when the Medium Term Plan is reviewed in August. Whereupon, the Cabinet

RESOLVED

that the report be received and the expenditure variations noted.

23. 2012/13 OUTTURN AND 2013/14 REVENUE BUDGET MONITORING

A report by the Assistant Director, Finance and Resources was submitted (a copy of which is appended in the Minute Book) which

contained details of the final outturn for revenue expenditure for 2012/13 and the variations between the original budget for that year.

Executive Councillors were pleased to note that as a result of under spending the Council had been successful in saving an additional £1 million which would be placed in the Special Reserve to fund one-off expenditure that would lead to ongoing savings. Having been advised that the New Homes Bonus for 2014/15 may be marginally less than that forecast but within the sum included in the risk provision, the Cabinet

RESOLVED

- (a) that the spending variations for the revenue budget for 2012/13 be noted;
- (b) that the present position in terms of the revenue budget for 2013/14 outturn be noted;
- (c) that the ongoing performance in respect of new homes bonus be noted; and
- (d) that the position on debts collected and written off be noted.

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

(Councillor G J Bull, Chairman of the Overview and Scrutiny Panel (Environmental Well-Being) was in attendance and spoke on this Item.)

By way of a report by the Planning Service Manager (Policy) (a copy of which is appended in the Minute Book) the Cabinet was invited to consider the content of the following documents:-

- Proposed Supplementary Planning Document (SPD) – Landscape Sensitivity to Wind Turbine Development;
- Draft Revised SPD: “Landscape Sensitivity to Wind Turbine Development” – Revised Statement of Consultation; and
- Cumulative Landscape and Visual Impacts (CLVI) of Wind Turbines in Huntingdonshire.

Members were advised that the new SPD had been prepared to update, clarify and replace the existing SPD document adopted by the Council in 2006. The document reflected the publication of new policy guidance within the National Planning Policy Framework and the methodology used to assess landscape sensitivity to wind turbine development since 2005.

With regard to the Cumulative Landscape and Visual Impacts (CLVI) report, the Planning Service Manager explained that this had been commissioned to address the concerns over the effects of wind turbines and to clarify the evidence base for the SPD. The document detailed all operational and consented wind turbine developments in

the District together with those currently awaiting determination and offered guidance on the capacity of local landscapes to accommodate further wind turbine development. In the discussions that ensued, Members' attention was drawn to a letter from "Stop Molesworth Wind Farm Action Group" expressing support for the visual impact report as technical evidence alongside the Council's policy. However, the Group believed that some additional work and consultation would be required to transform the proposed SPD into a document that represented the views of Huntingdonshire residents as a whole.

Members' attention was drawn to the conclusions reached by the Overview and Scrutiny Panel (Environmental Well-Being) on the documents. In that respect, Members concurred with the Panel that the SPD should not include the proposed upper limit for large groups of wind turbines and that the specification of an upper limit would provide developers with an indication of the level of development they could expect to receive approval for, and in some cases, they might expect to exceed that level. Executive Councillors referred to Table 1 of the SPD which indicated that there was, at best, moderate capacity for large groups with some of these limited to groups of 13-15. The Cabinet expressed some doubts over the capacity judgements, given that Table 6 of the CLVI revealed that some areas of the District were already reaching saturation point. Mention also was made of the fact that there appeared to be fewer wind turbine developments in neighbouring local authority areas.

Having concurred with the Panel that the CLVI should be the subject of a separate public consultation exercise as this would strengthen the SPD during any potential appeal process, the Cabinet

RESOLVED

- (a) that Officers be requested to further review the content of the draft Supplementary Planning Document - Landscape Sensitivity to Wind Turbine Development in light of the Cabinet's views above;
- (b) that the Statement of Consultation and Officer responses to the issues raised during consultation on the draft Landscape Sensitivity to Wind Turbine Development Supplementary Planning Document be noted; and
- (c) that the Cumulative Landscape and Visual Impacts of Wind Turbines in Huntingdonshire, appended to the report now submitted, be the subject of a public consultation exercise.

25. HUNTINGDONSHIRE ECONOMIC GROWTH PLAN 2013 - 2023

(Councillor T V Rogers, Chairman of the Overview and Scrutiny Panel (Economic Well-Being) was in attendance and spoke on this Item.)

By way of a report by the Economic Development Manager (a copy of which is appended in the Minute Book) the Cabinet was acquainted with the background to the production of the Huntingdonshire Economic Growth Plan 2013 to 2023. The report had been

considered also by the Overview and Scrutiny Panel (Economic) whose comments were relayed to the Cabinet.

In considering the contents of the report, Executive Councillors stressed the importance of the Economic Growth Plan for the District and the Council. Members discussed the extent of the area covered by the Plan and concern was raised over the lack of reference to rural areas. In response, the Cabinet was advised that the Plan was based upon the current assets within Huntingdonshire with the Alconbury Enterprise Zone being an important factor. It was reported that the successful development of key strategic sites would result in increased economic activity throughout the district.

Executive Councillors concurred with the Overview and Scrutiny Panel that the Plan's vision should be amended to refer to Huntingdonshire becoming one of the best places in England to live, work and invest and that the document would benefit from a more dynamic tone throughout. Having also supported the Panel's view that a more explicit explanation be provided for the "trickle down" effect, the Cabinet

RESOLVED

that, subject to the inclusion of amendments to reflect the text of the preamble hereto, the contents of the Huntingdonshire Economic Growth Plan 2013-2023 be approved.

26. CCTV OPERATIONS - SHARED SERVICE PROPOSAL

Consideration was given to a report by the Head of Operations (a copy of which is appended in the Minute Book) summarising a proposal to establish a shared CCTV service with Cambridge City Council. The report had been considered by the Overview and Scrutiny Panel (Social Well-Being) whose comments were relayed to the Cabinet.

Members' attention was drawn to the issues involved in managing the service, the scope for achieving efficiency savings and the next steps to be taken to progress the proposal. Having been advised of the updated financial implications of the proposal, Executive Councillors stressed the importance of including a detailed financial summary in future reports.

RESOLVED

- (a) that the establishment of a shared CCTV service with Cambridge City Council be approved in principle; and
- (b) that the Head of Operations be authorised, after consultation with the Executive Councillor for Healthy and Active Communities, to approve the establishment of the shared service, based in Huntingdon, on the basis of a detailed business case.

27. SAFETY ADVISORY GROUP

The report of the Safety Advisory Group held on 4th June 2013 was received and noted.

Chairman

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CABINET

19TH SEPTEMBER 2013

PROPOSED ESTABLISHMENT OF LOCAL JOINT COMMITTEES IN HUNTINGDONSHIRE

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

1. INTRODUCTION

- 1.1 The purpose of this report is to revisit the proposals made by the Overview and Scrutiny Panel (Social Well-Being) on the establishment of Local Joint Committees (LJCs) in Huntingdonshire. The Panel agreed that the Chairman would consult with Senior Officers and Members on the terms of the proposals and this has now been undertaken. This report outlines the result of those discussions.

2. BACKGROUND

- 2.1 The Cabinet will be aware of the review previously undertaken by the Overview and Scrutiny Panel (Social Well-Being) of the former Neighbourhood Forums in Huntingdonshire. The review was undertaken at the Cabinet's request. The Panel's report was considered by the Cabinet at its meeting on 19th July 2012, where the following resolutions were made:-

- (a) that the Constitution for Local Joint Committees in Huntingdonshire attached as an Appendix to the report now submitted be adopted;
- (b) that the County Council and relevant Parish Councils involved in the Pilot scheme be consulted on adopting the Constitution;
- (c) that a pilot Local Joint Committee be trialled in the Norman Cross County division for 12 months period;
- (d) that the Overview and Scrutiny Panel (Social Well-Being) be requested to undertake a review of the pilot scheme during its twelve months of operation; and
- (e) that the Executive Deputy Leader be authorised to review urgently the format of the existing Neighbourhood Forums, with a view to them continuing during the trial in those areas that have expressed a wish that they remain.

- 2.2 Since then, one informal meeting of the pilot LJC in the Norman Cross County Division has been held. Members' concerns over the absence of a face to face neighbourhood engagement mechanism within the District prompted discussions at the May 2013 meeting of the Executive Leader's Strategy Group and the following principles were agreed:-

- **that the proposed LJCs be recognised as a legitimate body with which the District Council and other partner authorities such as the County Council, Police and Fire and Rescue Service can engage;**

- that the establishment of LJs be permissive on local communities' part. It will be up to local communities to organise, pay for and service the LJs themselves provided there is a wish amongst groups of Parishes to establish such a forum within their communities; and
 - that the opportunity for local democratic decision making to take place on a range of possible matters where appropriate continue to be supported.
- 2.3 The proposals have previously been subject to public consultation with Town and Parish Councils, District and relevant County Members, Partners of the former Neighbourhood Forums and members of the public back in September 2011 and April 2012. A summary of the consultation responses received was included within the report submitted to the Cabinet on 19th July 2012.

3. BENEFITS OF THE PROPOSALS

3.1 The LJs will promote the localism agenda by:-

- building on the ways of working already established and the achievements of the former Neighbourhood Forums;
- extending the remit and responsibilities of the former Neighbourhood Forums;
- providing a mechanism for all tiers of local government to work together;
- allowing the LJs to engage with their communities in the most appropriate way;
- allowing the LJs to develop in a way that suits them within the parameters of the Constitution;
- enabling there to be greater flexibility to operate in a way that suits local need; and
- providing an opportunity for local democratic decision making to take place on a range of possible matters where appropriate.

3.2 The proposals are not intended to usurp the roles of Town and Parish Councils nor are they intended to add another layer of bureaucracy within local government. They seek to provide a forum whereby the three tiers of local government can meet to discuss issues of local concern for the benefit of their communities and take decisions on local matters.

4. KEY PRINCIPLES OF THE LOCAL JOINT COMMITTEES (LJCS)

4.1 The proposals are intended to build upon the former Neighbourhood Forums and seek to introduce smaller more localised areas than the previous model. Whilst being mindful of localism and the opportunities that this presents and the consultation responses previously received from Town and Parish Councils on whom they considered to be part of their local communities, a boundary map has been produced at **Appendix A** proposing areas for the LJs. This takes account of elected Member representation for each area (see **Appendix B**), the boundaries of the Shape Your Place initiative and the views of other Parishes. **It is stressed that the proposed boundaries at Appendix A and the elected Member representation at Appendix B should be adhered to.** This is because it will prevent issues arising such as Parishes wanting to be Members of more than one LJC and the potential for a Parish to be excluded if communities are allowed to establish their own boundaries. It

should be noted that during consultations, no Parish raised any disagreement with their proposed geographical allocation.

- 4.2 The LJCs are intended to operate in a flexible way, to enable each area to develop in accordance with local need, whilst also encouraging public engagement and participation at meetings. The functions listed in the Constitution at **Appendix C** are exhaustive but it is emphasized that the LJCs do not have to undertake all of them. In light of the principles agreed at the Executive Leader's Strategy Group, the Constitution has been amended slightly to make it permissive on local communities' part. The Constitution had previously been subject to consultation with interested stakeholders.
- 4.3 Localism has been the main driver for the proposals. A significant change to the way the former Neighbourhood Forums worked is the possibility that decision making responsibilities might be devolved from the District or County Councils to the LJCs. This will enable communities to have greater say and take decisions on local matters. Members who sit on the LJCs are reminded that they are there to represent the whole community, not specifically their Ward or the local authority that appointed them.

5. COMMON ISSUES RAISED DURING COURSE OF THE REVIEW

Budgets and Accountability

- 5.1 The LJCs will not hold funds and there will not be a requirement for the LJCs to have their own separate accounts or for them to be subject to audit. Decision making responsibilities relating to a particular budget might be delegated from the District or County Councils in the future. The relevant authority will continue to hold that budget and they have their own audit procedures (Section 4 of the Constitution refers). Which decisions might be delegated has not yet been determined, but a mechanism has been created to enable this to happen. **The devolution of decision making responsibilities embraces the localism concept by enabling communities to take decisions on local matters.**

Public Speaking at LJC Meetings and Delegated Decision Making

- 5.2 Public attendance and speaking is encouraged at the LJC meetings. To be clear on one particular point, Local Joint Committees established under Section 101 of the Local Government Act 1972 do not permit members of the public to speak during formal decision-making deliberations. There will be a separate open public session on the Agenda for meetings. Only those from amongst the membership would be entitled to speak at formally constituted meetings when a decision is being taken. Members of the public will not be entitled to speak during the LJCs deliberations on such matters, but can continue to observe the meeting.

Voting Arrangements

- 5.3 It is intended to create a voting system that promotes equality whilst at the same time not being too complex in nature. All Members will have one vote each. This will ensure there is consistency in the voting arrangements. Members are appointed to represent the views of their communities and not just their respective Wards.

Elected Member Representation

- 5.4 The relative levels of Member representation between the three tiers of local government are neither equal nor constant across all the LJCs. The view has been taken that localism and the geographical identities of settlements should be the overriding factor in determining the boundaries of the LJCs.

Secretarial Functions

- 5.5 Secretarial functions are to be undertaken by Town and Parish Clerks/Officers within the LJC area.
- 5.6 Additionally, a number of concerns have arisen around the role of the Secretary. Views have been expressed that Parishes do not have sufficient resources for their Clerks to service LJC meetings and that the function should be centrally co-ordinated to avoid any confusion with a view to ensuring continuity and efficiency. This is not, however, a universal view and **the intention of the LJCs is to promote local ownership of the scheme, not a top-down approach. It is hoped that as the whole purpose is to increase local benefit, local Councils would want to be involved.**

Police Representation at LJC Meetings

- 5.7 Police representatives will be in attendance at LJC meetings if there is a significant matter of local concern.

6. RECOMMENDATIONS

- 6.1 The principles agreed at the Executive Leader's Strategy Group meeting in May 2013 have now been incorporated within the revised proposals and with this in mind, the Cabinet are

RECOMMENDED

- (a) to encourage Town and Parish Councils to establish their own Local Joint Committees across the District within the parameters of **Appendix A** and **Appendix B**;
- (b) to approve the revised Constitution for Local Joint Committees in Huntingdonshire as appended in **Appendix C** of the report now submitted; and
- (c) to request each individual Ward Member of the Council to attend their respective Local Joint Committee(s) if a meeting is called upon by local communities.

Contact Officer: Miss Habbiba Ali, Democratic Services Officer
☎ 01480 388006
✉ Habbiba.Ali@huntingdonshire.gov.uk

BACKGROUND INFORMATION

Minutes and Reports of the Cabinet held on 19th April and 19th July 2012:-

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=4393&Ver=4>

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=4763&Ver=4>

Minutes of Report of the Overview and Scrutiny Panel (Social Well-Being) held on 3rd July 2012

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=10103&MId=4756&Ver=4>

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Proposed Local Joint Committee

March 2012



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DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

AREA	PARISHES	DISTRICT WARDS	COUNTY WARD(S)
1	Sibson-cum Stibbington Water Newton Alwalton Chesterton Elton Haddon Morborne Folksworth and Washingley Stilton Denton and Caldecote Holme Yaxley Farcet	Elton and Folksworth (1) Yaxley and Farcet (3) Stilton (1)	Norman Cross (2)
20 Seats			
% Split Parish - 65% District - 25% County - 10%	13 PARISHES	5 DISTRICT MEMBERS Guyatt Banerjee, Butler and Oliver Mitchell	2 COUNTY MEMBERS Henson McGuire, M
20 Votes			
2	Sawtry Glatton Conington Little Gidding Great Gidding Winwick Hamerton and Steeple Gidding Upton and Coppingford	Sawtry (2)	Sawtry and Ellington (1)
11 Seats			
% Split Parish - 73% District - 18% County - 9%	8 PARISHES	2 DISTRICT MEMBERS	1 COUNTY MEMBER

DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

<p>11 Votes</p>		<p>Tuplin and Tysoe</p>	<p>Bywater</p>
<p>3</p>	<p>Bythorn and Keyston Brington and Molesworth Old Weston Leighton Catworth Buckworth Barham and Woolley Spaldwick Stow Longa Easton Ellington Grafham Perry Covington Kimbolton and Stonely Great Staughton Tilbrook</p>	<p>Ellington (1) Brampton (2) Kimbolton and Staughton (1)</p>	<p>Brampton and Kimbolton (1) Sawtry and Ellington (1)</p>
<p>23 Seats</p>			
<p>% Split Parish - 74% District - 17% County - 9%</p>	<p>17 PARISHES</p>	<p>4 DISTRICT MEMBERS</p> <p>Baker, M Jordan and Morris Gray</p>	<p>2 COUNTY MEMBERS</p> <p>Downes Bywater</p>
<p>23 Votes</p>			

DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

<p>4</p>	<p>Godmanchester Brampton Huntingdon Alconbury Alconbury Weston The Stukeleys</p> <p>6 PARISHES</p>	<p>Godmanchester (2) Brampton (2) Huntingdon East (3) Huntingdon North (2) Huntingdon West (2) Alconbury and The Stukeleys (1)</p> <p>12 DISTRICT MEMBERS</p> <p>Hyams and Kadic Jordan and Morris Akthar, Greenall and Shellens Kadewere and Mackender-Lawrence Cawley and Sanderson Baker, K</p>	<p>Huntingdon (2) Godmanchester and Huntingdon East (2) Brampton and Kimbolton (1)</p> <p>5 COUNTY MEMBERS</p> <p>Ashcroft and Brown Shellens and Wilson Downes</p>
<p>5</p>	<p>Little Paxton St Neots Hail Weston</p> <p>3 PARISHES</p>	<p>Little Paxton (1) Kimbolton and Staughton (1) St Neots Eaton Ford (2) St Neots Eaton Socon (2) St Neots Priory Park (2) St Neots Eynesbury (3)</p> <p>11 DISTRICT MEMBERS</p> <p>Churchill Gray Farrer and Harty Giles and Harrison Chapman and Longford Hansard, Ursell and Van De Kerkhove</p>	<p>Little Paxton and St Neots North (2) Brampton and Kimbolton (1) St Neots Eaton Socon and Eynesbury (2) Buckden, Gransden and The Offords (1)</p> <p>6 COUNTY MEMBERS</p> <p>Chapman and Harty Downes Giles and Van De Kerkhove Wisson</p>
<p>23 Seats</p>			
<p>% Split Parish - 26% District - 52% County - 22%</p>			
<p>22 Votes</p>			
<p>20 Seats</p>			
<p>% Split Parish - 15% District - 55% County - 30%</p>			
<p>16 Votes</p>			

DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

<p>6</p>	<p>Buckden Diddington Southoe and Midloe Offord Cluny Offord Darcy Great Paxton Toseland Yelling Abbotsley Great Gransden Waresley-cum-Tetworth</p> <p>11 PARISHES</p>	<p>Gransden and The Offords (2) Buckden (1)</p> <p>3 DISTRICT MEMBERS</p> <p>Boddington and West Clough</p>	<p>Buckden, Gransden and The Offords (1)</p> <p>1 COUNTY MEMBER</p> <p>Wisson</p>
<p>15 Seats</p>			
<p>% Split Parish - 73% District - 20% County - 7%</p> <p>15 Votes</p>			
<p>7</p>	<p>Ramsey Warboys Bury Wistow Upwood and The Raveleys Abbots Ripton Kings Ripton Woodwalton</p> <p>8 PARISHES</p>	<p>Ramsey (3) Warboys and Bury (2) Upwood and The Raveleys (1)</p> <p>6 DISTRICT MEMBERS</p> <p>Curtis, Duffy and Reeve Bucknell and Pethard Howe</p>	<p>Warboys and Upwood (1) Ramsey (1)</p> <p>2 COUNTY MEMBERS</p> <p>Tew Reeve</p>
<p>16 Seats</p>			
<p>% Split Parish - 50% District - 37% County - 13%</p> <p>15 Votes</p>			

DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

<p>8</p> <p>23 Seats</p> <p>% Split Parish - 35% District - 48% County - 17%</p>	<p>Fenstanton Hilton Hemingford Abbots Hemingford Grey Houghton and Wyton St Ives Holywell-cum-Needingworth Wyton-on-the-Hill</p> <p>8 PARISHES</p>	<p>The Hemingfords (2) St Ives West (1) St Ives South (2) St Ives East (2) Fenstanton (1) Upwood and The Raveleys (1) Earith (2)</p> <p>11 DISTRICT MEMBERS</p> <p>Bates and Williams Fuller Davies and Dew, D Ablewhite and Reynolds, D Harlock Howe Carter and Rogers</p>	<p>The Hemingfords and Fenstanton (1) St Ives (2) Warboys and Upwood (1)</p> <p>4 COUNTY MEMBERS</p> <p>Bates Bullen and Reynolds, K Tew</p>
<p>9</p> <p>13 Seats</p> <p>% Split Parish - 61% District - 31% County - 8%</p> <p>12 Votes</p>	<p>Old Hurst Woodhurst Pidley-cum-Fenton Somersham Colne Earith Bluntisham Broughton</p> <p>8 PARISHES</p>	<p>Somersham (2) Earith (2)</p> <p>4 DISTRICT MEMBERS</p> <p>Criswell and Bull Carter and Rogers</p>	<p>Somersham and Earith (1)</p> <p>1 COUNTY MEMBER</p> <p>Criswell</p>

DIVISION, WARD AND PARISH BREAKDOWN FOR PROPOSED LOCAL JOINT COMMITTEES

NB - Those in red denote "twin-hatters" - to receive one vote each

District Wards Covering Duplicate Areas:	Upwood and The Raveleys x 2 Brampton x 2 Kimbolton and Staughton x 2 Earith x 2
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County Wards Covering Duplicate Areas:	Sawtry and Ellington x 2 Warboys and Upwood x 2 Brampton and Kimbolton x 3 Buckden, Gransden and The Offords x 2
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HUNTINGDONSHIRE LOCAL JOINT COMMITTEES**CONSTITUTION****1. Composition**

- 1.1 The Local Joint Committees (LJCs) will be constituted in accordance with Sections 101 and 102 of the Local Government Act 1972 and will be Joint Committees for decision making.
- 1.2 Any Committees established across the District will be based on the boundaries delineated in Appendix 1. The boundaries will be kept under regular review.

2. Membership

- 2.1 Membership will comprise Cambridgeshire County Council (CCC) and Huntingdonshire District Council (HDC) Members for the LJC area. Town and Parish Councils within the LJC area will appoint one representative each. Membership will cease if, for whatever reason, Membership of the nominating authority ceases.
- 2.2 Town and Parish Councils will appoint a representative on an annual basis prior to the LJCs first meeting in each Municipal Year. A Town and Parish Council shall not appoint, as a voting Member or substitute, a person who is not a Member of that authority.
- 2.3 Each representative will have equal voting rights.
- 2.4 Town and Parish Council substitutes at meetings will be allowed provided the Secretary is informed at least 3 working days prior to a meeting.
- 2.5 Substitutes should be nominated at the same time as the Town and Parish Council representatives and will have the same voting rights as the Member that they replace and will count towards the establishment of a quorum.

3. Functions

- 3.1 The purpose of the LJCs is to enable transparent strategic decision making at a localised level but not to detract from public engagement with Town and Parish Councils who should be the normal point of engagement. In doing so, it will also:
 - (a) engage the public at a more strategic level than Town or Parish Councils;
 - (b) promote and enhance local democracy;
 - (c) facilitate closer working between the three tiers of local government and other public and community services within the LJC area;
 - (d) enable Town and Parish Councils, the County Council, the District Council and the Police and public sector and voluntary sector Partners (including interested Community Groups), where appropriate, to discuss and address issues of current or future concern to the LJC area;

APPENDIX C

- (e) make plans and related decisions for the LJC area (or constituent parts of the LJC area) based on need/evidence, including community views represented and captured through existing or additional work and virtual social mediums such as 'Shape Your Place';
- (f) undertake or enable consultations (outside of the LJC meeting) to ensure the community is consulted as widely as possible, including organising special public meetings where these are indicated/agreed as being needed in the LJC area (or constituent parts of the LJC area);
- (g) determine expenditure of any delegated decision making responsibilities relating to a budget by CCC or HDC. This must be spent within policy to improve service standards and in accordance with any conditions set by that authority on how funding should be spent. It could also be used to support the delivery of service improvements identified in Parish plans or to provide grants to local voluntary organisations;
- (h) provide a reporting mechanism to the Town and Parish Councils in paragraph 2.1 above by requesting them to attend local meetings and scrutinise service delivery within the LJC area - i.e. the LJC will have a strong role in the performance management of services in local communities;
- (i) act as a decision maker with regard to the local delivery of a range of services and to prioritise resource allocation in their area within existing standards and policy;
- (j) where they cannot be resolved by the LJC, refer matters of concern regarding service to the relevant Committee/Panel or of policy to Cabinet and for the LJC Chairman to have the right to speak at those bodies of CCC and HDC in order to represent the views of the LJC;
- (k) act as a formal consultation mechanism for CCC, HDC and other public and community services over and above that undertaken with individual Town and Parish Councils;
- (l) facilitate partnership working between the County, District, Town and Parish Councils within an LJC area;
- (m) assist with neighbourhood planning/preparation of community plans/liaison on Parish plans;
- (n) liaise with the Police, Fire, NHS, other public bodies and community groups;
- (o) provide a mechanism to enable Councils to pursue the localism agenda – in the wider sense of organising communities into action as well as acting as a conduit for the upward transmission of views;
- (p) consult on and prioritise any devolved decision making responsibility relating to any local funding issues; and

- (q) undertake any decision making functions that may have been delegated by CCC and HDC.

In addition to this framework, each LJC will have the freedom to customise or develop their activities according to local need.

4. Budgets

- 4.1 Where the LJC has a delegated decision on a budget, its administration will be subject to local authority audit procedures.

5. Meetings and Chairing of Meetings

- 5.1 If established, each LJC will meet at least once a year with other meetings being called as necessary with the prior agreement of the LJC Chairman or if more than half the Members of the Committee are in favour. Requests for other meetings can only be initiated from amongst the membership of the LJC.
- 5.2 The Chairman and Vice-Chairman of an LJC will be appointed annually. The Chairman and Vice-Chairman will be from amongst the membership of the LJC – preferably from a Town and Parish Council.
- 5.3 Ordinary meetings will take place in the local area.
- 5.4 An invitation to attend together with the Agenda for each meeting and the Minutes of the previous meeting will be sent to each Member, interested parties and members of the public no less than five working days before each meeting.
- 5.5 At least ten working days notice will also be given to the public of the time and place of each meeting by posting details on Town and Parish Council websites and notice boards. Copies of such notice will also be sent to HDC and CCC and each Town and Parish Council in the area and will be widely publicised.
- 5.6 All meetings of the LJC will normally be open to the press and public where they will be provided with an opportunity to contribute to business transacted at the meeting. An exception to this is when decision making responsibilities have been devolved from CCC or HDC to the LJC. The public will not be permitted to partake in discussions in this respect.
- 5.7 Members of the public are encouraged to attend LJC meetings, to contribute to discussions and raise issues of local concern. There will be a separate item on the Agenda for each meeting for this purpose. Members of the public who are speaking will be encouraged to be concise and avoid repetition, thereby ensuring sufficient opportunity for others to contribute.
- 5.8 The Chairman of the LJC may invite any person to attend a meeting for the purpose of making a presentation or participating in discussion on any item relevant to that body's functions.
- 5.9 Town and Parish Councils are encouraged to receive reports on the work of the LJC.

6. Public Participation

- 6.1 So as to encourage public participation and engagement in the business of the LJC, Members and Officers shall ensure local people are informed, involved and consulted about any issues relevant to the LJC (excluding regulatory matters).
- 6.2 Each LJC meeting will decide how best to achieve this objective.

7. Voting

- 7.1 Any matter will be decided by a simple majority of all voting members of the LJC present at the time the question is put. All Members (or their substitutes) are entitled to vote at LJC meetings.
- 7.2 In the event of an equality of votes for and against, the Chairman will have a casting vote, but there will be no restriction on how he/she chooses to exercise this right.
- 7.3 Members who are both the relevant District Councillor and County Councillor will have one vote each.
- 7.4 Some decisions will be delegated to an Executive Member of CCC or HDC. In these instances the delegation will remain with that Member but he/she will take into account the views expressed by the LJC.

8. Quorum

- 8.1 The quorum for all meetings will be at least one third of voting Members to include representatives from all three tiers of local government.

9. Minutes

- 9.1 The Minutes of all meetings will take the form of a decision list. This will be presented to the Chairman to sign at the next scheduled meeting.
- 9.2 The Chairman will move that the Minutes of the previous meeting be signed as a correct record and no discussion shall take place on their content except with regard to their accuracy.

10. Secretary

- 10.1 Secretarial functions will be shared between the Clerks/Officers from amongst the Town and Parish Councils who are members of the LJC.
- 10.2 The responsibilities of the Secretary in respect of the business of the LJCs will be to ensure meetings are serviced and also specifically:
 - (a) to provide advice and support to Members in relation to the conduct of meetings;

- (b) to liaise with the Chairman, other Members and District and County support Officers to identify the matters to be included on the Agenda for each meeting; and
- (c) to produce a decision list following the deliberations of each meeting and circulate this to all participants, HDC, CCC and any other partners within ten working days of the meeting.

11. Officer Support

- 11.1 CCC and HDC will both provide a nominated point of contact for each LJC.

12. Conduct at Meetings

- 12.1 High standards of conduct are expected from the representatives of public sector and voluntary sector organisations at LJC meetings. Elected Members must abide by the Members Code of Conduct of their respective authority when engaged in the business of the LJCs. They should apply the rules concerning the declaration of interests at LJC meetings.
- 12.2 Where it is clear that a decision in which a Town or Parish representative has such an interest in a matter likely to arise at a particular meeting, the substitute Member (with no interest to declare) may attend that LJC meeting or a part of the meeting in his/her place.
- 12.3 Members of the public speaking at LJC meetings should not engage in personal criticism or slanderous comment or use the LJC as a means of pursuing personal objectives.

13. Expenses

- 13.1 Voting Members and substitutes shall be entitled to recover from the nominating authority by which they are appointed any expenses they incur in connection with the discharge of the LJCs functions (for example travel expenses) according to their authority's own policy.

14. Review

- 14.1 This Constitution will be reviewed regularly at a meeting to which all Members of all LJCs in Huntingdonshire will be invited.

15. Interpretation

- 15.1 The decision of the LJC Chairman, after consultation with the HDC Officer on the interpretation of this Constitution, shall be final.

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title	Financial Forecast to 2019
Meeting	Cabinet - 19 September 2013
Executive Portfolio	Resources
Author	Assistant Director, Finance and Resources
Wards Affected	All

Executive Summary:

INCREASED UNCERTAINTY MAJOR EXTRA SAVINGS REQUIRED

The Government's Spending Review has implications for allowable increases in Council Tax, reductions in formula grant (RSG) and the proposal to pass a significant portion of New Homes Bonus to the Local Enterprise Partnership (LEP). (Section 5)

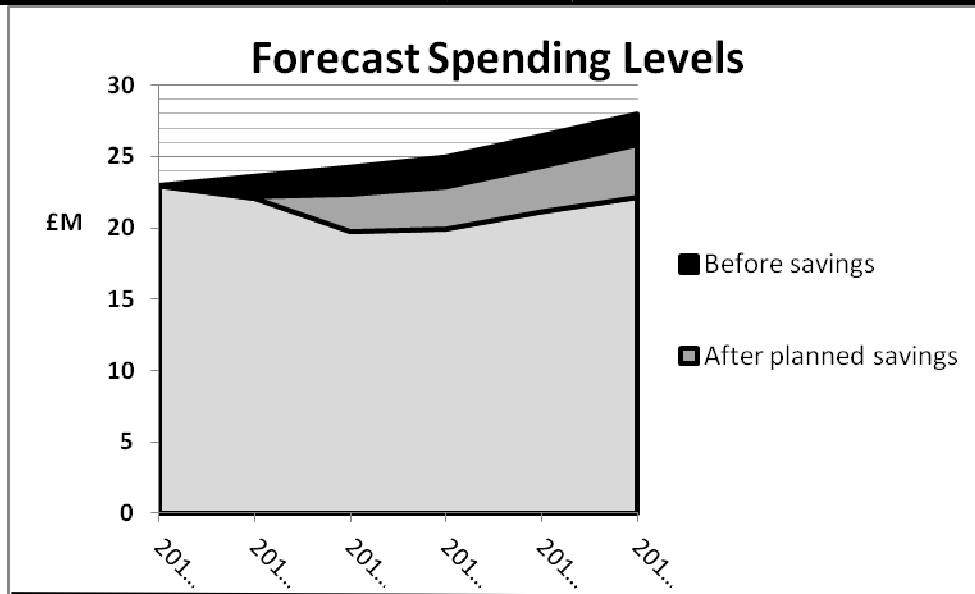
The Budget/MTP approved by Council in February has now been updated to reflect the latest information available to the Council to give the new Forecast (Section 7). This includes the 2012/13 outturn, 2013/14 latest forecast, a review of inflation and interest assumptions, changes to the risk assumptions (Sections 2,3,4 and 6) and the impact of the Government's Spending Review.

The report considers progress on the achievement of the previous target for unidentified savings (Section 8), and highlights the need to urgently identify how the necessary additional savings will be achieved. (Section 9)

The table below summarises the resulting position:

FORECAST	FORECAST	BUDGET	MTP			
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
NET SPENDING	22,962	22,090	19,768	19,950	21,159	22,166
FUNDING						
Use of revenue reserves	-2,752	-2,386	-1,435			
Remaining EOY	8,821	6,435	5,000	5,000	5,000	5,000
New Homes Grant	-2,905	-3,505	-3,142	-4,175	-4,782	-5,182
Formula Grant (RSG)	-6,019	-4,500	-2,995	-2,995	-2,995	-2,995
Retained Business Rates	-3,704	-3,817	-3,913	-4,011	-4,111	-4,214
Collection Fund Deficit	-76					
Council Tax	-7,506	-7,882	-8,323	-8,810	-9,311	-9,816
COUNCIL TAX LEVEL	£133.18	£137.85	£142.67	£147.67	£152.84	£158.19
% increase	3.63%	3.51%	3.50%	3.50%	3.50%	3.5%
£ increase	£4.67	£4.67	£4.82	£4.99	£5.17	£5.35

Savings Required:			1,377	1,852	2,050	2,090	2,090
• Targetted							
• Unidentified		138	2,620	2,948	3,181	3,694	



Whilst progress is being made on achieving the previously identified savings requirement, the Government's Spending Review creates additional major financial challenges for the Council and its ability to deliver its current portfolio of services.

Whilst uncertainty about the final figures remains there is no alternative to assuming, for the time being, that **extra savings** of around £2.6M need to be found for 2015/16 increasing to £3.7M by 2018/19. There is uncertainty about what will happen to Government support for Councils after the 2015 General Election and this forecast assumes a fall of 2.5% per year.

The major challenge is to identify how these savings can be achieved in time. The report "Facing the Future 2013" later on the agenda begins this process.

RECOMMENDATIONS

That Cabinet recommend to the Council that it:

- confirms that there will be no grants relating to the impact of Council Tax Support to Town and Parish Councils in 2014/15 and subsequent years.
- recognises the significant financial uncertainty for local authorities.
- accepts the Forecast Report in order to estimate the potential level of savings required.
- requests the Chief Officers' Management Team to identify proposals for additional major savings for 2015/16.

1. BACKGROUND

1.1 The Budget/MTP approved by Council in February:

APPROVED BUDGET and MTP	FORECAST	BUDGET	MTP		
	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000
BUDGET/MTP	22,764	22,198	22,755	23,046	24,227
Special and Specific Grants adjustment	-126	-100			
APPROVED BUDGET/MTP	22,638	22,098	22,755	23,046	24,227
FUNDING					
Use of revenue reserves	-2,128	-1,984	-1,458	0	0
<i>Remaining EOY</i>	8,668	6,684	5,226	5,226	5,226
New Homes Grant	-2,905	-3,505	-4,489	-5,964	-6,832
Formula Grant (RSG)	-6,019	-4,600	-4,255	-3,936	-3,641
Retained Business Rates	-4,004	-4,127	-4,230	-4,336	-4,444
Collection Fund Deficit	-76				
Council Tax	-7,506	-7,882	-8,323	-8,810	-9,311
COUNCIL TAX LEVEL	£133.18	£137.85	£142.67	£147.67	£152.84
% increase	3.63%	3.51%	3.50%	3.50%	3.50%
£ increase	£4.67	£4.67	£4.82	£4.99	£5.17
Unidentified Spending Adjustments still required	0	-1,500	-1,856	-2,687	-2,637

2. 2012/13 ACTUALS

2.1 The table below summarises the impact of the 2012/13 outturn:

2012/13 ACTUALS	FORECAST 2012/13 £000	ACTUAL 2012/13 £000	VARIATION £000
REVENUE			
Spending	22,028	20,398	-1,630
Provision for Delayed Projects 12/13 to 13/14	398	750	352
Contribution to Special Reserve	0	1,000	1,000
	22,426	22,148	-278
Reserves EOY			
General Reserve	10,398	10,587	189
Delayed Projects			
Carried Forward 12/13 to 13/14	398	750	352
Carried Forward 11/12 to 13/14	0	236	236
Special Reserve	260	1,260	1,260
CAPITAL			
Net Capital Spending	7,278	6,510	-768
Spending delayed to 2013/14	500	1,207	707

3. INFLATION AND INTEREST

- 3.1 The only change to inflation rates at this stage of the financial cycle is to reduce the provision for Pay Awards as shown below:

PAY INFLATION	<i>for Apr 2014</i>	<i>for Apr 2015</i>	<i>for Apr 2016</i>	<i>for Apr 2017</i>	<i>for Apr 2018</i>
<i>Approved Budget/MTP</i>	2.0%	2.0%	2.0%	2.0%	2.0%
<i>Forecast</i>	1.0%	1.0%	1.0%	1.0%	1.0%

- 3.2 Interest rates have been changed as shown below:

Approved Budget/MTP

INTEREST RATES	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018 2019
Temporary Borrowing	0.4%	0.4%	0.76%	1.2%	1.7%
Temporary Investments	0.6%	0.6%	0.86%	1.3%	1.8%
PWLB 20 year borrowing	3.73%	3.80%	4.05%	4.30%	4.5%

Forecast

INTEREST RATES	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018 2019
Temporary Borrowing	0.40%	0.50%	0.75%	1.15%	1.50%
Temporary Investments	0.55%	0.65%	0.90%	1.30%	1.65%
PWLB 20 year borrowing	4.00%	4.15%	4.30%	4.40%	4.50%

4. LATEST FORECAST FOR CURRENT YEAR

- 4.1 After allowing for additional spending brought forward from 2012/13 (£588k) and the expected slippage of Local Plan Funding (£223k) to 2014/15, there is a forecast need to take a further £258k from reserves. This "overspend" is due to changes in net service spending (-£42k) and a forecast reduction in Business Rates income (+£300k) as a result of successful appeals. The service variations are mainly due to lower estate's rents (£100k) and delayed savings on One Leisure (£167k) offset by a reduced provision for debt repayments due to capital programme slippage last year (-£137k) and a variety of savings primarily from not filling vacancies. At present the only significant item that is assumed to be ongoing is estate's rents.
- 4.2 Obviously every effort will continue to be made to identify compensating savings.

