

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 4 SEPTEMBER 2014** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 10th July 2014.

2. MEMBERS INTERESTS

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

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

A copy of the current Notice of Key Executive Decisions, which was published on 7th August 2014 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**H Taylor
388008**

4. PROJECT MANAGEMENT UPDATE (Pages 13 - 16)

To receive a report by the Head of Customer Service and the Corporate Team Manager on progress with improving project management within the Council.

**J Taylor
388119**

5. FACING THE FUTURE - PROGRESS (Pages 17 - 22)

To receive a report by the Head of Customer Service on the Facing the Future programme. This report is for the Panel's information and will not be submitted to the Cabinet.

**J Taylor
388119**

6. CORPORATE PLAN - PERFORMANCE MONITORING (Pages 23 - 36)

To consider a report by the Policy and Performance Manager containing details of the Council's performance against its priority objectives.

**A Dobbyne
388100**

7. EXCLUSION OF THE PUBLIC

To resolve –

that the public be excluded from the meeting because the business to be transacted relates to the financial or business affairs of a particular person (including the authority holding that information).

8. SALE OF LAND - ST MARY'S STREET, HUNTINGDON (Pages 37 - 42)

To consider a report by the Projects and Assets Manager.

**C Allen
388380**

9. RE-ADMITTANCE OF THE PUBLIC

To resolve –

that the public be re-admitted to the meeting.

10. WORKPLAN (Pages 43 - 46)

To consider a report by the Scrutiny and Review Manager on the work programmes of the Social and Environmental Well-Being Overview and Scrutiny Panels.

**C Bulman
388234**

11. OVERVIEW & SCRUTINY (ECONOMIC WELL-BEING) PROGRESS (Pages 47 - 50)

To consider a report by the Scrutiny and Review Manager detailing progress on the Panel's activities.

**C Bulman
388234**

12. SCRUTINY (Pages 51 - 58)

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

Dated this 27th day of August 2014



Head of Paid Service

Notes

1. 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.

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable 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 a disclosable pecuniary interest, 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, or
 - (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

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

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

Members of the public are welcome to attend this meeting as observers except during

consideration of confidential or exempt items of business.

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or would like a large text version or an audio version
please contact the Democratic Services Manager and
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Emergency Procedure

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

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 10 July 2014.

- PRESENT: Councillor R Harrison – Chairman.
- Councillors P L E Bucknell, S Cawley, D Harty, T Hayward, P G Mitchell and M F Shellens.
- APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors G J Bull, E R Butler, I J Curtis and P D Reeve.
- IN ATTENDANCE: Councillors J D Ablewhite, B S Chapman, R B Howe and T D Sanderson.

18. MINUTES

The Minutes of the meeting of the Panel held on 12th June 2014 were approved as a correct record and signed by the Chairman.

19. MEMBERS INTERESTS

No declarations were received.

20. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel considered and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book).

21. SHARED SERVICES

(Councillor J D Ablewhite, Executive Leader, was in attendance for this item).

(At 6.30pm Councillor P G Mitchell took his seat at the meeting during the discussion on this item).

By way of a report by the Managing Director (a copy of which is appended in the Minute Book), the Panel gave consideration to the development of a strategic shared services partnership with South Cambridgeshire District Council. As part of the proposal, the Council would continue to work with Cambridge City Council and other appropriate partners where the opportunity existed.

The Executive Leader reminded Members that the Council had significant budget challenges to meet and reductions in Government grant were likely to continue well beyond the next General Election. In the long term it was the Cabinet's aspiration for the Authority to become self-financing and whilst the Council had already begun to

make good progress on delivering efficiencies, it was imperative that it continued to take all opportunities to minimise costs whilst protecting and enhancing services.

Members were advised that the report signalled the first stage of the establishment of a strategic agreement with South Cambridgeshire District Council, an authority which was similar in terms of size, priorities, challenges and political ambition. The Executive Leader emphasised that there was no intention to dilute the sovereign identity of Huntingdonshire which would remain a District Council in its own right and that the proposal did not preclude the Authority from working with other authorities should the opportunity emerge.

In considering the contents of the report, the Panel sought clarification as to the extent and scope of the proposals, the impact on the Council's working practices and on employees and the arrangements for managing and monitoring risk connected with the partnership's activities. In response, Members were informed that there would inevitably be changes to working practices and that in due course there also would be changes to the ways in which the Authority was structured. In terms of risk, the day to day arrangements would be overseen by a working group comprising the Head of Paid Service and Section 151 Officer of the partner authorities. Specific risks would also be addressed in outline business cases as and when they were brought forward.

In response to a suggestion by a Member that opportunities for joint working in relation to the collection of refuse should be investigated, the Panel was reminded that the RECAP partnership was looking at such collaborative arrangements and that developments between South Cambridgeshire and Cambridge City Council might be used as a platform which could be developed by the District Council at the appropriate time. However, in the first instance it was intended to concentrate on back office services.

Following an expression of concern that the Council might lose control of its services as it diversified and entered into a number of partnership arrangements, the Executive Leader reiterated that the development of a shared services approach had no bearing on the sovereignty of services which would remain under the control of the District Council. The Council was reliant upon Government grants and to continue with the current approach to delivering services was no longer viable and was considered to be riskier than the proposed arrangements.

The Panel discussed with the Executive Leader and the Managing Director how democratic control of the strategic partnership would be exercised, the reasons for deciding not to pursue an agreement with Local Government Shared Services for the provision of Legal and IT Services, the geography of potential partners, the use of any surplus funds if the Council were to succeed in its objective to come more commercial and the arrangements to terminate the partnership should this be necessary. Members were reminded that this was the first stage of the process and there would be an opportunity for them to have further involvement as the partnership developed.

In response to Members' concerns regarding the perceived

challenges associated with recruiting and retaining staff in the current environment, the Panel was informed that all employment sectors were facing similar issues. Moreover, the Council had not seen a significant increase in staff turnover and the calibre of candidates who had recently been interviewed for the new Head of Service roles had been extremely high. It was further reported that sickness levels within the Authority were now below the public sector average and it was envisaged that a shared approach to service delivery would improve staffing resilience. With regard to the outcome of a pay review, South Cambridgeshire District Council was experiencing similar issues.

RESOLVED

that the recommendations to the Cabinet, as set out in the report now submitted, be endorsed.

22. LOVES FARM COMMUNITY BUILDING - COMMITMENT TO CONTRACT

The Chairman announced that he proposed to admit the following item as a matter of urgency in accordance with Section 100B (4b) of the Local Government Act 1972 to enable the Cabinet to consider the matter at its meeting on 17th July 2014 so that the building programme could commence.

In accordance with Section 16 of the Access to Information Procedure Rules contained in the Council's Constitution, the Chairman also reported that he had agreed to the inclusion of the report as an urgent item of business on the Cabinet Agenda for 17th July 2014.

The Panel gave consideration to a joint report by the Projects and Assets Manager and the Community Health Manager (a copy of which is appended in the Minute Book) seeking authorisation to proceed with the development of a joint community building and pre-school playgroup in Loves Farm, St Neots. Members were informed that the design for the building was nearly complete and the tender from the County Council's approved contractor was expected by the end of July 2014. To enable the construction to commence, approval was now being sought to delegate the acceptance of the tender price to the Head of Resources) provided that the tender price was within budget. A copy of the final design was circulated to Members at the meeting.

Having noted that the building would be owned by the District Council and sub-let in two distinct parts, Members reiterated their previous recommendation that the Council should seek to minimise the risk that might arise if the local community group was unsuccessful in generating sufficient income from the facility.

In terms of the construction of the facility, the Panel discussed the procurement process and the procedure, which had resulted in the situation whereby a single tender was awaited for approval. Members were assured that the process was one that the County Council usually employed for construction projects. They were informed that the District Council would be working with the Community Group to finalise the external works and that the Community Group had applied

for grant funding to augment the current plans.

RESOLVED

that the Cabinet be recommended to –

- (a) delegate responsibility to the Head of Resources (after consultation with the Executive Councillor for Strategic, Economic Development and Legal) to enter into the contract with the County Council for the construction phase if the tender price is within the available budget; and
- (b) delegate responsibility to the Head of Resources (after consultation with the Executive Councillor for Strategic Economic Development and Legal) to agree the leases with the County Council and the Community Group.

23. BUDGET MONITORING 2014 (REVENUE AND CAPITAL)

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) highlighting the emerging variations to the approved 2014/15 revenue and capital budgets. Members noted that the variations in the net revenue budget thus far represented a saving of £0.355m. The position with regard to the net capital budget reflected slippage of £1.945m, which had been carried over from 2013/14.

Members discussed the capital overspend of £0.050m on the Huntingdon Multi-Storey Car Park, which had arisen as a result of a change to the specification as the build progressed. Having noted that this was the subject of a separate review, the Panel requested that the outcome of this review should be presented to a future meeting.

24. REVIEW OF RISK MANAGEMENT STRATEGY

With the assistance of a report by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book) the Panel considered the outcome of the annual review of the Council's Risk Management Strategy. In previous years the review had been submitted to the Corporate Governance Panel; however, this responsibility had recently transferred to the Cabinet.

By way of introduction, the Internal Audit and Risk Manager explained that the Management Team was required to review and consider the Council's risk appetite each year. On this occasion it had been recommended that no change was required to either the general (high) or the Health and Safety (low) risk appetite levels within the Strategy. Members' attention was also drawn to the decision to transfer the responsibilities of the Risk Management Group to the Governance Risk Working Group and the Internal Audit Service which was not envisaged to result in any significant reduction in risk management oversight.

In considering the draft Strategy and, recognising their responsibilities for scrutinising the Council's finances, Members questioned the way in which financial risks were monitored and controlled. Their attention was drawn to the financial values, which formed part of the Council's

risk scales. Having noted that there were currently 155 risks included on the Council's Risk Register, the Internal Audit and Risk Manager undertook to provide a copy to all Members of the Panel for information. The Panel also discussed the nine 'red' risks which are the most serious and the number of risks within each of the other risk categories.

Having been informed the Corporate Governance Panel reviewed the Authority's 'total risk' every six months, the Chairman undertook to speak to the Chairman of the Corporate Governance Panel to determine whether there was a role for the Economic Well-Being Panel further to review this area without duplicating the work that was already undertaken.

Following discussion on the Council's corporate approach to risk, Members were of the opinion that risks should be incorporated into the Register to reflect the move to shared services and the outsourcing of services. In recognition of the financial pressures facing the Authority and the need to be innovative, explore alternative methods of service delivery and reduce the Council's reliance on Government Grant, Members were content to support the risk appetite levels within the Strategy. Whereupon, it was

RESOLVED

that the Cabinet be recommended to approve the Risk Management Strategy as appended to the report now submitted.

25. WORKPLAN STUDIES

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) containing details of studies that were being undertaken by the Overview and Scrutiny Panels for Social and Environmental Well-Being. Councillor P G Mitchell reported that he had recently been appointed to the Great Fen Project Steering Committee and it was suggested that he should provide a report on the Project at a future meeting.

Councillor P L E Bucknell indicated that he would like to attend the Working Group which had been established by the Environmental Well-Being Panel to review the Council's waste collection policies.

26. OVERVIEW & SCRUTINY (ECONOMIC WELL-BEING) PROGRESS

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) reviewing progress on matters that had been previously discussed. It was anticipated that the first performance monitoring report associated with the new Corporate Plan would be available in September 2014.

With reference to the review of the Council's gross costs, Councillor Mitchell indicated that he was satisfied with the information which had been provided and there was no need to pursue this study at that time. It was suggested that the presentation on finance which had

been provided by the Head of Resources to newly elected members should be made available to all Members.