5. GOVERNMENT SPENDING REVIEW

- 5.1 There were three elements covered in the Spending Review which are explained in the following sections.

5.2 Council Tax Limitation

The Government has indicated that Council Tax rises will be limited to 2% unless a positive referendum result is obtained. Last year there was a similar limit but there was a dispensation for District Council's who had Council Tax levels below the average which allowed a rise of 3.63%. It is not yet clear whether this will be permitted in the future and so the Risk Provision has been adjusted to provide for the difference between the previously planned increases and 2%.

5.3 Formula Grant (RSG)

The Government have issued the control totals for changes to their support for local government but there are still some areas of uncertainty including how the totals will be apportioned to the various classes of authority and then between individual authorities in each class. This will remain uncertain until draft settlement figures are published in November/December.

The current best estimate is that this Council will lose around a further £1.3m per year in 2015/16.

5.4 New Home Bonus

The Government have proposed that local authorities be required to pass on a total of £400m of New Homes Bonus to their Local Enterprise Partnership (LEP). This will be converted into a standard percentage of the Bonus received but there is uncertainty about what the national total that will be payable and hence what percentage the £400m will represent.

Indications of between 35% and 40% have been suggested but the Government has also suggested an alternative whereby County Council's have to pass on 100% and then the District percentage would reduce to 19% to 25%. 30% has been used for this forecast.

Whichever approach is taken this is a very sizeable amount as can be seen in the table below:

SPENDING REVIEW	2014	2015	2016	2017	2018
	2015	2016	2017	2018	2019
	£000	£000	£000	£000	£000
Loss of Formula Grant (RSG)	100	1,300	1,333	1,366	1,400
Council Tax Limitation at 2%##	80	149	190	236	285
Loss of New Homes Bonus at:					
40%		1,796	2,386	2,733	2,961
35%		1,571	2,087	2,391	2,591
30%		1,347	1,789	2,050	2,221
25%		1,122	1,491	1,708	1,851
19%		853	1,133	1,298	1,407
Total impact based on 30%	180	2,796	3,312	3,652	3,906

net of risk provision provided in approved budget/MTP which assumed the Council might face some restriction in achieving its planned Council Tax increases.

5.5 This will have a major impact on the Council's financial position and ability to maintain services. A response has therefore been made to the Government's consultation on New Homes Bonus highlighting the disproportionate impact on those authorities that have achieved high housing growth.

5.6 There is uncertainty about what will happen to Government support for Councils after the 2015 General Election and so there is provision in the risk contingency for a fall of 2.5% per year in cash terms – potentially 5% in real terms.

6. RISK PROVISION

6.1 The Risk Provision contained in the existing Budget/MTP is the "Low End" assumption shown at Annex A.

6.2 Annex B shows the revised proposal and the difference is highlighted below:

RISK PROVISION	2014	2015	2016	2017	2018
	2015	2016	2017	2018	2019
	£000	£000	£000	£000	£000
Current Risk Provision (Annex A)	1,078	1,598	2,567	3,085	3,831
Proposed Risk Provision (Annex B)	998	1,583	2,321	3,112	3,933
Variation	-79	-16	-245	+27	+102

6.3 As mentioned earlier, an allowance is included in case there is no relaxation of the proposed limit of 2% for Council Tax rises for those Districts currently taxing at below average levels.

7. RESULTING FORECAST

PROPOSED BUDGET/MTP	FORECAST	BUDGET	MTP			
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000
2013/14 BUDGET/MTP	22,638	22,098	22,755	23,046	24,227	25,141
Proposed variations	324	-8	-2,987	-3,096	-3,068	-2,975
NEW FORECAST	22,962	22,090	19,768	19,950	21,159	22,166
FUNDING						
Use of revenue reserves	-2,752	-2,386	-1,435			
Remaining reserves EOY	8,821	6,435	5,000	5,000	5,000	5,000
New Homes Bonus	-2,905	-3,505	-3,142	-4,175	-4,782	-5,182
Formula Grant (RSG)	-6,019	-4,500	-2,995	-2,995	-2,995	-2,995
Retained Business Rates	-3,704	-3,817	-3,913	-4,011	-4,111	-4,214
Collection Fund Deficit	-76					
Council Tax	-7,506	-7,882	-8,323	-8,810	-9,311	-9,816
COUNCIL TAX LEVEL	£133.18	£137.85	£142.67	£147.67	£152.84	£158.19
% increase	3.63%	3.51%	3.50%	3.50%	3.50%	3.5%
£ increase	£4.67	£4.67	£4.82	£4.99	£5.17	£5.35

Savings Required:						
• Targetted		1,377	1,852	2,050	2,090	2,090
• Unidentified		138	2,620	2,948	3,181	3,694

Forecast Capital Spending	9,570	2,789	3,647	3,866	3,967	3,347
Net Interest and Borrowing Costs						
- total	1,358	2,008	2,409	2,738	3,235	3,812
- as % of total net spending	5.9%	9.1%	12.2%	13.7%	15.3%	17.2%

7.1 It was agreed during the 2013/14 budget/MTP process that Council approval would be required before the net cost of interest and borrowing could exceed 15% of net spending. The above table indicates that 15% may be exceeded from 2017/18. The increase is not due to any change in capital spending but the variation in interest rates and, much more significantly, the proposed reduction in net spending. If net spending in 2018/19 was retained at last year's level of £25.1M then the percentage would be 15.2% rather than the 17.2% shown above. This issue will be included in the draft budget/MTP report in December.

8. EXISTING SAVINGS PROPOSALS – Required by approved budget/MTP

8.1 Annex C provides a list of costed items and items under active consideration. The costed items are a mixture of specific (some definite) and targets. It is currently anticipated that the "active consideration" items will be sufficient to cover any shortfall in the costed items but will not provide any significant excess.

8.2 Work has started on confirming and achieving these savings and the December draft budget report will make any necessary adjustments to reflect the latest view of any under/over achievements in the current and future years. An estimate of the impact of the Pay Review will also be available to feed into the process.

8.3 The Government introduced a new localised Council Tax support system from April this year. Their original proposal was to completely protect Town and Parish Councils from the impact but they revised the final arrangements resulting in the Towns and Parishes receiving a lower taxbase and hence a higher level of precept (Council Tax) to achieve the same spending level. As this change was made late in the process and some Councils had already agreed their precept for 2013/14 this Council decided to provide a grant to compensate for this change. The additional government grant relating to this change has now been subsumed in Formula Grant which falls significantly in 2014/15. Given the financial pressures the Council faces it is not therefore proposed to continue this grant beyond the current financial year but, in order to give the Towns and Parishes adequate notice, this will need to be formally confirmed.

9. ADDITIONAL SAVINGS REQUIREMENT

9.1 As shown in this report, additional savings of £2.6m for 2015/16 rising to £3.7m by 2018/19, on top of the currently targeted level, will be an extremely challenging task for officers and Members to achieve.

9.2 No organisation can ever say that no further efficiency improvements can be found but Members will be aware of the significant savings

that have been achieved in previous years which, when coupled with the existing savings plan, will dramatically reduce any significant further opportunities.

- 9.3 The Managing Director is currently developing a performance management framework to link the Leadership Direction with the Budget/MTP. This will enable Members to consider the relative importance of the Council's services and ensure that available funding is focussed on the highest priorities. A service challenge process is also planned which will explore any further efficiencies and new service delivery options.
- 9.4 Once a savings plan has been identified, Members will need to consider whether it is likely that Huntingdonshire residents would support a Council Tax increase as an alternative to the service cuts proposed. To put this in context, a 20% increase in Council Tax (£23 more than the Forecast assumption) would generate an additional £1.3M.
- 9.5 This would require majority support via a referendum and might be a high risk strategy as there is the cost of a referendum, the cost of re-billing and the delay in introducing the savings to be taken into consideration if support was not obtained.

10. CONSULTATION AND COMMENTS

- 10.1 The Overview & Scrutiny Panel (Economic Well-Being) discussed this report at its meeting on 5 September. It endorsed recommendations 2, 3 and 4 within the Executive summary. However whilst supporting the first proposal (not to continue the grants to Town and Parish Councils) they considered that this should be "subject to there being no change in the Government legislation".
- 10.2 In relation to the transfer of a percentage of the New Home Bonus (NHB) the Local Enterprise Partnership, the Panel were pleased to note that the Executive Leader and the Executive Councillor for Resources intend to lobby DCLG to attempt to get the level of the loss on NHB reduced on the Council's behalf. There has been no assumption made within the Forecast that the District Council will receive any reciprocal funding from the Local Enterprise Partnership and it has been suggested that their Chairman and Chief Executive Officer should be invited to a future Council meeting to give a presentation on their business plan.
- 10.3 In discussing the additional savings requirement (in Section 9), the Panel has commented on the need to focus on the larger areas of the Council's expenditure and the importance of communication to ensure that Huntingdonshire residents are able to influence and remain informed of this process. Members have suggested that the Council should take into account the degree to which the District Council's activities are statutorily required but that this should be balanced against the interests of residents.
- 10.4 The Panel has expressed their interest in supporting the identification of savings flowing from the report 'Facing the Future 2013' in conjunction with the other Overview & Scrutiny Panels and has suspended its reviews in order to do this.

11. CONCLUSIONS

- 11.1 Whilst progress is being made on achieving the previously identified savings requirement the Government's Spending Review creates additional major difficulties for the Council and its ability to deliver its current portfolio of services.
- 11.2 There is also uncertainty about what will happen to Government financial support for Councils after the 2015 General Election.
- 11.3 Reserves will be at planned minimum levels by 2015/16 and so there is no alternative but to urgently identify options for savings that can be introduced in time - this will be a major challenge.

12. LIST OF APPENDICES INCLUDED

- A Existing Risk Provision
- B Proposed Risk Provision
- C Existing Savings Proposals

BACKGROUND PAPERS

2013/14 Budget/MTP -

[http://search.huntingdonshire.gov.uk/kb5/cambridgeshire/huntsdc/results.page?qt=budget 2013](http://search.huntingdonshire.gov.uk/kb5/cambridgeshire/huntsdc/results.page?qt=budget%202013)

Budget Monitoring Reports -

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=5081&Ver=4>

Contact Officer:

Steve Couper, Assistant Director, Finance and Resources

☎ 01480 388103

APPROVED RISK PROVISION - The Low End Assumption is included in the Budget/MTP

LOW END ASSUMPTION Risk Provision in MTP	Extra savings needed (+):					HIGH END ASSUMPTION	Extra savings needed (+)					
	13/14	14/15	15/16	16/17	17/18		13/14	14/15	15/16	16/17	17/18	
	£M	£M	£M	£M	£M		£M	£M	£M	£M	£M	
Reduction in New Homes Bonus grant due to slower housing completions from 2014/15												
10% lower		0.050	0.150	0.300	0.450	20% lower		0.100	0.300	0.600	0.900	
Reduction in Government Grant due to insufficient New Homes Bonus funding												
All bodies share loss			0.100	0.200	0.200	Local Authorities share loss			0.200	0.300	0.400	
Financial Contribution to A14												
£5M over 25 years				0.200	0.200	£8M over 25 years				0.320	0.320	
						Further reduction in Government Grant						
						1% per year for 3 years			0.400	0.800	1.200	
Increase in net spending every year to cover cost of increased population. There is no provision for demographic growth in the forecast.												
0.425% #		0.090	0.180	0.270	0.240	0.85% #		0.180	0.360	0.540	0.600	
						Change to NI Contributions re new Old Age Pension Proposals					0.300	
Homelessness		0.100	0.100	0.100	0.100			0.200	0.200	0.200	0.200	
Pay Protection and Performance pay @		0.320	0.640	0.960	1.300	1.600		0.320	0.640	0.960	1.300	1.600
MMI Drawdown		0.140						0.140				
Proposed Council Tax increases not permitted by Government												
£4 in 14/15 and 15/16 then 2.5%		0.038	0.088	0.177	0.275	£3 in 14/15 and 15/16 then 2%		0.096	0.204	0.341	0.489	
						Increase in Business Rates retained						
						1% growth per year		-0.110	-0.220	-0.330	-0.440	
						Loss of income in 2014/15 and 2015/16 excluding leisure and some other areas\$						
						2.5%		0.110	0.110			
						No leisure price increase						
						in 2014/15		0.170	0.170	0.170	0.170	
Partial non-achievement of 2013 increase in car park charges												
10%	0.020	0.020	0.020	0.020	0.020	20%	0.040	0.040	0.040	0.040	0.040	
PROPOSED RANGE FROM . .	0.340	1.078	1.598	2.567	3.085	TO....	0.360	1.566	2.724	4.281	5.779	
						Extra cost of high end assumption	0.020	0.488	1.126	1.717	2.694	

Cost of extra refuse round included in MTP for 2017/18 set-off

\$ Excludes Car parks (separate provision) Planning (no price rise) and Rents (based on leases)

@ Past budgets included 3.5% to cover cost of living and performance pay. 2% for potential cost of living increases is included in inflation. This Provision is the balance pending the results of a Pay Review which is underway. The Review will clarify what provision will be needed for future performance payments, transition costs and any protection that may need to be paid to staff.

PROPOSED LOW END RISK PROVISION INCLUDED IN FORECAST

LOW END ASSUMPTION INCLUDED IN FORECAST	14/15 £M	15/16 £M	16/17 £M	17/18 £M	18/19 £M
Financial Contribution to A14					
£5M over 25 years				0.200	0.200
Reduction in New Homes Bonus grant due to slower housing completions from 2014/15					
10% lower (assumes 30% to LEP)	0.050	0.105	0.210	0.315	0.420
Increase in net spending every year to cover cost of increased population.					
0.425% per year less extra refuse round in 2017/18	0.090	0.180	0.270	0.240	0.330
Homelessness					
Provision	0.100	0.100	0.100	0.100	0.100
Proposed Council Tax increases that may not be permitted by Government					
Increase above 2% per year	0.118	0.237	0.367	0.511	0.667
Pay Protection and Performance Pay					
Provision to be adjusted in light of Pay Review	0.640	0.960	1.300	1.600	2.000
Reductions in Formula Grant post 2015/16					
2.5% cash per year (circa 5% real terms)			0.074	0.146	0.216
TOTAL INCLUDED	0.998	1.583	2.321	3.112	3.933

EXISTING SAVINGS PROPOSALS				
	2014	2015	2016	2017
	2015	2016	2017	2018
	£000	£000	£000	£000
IMD - Chris Hall				
COSTED PROPOSALS				
Mobile Phones lower tariffs	20	20	20	20
Outsourced/Shared IT	50	100	100	100
FOR ACTIVE INVESTIGATION				
Reduce travelling and journey time through video conferencing				
Channel Migration				
Legal & Democratic Services - 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				
Operations - Eric Kendall				
COSTED PROPOSALS				
Ops Management and admin budget savings	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				
Corporate Office - Helen Donnellan				
COSTED PROPOSALS				
Give up Performance Management budget	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 (part of Environmental Management target)				

	2014	2015	2016	2017
	2015	2016	2017	2018
	£000	£000	£000	£000
Customer Services - 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				
Environmental Management - Paul José				
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				
One Leisure - 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				
Finance & Resources - Steve Couper				
COSTED PROPOSALS				
Reduce Audit Fees budget	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				

	2014	2015	2016	2017
	2015	2016	2017	2018
	£000	£000	£000	£000
Environment, Growth & Planning - Steve Ingram				
COSTED PROPOSALS				
CIL related staff reorganisation	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				
Environmental & Community Health - 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	10	10	10	10
Premises Permitting Scheme	4	4	4	4
Community Safety work for others	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				

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Huntingdonshire Town and Parish Charter

Meeting/Date: Cabinet - 19 September 2013
[O&S Panel (Social Wellbeing) – 3 September 2013]

Executive Portfolio: Healthy & Active Communities

Report by: Healthy Communities Manager

Ward(s) affected: All

Executive Summary:

The “Joint District and County Council Localism working group” identified that to address the Localism Act 2012 it was essential to involve Town and Parish Councils and the Voluntary and Community sectors. The Charter set out a framework to allow Cambridgeshire County Council, Huntingdonshire District Council, local Town & Parish Councils and Voluntary and Community Organisations to work in partnership to improve the economic, social and environmental well-being of Huntingdonshire. This report recommends adoption of the Charter.

Recommendation:

Cabinet Members are requested to note the contents of the Charter and to consent to the adoption of the document, as a living document, by Huntingdonshire District Council. As a living document the text may be subject to slight amendment over time but any material changes shall be subject to Cabinet consent.

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1. THE PURPOSE OF THE REPORT

The purpose of this report is to provide Cabinet Members with the opportunity to consider the 'Huntingdonshire Town and Parish Charter' document for adoption.

2. BACKGROUND -THE PURPOSE OF THE CHARTER

Through the Charter the signatories will agree to work in partnership for the benefit of the local community while recognising and respecting their individual rights as separate democratic and accountable bodies. The Charter and Compact documents will also provide details on how issues such as Neighbourhood Plans, Community Right to Buy, Community Right to Challenge, and Community Infrastructure Levy for example will be dealt with.

3. COMMENTS OF OVERVIEW AND SCRUTINY PANEL

At their meetings on 4th June and 3rd September 2013, the Overview and Scrutiny Panel (Social Well-Being) endorsed the Huntingdonshire Town and Parish Charter. The Panel has however suggested that in Appendix C of the Charter document, reference should be made that the District Council will advise Town and Parish Councils of developments which are taking place through "permitted developments".

In addition, should the Cabinet be minded to support the proposals to establish Local Joint Committees in Huntingdonshire (an item on this appears elsewhere on the Cabinet's Agenda) then reference should be made within the Charter document to LJsCs as an example of an appropriate forum in which to engage with communities.

4. KEY IMPACTS AND RISKS

There are few risks associated with operating within the framework outlined in the Charter. The impact of the adoption should be to make interaction between county, district, and parish/town more transparent.

5. ACTIONS FOR IMPLEMENTATION

Final agreement will be sought from Town Councils and Parish Councils in Huntingdonshire for them all to adopt the Charter.