With regard to the Panel's previous requests for post project information on the development of the Huntingdon multi-storey car park and the income profile for One Leisure, St Ives, Members were informed that this would be provided when it was available. The Chairman undertook to pursue the absence of any response from the Local Enterprise Partnership to the Panel's invitation for a presentation on its Business Plan with the Executive Leader.

Having advised Members of his desire to give further consideration to the project management arrangements within the Authority, the Chairman reported on his intention to speak to the Managing Director to request a briefing at the next meeting on the work of the Corporate Project Management Board. Councillor M F Shellens indicated that the Council's Project Management Methodology should identify SMART objectives. Members were reminded that Mr W Grimsey would also be attending the next meeting to give a presentation on the prosperity and the vitality of the Market Towns. In light of the contents of the presentation, the Panel could then develop the scope of any potential study.

In response to a question by Councillor M F Shellens about the current position of the development in Chequers Court in Huntingdon, the Scrutiny and Review Manager undertook to establish the current position.

27. SCRUTINY

The Panel considered and noted the latest edition of the Decision Digest (a copy of which is appended in the Minute Book). In so doing, Councillor T Hayward outlined his concern at the plans for the A14 being influenced by the reluctance of anyone to accept future responsibility for the Huntingdon Viaduct.

Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 7 August 2014
For Period: 1 September 2014 to 31 January 2015

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Leader of the Council, with responsibility for Strategic Economic Development & Partnerships	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor B S Chapman	- Executive Councillor for Customer Services	6 Kipling Place St. Neots Huntingdon PE19 7RG Tel: 01480 212540 E-mail: Barry.Chapman@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk
Councillor J A Gray	- Executive Councillor for Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Howe	- Executive Councillor for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk

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

Notice is hereby given of:

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

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

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

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

Colin Meadowcroft
Head of Legal and Democratic Services

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Sale of Land, St. Mary's Street###***	Cabinet	11 Sep 2014		Chris Allen, Project and Assets Manager Tel No 01480 388380 or email Chris.Allen@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Green House Project - Sale of Houses***	Cabinet	11 Sep 2014		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Rebate for Clothing & Shoe Bank Collections***	Cabinet	23 Oct 2014		Mr Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Building Control/IT and Legal Business Cases for Sharing***	Cabinet	23 Oct 2014		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388001 or email Joanne.Lancaster@huntingdonshire.gov.uk		J D Ablewhite	Environmental Well-Being and Economic Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Shared Service Update - Building Control***	Cabinet	23 Oct 2014		Mr Andy Moffat, Head of Development Tel No. 01480 388400 or email Andy.Moffat@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Huntingdon West Masterplan	Cabinet	23 Oct 2014	Following consultation. Preferred option.	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Carbon Management Plan	Cabinet	23 Oct 2014		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Huntingdonshire Infrastructure Business Plan	Cabinet	23 Oct 2014		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
CPE - Civil Parking Enforcements	Cabinet	20 Nov 2014		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Local Plan to 2036 - Proposed Submission	Cabinet	20 Nov 2014	Submission - Draft Local Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Approval of Council Tax Base***	COMT (Chief Officers Management Team)	1 Dec 2014		Mr I Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email Ian.Sims@huntingdonsshire.gov.uk		B S Chapman	Economic Well-Being
Council Tax Support Scheme***	Cabinet	11 Dec 2014		A Burns, Benefits Manager, Benefits Manager Tel No. 01480 388122 or email amanda.burns@huntingdonsshire.gov.uk		B S Chapman	Social Well-Being
Draft Budget & MTP	Cabinet	11 Dec 2014		Mr Clive Mason, Head of Resources Tel No. 01480 388157 or email Clive.Mason@huntingdonsshire.gov.uk		J A Gray	Economic Well-Being

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Project Management Board – Update on Project Management
Meeting/Date:	OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) – 4th Sept 2014
Executive Portfolio:	Cllr Gray - Executive Councillor for Resources
Report by:	John Taylor (Head of Customer Service) Adrian Dobbyne (Corporate Team Manager)
Ward(s) affected:	All

Executive Summary:

This report summarises progress made by the Project Management Board. This Board is one of a series of governance boards set up to improve compliance in key areas of operational performance.

The Project Management Board has achieved the following key activities:

- Terms of Reference for the Board were created. The Board recognised whilst there were pockets of sound project management, there was no HDC standard.
- A project management toolkit has been created and approved by the Board
- A training course has been designed and built around this toolkit
- The course has been delivered to the first intake of Officers.

The next steps are:

- The Board will revisit its membership and Terms of Reference in light of the new SMG structure. The new Chair for the Board will be the Head of Development.
- Ensure more Officers are trained to use the toolkit – a second intake of Officers will be trained in September 2014
- SMG will ensure opportunities are afforded to the trained Officers to deploy their new skills. Facing the Future will be a key area within which to deploy this new potential.
- The Board will now start to look at how HDC manages Programmes (i.e. sets of projects that relate to each other)

Recommendation(s):

The panel are recommended to note:

1. The steps taken to improve project management
2. The intention for the work of the Board to continue

1. PURPOSE

- 1.1 This report is intended to update Overview & Scrutiny on progress in improving project management.

2. BACKGROUND

- 2.1 In November 2013 the Corporate Governance Panel received a report by the Assistant Director, Finance and Resources on proposals to introduce Officer Governance Working Groups to raise awareness of the importance of good governance throughout the authority. The approach had been prepared by the Chief Officers Management Team following concerns raised in the External Auditor's report over the lack of compliance in some areas.
- 2.2 Members were advised that the new arrangements would result in six working groups reporting to an Officer Governance Board consisting of Chief Officer's Management Team, the Monitoring Officer and the Internal Audit and Risk Manager. The Panel were advised that each group would be led by a Head of Service or Service Manager with no responsibility for that service area as part of their normal role in order to develop corporate working.
- 2.3 The lead officer for the Panel was initially the Head of Environmental & Community Services, but due to unforeseen circumstances the Managing Director assumed the role of chair for this group.

3. ANALYSIS

- 3.1 The Board has achieved a considerable number of successes since creation.
- 3.2 Following the establishment of Terms of Reference the Board asked a set of Officers to review current practices within the Council, relevant audit reports and to undertake some research into best practice.
- 3.3 A resulting Project Management Toolkit was created, and following review, was signed off by the Board. The toolkit consists of:
 - 3.3.1 A project management handbook
 - 3.3.2 A number of standard templates to ensure consistency across projects
 - 3.3.3 A flow chart to explain the options available to manage projects. A key element of the toolkit is to acknowledge that a 'one size fits all' methodology is not appropriate. The method gives guidance to a Project Manager as to which option should be selected.
 - 3.3.4 A Programme and Project management intranet site which allows projects to be stored in one place – allowing improved access to key documents and project status information.
- 3.4 Having a toolkit in itself does not translate into improvements in Project Management. A training course was created for Officers. The course needed to be designed, built and delivered.
- 3.5 The resulting course covers a number of key elements such as managing risks/issues, writing a business case, planning tasks, communication etc. The course also ensures HDC project templates are considered in the training – ensuring the 'theory' is joined to the 'practice'.

- 3.6 Twelve officers were selected from across the Council as the first intake for the training, and in July the first training course was delivered. A further course is scheduled for delivery in September.

4. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 4.1 Officers may not follow the toolkit. A number of measures will ensure this risk is minimised. Officers who have been trained will continue to meet regularly to discuss the use of the toolkit, the Project Management Board will examine how projects are using the toolkit and the normal cycle of internal and external audit will assess the delivery of projects.
- 4.2 Some Officers may consider all business as usual activities to be projects and deploy the toolkit when it is not necessary. The Project Management Guidance provides a simple assessment tool to reduce the likelihood of this happening.
- 4.3 Officers have received training, but this does not mean immediate competency. Many will be able to use their new skills competently, but others may make mistakes. This risk will be managed by using 'buddying' where necessary, but also by recognising that Project Managers ultimately work for Project Boards who are able to monitor progress and intervene where necessary.

5. WHAT ACTIONS WILL BE TAKEN NEXT?

- 5.1 The Board will revisit its membership and Terms of Reference in the light of the new SMG structure. The new Chair for the Board will be the Head of Development.
- 5.2 More Officers will be trained to use the toolkit – and a second intake of Officers will be trained in September 2014
- 5.3 SMG are working to ensure opportunities are afforded to trained Officers to deploy their new skills. Facing the Future will be a key area within which to deploy this new potential.
- 5.4 More effort is required to develop the use of the intranet site in the light of 'real world' use by Project Managers. The formation of the Project Management Board allows the Council to review the toolkit, determine whether amendments should be made and ensure changes are fed out to relevant Officers.
- 5.5 The next area for the Board to progress will be to consider how programmes of work can be better managed. A programme is a set of related projects that combine together to make a significant difference. A good example is the Facing the Future Programme – where a diverse and related set of projects are being delivered across the Council. Similarly a Shared Service Programme is underway with SCDC and City.

6. LINK TO THE LEADERSHIP DIRECTION

- 6.1 Good project management has strong links to all elements of the Leadership direction. As a consequence Officers selected for training have been drawn from across the Council.

7. CONSULTATION

7.1 None

8. LEGAL IMPLICATIONS

(Comments from the Head of Resources)

8.1 None

9. RESOURCE IMPLICATIONS

(Comments from the Head of Resources)

9.1 The deployment of trained Officers to deliver projects outside of 'business as usual' may require some backfilling of posts. Should this be proposed the business case for change will include a full cost/benefit analysis. In the first instance, all relevant costs will be met from within existing resources and only as a last resort will a contribution be made from the Special Reserve (this will be subject to approval by the Responsible Financial Officer).

10. OTHER IMPLICATIONS

(Equalities, environment, ICT, etc)

10.1 None

11 REASONS FOR THE RECOMMENDED DECISIONS

11.1 The formation of the Project Management Board has led to some significant improvements to project management. More work is required.

11.2 A key outcome from the work is the creation of a flexible pool of trained Officers which will increase the organisation's capability to deliver projects. In addition Officers who have undertaken the training are being given the opportunity for development.

11.3 It is recommended the Panel note:

- The steps taken to improve project management.
- The intention for the work of the Board to continue.

12. LIST OF APPENDICES INCLUDED

None

BACKGROUND PAPERS

None

CONTACT OFFICER

John Taylor (Head of Customer Service) -01480 388119

Adrian Dobbyne (Corporate Team Manager) – 01480 388100

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: FACING THE FUTURE UPDATE

Meeting/Date: OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) – 4th Sept 2014

Executive Portfolio: Cllr Gray - Executive Councillor for Resources

Report by: John Taylor (Head of Customer Service)

Ward(s) affected: All

Executive Summary:

Facing the Future is a programme of work intended to transform HDC over the short to medium term. Production of the programme involved Officers, Scrutiny Panels and Cabinet. There were over 460 individual proposals. The current state of the Programme is that:

- 77 ideas have been progressed to the stage of savings being made in the Medium Term Financial Strategy
- 55 ideas are being progressed to achieve a saving
- 13 ideas have agreement from Officers and Cabinet that they should be withdrawn
- 29 ideas have been examined by Cabinet with a recommendation not to progress in principle but further discussion is required before this is confirmed.
- 27 ideas are on hold, these typically relate to ideas that require other actions to be delivered before they can be investigated/actioned
- The remaining 265 ideas are either being examined or plans are in place to examine them at a future date.

Recommendation:

Overview and Scrutiny are recommended to:

- Note progress of FtF and the steps in place to continue delivering success.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 This report updates Overview & Scrutiny on progress with delivering the Facing the Future Programme.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 Facing the Future (FtF) is a programme of work intended to transform HDC over the short to medium term. Production of the programme involved Officers, Scrutiny Panels and Cabinet. There were over 460 individual proposals.
- 2.2 This paper updates members on progress with FtF and outlines the next steps in ensuring progress is maintained.