6. LINK TO LEADERSHIP DIRECTION

The Charter is consistent with the theme: Working with our Communities as it seeks to "build constructive relationships with...parishes and towns..." The process has involved meaningful consultation and the document seeks to increase openness, transparency and accessibility.

7. CONSULTATION

The Charter has been developed by a steering group involving parish councils, etc and the draft document has been circulated for comment. However, this document is still subject to final agreement with Town Councils and Parish Councils in Huntingdonshire.

8. LEGAL IMPLICATIONS

The Charter is a voluntary framework it imposes no additional legal duties on any signatory.

9. RESOURCE IMPLICATIONS

The Charter describes expectations and the manner of interacting rather than imposing new obligations on any signatory that would demand a commitment of new resources.

10. OTHER IMPLICATIONS

There are no environmental implications in the adoption of this Charter. This charter will not create or worsen any inequalities within the district.

11. REASONS FOR RECOMMENDATION

The “Joint District and County Council Localism working group” identified that the Localism Act 2012 required involvement of town and parish councils and others. The Charter has been evolved by a steering group which includes volunteers from parish/town councils. The resulting document is their best effort to set out a framework to allow Cambridgeshire County Council, Huntingdonshire District Council, local Town & Parish Councils and Voluntary and Community Organisations to work in partnership to improve the economic, social and environmental well-being of Huntingdonshire.

12. LIST OF APPENDICES INCLUDED

Appendix 1 - Huntingdonshire Town and Parish Charter

Contact Officer: Dan Smith- Healthy Communities Manager Tel: 01480 388377



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Foreword



The challenges and opportunities facing all sections of Local Government have never been greater, with the present economic difficulties the country is facing, and the resulting reductions in public sector finance. However, the challenges that all local authorities will face when coming to terms with the implications of the Localism and Decentralisation Act and the challenges responding to the needs of an ageing population, are only a few.

We can no longer continue to do business in the same old ways; we have to be more innovative in how we meet the needs and requirements of Huntingdonshire residents. The days when we used to say ‘this issue is the responsibility of the County Council’, or ‘that issue is the responsibility of the District Council’ and ‘this one belongs to a Parish or Town Council’ have long gone. All three sectors of Local Government here in Cambridgeshire have a role to play and the responsibility to join together to respond to the challenges ahead.

I am pleased to see the development of a tri-partite charter between the Town and Parish Councils in Huntingdonshire, Huntingdonshire District Council and Cambridgeshire County Council. It is important to acknowledge that Town and Parish Councils are often best placed to be the voice of local concerns as well as being the conduit through which change can be delivered.

I believe this Town and Parish Charter will be the foundation stone upon which we will build our new way of working, to improve the quality of life for all Huntingdonshire residents.

The District Council and the Cambridgeshire County Council wish to express our sincere thanks to the representatives from the Town and Parish Councils here in Huntingdonshire who have worked extremely hard alongside District and County Council Officers over a relatively short time period to produce this charter.

(Insert Jason’s Signature)

Leader

Huntingdonshire District Council

Introduction

What is the Huntingdonshire Parish Charter?

This Charter is a framework for Cambridgeshire County Council, Huntingdonshire District Council and local Town & Parish Councils to work in partnership to improve the economic, social and environmental well-being of Huntingdonshire. Through this Charter Town & Parish Councils and the County and District Councils agree to work in partnership for the benefit of the local community while recognising and respecting their mutual rights as separate democratic bodies.

Why do we need a Charter?

Town & Parish Councils are statutory bodies, as are the Cambridgeshire County and Huntingdonshire District Councils. They play a very important role in the lives of local communities. Members are elected for a term of four years and Town & Parish Councils are funded principally by an annual precept. Town & Parish Councils can apply for funding, such as grants and funding awards, but do not receive funds directly from central government in the way that Cambridgeshire County and Huntingdonshire District Councils do. Town and Parish Councils have a large range of influence and many of the activities they get involved in are of equal interest to Cambridgeshire County and Huntingdonshire District Councils, such as planning, promoting tourism, licensing, community halls, playgrounds and the management of town and village centres.

Cambridgeshire County and Huntingdonshire District Councils are supportive of the move by central government to strengthen local governance via the recently introduced “Localism Act” and are keen to assist Town and Parish Councils to achieve the aspirations of the communities they represent. This Charter is borne out of the recognition by Cambridgeshire County Council, Huntingdonshire District Council, the five Town Councils, sixty-seven Parish Councils, and the eight Parish Meeting Authorities operating in Huntingdonshire (Appendix ‘A’ provides a list of all Town & Parish Councils), that, working for the mutual benefit of Huntingdonshire residents, much more can be achieved by working collectively than by working in isolation.

How this Charter relates to the Cambridgeshire Compact?

This Charter complements the Cambridgeshire Compact, which aims to improve relationships and partnership working between the Public Sector (including Town & Parish Councils) and the Voluntary, Community and Social Enterprise Sector. Cambridgeshire County Council, Huntingdonshire District Council and the seventy Town & Parish Councils in Huntingdonshire are all covered by the Public Sector Commitments of the Compact, in particular with regards to Equalities.

Background

On the 17 January 2012, 57 representatives of Huntingdonshire's Town and Parish Councils attended a meeting at the Corn Exchange in St Ives to receive a briefing on the recently introduced Localism Act. The challenges and opportunities the new legislation brought for Town and Parish councils in Huntingdonshire were discussed.

At the meeting representatives from both the District and County Councils stated the wish of both organisations to commence discussions with Town and Parish Councils and their representative organisations to produce a charter that sets out how the three sectors of local government can work together for the benefit of local people; the proposal was supported by all present. This Charter will establish a new way of working and confirm existing good practice. At the meeting on the 17 January nominations were received from ten parish and town councils to work with officers of Cambridgeshire County and Huntingdonshire District Councils to develop the Charter document.

The working group has met on four occasions and in addition to the general principles set out below it was agreed that the working group would address the following aspects of the Localism and Decentralisation Act:

- Neighbourhood Planning;
- Community Infrastructure Levy;
- Community Right to Challenge;
- Community Right to Buy;
- Standards and Dispute Resolution.

It is intended that a Charter would work along the following three general principles:

- **All three levels will undertake together to:**
 - Support forums for regular dialogue;
 - Respect and understanding of the role and remit of each other, including how and when decisions can be made and appropriate time scales; and
 - Focus on outcomes.
- **The District & County Councils undertakes to:**
 - Provide Town & Parish Councils with a key contacts list for enquiries on key services;
 - Where possible, co-ordinate consultations to avoid consultation fatigue; and
 - Establish clear mechanisms for consultation and feedback.
- **Town & Parish Councils undertakes to:**
 - Engage with proposals/ideas put forward by either the District or County Councils to ensure that actions can be taken forward;

- Have a clear documented vision for their local community;
- Work with its local community to take forward ideas/proposals; and
- Proactively seek to co-ordinate or take on local services where the local council has the capacity and skill to do so.

The Charter will also provide details on how issues such as Neighbourhood Plans, Community Right to Buy, Community Right to Challenge, and Community Infrastructure Levy for example will be dealt with.

Our commitments as partners	
County and District Councils	Town & Parish Councils
Involving	
Recognise the importance of Town & Parish Councils and work with them to promote active citizenship and participation.	Provide community leadership, encourage active citizenship and facilitate participation across all sectors of the community.
Recognise and understand that the work of Town & Parish Councils is heavily reliant on volunteering and good will. The differences between smaller and larger Town & Parish Councils in terms of ability to handle information and resources will be respected.	Actively promote their work and achievements to local residents and Cambridgeshire County and Huntingdonshire District Councils through all appropriate media.
Consult Town & Parish Councils on all issues which are likely to affect their area. Key consultations to be listed on the websites of both Cambridgeshire County and Huntingdonshire District Councils. See 'Cambridgeshire Insight' Website.	Endeavour to take part in consultation exercises and respond electronically within the given period.
Have regard to the views of the Town & Parish Councils when making decisions and offer feedback on the outcomes once the consultation has taken place.	Work with Cambridgeshire County and Huntingdonshire District Councils to seek the views of residents on issues of common interest.
Keep under review the level and quality of consultations.	Identify local needs and consult with local communities and Cambridgeshire County and Huntingdonshire District Councils.
For all Council consultations that are more than four pages long, prepare a summary brief to review. (NB there are specific arrangements for consultation on Planning Applications)	Notify Cambridgeshire County and Huntingdonshire District Councils if they cannot respond to a consultation within the given period but still wish to respond.
Allow six weeks for Town & Parish Councils to respond to	Will endeavour to work collectively with neighbouring Parish and

consultation. If this is not possible the Parish/Town council will be given an explanation. (This does not apply to planning applications.)	Town Councils on infrastructure developments and proposals involving Community Infrastructure Levy.
Support those Parish/Town councils that wish to develop services together.	
Informing	
Respond to requests for information from Town & Parish Councils in a helpful, timely and efficient manner.	Respond to requests for information from Cambridgeshire County and Huntingdonshire District Councils in a helpful, timely and efficient manner.
Avoid the use of specialised language / jargon and use plain English.	Make every effort to attend meetings/events run by Cambridgeshire County and Huntingdonshire District Councils in which they have an interest.
Provide information / briefings to raise awareness among staff and ensure they have a good understanding of the role and function of the Town & Parish Councils.	Co-operate with Cambridgeshire County and Huntingdonshire District Councils in making their meeting places available for public, community or partnership meetings in which they have an interest.
Agendas for Cabinet, Select Committees and Planning Committee meetings are available on both Cambridgeshire County and Huntingdonshire District Councils websites. Hard copies will only be sent on request.	E-mail their agendas and papers to Cambridgeshire County and Huntingdonshire District Council ward councillors.
Make available online a regularly updated contact list of Cambridgeshire County and Huntingdonshire District Council Officers and Members. HDC to compile a directory of Town and Parish Council Clerks email addresses and make this available on both Cambridgeshire County and Huntingdonshire District	Provide up-to-date e-mail address information to Cambridgeshire County and Huntingdonshire District Councils to allow the compilation of the directory of Town & Parish Council Clerks contacts to enable general correspondence to be sent electronically.

Councils websites.	
Make every effort to attend Town & Parish Council meetings when invited.	Make every effort to allow officers and councillors of Cambridgeshire County and Huntingdonshire District Councils to speak at local council meetings on matters of mutual interest if they request to do so.
Provide comprehensive information on request to allow Town & Parish Councils to decide whether they wish to apply to take on functions/services currently provided by either Cambridgeshire County or Huntingdonshire District Councils.	Encourage staff and members to attend relevant training courses and briefings.
Provide Town & Parish Councils information and access to training courses at the same cost as they are offered to Cambridgeshire County or Huntingdonshire District Council officers and members. Keep under review the IT requirements of Town & Parish Councils so that the support available reflects current and future needs.	With a view to providing a good quality services to local residents, encourage staff and members to attend relevant training courses and briefings, particularly where they aspire to gaining relevant Quality Standards..
Offer briefings on central and local government policies and initiatives which have an impact on Town & Parish Councils, in conjunction with the Cambridgeshire and Peterborough Association of Local Councils (CAPALC)	Make best use of the available information technology to facilitate communication with Cambridgeshire County or Huntingdonshire District Councils.

Service Delivery	
Promote the achievement of relevant Quality Parish standards and support Parishes wishing to attain these by providing them with the necessary information and advice.	Consider whether they wish to take on any functions/services from either Cambridgeshire County or Huntingdonshire District Councils.
Keep Town & Parish Councils fully apprised of all Strategic Partnerships entered into by the authority, how they may affect services in their area and invite Town & Parish Councils to have representation on appropriate partnerships.	Seek to fill places offered on Strategic Partnerships and thereby be able to provide Town & Parish Council perspective on decisions/proposals.
To assist wherever possible in enabling a Town & Parish Council to develop services within their own community	
Both Cambridgeshire County and Huntingdonshire District Councils and the Town & Parish Councils will recognise the role of CAPALC in supporting and promoting the work of local councils.	

Neighbourhood Planning

The Localism Act requires that Town and Parish Councils that are considering producing a neighbourhood plan ensure that they are in "general conformity" with the strategic elements of the District Council's Development Plan. These "strategic elements" will be defined through the National Planning Policy Framework and that definition should include the scale (and broad location) of housing and economic development growth within Huntingdonshire.

If a local planning authority adopts a neighbourhood plan submitted by a Town or Parish Council that proposes less development than identified within the Development Plan, it may be revoked by the Secretary of State.

A neighbourhood plan can set out clearly the nature of the development that is and is not anticipated. Where a development proposal is shown to be in general conformity with that neighbourhood development order, planning permission can be automatically granted without the need for a planning application.

With specific regard to housing, a neighbourhood plan would be able to identify the exact site or general location and specify the form, size, type and design of new housing.

Neighbourhood plans will be able to set out the nature of the development anticipated. The existence of a neighbourhood plan should therefore boost confidence for potential developers in the area. Developers will be able to approach Town or Parish Councils with an offer of financial support to promote a neighbourhood plan which explicitly identifies a specific development proposal of the kind that the developer would wish to take forward. In this way, where popular support for such a proposal is demonstrated and confirmed in the referendum, developers can be more confident of the likely outcome of their proposal.

Where the promoters of a neighbourhood plan are able to demonstrate adequate local support for the proposed development, the local planning authority will have a duty to provide advice or assistance on, for example, good practice in plan making, and conformity and consistency with national policy, EU law and local plans. They will also have a duty to provide practical support such as facilitating community engagement and assisting with consultation with public bodies and landowners. There will be no duty on the local planning authority to provide financial assistance but it may do so if it so chooses.

Community Infrastructure Levy

The Community Infrastructure Levy (The Levy) came into force in April 2010. It allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. This money can be used to fund a wide range of infrastructure that is needed as a result of community development. This includes new or safer road schemes, flood defences, schools, hospitals and other health and social care facilities, park improvements, green spaces and leisure centres.

Almost all development has some impact on the need for infrastructure, services and amenities - or benefits from it. As such it is only fair that such development pays a share of infrastructure costs. It is also right that those who benefit financially when planning permission is given should share some of that gain with the community which granted it, to help fund the infrastructure that is needed to make development acceptable and sustainable.

Local authorities are required to spend the Levy's funds on the infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. The Levy can also be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.

Using new powers introduced in the Localism Act, the Government will require all charging authorities to allocate a meaningful proportion of Levy revenues raised in each neighbourhood back to that neighbourhood. This will ensure that where a neighbourhood bears the brunt of a new development, it receives sufficient money to help it manage those impacts. It complements the introduction of other powerful new incentives for local authorities that will ensure that local areas benefit from development they encourage.

Government guidelines providing further information on the percentage of Levy funds that should be deemed as 'meaningful' have indicated that 15% of the Net amount of Levy funds received minus administration charges should be forwarded on to local Town and Parish Councils. This should increase to 25% if said locality has a neighbourhood plan.

Community Right to Challenge

This right relates to communities and the bodies that represent them, who have innovative ideas about how services could be shaped to better meet local needs or be run more cost-effectively. It will ensure these ideas get a fair hearing and will give communities the time they need to organise themselves and develop their ideas to be able to bid to run the service.

The legislation sets out the following:

1. A requirement for a 'relevant authority' to consider an Expression of Interest submitted by a relevant body.
2. Lists who is a 'relevant authority' and 'relevant body'.
3. Defines who is a 'voluntary body' and 'community body' (both of which are relevant bodies).
4. Enables a relevant authority to set periods during which Expressions of Interest can be submitted.
5. Requires a relevant authority to accept, accept with modification (if relevant body agrees) or decline an Expression of Interest.
6. Requires a relevant authority to consider how the Expression of Interest and procurement exercise relating to the provision of the service might promote/improve the social, economic or environmental well-being of the authority's area.
7. Requires an authority to carry out a procurement exercise relating to the provision of the service on behalf of the relevant authority, in line with relevant legal requirements, where they accept an Expression of Interest.
8. Requires relevant authorities to have regard to any guidance issued by the Secretary of State on the Community Right to Challenge.

With regards to point8, the Community Right to Challenge is not any of the following:

- An automatic right to deliver a service. If an Expression of Interest is submitted or accepted, it is for the authority to decide, in line with statutory provisions, whether or not to accept it. If accepted, the requirement is that the authority will carry out a procurement exercise relating to the provision of the relevant service where the authority can bid alongside others. This means that the relevant organisation that triggers the right to challenge exercise may not eventually be the provider of that service.
- Delivering a service independently of the authority – the right to challenge only applies to the delivery of services on behalf of an authority.
- A way of requiring the authority to continue to provide a service it has decided to stop – although the Right will enable relevant authorities to make best use of the innovation, responsiveness and cost savings that relevant bodies and other bidders in a procurement exercise can offer. The

Community Right to Challenge applies only to relevant services, i.e. those which are provided by, or on behalf of, the authority.

- A way for service users to complain to the authority if they are dissatisfied with how a service is currently being delivered or with decisions the authority has made about what services it will deliver. The authority has pre-existing complaints procedures, and good commissioning processes should allow service users the opportunity to give their views on service provision in their area. The Community Right to Challenge enables relevant bodies to submit Expressions of Interest to deliver a relevant service and they are expected to participate in any subsequent procurement exercise relating to the provision of the relevant service.
- District and County Councils may choose if they so wish to specify periods during which Expressions of Interest can only be submitted in relation to a particular service. Where authorities choose not to set periods, Expressions of Interest can be submitted at any time. The links below provide specific details on how the Community Right to Challenge process operates at both County and District level.

For the County Council the process information is available via the Website (search Right to Challenge) or [by clicking here](#).

For your information, details of the Community Right to Challenge and a HDC form for Expressions of Interest can now be found on our website at the link below. <http://www.huntingdonshire.gov.uk/Community%20and%20People/Pages/CommunityRighttoChallenge.aspx>

Community Right to Bid (also known as Assets of Community Value)

Under new community rights, local groups are able to nominate buildings or other land that they believe contribute to their community's social well-being or social interests for Huntingdonshire District Council to consider listing as an 'Asset of Community Value'. The District Council is required to maintain lists of successful and unsuccessful nominations.

If any land/building that the District Council lists as an Asset of Community Value comes up for sale (freehold or a lease of at least 25 years), community interest groups will have six weeks in which to make a written request to the Council to be treated as a potential bidder. This request allows them to delay the sale by up to six months, providing additional time to raise funds and put together a bid to buy the asset.

These rights do not restrict the sale price or who the owner of a listed asset can sell their property to. They do not give community organisations a right of first refusal.

The District Council lists of successful (the list of Assets of Community Value) and unsuccessful nominations can be found in the Linked Documents section on the right. Both lists will be updated as decisions on nominations are made. There are currently no entries in the list of unsuccessful nominations.

How to nominate an asset to be listed by the District Council

Before nominating an asset, please check first whether it has previously been nominated. Only certain groups are able to nominate an asset and there is specific information that needs to be included with any nomination. The District Council has therefore produced a standard template which can be used to make nominations – please download the 'Nomination Form' document on the right. A copy can be saved, completed and emailed or printed out and posted. Contact details for submission can be found on the form.

For more information about nominating an asset or the implications of an asset being listed as an Asset of Community Value, please see the external links to the Localism Act 2011, regulations and a non-statutory advice below.