3. ANALYSIS

- 3.1 The scope of FtF is significant and ambitious. It touches every part of the Council. In order to manage this work a Programme Board was set up. The Board is chaired by the Managing Director and has attendance from across each service. It is the same board that oversees Project Management (see O&S paper for 4th Sept) – tying together improvements in project management to delivering FtF.
- 3.2 The Board wanted to focus on a number of quick wins to generate success and to ensure the most appropriate longer term proposals were taken forward. Delivering all elements of FtF simultaneously would not be prudent.
- 3.3 The Programme Board recognised that in a limited number of circumstances competing suggestions were proposed (e.g. outsource a service could appear alongside retain a service and generate income)
- 3.4 The Programme Board also recognised some proposals were already underway, whilst others needed significant development to understand the full business case for delivery. In a limited number of cases proposals had already been implemented and an entry had been made in the Medium Term Financial Strategy.
- 3.5 The status of FtF changes frequently. The Senior Management Group regularly review proposals. Portfolio Holders also discuss progress with Heads of Service. Many of the ideas form part of Service Plans maintained within each Service. In some circumstances specific project teams have been brought together to deliver FtF projects.
- 3.6 FtF is now being delivered, and good progress is being made. This paper cannot cover in detail each and every proposal within FtF. However of note to Members will be:
- The CCTV service with Cambs City is now live.
 - Shared service discussions connected to IMD, Legal and Building Control are continuing within the Strategic Partnership.
 - Management restructure in OneLeisure.
 - A catalogue of smaller changes such as reduced spend on training, income generation or other miscellaneous reductions.

3.7 A chart presenting the state of FtF as of Sept 2014 is shown in Appendix 1. In summary:

- 77 ideas have been progressed to the stage of savings being made in the Medium Term Financial Strategy
- 55 ideas are being progressed to achieve a saving
- 13 ideas have agreement from Officers and Cabinet that they should be withdrawn
- 29 ideas have been examined by Cabinet with a recommendation not to progress in principle but further discussion is required before this is confirmed.
- 27 ideas are on hold, these typically relate to ideas that require other actions to be delivered before they can be investigated/actioned
- The remaining 265 ideas are either being examined or plans are in place to examine them at a future date

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 Paper is intended for Overview and Scrutiny.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The ongoing management of FtF may be affected by the transition to the new SMG. This may mean new ideas come forward or challenges to existing ones are made. Regular contact with Cabinet members, a continued focus on FtF from the new HoS & Directors and a clear steer from COMT to focus on 'big hits' first should enable the Council to focus on achieving the maximum gains possible.

5.2 Making changes happen may need additional resources. The deployment of trained Officers to deliver projects outside of 'business as usual' may require some backfilling of posts. Should this be proposed the business case for change will include a full cost/benefit analysis. In the first instance, all relevant costs will be met from within existing resources and only as a last resort will a contribution be made from the Special Reserve (this will be subject to approval by the Responsible Financial Officer).

5.3 Delivering FtF may show a lack of skills connected to delivering change. A selected group of Officers have received training in Project Management skills, and a further group has received training on an improvement technique called 'Lean'. Lean trains people to use a range of tools and techniques to cut out waste, focus on customer need and make processes more efficient.

5.4 There is a risk of competing demand on resources. Control of work is given by the creation the Programme Board (see paper to O&S 4th Sept) as well as other Boards (e.g. the Shared Service Programme Board).

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 A number of steps will continue to drive FtF. The SMG structure will be completed in September giving improved ownership of FtF.

6.2 With the completion of the SMG structure it is possible for Portfolio Holders to engage even more actively with senior officers. Responsibility for reviewing the status of FtF will sit at this level – with regular updates being passed for scrutiny alongside Quarterly Performance reports. This will give Members clear visibility of performance and progress on FtF.

6.3 The Corporate Team will take up responsibilities in terms of Programme Management for FtF. This will give increased energy to managing the interrelationships between the projects in FtF.

6.4 Staff who have been trained in Project Management and Lean will be deployed to FtF - enabling areas that require additional management or external challenge to be taken forward.

6.5 A key element of FtF is shared service provision. Other reports to Members are scheduled in the coming months on progress being made to develop the business cases for IMD, Legal and Building Control.

7. LINK TO THE LEADERSHIP DIRECTION

7.1 FtF has strong links to all parts of the Leadership Direction – but particularly ‘Ensuring we are a customer focussed and service lead council’

8. CONSULTATION

8.1 No implications

9. LEGAL IMPLICATIONS

9.1 None at this stage. Some individual ideas within FtF may require legal input; these will be tackled as part of the delivery of relevant items.

10. RESOURCE IMPLICATIONS

(Comments from the Head of Resources)

10.1 The management of capturing the savings from FtF is in place. The list of ideas in FtF is monitored by Resources and when savings are identified they are entered into the Medium Term Financial Strategy.

10.2 The total value of savings made to date is being collated at present.

10.3 Where additional resources are required, as noted in paragraph 5.2, a costed business case will be developed.

11. OTHER IMPLICATIONS

(Equalities, environment, ICT, etc)

11.1 There are some implications for IT etc within the detail of the FtF list (e.g increased use of mobile technology) – these are being managed within the overall programme of work.

12 REASONS FOR THE RECOMMENDED DECISIONS

12.1 Good progress is being made with FtF. Already there are savings within the Medium Term Financial Strategy.

- 12.2 The completion of the SMG structure and the allocation of Programme Management responsibility will add further to the efforts to deliver the programme.