<http://www.huntingdonshire.gov.uk/Community%20and%20People/Pages/CommunityRighttoBid.aspx>

The County Council's policy in relation to asset transfer can be found on the website (search 'Compact') or via this link

<http://www.cambridgeshire.gov.uk/community/compact/assettransfer.htm>

Appendix 'A'

Town and Parish Councils in Huntingdonshire

Abbots Ripton Parish Council	Abbotsley Parish Council
Alconbury Parish Council	Alconbury Weston Parish Council
Alwalton Parish Council	Barham and Woolley Parish Council
Bluntisham Parish Council	Brampton Parish Council
Brington and Molesworth Parish Council	Broughton Parish Council
Buckden Parish Council	Buckworth Parish Council
Bury Parish Council	Bythorn and Keyston Parish Council
Catworth Parish Council	Chesterton Parish Meeting
Colne Parish Council	Conington Parish Council
Covington Parish Meeting	Denton and Caldecote Parish Meeting
Diddington Parish Meeting	Earith Parish Council
Easton Parish Council	Ellington Parish Council
Elton Parish Council	Farcet Parish Council
Fenstanton Parish Council	Folksworth and Washingley Parish Council
Glatton Parish Council	Godmanchester Town Council
Grafham Parish Council	Great and Little Gidding Parish Council
Great Gransden Parish Council	Great Paxton Parish Council
Great Staughton Parish Council	Haddon Parish Meeting
Hail Weston Parish Council	Hamerton and Steeple Gidding Parish Council
Hemingford Abbots Parish Council	Hemingford Grey Parish Council
Hilton Parish Council	Holme Parish Council
Holywell-cum-Needlingworth Parish Council	Houghton and Wyton Parish Council
Huntingdon Town Council	Kimbolton and Stonely Parish Council
Kings Ripton Parish Council	Leighton Bromswold Parish Council
Little Paxton Parish Council	Morborne Parish Meeting
Offord Cluny and Offord D'Arcy Parish Council	Old Hurst Parish Council
Old Weston Parish Council	Perry Parish Council
Pidley-cum-Fenton Parish Council	Ramsey Town Council
Sawtre Parish Council	Sibsom-cum-Stibbington Parish Council
Somersham Parish Council	Southoe and Midloe Parish Council
Spaldwick Parish Council	St Ives Town Council
St Neots Town Council	Stilton Parish Council
Stow Longa Parish Council	The Stukeleys Parish Council
Tilbrook Parish Council	Toseland Parish Council
Upton and Coppingford Parish Council	Upwood and The Ravleys Parish Council
Warboys Parish Council	Waresley-cum-Tetworth Parish Council
Water Newton Parish Meeting	Winwick Parish Meeting
Wistow Parish Council	Woodhurst Parish Council
Woodwalton Parish Council	Wyton-on-the Hill Parish Council
Yaxley Parish Council	Yelling Parish Council

Appendix 'B'

Standards Template

This Code is based on the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership ("the Nolan Principles").

1 Application

This Code of Conduct applies to you whenever you are acting, claim to act or give the impression you are acting in your capacity as a Member of the Authority, including –

- 1.1 at formal Meetings of the Authority
- 1.2 when acting as a representative of the Authority
- 1.3 in taking any decision as a Cabinet Member or a Ward Councillor
- 1.4 in discharging your functions as a Ward Councillor
- 1.5 when corresponding with the authority other than in a private capacity

2 Meeting

In this Code "Meeting" means any meeting organised by or on behalf of the Authority, including:–

- 2.1 any meeting of the Council, or a Committee or Sub-Committee of Council
- 2.2 any meeting of the Cabinet and any Committee of the Cabinet
- 2.3 at any briefing by Officers; and
- 2.4 at any site visit to do with the business of the Authority

3 General Conduct

You must –

- 3.1 provide leadership to the authority and communities within its area, by personal example and
- 3.2 respect others and not bully or threaten or attempt to bully or threaten any person
- 3.3 respect the confidentiality of information which you receive as a Member by–

- 3.3.1 not disclosing confidential information to third parties unless required by law to do so or where there is a clear and over-riding public interest in doing so; and
- 3.3.2 not obstructing third parties' legal rights of access to information
- 3.4 not conduct yourself in a manner which is likely to bring the Authority into disrepute
- 3.5 use your position as a Member in the public interest and not for personal advantage
- 3.6 comply with the Authority's reasonable rules on the use of public resources for private and political purposes
- 3.7 exercise your own independent judgement, taking decisions for good and substantial reasons by–
 - 3.7.1 attaching appropriate weight to all relevant considerations including, where appropriate, public opinion and the views of political groups;
 - 3.7.2 paying due regard to the advice of Officers, and in particular to the advice of the statutory officers, namely the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer; and
 - 3.7.3 stating the reasons for your decisions where those reasons are not otherwise apparent
- 3.8 do nothing that causes the Authority to act unlawfully.

4 Disclosable Pecuniary Interests

- 4.1 You have a disclosable pecuniary interest if it is of a description specified in regulations made by the Secretary of State and either:
 - (a) it is an interest of yours, or
 - (b) it 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 other person has the interest.
- 4.2 You must -
 - 4.2.1 comply with the statutory and the Authority's requirements to register, disclose and withdraw from participating in respect of any matter in which you have a disclosable pecuniary interest.
 - 4.2.2 ensure that your register of interests is kept up to date and notify the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of your disclosable pecuniary interests.

- 4.2.3 make a verbal declaration of the existence and nature of any disclosable pecuniary interest at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- 4.2.4 Where you have a disclosable pecuniary interest, whether the interest is registered or not, you must not (unless you have obtained a dispensation from the Authority's Monitoring Officer) –
- (i) participate, or participate further, in any discussion of the matter at the meeting; or
 - (ii) remain in the meeting room whilst the matter is being debated or participate in any vote taken on the matter at the meeting.

5 Other Interests

- 5.1 In addition to the requirements of Paragraph 4, if you attend a meeting at which any item of business is to be considered and you are aware that you have a “non-disclosable pecuniary interest or non-pecuniary interest” in that item, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent
- 5.2 You have a “non-disclosable pecuniary interest or non-pecuniary interest” in an item of business of your authority where –
- 5.2.1 a decision in relation to that business 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, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
 - 5.2.2 it relates to or is likely to affect any of the interests listed in the Table in the Appendix to this Code, but in respect of a member of your family (other than a “relevant person”) or a person with whom you have a close association
- and that interest is not a disclosable pecuniary interest.

6 Gifts and Hospitality

- 6.1 You must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £50 which you have accepted as a Member from any person or body other than the authority.
- 6.2 The Monitoring Officer will place your notification on a public register of gifts and hospitality.

NOTE: Members must also comply with the relevant Codes and Protocols contained in Part 5 of the Constitution.

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<i>Interest</i>	<i>Prescribed description</i>
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share

capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose –

“the Act” means the Localism Act 2011;

“body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

“director” includes a member of the committee of management of an industrial and provident society;

“land” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

“M” means a member of a relevant authority;

“member” includes a co-opted member;

“relevant authority” means the authority of which M is a member;

“relevant period” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) or 31(7), as the case may be, of the Act;

“relevant person” means M or any other person referred to in section 30(3)(b) of the Act;

“securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

APPENDIX 'C'

PLANNING ISSUES

Huntingdonshire District Council will:

- Consult Town and Parish Councils on all applications for planning permission.
- Allow 21 days for the submission of representations by Town and Parish Councils.
- Notify Town and Parish Councils of any significant amendment to a planning application and allow a minimum of a further 14 day period for representations to be made before a decision is taken on the amended plan. (Significant amendments are those considered by the case officer to materially affect the planning application, but not to require a new application).
- When an application is referred to the Development Management Panel, to report the views of Town and Parish Councils to the Panel in full. When, in accordance with the scheme of delegation, an application is determined by Officers under delegated powers, to include and respond to the comments of Town and Parish Councils in the delegated reports.
- Publish all decisions and reports setting out the reasons for decisions on the Council's website (via PublicAccess).
- Publish all Development Management Panel agendas and minutes on the Council's website.
- Allow a representative of a town or parish council to attend and speak in relation to applications in their town/parish at Development Management Panel meetings in accordance with the Council's 'Your right to speak at Development Management Panel on planning applications' procedures.
- Endeavour to make officers available to attend meetings of Town and Parish Councils to clarify the details of significant or controversial applications.
- Provide periodic training courses for local councillors and/or parish clerks to aid an understanding of the planning process and the matters, which have a material bearing upon the determination of a planning application.

When a planning enforcement complaint has been made by a Town or Parish Council with sufficient information, an acknowledgement letter will be sent advising of the case reference number and the name and contact details of the case officer. A site visit will be made as soon as possible but ideally within 10 working days of receipt, and the Town or Parish Council will be contacted following this site visit and informed of the initial findings.

Town and Parish Councils will:

- Acknowledge that Huntingdonshire District Council will not always be able to accede to the requests of Town and Parish Councils.
- Respond promptly in writing to all planning applications received from Huntingdonshire District Council and endeavour to respond using electronic forms of communication
- Comment on planning applications on planning grounds, and specify as fully as possible the reasons for an objection to, or support for, a particular application.
- Create a mechanism whereby the Town and Parish Councils can respond to any amended plans received from Huntingdonshire District Council.
- Assist Huntingdonshire District Council by reporting local breaches of Town and Country Planning Legislation.
- Attend meetings, briefings and training to gain a better understanding of the planning process.

Assets of Community Value Nomination Form

1. Details of contact person and the nominating community group:	
Title	<input type="text"/>
Name:	<input type="text"/>
Address:	<input type="text"/>
Postcode:	<input type="text"/>
Telephone Number:	<input type="text"/>
Email Address:	<input type="text"/>
Name of Community Group:	<input type="text"/>

2. Eligibility of group to nominate – type of organisation: (Please mark one box only with a tick ✓)

✓)

a) A neighbourhood forum ¹	<input checked="" type="checkbox"/>
b) A parish council whose area includes, or is adjacent to an area including, the asset nominated	<input type="checkbox"/>
c) An un-incorporated body whose members include at least 21 individuals who are registered as local government electors in the Huntingdonshire district or a neighbouring local authority area and which does not distribute any surplus it makes to its members	<input type="checkbox"/>
d) A charity	<input type="checkbox"/>
e) A company limited by guarantee which does not distribute any surplus it makes to its members	<input type="checkbox"/>
f) An industrial and provident society which does not distribute any surplus made to its members	<input type="checkbox"/>
g) A community interest company ²	<input type="checkbox"/>

¹ As designated pursuant to section 61F of the Town and Country Planning Act 1990(b)
² A community interest company is a company which satisfies the requirements of Part 2 of the Companies (Audit, Investigations and Community Enterprise Act 2004 (c.27). See in particular sections 26, 35 and 36A.
 Please provide relevant supporting evidence of eligibility such as company or charity number, list of members, constitution, articles of association, and terms of reference or governance documents.

3. Details of group's local connection to the asset nominated:

Your organisation must have a 'local connection'. This means that your activities must be wholly or partly concerned with the Huntingdonshire area or a neighbouring authority's area and that any surplus made (by groups classed as type c, e or f in section 2 above) is wholly or partly applied for the benefit of the Huntingdonshire area or a neighbouring authority area. This is in Paragraph 4 of the [Assets of Community Value Regulations 2012](#). Please describe your local connection below:

4. Details of the land and/or building you wish to nominate:

Please provide a description of the nominated land/building, including its proposed boundaries:

If possible, please also provide a map of the location showing the boundary of the site nominated.

5. Statement of all the information you have with regard to the occupiers/owners of the asset:

Please provide a statement containing all the information you have about the names of current occupiers of the land and the names and current or last-known addresses of all those holding a freehold or leasehold estate in the land:

Statement:

Occupier's name(s):

Owner's name(s) and address(es): (please state freehold/leasehold if known)

6. Reason for nomination: (please note that any information provided in this section may be shared with the owners/occupiers of the asset)

Please list your reasons for thinking that Huntingdonshire District Council should conclude that the asset nominated is of community value. This should include how the **current** main use furthers the social wellbeing or social interests of the local community, whether a **recent** main use has furthered the social wellbeing or social interests of the local

community and whether it is realistic that a **future** (in the next five years) main use could further the social wellbeing or social interests of the local community again. “Social interests” can include (in particular) cultural interests, recreational interests or sporting interests.

Providing evidence such as numbers of people making use of the asset and frequency and history of usage may help to support your nomination.

7. Declaration:

I can confirm that the information supplied on this form is correct, to the best of my knowledge.

Name:

Date:

Checklist – if relevant, please attach the following when you submit the form:

- Relevant evidence of your group’s eligibility to nominate an asset (see section 2). Please note that an un-incorporated body which does not distribute any surplus it makes to its members will be required to provide a list of the names and addresses of at least 21 members who are registered as local government electors in the Huntingdonshire district or a neighbouring authority’s area.
- A site boundary map.
- Any additional evidence relating to recent, current or future main uses of the asset that could be considered to contribute to furthering the social well-being or social interests of the local community.

Submitting your form and next steps:

Please send your completed form and any further information by email to:
CRM_Policy@huntsdc.gov.uk

Alternatively, forms may be printed and sent to us at the following address:

Community Right to Bid

Corporate Team,
Huntingdonshire District Council,
Pathfinder House,
St Mary's Street,
Huntingdon,
Cambs
PE29 3TN

If your nomination is rejected we will contact the person named in section 1 to explain why we are unable to accept the nomination or what further information we require.

Once accepted, nominations will be assessed within 8 weeks and we will contact the person named in section 1 to inform them of our decision on listing the land/building as an Asset of Community Value.

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**MAKING ASSETS COUNT – CAMBRIDGESHIRE'S PROPOSED
APPROACH TO STRATEGIC ASSET MANAGEMENT
(Report by the Assistant Director, Environment, Growth and Planning)**

1. INTRODUCTION

- 1.1 The purpose of this report is to update Cabinet regarding the on-going joint working that is taking place between the Council and the other Councils in Cambridgeshire, and with other public sector organisations, in order to try and re-shape, and make more efficient use of, their property portfolios.
- 1.2 This collaborative work aims to try and ensure that, wherever possible, appropriate opportunities for delivering savings are fully explored - via both reducing the overall operating costs of our property holdings and through the potential co-location of key services in order to facilitate more efficient lower cost service delivery. It is also potentially a mechanism that could generate further capital returns and revenue savings from the potential sale and/or development of sites to enable re-investment in new community focussed service hubs - particularly as many of our existing facilities come to the end of their useful life.
- 1.3 The findings to date indicate that there are potential revenue savings and potential capital receipts to be gained from the further investigation and development of a joint public sector approach to asset use, redevelopment and management. However approaches under the MAC umbrella are obviously not the only options available to this Council, and other partners, in terms of determining the future use of their assets, and further detailed work will be required in order to determine the full implications of all the other available options.

2. BACKGROUND

- 2.1 The overarching MAC principles are aimed at trying to:
 - generate an improvement in public service delivery from a coordinated partnership approach - thus maximising best practice, efficiencies and benefits to both the public sector and to our customers.
 - identify opportunities and challenge decisions relating to the use and disposal of assets across Cambridgeshire.
 - act as an exemplar of best practice in terms of the creative cross-organisational management of property issues.
- 2.2 The Making Assets Count (MAC) partnership currently comprises all 5 District Councils, the County Council, the Police Service, the Fire Service and some of the local Health Providers. Assets included in the project include those where joint services are currently provided or where they are being investigated for future delivery of co-located services. In the case of

this Council initial investigations have related to potentially making the best use of our assets in St Neots, St Ives, Yaxley and Huntingdon.

- 2.3 To date there has been some limited initial successes, in terms of facilitating and delivering logical sharing arrangements, for the whole partnership – with the County Council and South Cambridgeshire District working on a shared depot facility and with HDC being able to let out office space to accommodate health service requirements at Pathfinder House.
- 2.4 Various potential ‘delivery models’ for the elaboration of a joint public sector approach have been investigated by consultants appointed to provide property advice to the partnership. These consultants have suggested that one potential way forward is for the MAC partners to consider forming a property owning ‘joint venture’ and to consider transferring relevant assets into that structure. It is suggested that this MAC ‘public property partnership’ could deliver projects, manage transferred assets and potentially pay dividends to the MAC partners (who would become share holders in any JV). The structure and governance for such a potential vehicle is outlined further in the County Council Cabinet report of 9th July 2013 (forward plan ref 2013/039) and these future governance arrangements would most likely reflect a one member one vote arrangement with any dividends returned to partners in proportion to assets invested in the JV.

3. POTENTIAL NEXT STEPS FOR HDC

- 3.1 MAC partners have been requested, through their respective organisational procedures, to agree to the continuation of this effective partnership working and to consider the principle of forming a publicly-owned Joint Venture vehicle.
- 3.2 It makes sense for the Council to look to continue to deliver logical ‘sharing’ solutions and to support the principle of such a vehicle but it is considered that further work, analysis and Cabinet approval would be required before this Council could make any commitment to transfer or encumber any specific assets to any such vehicle.

4. CONCLUSIONS

- 4.1 HDC led ‘sharing work’ indicates that in principle there could be further opportunities for the ‘common sense’ approach, to the co-location of services and the effective sharing of buildings and premises within the wider public sector estate, to deliver real efficiencies and savings.
- 4.2 Given the Council’s enhanced ‘budget challenge’, it is considered vitally important that all such further sharing and partnership opportunities should be appropriately and fully investigated with potential related savings delivered wherever possible.

5. OVERVIEW AND SCRUTINY COMMENTS

- 5.1 The Overview & Scrutiny Panel (Economic Well-Being) has welcomed the ‘common sense’ approach that has been adopted to Making Assets Count and has recognised that if a bigger vision is to be achieved the joint venture will be required. The Panel has endorsed the MAC principles and noted the creation of a countywide publicly-owned joint venture (the MAC

Public Property Partnership). The Panel has supported recommendations b and c as per the Section 6 of the Cabinet report. Members have also been assured that any specific proposals in relation to District Council assets would be considered by the Cabinet, in conjunction with the Overview & Scrutiny Panel in due course.

6. RECOMMENDATION

6.1 Therefore it is recommended that the Cabinet:

- a. endorses the MAC principles and the creation of a countywide publicly-owned joint venture (the MAC Public Property Partnership); and
- b. endorses the pragmatic approach that HDC has taken to date in respect of maximising the use of our own assets and that all further 'common sense' sharing opportunities should be fully explored wherever that may be possible.
- c. notes that none of our assets will be committed to or encumbered by any joint venture proposal without further reference to Cabinet.

Background Papers:

Localism Act 2011 – Duty to Co-operate - Local Planning Authorities

Making Assets Count: Cambridgeshire CC Cabinet Report – July 2013

CONTACT OFFICER

Enquiries about this report to Steve Ingram, Assistant Director, Environment, Growth and Planning on 01480 388400.

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COMT

27TH AUGUST 2013

OVERVIEW AND SCRUTINY
ENVIRONMENTAL WELL-BEING

10TH SEPTEMBER 2013

CABINET

19TH SEPTEMBER 2013

JOINT MATERIALS RECYCLING FACILITY PROCUREMENT (Report by the Head of Operations)

1. SUMMARY

- 1.1 The report at Annex 1 and the accompanying appendices inform the work done to date in respect of Recycling Cambridgeshire and Peterborough Waste Partnership (RECAP) jointly procuring a materials recycling facility (MRF) to manage and process all the recycling materials collected across Cambridgeshire and Peterborough. It is a common report being presented to all the partnership waste collection authorities.
- 1.2 The joint procurement is based on all the participating partners signing up to the procurement and abiding by the outcome. If any partner decides not to then the procurement will not proceed. The recommendations in Section 1 of the report in Annex 1 seeks approval of;
 - the joint procurement of bulking, sorting and onward processing/sale of recyclable materials;
 - agreement that Peterborough City Council leads the process for the Joint MRF procurement for a preferred supplier for services of bulking, sorting and onward processing/sale of recyclable materials, collaboratively with and on behalf of all RECAP partners;
 - the delegation of the final Invitation to Tender (ITT) to the Head of Operations in consultation with the Environment Portfolio holder;
 - the revised Partnership Charter and Governance, Schedule 2; and
 - for Peterborough City Council to appoint the preferred bidder on behalf of RECAP, following agreement with the other partners.
- 1.3 The contract will eventually incorporate all the partners due to varying contract termination dates, but all partners will sign up to the new joint contract and the incorporation timetable which will provide guarantees to the appointed contractor.

2. BACKGROUND

- 2.1 A working group consisting of officers from all the partners in RECAP were tasked with taking the partnership through a joint procurement for a MRF operator to take all the recyclate from the partners. The Project Initiation Document for that is attached as Appendix 2 to the report attached at Annex 1.
- 2.2 Currently the different authorities in RECAP have 3 different contracts with different MRFs for their recyclate. It is clear from the work of other waste partnerships that the procurement of joint MRF contracts does realise benefits from pooling the tonnage of the various partners. The current contracts run out at different times and as a consequence they would need to be assimilated at different times into the main contract.
- 2.3 The partnership is also looking at the optimum design for waste collection in light of the Waste Framework directive which requires source separated recyclate. This is explained further in the paper attached at Annex 1, Appendix 3.
- 2.4 All the Cambridgeshire authorities apart from Peterborough agreed and signed a Partnership Agreement in 2011. As Peterborough is part of this joint procurement then the agreement needs to be revisited and updated to include the Governance arrangements for the contract and that is included as Schedule 2 to the updated Partnership Agreement.
- 2.5 A soft marketing exercise is currently underway which is seeking industry views about the types of recyclate we collect and how we can seek to maximise the tonnage of recyclable material which is collectable in a cost effective way. Further to this we are asking how the amount of contamination can be reduced and as a consequence the amount of recyclate having to go to landfill which is a cost to the partners.
- 2.6 To realise the maximum possible savings it will require all partners, apart from the County Council to be party to this contract and for it to be binding on the partners.
- 2.7 The invitation to tender (ITT) stage of the procurement of the contract will require partners to agree the tender prior to it being sent out and it is proposed that this should be delegated to the Head of Operations in consultation with the Environment Portfolio Holder.

3. RISKS

- 3.1 The main risk associated with this contract is in respect of the degree the partners wish to maximise their income by linking the contract to market prices. The recycling market is a volatile one but good quality recyclables perform better than low quality contaminated recyclables. The alternative is to go for a reduced steady income set against a basket of recyclate prices. This is the type of contract we currently have and whilst it has been better than the previous contract we have

received a lot less income than say South Cambridgeshire District Council, but that has to be balanced against increased collection costs.

3.2 The following table sets out the different risk options:-

Risk	Rating	Mitigation
Payment of gate fee linked to a basket of recyclate prices.	Low	Fixed price linked to basket lowers risk as the fluctuations in prices are averaged out.
Payment of a gate fee for processing then top slice 50% of recyclate income for guaranteed payment linked to a basket of recyclate prices and rest subject to profit share in relation to market prices on a 50:50 basis.	Medium	Mitigated as authority gets a known payment for 6 months before basket re-evaluated.
Payment of a gate fee for processing then share a proportion of the risk in relation to market prices.	Medium to high	Mitigated by reducing percentage of local authority share to contractor i.e. 30:70

3.3 It may be better to look at a medium risk whereby a portion of the recycling income is linked to the market value but the rest is at a fixed rate. It is clear that to increase income more risk will need to be taken by the partners whilst recognising that recycling rates are very variable.

3.4 As the contract length is to be 5 years the risk could be mitigated to some extent by allowing a base savings figure and putting the extra when the market prices are high into a reserve and then pull back out to balance the budget when prices are lower. The long term market projection is for recycling prices to increase steadily and looking at the market over the last 3 years there is definitely an upwards trend line.

4. COMMENTS OF OVERVIEW AND SCRUTINY PANEL

4.1 The Environmental Well-Being Panel has recommended the Cabinet to approve the recommendations contained in Section 1 of Annex 1, subject to recommendation 3 being amended to refer to the fact that the decision to award the contract will be made by the Head of Operations after consultation with the Executive Councillor for the Environment. Councillor Tysoe has indicated this is acceptable.

4.2 Although the proposal relates only to bulking, sorting and onward processing / sale of recyclable materials, the Panel has discussed the possibility that requirements for the presentation of materials could influence the way they are collected. If this is the case, Members would want assurances that the level of service in Huntingdonshire is not lowered; that is, any "levelling" will be to at least this District's current standards. Equally, Members are of the view that there should not be

restrictions on the future development of the service nor on the Council's ability to change the way it is delivered should that be necessary.

- 4.3 Finally, the Panel has drawn attention to the fact that the report does not contain any reference to scrutiny of the proposed arrangements. It is suggested 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.

5. CONCLUSION


- 5.1 This contract is an important step for the RECAP Waste Partnership in progressing the agenda of moving to a whole waste approach. The timescale for this joint procurement is tight, as it will need to conform to the EC procurement rules. Consequently the delegation of the final ITT is necessary to meet the deadline for letting the contract. Should any of the partners fail to meet this timetable then it could result in the Peterborough City Council procuring separately, as they need a contract in place for June 2014.

- 5.2 The advantages in having a single contract across the partnership area is the combined tonnage of recyclate will make it attractive to a lot of MRF operators. As a result the contract will provide the best economically advantageous deal for the partners and as a consequence increase income for the partners, participating in the contract. This will of course be subject to the outcome of the tendering exercise.

6. RECOMMENDATIONS

- 6.1 It is recommended that the recommendations set out in Section 1 of Annex 1 are approved.

Contact Officer: Eric Kendall, Head of Operations

 01480 388635

**Joint Materials Recycling Facility (MRF) Procurement
Common Paper for RECAP Partners Decision-Making Processes
September 2013**

1. PURPOSE:

- 1.1 This paper seeks to inform the consideration of the Recycling Cambridgeshire and Peterborough (RECAP) partner Councils to approve a Joint Procurement of MRF services for bulking, sorting and onward processing/sale of recyclable materials for all RECAP partners, except Cambridgeshire County Council. All Partners will agree entering into the same contract, to commence by June 2014 in order to meet, sequentially, Peterborough City Council's current contract expiry date of June 2014, with all remaining Partners' recycle materials coming into the same joint contract at the following times:
- Peterborough City Council - June 2014
 - Cambridge City, Huntingdonshire and Fenland District Council - November 2014.
 - South Cambridgeshire - October 2015
 - East Cambridgeshire - May 2016.
- 1.2 Critical to realising the potential benefits to the public purse that are expected from this joint procurement and collective offer of Partners' materials, is the need for Partners to agree, in advance of the actual tender process itself, to present their respective recycle materials to the market jointly and collaboratively, thereby securing greatest influence over securing best value in processing cost and materials income. Withdrawing from the procurement, post tender bidding, would not only potentially negate the process, but also fundamentally prejudice the service continuity position of Partners and risk irrevocably fracturing the Partnership.

R E C O M M E N D A T I O N S

The Cabinet Member / Committee is recommended to:

1. Agree that the Council is committed to the procurement and appointment of a Contractor to deliver Joint MRF services for bulking, sorting and onward processing/sale of recyclable materials for all participating RECAP partners, unless all partners agree not to appoint.
2. 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 MRF contract, commitment to participation in and commitment of recyclate materials into the joint contract.
3. Agree delegation to the appropriate (named) Officer responsible for authorisation of the final Invitation to Tender (ITT), to award the Contract, in consultation with Members as appropriate.
4. 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 on both Peterborough City Council and the RECAP participating partners.
5. 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 and as attached at Appendix 3.

2. SUMMARY OF MAIN ISSUES:

- 2.1 Recycling in Cambridgeshire and Peterborough (RECAP) Waste Partnership is made up of Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council. Cambridgeshire County Council is a member of the Partnership although it will not be party to this joint MRF procurement, as recyclate materials received by the County Council are via its Household Waste Recycling centres and already dealt with through the PFI contract.
- 2.2 This Joint MRF Procurement project is a key work stream identified as part of the Whole Systems Approach Programme agreed by RECAP in autumn 2012 and endorsed by Cambridgeshire Leaders and Chief Executives as a 'flagship collaboration'. The programme seeks to develop an optimum waste management system across RECAP in Cambridgeshire and Peterborough through a collaborative approach that:
 - Reduces the overall expenditure against the public purse;
 - Increases the overall income to the public purse; whilst
 - Improving services for the customer, which would include levelling up services across Cambridgeshire and Peterborough to achieve consistently high quality services across the partnership area; and
 - Improving environmental performance.

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- 2.3 By working collaboratively and procuring jointly, it is assumed that maximising the collective offer of recyclate materials across the RECAP Partnership to the market will represent the most effective and efficient mechanism to achieving the best value in reducing processing costs and maximising materials income to best benefit the public purse.
- 2.4 Individual approaches to the market at sequential expiry of existing MRF contracts is unlikely to represent the strongest and most cost effective influence on the market. Neither would it accord with the Whole Systems Approach and spirit of partnership espoused by RECAP and captured in the existing RECAP Advanced Partnership Working Charter already signed by the Cambridgeshire partners in January 2012 (see Appendix 1) and now to be signed also by Peterborough City Council as part of this process.
- 3. TIMESCALE:**
- 3.1 To ensure efficient and effective procurement in line with the agreed Project Initiation Document (Appendix 2), agreement to the joint procurement and collective offer of recyclate materials into the resultant contract is required from all partners by 11 October 2013, in order to ensure robust procurement and to meet the contract requirements of Peterborough City Council in the first instance and RECAP partners as set out at Para 1.1.
- 3.2 Agreement to associated detailed procurement documentation, such as finalised ITT, contract structure and Partnering arrangements, and, can be effectively achieved by delegation to a Chief Officer, in consultation with Portfolio Member/Committee Chair, ITT to be secured by 24 November and with award of contract scheduled for March 2014. Ultimately final contract award will be subject to the appropriate compliance with the Constitutional and Member approval requirements of the individual Partner authorities.
- 4. DECISIONS REQUIRED:**
- 4.1 To approve the Joint Procurement of services for bulking, sorting and onward processing/sale of recyclable materials with all RECAP partners, in effect committing offering all the recyclate materials of each Partner Council into a common contract(s).
- 4.2 To approve delegation of final approval of detailed procurement documentation, including ITT, to appropriate Chief Officer in consultation with relevant service Portfolio Member / Committee Chair, noting that ultimately, final contract award will be subject to the appropriate Constitutional and Member approval compliance of the individual Partner authorities.
- 4.3 To approve the appointment of a preferred bidder by Peterborough City Council, in consultation with and on behalf of the RECAP partnership, with contract to be awarded to the Most Economically Advantageous Tender.
- 4.4 Approve and sign / reaffirm on behalf of the Council the RECAP Partnership Charter which sets out the Vision and Objectives of the Partnership; to improve environmental performance; improved value for money; level-up services where differences occur; and improve service performance. Cambridgeshire Councils have previously signed the original Charter, but collective agreement is also now required to the proposed additional Schedule 2 'Governance Agreement' that sets out how RECAP will collaborate in regard to this Joint MRF procurement and the operation and management of the resultant contract.

5. CONSULTATION

- 5.1 Consultation has been undertaken with a wide spectrum of the companies currently operating in the business of recycling, sorting, bulking and transportation of recyclable materials, with a Soft Market Test process undertaken in August 2013. The soft market test will help inform the nature of the contract, the mix of materials within the recycle basket (including likely impacts on values), the pricing mechanism and also quality requirements.
- 5.2 The project is consultative and collaborative with all of the authorities in the RECAP partnership, with the project being resourced by a Task Group drawn from across all the Partners. Peterborough City Council acts as the project sponsor, with progress and recommendations overseen by the Whole Systems Approach Programme Board (WSAPB) of senior Council Officers responsible for waste management. Section 151 financial officers are also involved in the consideration of the most effective pricing mechanism. The Cambridgeshire Public Sector Board (CPSB) has also been appraised of this project.
- 5.3 The RECAP Board of elected Members monitors the Whole Systems Approach work streams, of which Joint MRF Procurement is one, and is expected to have approved this common paper and supporting documents (see 7.1) at its meeting on 4th September 2013.
- 5.4 The Waste and Resources Action Programme (WRAP), a government funded advisory body, has also been consulted and involved in developing this approach to the marketplace, including provision of industry intelligence and project peer review.

6. ANTICIPATED OUTCOMES

- 6.1 To generate greater revenue for the partnership as a whole, by seeking to reduce processing costs and maximise materials values.
- 6.2 To develop, as far as possible, service consistency/harmonisation, therefore achieving the minimum amount of variation in all aspects of the tender - notably materials, operational processes, procedures and management requirements - and thereby service efficiencies.
- 6.3 To develop an approach to the market place that achieves the best value from materials for the Partnership as a whole, effectively responding to logistical factors and the requirements of the market place (e.g. not assuming the appointment of one single contractor will guarantee best value).
- 6.4 To effectively manage the financial risks of market volatility, developing pricing mechanisms that provide financial security in seeking to mitigate risk, whilst also allowing scope to derive benefits from the potential uplift in material values across the contract period.
- 6.5 To ensure the joint procurement contributes to and supports the development of an optimum waste management system through a whole systems approach across the Partnership.

REASONS FOR RECOMMENDATIONS & RELEVANT BACKGROUND INFORMATION

The Cambridgeshire and Peterborough Waste Partnership

7.1 With the increased value of recyclable materials as a resource, local authorities were previously incurring costs for services to bulk, sort and process such materials are now, at this time, receiving an income - although it should be noted that the market for recyclable materials fluctuates and incomes consequently volatile. Joint working in this area has been shown to potentially increase financial benefits to local authorities, for example, by increasing the quantity of recyclable material presented to the market place and therefore its potential value. It can also remove duplication of effort depending on the partnership approach and benefits can be derived from combining learning and expertise.

Supporting documents

- RECAP Partnership Charter and MRF Governance Agreement Schedule 2 (Appx 1)
- MRF Project Initiation Document (Appx 2)
- WFD-TEEP report (Appx 3)

7.2 The MRF procurement is not necessarily expected to change service design or collection systems, but rather intended to maximise existing volumes/materials with more into existing bins if operationally and financially practicable and partners 'levelling up' recycle type. It is understood that it is the options for Optimum Service Design (OSD), a separate Whole Systems Approach workstream, that will fully consider the implications of operational changes to collections services and thereby, potentially offers the more holistic work stream through which to properly consider the Waste Framework Directive requirements for how recyclable waste streams are collected by 2015 - source separated or comingled. The WFD/TEEP paper (Appendix 3) sets out how RECAP intends to address and broadly comply with these matters. The MRF procurement will focus on quality and '*necessity*' issues, with OSD addressing '*practicable*' considerations. This approach has been agreed by the WSA Programme Board (1 August) and is expected to be agreed by the RECAP Board on 4th September.

7.3 Best practice and challenging economic circumstances encourages Councils to work together to achieve the best outcomes for the residents and communities they serve. Reaffirmation of the RECAP Charter and its Guiding Principles (see Appendix 1) helps refresh the spirit of partnership and the collaborative ethos by which Partners would engage in the collaborative procurement and ongoing management of the resultant contract and partnership/contractor relationships.

7.4 Procuring collectively also further strengthens the RECAP Partnership ethos of collaborative working, achieving more together than we can deliver individually, for the overall best benefit to the public purse and the consistency of service to residents, helping meet the RECAP Vision of:

'Working ever closer together to deliver the best most cost effective waste services for the benefit of all local communities in Cambridgeshire and Peterborough'

ALTERNATIVE OPTIONS CONSIDERED

8.1 The following options were considered as part of the project initiation.

Option	Description	Initial Assessment
1	Do nothing - Delay procurement at this time by investigating and	<ul style="list-style-type: none"> • East Cambridgeshire have recently utilised the existing South Cambridgeshire contract,

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	<p>assessing opportunities for partners to utilise existing contract arrangements within the partnership, or utilising extensions, procuring jointly at a later date.</p>	<p>however, this contract would not allow for further excessive additional volumes of material without creating a significant change to the contract requiring re-tender.</p> <ul style="list-style-type: none"> Cambridge City/Huntingdon/Fenland District Council contracts do not allow for additional partners without creating a significant change to contract requiring re-tender. Peterborough would be required to procure individually. Partners could be financially disadvantaged utilising extensions and missing the potential benefits from re-tendering at this stage.
2	<p>Utilise PFI contract arrangements.</p>	<ul style="list-style-type: none"> Initial discussion with legal team at Cambridgeshire County Council indicates this would potentially mean a significant change to the contract, leading to significant legal costs and even re-tender. May not generate competition and therefore achieve financial benefit. Could reduce resource/time involved in tendering but revisions to the contact could counter this.
3	<p>Jointly procure the design and build of a MRF, primarily dedicated to the partnerships use.</p>	<ul style="list-style-type: none"> Is counter to conclusions to recent market testing by Peterborough. Lengthy process which would require interim contract arrangements. Capital investment required. Is being undertaken by a group of authorities in the South West although DCLG funding received for this.

IMPLICATIONS

- 9.1 Following the completion of the procurement, the prevailing market conditions might lead to a lower price being received for the recyclable materials than is presently received by the individual partners. By procuring collectively and taking advantage of the large tonnage of material available to the Partnership as a collective, we aim to mitigate risks arising from market conditions. It is unlikely that Partners procuring individually or in smaller collectives would exert the same influence over and therefore any greater value from the market.
- 9.2 A pricing mechanism that seeks to minimise processing cost, maximise materials income and manage risk e.g. frequency of review, will be developed in conjunction with Section 151 Officers. That model will be agreed as offering the best balance between cost certainly and informed appetite for risk that secures best flexibility to market volatility in mitigating exposure and maximising materials income. Should the market may be at a, comparative, low point when the procurement completes, by building flexibility into the payment mechanism and acting collaboratively, these risks can be mitigated to a greater or lesser extent.

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- 9.3 The collaborative procurement seeks to jointly offer all existing recyclate across the Partnership as currently collected, i.e. largely comingled but also recognising the separate paper collection within South Cambs. The contract(s) will need to be both flexible to make provision for future collection/disposal service changes that may stem from Optimum Service Design and also be structured to ensure that existing and future materials streams continue to attract maximum value. No partners would be expected to retain recyclate materials for alternate treatment outside the joint procurement process.

BACKGROUND DOCUMENTS:

As 7.1 above, Appendices 1-3.