Recommendation

Overview and Scrutiny are recommended to:

- 12.3 Note progress of FtF and the steps in place to continue delivering success

13. LIST OF APPENDICES INCLUDED

None

BACKGROUND PAPERS

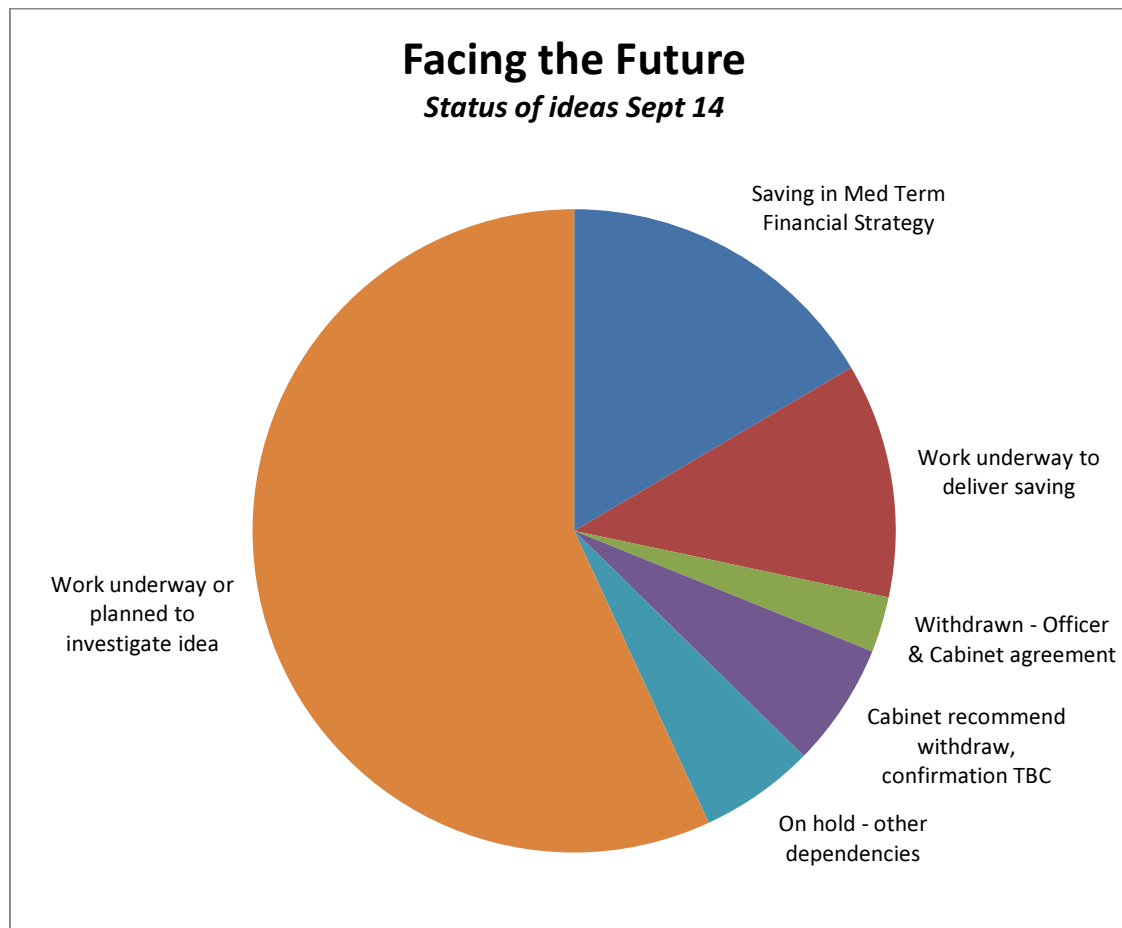
None

CONTACT OFFICER

John Taylor – Head of Customer Service
01480 388119

Current Status of FtF

The chart displays the position at the end of August. The status of ideas within the list is dynamic and changes frequently.



Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: CORPORATE PLAN - PERORMANCE REPORT

Meeting/Date: SOCIAL WELL-BEING 2nd SEPTEMBER 2014
ECONOMIC WELL-BEING 4TH SEPTEMBER 2014
ENVIRONMENTAL WELL-BEING 9TH SEPTEMBER 2014
CABINET 11th SEPTEMBER

Executive Portfolio: Cllr JASON ABLEWHITE AND RELEVANT EXECUTIVE COUNCILLORS

Report by: POLICY AND PERFORMANCE MANAGER

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the key activities identified in the Council's Corporate Plan for 2014/15 for period 1st April to 30th June 2014

Each of the Corporate Plan's strategic themes have been allocated to an Overview and Scrutiny Panel, as follows:

Social Well Being –	Working with our Communities
Economic Well – Being –	A strong local economy and Ensuring we are a customer focused and service lead council
Environmental Well- Being -	Enable sustainable growth

Recommendation(s):

Members are recommended to consider progress made against key activities and performance data in the corporate plan

Members are asked to approve the change in Performance Indicator as stated in 3.4.

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1. PURPOSE

- 1.1 The purpose of this report is to present to Members performance management information on the Council's Corporate Plan for 2014/15

2. BACKGROUND

- 2.1 The Council's Corporate Plan was adopted by Council in April 2014. This is a two year plan and outlines its own priorities and its role in supporting the shared ambition for Huntingdonshire. The plan sets out what the Council aims to achieve in addition to our core statutory services.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview & Scrutiny Panels have an important role in the Council's Performance Management Framework and the process of regular review of performance data has been established. It is intended that Members should concentrate their monitoring on the strategic themes and associated objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved
- 3.2 Progress against Corporate Plan objectives is reported to Chief Officers Management Team quarterly on a service by service basis. A progress report from each Division includes performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each Performance Indicator those services contribute towards.
- 3.3 Overview and Scrutiny Panels will receive the appropriate quarterly performance reports, ordered by strategic theme. These will include performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each relevant Performance Indicator within each theme.
- 3.3 Cabinet will receive a quarterly performance report for each of the Corporate Plan strategic themes including all performance indicator data.
- 3.4 It has been advised that a Performance Indicator in the Corporate Plan cannot be measured sufficiently enough, as the work is not undertaken by HDC staff, but by the shared HIA service and as such an alternative Performance Indicator has been suggested. It is asked that the measure of "time taken from first visit to completion of work on Disabled Facilities Grant (DFG) with a value of over £1,000 (weeks)" is replaced by "average time (in weeks) between date of referral to practical completion for minor jobs up to £10,000".