DRAFT

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RECAP 'Advanced Partnership Working' Charter

Version: 1.2

Date: October 2013

Circulation:

Endorsed by	Date
Cambridge City Council	tbc
Cambridgeshire County Council	tbc
East Cambridgeshire District Council	tbc
Fenland District Council	tbc
Huntingdonshire District Council	tbc
Peterborough City Council	tbc
South Cambridgeshire District Council	tbc

Purpose

This Partnership Charter was developed by the RECAP Board initially in October 2011 and encapsulates RECAP's approach to advanced partnership working. The Board had directed that the Partnership be more ambitious in its collaborative working and bolder in its decision-making, with the expectation of tangible delivery with pace and purpose. Developments had to respect individual Council positions and differences - avoiding an 'all or nothing' approach in the progression of opportunities. Subsequently, Schedules have been added to capture the collaborations taking place across the advanced partnership Whole Systems Approach work streams and within the spirit and principles of the Charter

RECAP Partners

Cambridge City Council
 Cambridgeshire County Council
 East Cambridgeshire District Council
 Fenland District Council

RECAP Board Members

Cllr Jean Swanson
 Cllr Matthew Shuter
 Cllr Kevin Ellis (Chair)
 Cllr Pete Murphy

The Cambridgeshire and Peterborough Waste Partnership

Huntingdonshire District Council	Cllr Darren Tysoe
Peterborough City Council	Cllr Gavin Elsey
South Cambridgeshire District Council	Cllr Mick Martin

Vision

In October 2011 RECAP agreed the following outline vision for advanced partnership working, now with the addition of Peterborough:

‘Working ever closer together to deliver the best most cost effective waste services for the benefit of all local communities in Cambridgeshire and Peterborough’.

Objectives

Advanced Partnership Working in RECAP will seek to deliver:

- **Increased best value for money.** Achieving sustained value for money, not at the expense of customer service and satisfaction.
- **Increased service improvement.** Improving services for local areas based on what local communities say and need.
- **Improved environmental performance.** Reducing the carbon impact of service delivery and waste management.
- **Leveling-up of services.** Achieving consistently high quality services across the partnership area.

Guiding Principles

Advanced Partnership Working guiding principles, underpinning the achievement of the Vision and Objectives are:

- **Strong leadership and clear governance**
- **Commitment to the partnership**
- **Good communications and continuous dialogue**
- **Build trust through openness, honesty and transparency**
- **Learn from each other**
- **Treat each other as equals with respect**
- **Willingness to compromise**

- **Seek a benefit to all partners to their mutual advantage**
- **Deal with issues promptly and effectively**
- **Deliver through clear and agreed project management methodology**
- **Contribute to joint ventures in a fair and equitable way**
- **Make decisions at the appropriate level**

Schedule 1

WHOLE SYSTEMS APPROACH

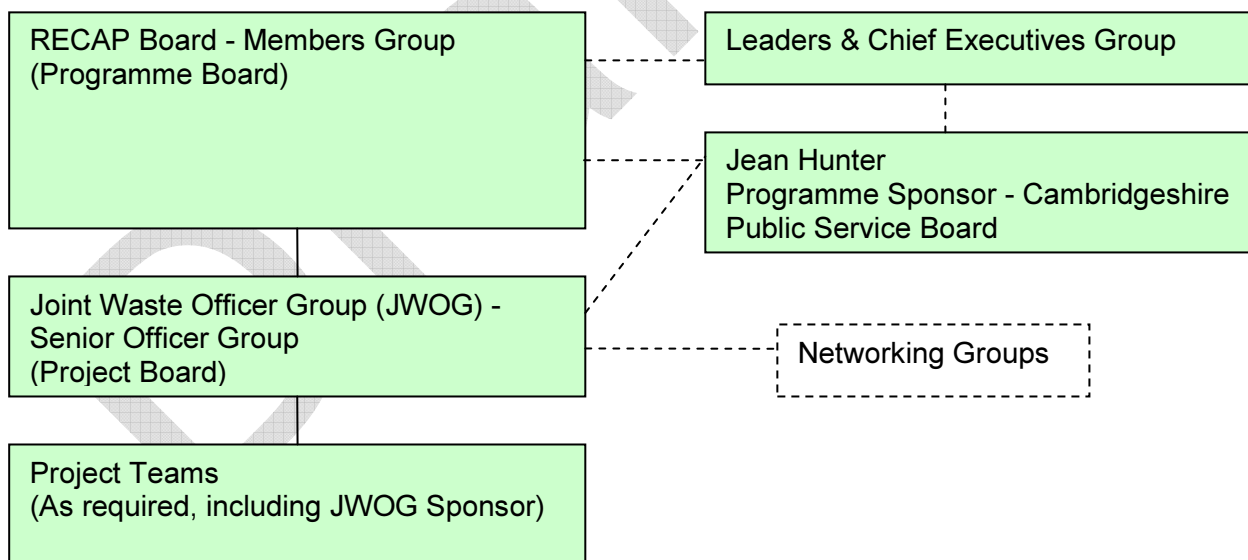
Scope of Activities

Advanced partnership working activities will extend to all waste related service delivery across the disposal and collection RECAP partners.

Governance

The following governance arrangements have been set up to oversee the RECAP advanced partnership working Whole Systems Approach development:

Organogram



Roles and responsibilities

Programme Sponsor

- Promotes visibility of work.

The Cambridgeshire and Peterborough Waste Partnership

- Ensures clear communication and engagement with the Cambridgeshire Public Service Board.
- Provides briefings and ensures engagement with the Leaders' & Chief Executives' meeting.
- Oversees project deliverables.

Programme Board

- Oversees the development of a partnership work programme on behalf of their respective authorities.
- Approves and commissions all work on behalf of their respective authorities in accordance with internal decision-making processes.
- Sets all tolerances e.g. resources and timescales.
- Responsible for relevant communications to stakeholders as per communications plan.
- All papers for meetings of the Board will be made accessible to the public with an annual meeting of the Board to be held in public.

Project Board

- Facilitates decision-making by the Programme Board and respective authorities on the development of a partnership work programme.
- Accountable to the Programme Board for the delivery of the advanced partnership working programme.
- Appoints and directs resource to deliver work programme, providing a sponsor for each project from the Project Board to sit on the Project Team.
- Provides direction and Mentorship to Networking Groups

Project Teams

- Appointed as required Project Board as task and finish groups with roles and skills required by the project.
- Delivers project in accordance with direction from the Project Board.
- Includes an appointed Sponsor from the Project Board.

Ends

SCHEDULE 2**Joint MFR Procurement**

for the operation of a joint contract for bulking, sorting and onward processing/sale of recyclable materials.

GOVERNANCE AGREEMENT

October 2013

Applicability: To all RECAP partners, with the exception of Cambridgeshire County Council

Term: Effective from October 2013

Objective: To generate maximum value from recyclate which is dependent on all collected recyclate materials being presented collectively by the Partners working collaboratively together and in compliance with the detailed terms of the related Contract.

Governance:

RECAP acts collaboratively as the collective governance mechanism and point of contact for procurement and contract management purposes on behalf of its constituent contract Partners as set out in the agreed PID of 7 June 2013.

Organogram – to be inserted once agreed by JWOG (to detail strategic and operational contract management and monitoring arrangements)

Basis of Collaboration

The Partners declare that :-

- (a) they are independent Contracting Authorities;
- (b) they have, as they each deemed necessary obtained independent legal advice; prior to entry into the consortium;
- (c) they enter into the Joint MRF Collaboration at their own risk.

Principles of Collaboration

The Partners agree to operate the contract in accordance with the 'Objectives' and the 'Guiding Principles' of the RECAP Charter in their collaboration with each other.

In addition:

1. The Partners hereby commit to utilising the contract(s) (for its duration, excluding any agreement to extend) for the processing and sale of their recyclable materials, either

commingled or source separated and no Partner will retain any of these materials in pursuit of alternative selling opportunities.

2. Any Partner leaving the contract agrees to be liable for any costs arising directly from their early termination as incurred by the Partners remaining in the consortium and any costs incurred related to the management of such a change (for clarity, such costs including reductions in income per tonne from the sale of materials that stem directly from the decision to leave until the end of fixed contract period)

Relationship Management:

The Partners agree to act collaboratively as RECAP and not independently in initiating any action against the Contractor employed under the terms of the Joint MRF Contract.

The Partners agree that once the MRF Consortium contract has been awarded, all partners are committed to participation in and to the detailed terms of that Contract, for the duration of the Contract (excluding any agreement to extend), thereby ensuring that all savings and efficiencies identified and projected prior to the start of the collaborative contract are achieved.

Partners have the right to opt out or terminate their involvement in the Contract if a Contractor is in serious or material breach as defined within the termination provisions of the Contract.

Contract Management:

Strategic contract management duties will be overseen by JWOG on behalf of all Partners to simplify the relationship with the Contractor.

JWOG will designate 'Point of Contact' officers from within the RECAP partner authorities resources to assist in any specialist areas required to manage the contract for the collective benefit of all Partners (*detail to be captured by organogram evolving from ITT*).

Partner authorities will manage day to day service and operational issues directly with the contractor, however, recurring issues across the partners should be highlighted to JWOG for direction and resolution.

Dispute Resolution

In the case of a disagreement between Partners and/or the Contractor engaged in the Joint MRF contract, reasonable endeavours will be made by JWOG to settle the disagreement swiftly, in line with the detailed provisions of Contract and overall spirit of the Charter.

Status:

The Cambridgeshire and Peterborough Waste Partnership

Nothing in this Agreement is intended to, or shall be deemed to, establish any Partnership or joint venture among the Partners, constitute any Partner as the agent of the other Partners, nor authorise any of the Partners singularly to make or enter into any commitments for or on behalf of the other Partners.

Associated Documents:

Overall arrangements for the joint MRF procurement and contract operation are as set out in:

- PID dated 7 June 2013
- ITT dated ...tbc...(November 2013)
- Contract(s) dated ...tbc...

The approach to Waste Framework Directive compliance and the issue of TEEP are as set out in the agreed 4 September RECAP Board paper.

Ends

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Project Initiation Documentation

Programme: Whole Systems Approach

Work Stream 3: Joint Procurement of services for bulking, sorting and onward processing/sale of recyclable materials.

Version: 0.3
 Prepared by: Helen Taylor, Project Manager
 Issue date: 4 June 2013

Version History

Version	Date	Comments
0.1	10 April 2013	First draft circulated to WSAPB and reviewed at meeting on 17 April.
0.2	20 May 2013	Amended following further direction from the WSAPB on 9 May and reviewed by Task Group on May 22.
0.3	4 June 2013	Reviewed by Sponsor and re-issued.

Circulation List

Title/Group	Name/Chair	Date
Programme Board	All Members	4 June 2013
Programme Board Sponsor	Richard Pearn	4 June 2013
Procurement Lead	Zoe Berriman	4 June 2013
Waste Partnership Manager	Nigel Mccurdy	4 June 2013
Project Task Group	All Members	4 June 2013

Reasons for undertaking this project

This project is a key work stream identified as part of the Whole Systems Approach Programme which seeks to develop an optimum waste management system in Cambridgeshire through a whole systems approach that:

- Reduces the overall expenditure against the public purse;
- Increases the overall income to the public purse; whilst
- Improving services for the customer, which would include levelling up services across Cambridgeshire to achieve consistently high quality services across the partnership area; and
- Improving environmental performance.

The project therefore contributes to the staged development of a Whole Systems Approach to waste management in Cambridgeshire and Peterborough. It is significant in that it will be the first time that all partners will jointly procure services to bulk, sort and market recyclable materials. However, it is not the first time the partnership has experience of joint procurement in this area, Cambridge City, Fenland and Huntingdonshire DCs jointly tendered for these services in 2009/10 and it will be important to respond to and build on the learning from this exercise.

With the increased value of recyclable materials as a resource, local authorities, where previously incurring costs for services to bulk, sort and process such materials are now, at this time, receiving an income - although it should be noted that the market for recyclable materials fluctuates. Joint working in this area has been shown to potentially increase financial benefits to local authorities, for example, by increasing the quantity of recyclable material presented to the market place and therefore its potential value. It can also remove duplication of effort depending on the partnership approach and benefits can be derived from combining learning and expertise.

It is worth noting that the way in which a partnership approaches joint procurement and other key factors influence the degree of added financial value that can be derived, such as:

- Understanding the market place and our potential value and responding to this.
- Consolidating service requirements as far as possible, e.g. reducing the potential number variations tendered.
- Effectively managing risks - the greater the degree of uncertainty for the contractor e.g. in terms of the composition, quality and quantity of materials it is receiving, the greater the risk.

Options Considered

The following options were considered as part of project initiation by the Programme Board to inform the approach. Option 3 has been identified as the preferred option which will be further tested through the project e.g. through soft-market testing.

Option	Description	Initial Assessment
1	Do nothing - Delay procurement at this time by investigating and assessing opportunities for partners to utilise existing contract arrangements within the partnership, or utilising extensions,	<ul style="list-style-type: none"> • East Cambridgeshire have recently utilised the existing South Cambs contract, however, this contract would not allow for further excessive additional volumes of material

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	procuring jointly at a later date.	<p>without creating a significant change to the contract requiring re-tender.</p> <ul style="list-style-type: none"> • City/Hunts/Fenland contracts do not allow for additional partners without creating a significant change to contract requiring re-tender. • Likely that Peterborough would be required to procure individually. • Partners could be financially disadvantaged utilising extensions and missing the potential benefits from re-tendering at this stage.
2	Utilise PFI contract arrangements.	<ul style="list-style-type: none"> • Initial discussion with legal at CCC indicates this would potentially mean a significant change to the contract, leading to significant legal costs and even re-tender. • May not generate competition and therefore achieve financial benefit. • Could reduce resource/time involved in tendering but revisions to the contact could counter this.
3	Jointly procure private sector services to bulk, sort, process and market recyclable materials by June/December 2014.	<ul style="list-style-type: none"> • Reflects conclusions to recent market testing by Peterborough. • Supports staged development of a Whole Systems Approach, although would need to ensure that procurement does not constrain it in any way. • Does not allow for development of an Optimum Service Design prior to procurement. • Meets the immediate needs of Peterborough City Council, although if completed by December would lead to a less favourable financial position for this partner.
4	Jointly procure the design and build of a MRF, primarily dedicated to the partnerships use.	<ul style="list-style-type: none"> • Is counter to conclusions to recent market testing by Peterborough. • Lengthy process which would require interim contract arrangements. • Capital investment required. • Is being undertaken by a group of authorities in the South West although DCLG funding received for this.

Aims and Objectives

To jointly procuring the provision of bulking, sorting and onward sale/re-processing of recyclable materials for all RECAP partners by June 2014, in order to meet the first contract expiry date (Peterborough City Council's), with all partners entering into the joint contract at the following times (therefore not invoking any contract extension periods):

- o Peterborough City Council – June 2014

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- o Cambridge City, Huntingdonshire and Fenland District Council – November 2014.
- o South Cambridgeshire - October 2015
- o East Cambridgeshire – October 2015

Key Objectives:

- To generate greater revenue for the partnership as a whole.
- To develop, as far as possible, service consistency/harmonisation, therefore achieving the minimum amount of variation in all aspects of the tender - notably materials, operational processes, procedures and management requirements.
- To develop an approach to the market place that achieves the best value from materials for the partnership as a whole, effectively responding to logistical factors and the requirements of the market place (e.g. not assuming the appointment of one single contractor will guarantee best value).
- To effectively manage the financial risks of market volatility, developing pricing mechanisms that provide financial security and allow scope to derive benefits from the uplift in material values.
- To further mature the culture of partnership working in RECAP through the development of working practices that make best use of resource – removing duplication of effort.
- To ensure the procurement contributes to and supports the development of an optimum waste management system through a whole systems approach.

Scope

The procurement will include collected recyclable materials from households and trade customers, (where a partner operates a recycling service to trade customers) from the following RECAP partners:

- Cambridge City Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- Peterborough City Council
- South Cambridgeshire District Council

Further recycling collected via other service areas such as street sweepings and street litter have been proposed by some partners which will need to be explored further.

Cambridgeshire County Council will be included in the procurement process to ensure links with the PFI.

Approach

The Programme Board has considered initial options around how the partnership could work together to jointly procure and contract manage. The Board advised that all partners will procure and contract manage working collaboratively utilising existing partnership forums (e.g. the Programme Board).

The Cambridgeshire and Peterborough Waste Partnership

The following arrangements have been agreed to manage the joint procurement process in line with the Partnership Charter. Further work will be required to determine how the partnership will contract manage.

The Waste Partnership Manager will also support the project in their capacity as Programme Manager.

Whole Systems Approach Programme Board

- Directs the project, ensuring project aligns with partnership programme objectives.
- Ensures appointment of qualified resources and allocation of any required partnership funds.
- Responsible for ensuring effective links to partner internal environments, including decision-making processes, key stakeholders.
- Identifies and manages key risks.
- Resolves any issues that cannot be resolved by the Project Team.
- Accountable to the RECAP Board for delivery of the project as part of the Whole Systems Approach Programme.

Task Group

- Delivers project in accordance with direction from the Programme Board.
- Provides regular reports, as required by the Programme Board.

Task Group Members

Officer	Authority	Role
Richard Pearn	Peterborough City Council	<ul style="list-style-type: none"> • Programme Board Appointed Lead, ensuring effective links with Whole Systems Approach Programme Board and RECAP Board. • To work closely with Project Manager providing guidance on project delivery. • To Chair Task Group meetings. • To promote positive collaboration to achieve maximum added value to the partnership. • To provide respective partner operational requirements/information and share operational learning/expertise. • To support effective stakeholder engagement/communication within respective authority.
Helen Taylor	Cambridgeshire County Council	Project Management.
Zoe Berriman	Peterborough City Council	<ul style="list-style-type: none"> • To provide procurement advice/expertise on behalf of the partnership. • To work closely with Project Manager providing guidance on project delivery. • To provide liaison with Procurement Officers across the partnership ensuring effective and continuous engagement/support for the work.

The Cambridgeshire and Peterborough Waste Partnership

Tom Lewis	Fenland District Council	<ul style="list-style-type: none"> To provide legal advice/expertise on behalf of the partnership. To provide liaison with Legal Officers across the partnership ensuring effective and continuous engagement/support for the work.
Jen Robertson	Cambridge City Council	<ul style="list-style-type: none"> To work collaboratively with partners to achieve maximum added value to the partnership. To provide respective partner operational requirements/information and share operational learning/expertise. To support effective stakeholder engagement/communication within respective authority.
Donald Haymes	Cambridgeshire County Council	
Dave White	East Cambridgeshire	
Mark Mathews	Fenland DC	
Sonia Hanson	Huntingdonshire DC	
Kylie Laws	South Cambridgeshire	

Partnering Agreements

The Programme Board has requested the development of a Partnering Agreement to be signed up to by each partnering authority. The Agreement will capture each individual partner's commitment to the joint procurement and will be developed and signed off by October 2013.

The Programme Board has also requested development of a Non-Disclosure Agreement to support exchange across the partnership of required information to support the procurement and assessment of its success, which can be included as an Appendix to the Partnering Agreement.

Guiding principles for collaboration

This project will follow the agreed guiding principles within the Partnership Charter (listed below) and additionally, partners will seek to achieve the maximum added value by:

- Developing and agreeing all elements of the procurement based upon effective evidence based research and testing in the market place.
- Responding to all relevant current and emerging legislation, statutory requirements and best practice.

RECAP Partnership Charter – Guiding Principles

- Strong leadership and clear governance
- Commitment to the partnership
- Good communications and continuous dialogue
- Build trust through openness, honesty and transparency
- Learn from each other
- Treat each other as equals with respect
- Willingness to compromise

The Cambridgeshire and Peterborough Waste Partnership

- Seek a benefit to all partners to their mutual advantage
- Deal with issues promptly and effectively
- Deliver through clear and agreed project management methodology
- Contribute to joint ventures in a fair and equitable way
- Make decisions at the appropriate level

Resource

Funding for the partnerships pooled funding will be made available to support expenses incurred during the project.

Interfaces

- Development of Optimum Service Design and other Whole Systems Approach Programme works streams.
- The partnership will identify opportunities for joint communications to support the partnership-wide procurement and start of any new service provisions. This work can be managed and delivered in parallel to the joint procurement consisting of representatives of the Marketing Group.

Quality

The project will be delivered in accordance with:

- Relevant legislation/policies and any emerging policy change
- Statutory requirements and emerging requirements e.g. the MRF Code of Practice
- Best practice, seeking out innovation and new ways of working

Timescales

The following shows the key stages for the project and timescales of each stage.

Project Stage	Timescales
Project Set Up / Initiation Stage	April – 3 June 2013
Pre-Tender Stage	3 June – 25 November 2013
Tender Stage	25 November – 5 March 2014
Post Tender and Mobilisation	6 March – 30 May 2014
Project Close/Review	30 May – 30 June 2014

Communications Plan

Stakeholder	Communication methods	Frequency	Responsible
Leaders	Verbal updates provided by respective RECAP Board representatives.	At each key stage of project.	WSAP Board Member/RECAP Board Members.
	Written reports as part of scheduled Programme Updates at Leaders & Chief Execs Meetings.	As determined by Leaders & Chief Execs.	Partnership Manager/RECAP Board Chair.

The Cambridgeshire and Peterborough Waste Partnership

Chief Execs	Verbal updates provided by respective WSA Board representatives. Written reports as part of scheduled Programme Updates and PSB Meetings.	At each key stage of project. As determined by PSB.	WSAP Board representatives. Partnership Manager/WSAP Chair
RECAP Board Members	Verbal updates provided by respective WSA Board Members. Reports provided at RECAP Board Meetings.	As part of 1:1s at each key stage of project. At each RECAP Board Meeting.	WSAP Board Member Partnership Manager
Programme Sponsor – Jean Hunter	Verbal updates provided by WSAP Chair.	As part of 1:1s at each key stage of project.	WSAP Chair.
Whole Systems Approach Programme Board Members	Reports/project documentation provided by Waste Partnership Manager/Project Manager.	At each WSAP Board Meeting and towards end of each stage. As and when required.	Waste Partnership Manager/Project Manager
Operations Panel	Verbal updates provided by Waste Partnership Manager or Project Manager.	As and when required. At Ops Panel Meetings when required.	Waste Partnership Manager/Project Manager
Marketing Group	Email updates provided by Project Manager.	At each key stage of project.	Project Manager
County Procurement Group	Verbal updates provided by Procurement Lead.	As and when required. At each County Procurement Group Meeting.	Procurement Lead
Respective Partner Legal Officers	Verbal/documented as and when required.	As and when required.	Respective Task Group Member
Respective Partners Cabinets/Committees/Scrutiny	Engaged as required to ensure links to partner internal decision making.	As determined by WSAP Board Members.	WSAP Board Member

Project Controls

The Cambridgeshire and Peterborough Waste Partnership

Control description and purpose	Responsible	Frequency / timing	Reviewed by
Project initiation Should the project be undertaken?	Project Manager	At the end of the Initiation phase and before the project commences	Programme Board
Environment outside project	Project Board	When environmental changes have been planned or have occurred that affect the project	Project Board Project Manager
Highlight reports Regular progress reports during a stage	Project Manager		Programme Board
Stage Plans	Project Manager	Towards the end of a stage	Programme Board
End stage assessment Has the stage been successful? Is the project still on course? Is the Business Case still viable? Are the risks still under control? Should the next stage be undertaken?	Project Manager	At the end of a stage	Programme Board
Risk Log	Project Manager	Project Manager should use discretion in deciding which risks should be reviewed by which group	Project Board
Issue Log	Project Manager	Project Manager should use discretion in deciding which issues should be reviewed by which group	Project Board
Lessons Learned Log	Project Manager	Project Manager/Task Group	Project Board Project Team
Project Closure Has the project delivered everything that was expected? Are any follow-on actions necessary? What lessons have been learned?	Project Manager Project Board	At the end of the project	Project Board Business Support Programme Board, for Business Support Projects

The Cambridgeshire and Peterborough Waste Partnership



Recycling in Cambridgeshire & Peterborough

The Cambridgeshire and Peterborough Waste Partnership

INITIAL RISKS LOG

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	Joint Procurement (MRF)		<p><u>Probability</u> 1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High</p> <p>Click here or go to the Risk Ratings Descriptions worksheet for full descriptions</p>	<p><u>Impact</u> 1 - Negligible 2 - Marginal 3 - Significant 4 - Critical 5 - Catastrophic</p> <p>Click here or go to the Risk Ratings Descriptions worksheet for full descriptions</p>	<p>RED if score 15 or over AMBER between 8 and 14 GREEN is 7 or less</p> <p>Note:- 1/ users cannot enter or edit data in this column. 2/ RED flags will be in bold text</p>	<p>Status Open Closed</p>		<p>Use this column to identify owners of actions, target completion dates and current progress</p>	
No	Description	Date Logged	Probability	Impact	Risk Score	Status	Risk Owner	Action to be taken & progress (to minimise/reduce risk)	Notes



Recycling in Cambridgeshire & Peterborough

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R01	Partners are not certain of each others degree of commitment to the procurement exercise, resulting in reduced/partial participation with potentially: <ul style="list-style-type: none"> • Alternative procurement arrangements being sought. • Full financial benefits not being realised. • Resourcing of project wavering and timescales missed resulting in Peterborough not securing a new contract when required. • Distrust is generated damaging partner relations and impacting on delivery. 	10.04.13	4 - High	5 - Catastrophic	20	RED	Open	Partnership Agreement to be developed and signed by all partners by October 2013 expressing their commitment to the procurement.
R02	The required capacity and skills are not made available to the procurement when required, resulting in work not being progressed, reduced quality and partner requirements not being responded to.	10.4.13	3 - Moderate	4 - Critical	12	AMBER	Open	<ol style="list-style-type: none"> 1. Task Group is established. 2. Board ensure resource is made available, prioritising project. 3. Board indicate resourcing issues at an early stage and determine mitigation.

RECAP

Recycling in Cambridgeshire & Peterborough

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R03	A partner is not prepared/restricted to disclose the required information concerning current arrangements, resulting in lack of benchmarking, learning, potentially generating distrust.	10.4.13	3 - Moderate	2 - Marginal	6	GREEN	Open	Non-disclosure agreement is developed and signed by each partnering authority as part of initial commitment agreement.
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Compliance with the Waste Framework Directive and Waste Regulations 2011- Recyclate Materials Streams Collections (TEEP)

Whole Systems Approach (WSA) Programme Board

1 August 2013

Purpose:

1. To agree a common RECAP approach to the WFD/ Waste Regulations requirements relating to collection of recyclate materials streams from 2015, so as to inform the progress of the Optimum Service Design (OSD) and Joint MRF Procurement workstreams of the WSA programme.

Issue:

2. As the RECAP WSA is currently considering both new MRF contract provision and also OSD options that will span across the effective 2015 date, there is a need to consider how the WFD & Waste Regulations impact and influence these work streams.
3. WSAPB has previously advised (26 June) that the MRF procurement is not necessarily expected to change service design or collection systems, but rather intended to maximise existing volumes/materials with more into existing bins if operationally and financially practicable and partners 'levelling up' recyclate type. It is understood that it is the options for OSD that will fully consider the implications of operational changes to collections services and thereby, potentially offers the more holistic work stream through which to properly consider the Directive and Regulation requirements.
4. Consequently, the issue for WSAPB to resolve is to determine:
 - how to best consider compliance with the WFD/Waste Regulation requirements
 - determine how to assess and balance the considerations under TEEP, and
 - agree why this is the common adopted approach of RECAP.

Summary:

5. From 1st January 2015 every waste collection authority must, when making arrangements for the collection of waste paper, metal, plastic or glass, ensure that those arrangements **are by way of separate collection**, wherever separate collection:
 - (a) is **necessary** to ensure that waste undergoes recovery operations... and to facilitate or improve recovery; and
 - (b) is technically, environmentally and economically **practicable** (TEEP)
6. There is no statutory guidance to authorities (or to the Environment Agency which will enforce these duties) on assessing these obligations and what the requirement to collect separately particularly means. A recent Judicial Review seems to support comingled collections (subject to the above considerations) but identified glass as a material for particular thought. DEFRA advise that it is planning to consult on guidance on "TEEP" in the autumn and that in the interim, Authorities will need to take their own legal advice as appropriate on the applicability of those duties, and their effect on contracts entered into before, and continuing after, that date (1 Jan 2015).

7. As part of assessing how these legal duties apply to them, it will be for local authorities to weigh up the evidence of what is necessary and practicable. The High Court ruling against a challenge to the Regulations (effectively around whether comingled recyclate collections were permissible) made it clear that whether separate collection is technically, environmentally and economically practicable depends upon a balancing exercise that is both sophisticated and context-specific.

Context:

8. The Waste (England and Wales) Regulations 2011 as amended by the Waste (England and Wales) (Amendment) Regulations 2012 on the separate collection of recycling, transpose the revised Waste Framework Directive 2008/98/EC and came into force on 1 October 2012.

9. Regulation 13 sets out duties for the separate collection of waste paper, plastic, metal and glass for recycling by 1 January 2015. This obligation is qualified, by “*practicability*” and “*necessity*” and the improvement of quality of recyclate for end use, i.e. separate collection is required if it is technically, environmentally and economically practicable (TEEP) and necessary to facilitate or improve recovery (meeting appropriate quality standards).

10. WFD Article 3 defines “separate collection” as *the collection where a waste stream is kept separately by type and nature so as to facilitate a specific treatment.*

11. WFD Article 11 says - *Member States shall take measures to promote high quality recycling and, to this end, shall set up separate collections of waste where technically, environmentally and economically practicable and appropriate to meet the necessary quality standards for the relevant recycling sectors.*

12. European Commission guidance on the WFD seeks to define TEEP, stating:

- “‘*Technically practicable*’ means that the separate collection may be implemented through a system which has been technically developed and proven to function in practice.
- “‘*Environmentally practicable*’ should be understood such that the added value of ecological benefits justify possible negative environmental effects of the separate collection (e.g. additional emissions from transport).
- “‘*Economically practicable*’ refers to a separate collection which does not cause excessive costs in comparison with the treatment of a non-separated waste stream, considering the added value of recovery and recycling and the principle of proportionality.”

13. A Judicial Review launched by the Campaign for Real Recycling challenged the transposition into the Regulations of the requirements of the Directive on the separate collection of recycling and was dismissed 6 March 2013. Mr Justice Higinbottom’s ruling included the judgements that:

- *The phrase “technically, environmentally and economically practicable” is used in the Directive as a term of art, importing the principle of proportionality and demanding a*

sophisticated context-driven exercise of judgment, balancing (amongst other things) the positive and negative environmental and economic effects of separate collection.

- *It was and is open to the United Kingdom to fulfil its obligations under the Directive by the system created by the 2011 Regulations, which allows a local authority to determine within its area whether separate collection is technically, environmentally and economically practicable; enforced by the Environment Agency.*
- *It appears to be common ground that, whilst glass is a well-recognised potential contaminant, metal and plastic can be separated at a stage later than kerb-side without any significant contamination or other relevant disadvantage.*

14. The key issues in the JR outcome and Higginbottom's specific comments suggest the assumptions that:

- Whilst kerbside sort could be considered the de minimus stance, comingled recycle collection is permissible, provided Authorities have assessed (*a sophisticated context-driven exercise of judgment*) that kerbside sort is either:
 - not necessary to ensure appropriate quality of material for its intended end use (i.e. it is a matter for the MRF supplier technologies and onward materials markets)
 - not practicable in regard to TEEP ('economically' likely to be best practicable test given cost of separate/separated collections, especially in rural areas but may be different in urban parts)
- Glass is identified as a particular material that can contaminate and thereby negatively impact upon the quality of other recycle and consequently may specifically warrant separate sort and collection at kerbside (subject to quality requirements and TEEP as above).

15. In a wider sense and in the absence of further case law or DEFRA guidance, it may also be appropriate to assume on the basis of logic and professional/industry deliberation to date, that the key focus of considerations are:

- The general objective of improving the **quality** of recycle materials for the appropriate end use, ideally a 'closed loop' system.
- Whether it is therefore **necessary** to kerbside sort - dependant upon the MRF supplier technologies and known end markets
- The **practicalities** of kerbside sort (TEEP) and the balance and sophistication of those judgements, including whether they apply homogenously across entire council areas i.e. rural -v- urban

Consequently, the emerging key linkage is the flow between how materials are collected, how they are processed and for what intended re-use, requiring a mature relationship between collection authority and MRF supplier and the initial key test being that of necessity i.e. if it is proven not necessary to kerbside sort then the TEEP consideration need not apply.

Considerations and Risks:

16. The Regulations came into force 1 October 2012 so the legislative requirements are known and therefore a technical requirement for compliance exists. The effective date for separate collection of recyclate (paper, metal, plastic or glass) in compliance with the Regulations is 1 January 2015. The contract deriving from the joint MRF procurement will span this period, as will any adopted OSD, so again, there is a technical requirement for compliance. Therefore, RECAP will need to show how it has considered and dealt with the obligations.
17. In terms of risk of challenge, whether from the Environment Agency as enforcing authority or from any further Judicial Review, whilst there is of course a technical risk, the practical risk is less easy to quantify. As RECAP currently operates a long established comingled recyclate service, except for East Cambs that currently kerbside sorts but is moving to a system to match and converge with RECAP partners, there is potentially less risk of challenge than for those Authorities considering a move away from separate collections to comingled, perhaps as a result of austerity/efficiency measures. However, the fact that RECAP is letting a new MRF contract and also considering OSD options may heighten the risk of scrutiny of those new arrangements. Any such risks can be mitigated if RECAP is able to demonstrate how it has paid due regard to the legislative obligations.
18. Glass being identified by Mr Justice Higginbottom as a specific recyclate material impacting on quality of recyclate, suggests particular attention needs to be given to the assessment of separate glass collections. The picture nationally is varied, with some authorities, such as Dorset already separating glass but also experiencing difficulties regarding Health & Safety of operatives and noise issues. More locally, Suffolk already collects glass separately, through bring banks and Household Recycling Centres, but has included comingled glass as one of its four mix options in its current MRF ITT. Industry experience also suggests that separate glass collections, where the material is not mixed with either other recyclate or residual waste (thereby shielded) has high attrition rates on freighter assets. Interestingly, the CIWM recently highlighted a report by consultancy WYG Group into national kerbside recycling performance for 2011/12 that demonstrates the top recycling Authorities have fully comingled services, including glass, whilst the worst performers are separated kerbside sort systems.
19. Given that RECAP, as of September, will all operate comingled recyclate collections, including glass, there also needs to be consideration as to how the public may react to changes in collection systems and what actions the public are expected to undertake, particularly if multiple changes are sought. Indeed, in terms of actual practicality, there is some question whether any specific material (such as glass) could ever be successfully removed from an existing waste stream in totality, even though alternately capturing the majority may be a sufficient and worthwhile objective. Additionally, consideration of kerbside sort implications and particularly the separation of any one key material (certainly a weighty material such as glass), potentially impacts across the other waste collection streams, particularly residual and fleet management/asset regimes - a matter better considered holistically by the OSD deliberations rather than MRF procurement.
20. It would seem simpler to allow the MRF joint procurement arrangements to progress largely on the basis of status quo systems, with any major changes in either material type, sorting requirements or receptacles left for a single holistic change resulting from OSD - which could then be communicated, implemented and monitored with more consistency and clarity

across the whole partnership. It may also have less potential political impact than multiple sequential changes if system change was driven by both MRF and OSD outcomes. The exception would be unless the MRF soft market test identifies any recyclate basket mix issues that prompt value realignment of any material(s) i.e. significant value income offsetting collection cost if a material(s) was separated from the mix.

21. Should this be the preferred approach, of course the MRF procurement will need to make proper reference to this process. In that regard, the ITT and any contract will need to articulate, recognise and make provision for any implications of OSD upon how materials might be presented in the future, including importantly, the ability to renegotiate materials basket values at that future time. It is not untypical for contracts to have provision for future service change scenarios.
22. A further MRF consideration is of course remembering the fundamental intent of the objectives, to ensure appropriate quality recyclate. It is the 'necessary' provision that is the initial judgement to be made, i.e. if there is no necessity to kerbside sort to achieve the material quality required for end use - because the MRF technologies can sort and separate sufficiently and/or the materials end markets are contract tied or require the material as already supplied – then there is no legislative requirement for TEEP (see Para 15 above). That is not to say that collection authorities should not play their part in consistently driving up the quality of material supply and how materials are presented, but that then creates further complexities and opportunities in working constructively with a MRF supplier to ensure quality through the emerging MRF Code of Practice and ongoing development of national End of Waste Criteria for the recyclate types. In that regard, the MRF procurement soft market test and evaluation of bids could and should adequately explore, test and weight the quality requirements of potential suppliers.
23. In effect, compliance with WFD / Waste Regulations would be deemed by RECAP to be a considered and reasoned two stage process - the MRF procurement initially levelling-up and jointly presenting a collective and consistent volume/type of material to the market and then; OSD securing the most efficient (saving) and value creating (income) collection systems that ensures the recyclate stream is captured in the most practicable way to ensure appropriate quality for maximised end use – indeed, exactly as required by the legislation, remaining agile to future statutory guidance when available, whilst also mitigating the risk of any challenge.
24. An alternative would be to abort the current joint MRF procurement, pending the outcome of OSD. However, given the above reasoning, that seems an unnecessary and draconian action that would have its own attendant risks and disadvantages. It would defer or prevent one of the key objectives of the WSA in securing assumed maximum value for a collective whole partnership offer of combined recyclate volume; fail to achieve the convergence of contracts and ease of future procurements (perhaps on an even bigger geographical scale) and importantly; would leave a number of partners out of contract in 2014 and potentially irrevocably fracture the RECAP partnership approach.

Recommendation:

25. It is recommended that the two stage approach as set out at Para 23 above is adopted as the RECAP position on WDF / Waste Regulations compliance, for the reasons identified in Paras 21-24 - requiring the MRF procurement process to test material quality requirements

The Cambridgeshire and Peterborough Waste Partnership

with suppliers and the OSD options to test the TEEP considerations of potential kerbside sort.

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