BACKGROUND INFORMATION

Performance Management reports

The Council's Corporate Plan

CONTACT OFFICER

Howard Thackray, Corporate Policy & Performance Manager

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STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period April to June 2014

Key to status

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Summary of progress for Key Actions

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	5		1		1				

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
									1

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress - April to June 2014
J	Review the Council's business growth and inward investment role	Ongoing	Cllr Gray	Andy Moffat	Economic Development: Discussion paper prepared for Cambridgeshire Public Services Board (CPSB) May meeting which reviewed the Economic Development service across Cambridgeshire and proposed a new County-wide service structure. This is now being taken forward by County Council as one of the service areas being explored for 'Rewiring the Public

					Sector'. HDC review to begin following outcome of the above.
J	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	Economic Development: Planning for August event started and on target. Theme: accessing funding
L	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	Development Management: During this period, 2 of the 3 Team Leader posts were vacant and this impacted on capacity and performance. Resources directed to major applications.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress - April to June 2014
K	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	Planning Policy: The CIL governance structure is currently tied to the HSP and options for reviewing this will be considered in January 2015.
J	Influence the Local Enterprise Partnership (LEP) Strategic Economic Plan and supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth		Cllr Dew and Cllr Sanderson	Andy Moffat	Economic Development and Planning Policy: <ul style="list-style-type: none"> This action has been completed through working direct and via the Cambridgeshire and Peterborough Joint Strategic Planning Unit. Continued dialogue with LEP including through briefing executive leader before LEP board meetings LEP Board on the 13th May decided the priority list of capital schemes for 2015/16 along with revenue 'asks'. 2/5 Band 1 (Top) priorities are in Hunts: <ul style="list-style-type: none"> Alconbury Weald EZ High Tech Company Expansion (£3.6m)

					<ul style="list-style-type: none"> ○ Alconbury Weald Technical and Vocational Centre, Huntingdonshire (£5m) ● Announcements for all LEPs expected July
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WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress - April to June 2014
J	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	Economic Development: <ul style="list-style-type: none"> ● 0.5 FTE funded by Skills Funding Agency ● Continued support and coordination of EZ skills group and partnership activities. ● Developed proposal for a multi-partner skills hub – now seeking partner commitment
J	Support the development of stronger links between businesses and education through Huntingdonshire Academies Secondary Partnership (HASP) with a focus on local employability		Cllr Sanderson	Andy Moffat	Economic Development: <ul style="list-style-type: none"> ● 0.5 FTE Funded by HASP ● Advance stage planning for July event: Education facing event to raise awareness of the economic landscape and business skills needs ● HASP representation on the EZ Skills Steering Group

STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

Summary of progress for Key Actions

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		2						

Summary of progress for Corporate Indicators

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		8		1				

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

WE WANT TO: Become more business-like and efficient in the way we deliver services

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress - April to June 2014
J	Introduce zero base budgeting for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	Currently recruiting interim resources
J	Deliver 'Facing the Future' (FtF)	Various	Cllr Gary for programme Various for themes / activities	Adrian Dobbyne	Across the Council progress is being made. Some highlights include: <ul style="list-style-type: none"> • The CCTV service with Cambridge City is now live. • Shared service discussions connected to IMD, Legal and Building Control are continuing within the Strategic Partnership. • A training package for Officers who will be taking the lead in Project Management within the FtF Programme has been developed, and the first intake of Officers has received the training.

					<ul style="list-style-type: none"> • A similar training session was delivered on tools and techniques to generate efficiencies (the method is called LEAN). This officer group has been briefed to start using the training as a priority. • The new HoS are reviewing progress on the FtF ideas and ensuring the most beneficial ideas are being progressed. • A further update on FtF is planned for O&S (Economic) on the 4th Sept.
J	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Tysoe	Eric Kendall	Energy Audits undertaken at each of the Councils main sites, meetings held with managers in relevant service areas (Facilities, Estates and Operations). A prioritised and costed programme of energy efficiency projects being developed. Full business case to be presented in 3 rd Quarter 2014/15.
J	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	Communications review undertaken in May. Team structure now being reviewed, with recruitment underway. Marketing & Branding exercise in evidence gathering stage.
J	Carry out staff satisfaction survey	Aug 2014		Adrian Dobbyne	Survey launched 15 th July and will run for a month. Managers asked to help encourage employee participation. Article due in Team Brief.

WE WANT TO: Ensure customer engagement drives service priorities and improvement

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress - April to June 2014
K	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	The revised Consultation and Engagement Strategy (approved in June 2014) promotes better use of the website and intranet. IMD to resolve some issues relating to links between the calendar/database/website.

K	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	Final version of the survey being considered. Survey to start on 7 th August
J	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC - TBC	Cllr Chapman	John Taylor	We have agreed deferred date of SFIS, with DWP, to May 2015. Watching developments nationally with respect to Universal Credit.

Corporate Performance and Contextual Indicators

Key to status

J	Progress is on track	K	Progress is within acceptable variance	L	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2013/14 Performance	Quarter 1 2013/14 Performance	Quarter 1 2014/15 Target	Quarter 1 2014/15 Performance	Quarter 1 2014/15 Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Growth in Business rates	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of days to process new benefits claims	25 days	28 days	27 days	32 days	K			
Aim to minimise								
Comments: 1 st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.								
Number of days to process changes of circumstances	8 days	9 days	8 days	12 days	K			
Aim to minimise								
Comments: 1 st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.								
Number of days to process new council tax support claims	21 days	21 days	27 days	30 days	K			
Aim to minimise								
Comment: 1 st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.								

Number of days to process council tax support change events	5 days	4 days	8 days	10 days	K			
Aim to minimise								
Comments: <i>1st quarter is traditionally poor as the service is dealing with end of year activities, but performance does improve across the year. Have also lost 1.5 AO posts.</i>								
% of Council Tax collected against target	98.3%	(26.64%)	28.6%	28.96%	J			
Aim to maximise								
Comment: <i>Plasing given the welfare/technical changes and the challenging financial climate</i>								
% of Business Rates collected against target	98.8%	(32.17%)	31.0%	29.6%	K			
Aim to maximise								
Comments: <i>Taking account of the large appeals (10% of receipts to date) and other changes the underlying 2014/15 collection rate is 31.7%</i>								
Telephone satisfaction rates	98.6%	98%	>80%	96.7%	J			
Aim to maximise								
Comments: <i>We are changing our survey questions and method for the next quarter.</i>								
Customer service centre satisfaction rates	98.7%	99.1%	>80%	96.7%	J			
Aim to maximise								
Comments: <i>We are changing our survey questions and method for the next quarter.</i>								
Staff sickness (working days lost per FTE)	7.6	1.8	N/A	2.5	L			
Aim to minimise								
Comments: <i>This is the highest figure that HDC has ever reported for quarter 1. 60% of all days lost this quarter were due to long-term sickness absence (high).</i>								

Subsidy per visit to council owned leisure facilities	-£0.18	-£0.68	-£0.63	-£0.43	K			
Aim to minimise								
Comments: <i>Increased income (£240K) on this time last year is skewed by advanced collection of income from schools and gym memberships (approx. £150K). Expenditure up minimally mainly due to net effect of pay review.</i>								
% of rent achievable on estates portfolio	96%	95%	100%	95%	K			
Aim to maximise								
Comments: <i>target set at 100% as aim is to maximise the rental income by rent and lease reviews (increase the achievable income). The % rent received for the quarter is calculated from the total budgeted potential income for the commercial estate – less lost income from vacant units and rent arrears for the quarter. Note - Several units are due to complete on new leases in July – therefore this performance should improve (reduce void rent losses).</i>								
% of space let on estates portfolio	92%	90%	95%	94%	K			
Aim to maximise								
Comments: <i>Target - set at 95% as there is allowance for turnover of units and void periods of 3-6 months. % space let calculated by total number of industrial, retail and office premises available minus the number of vacant units in the quarter (note the full year is calculated by an average of the quarters).</i>								
% of rent arrears on estates portfolio	-1%	-1%	1%	1%	J			
Aim to minimise								
Comments: <i>Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been a slight increase in arrears and the rent arrears recovery process /procedures have been reviewed and internal audit recommended actions applied.</i>								
Total amount of energy used in Council buildings	12,025,230 (kWh)	4.8% ↓ 3,622,180kWh's		3,448,638kWh's	J	2% ↓ in energy use		
Aim to minimise								
Comments:								
Total diesel fuel used from Council's fleet of vehicles	577,777.93 (Litres)	154,998.31 (Litres) (0.95% reduction)		147,864.80 (Litres)	J	1% reduction in diesel fuel used		
Aim to minimise								
Comment:								

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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CURRENT STUDIES

STUDY	OBJECTIVES	PANEL	STATUS	TYPE
Great Fen	To monitor the latest developments in respect of the Great Fen.	Environmental Well-Being	The Project Collaboration Agreement has been renewed for a further 5 year period. Site visit to be arranged with an invite being extended to the Economic well-Being Panel.	Whole Panel.
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013-2015.	Social Well-Being	Annual performance report considered by Panel in June 2014.	Working Group.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	Six monthly reports to be presented to the Panel. Members of the Economic Well-Being Panel will be invited to attend. Next report to be considered at the Panel's December 2014 meeting.	Whole Panel
Review of Elderly Patient Care at Hinchingsbrooke Hospital	To undertake a review of elderly patient care at Hinchingsbrooke Hospital.	Social Well-Being	Working Group appointed to undertake a review which will be undertaken in conjunction with the Hospital. A number of meetings have been held. The general care and support provided to elderly patients at the Hospital will be the focus of discussions at the next meeting.	Working Group
Flood Prevention within the District	To investigate flood prevention arrangements	Environmental Well-Being	Representatives from the Environment Agency	Whole Panel.

	in the District and the impact of flooding on associated local policy developments.		delivered a presentation on flood risk management within Huntingdonshire. A scoping report was considered by the Panel in April 2014 and a Working Group was appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with flood alleviation in the District.	
Affordable Housing	Make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust model	Social Well-Being	Information sought from Housing Officers. Working Group meeting being arranged – details to be confirmed. First meeting held. ToR agreed.	Working Group.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Environmental Well-Being	First meeting of Working Group held on 24 th June 2014. Further meeting to be held in two months' time to consider the outcome of the survey work being undertaken by the Operations Division on affected properties and various other matters.	Working Group

<p>Litter Policies and Practices (to include graffiti removal)</p>	<p>To be confirmed following receipt of scoping information.</p>	<p>Environmental Well-Being</p>	<p>Head of Operations to address Panel on the Council's litter policies and practices.</p> <p>Report from Community Safety on graffiti removal. Report</p> <p>Anticipated at October 2014 meeting.</p>	<p>Whole Panel</p>
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Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
04/07/13	<u>Customer Services</u> Performance reports to be submitted to the Panel twice a year (February & October).		The next report is due in October 2014.	09/10/14
04/06/14	<u>Corporate Plan</u> Councillors R Harrison and D Harty were appointed to the Corporate Plan Working Group.		The Working Group has met on 18th August and 1st September 2014 to review the performance information. A report on performance monitoring appears elsewhere on the Agenda.	04/09/14
06/03/14	<u>Capital and Revenue Monitoring</u> The Chairman suggested that the Panel should have sight of the Capital & Revenue Monitoring reports which are prepared for the Cabinet.		The next monitoring report is expected in November 2014.	6/11/14
02/11/11	<u>Scrutiny of Partnerships</u> Following a review of the Strategic Partnership, the Overview & Scrutiny Chairmen and Vice Chairman agreed that responsibilities should be divided as follows:- Social Well Being <ul style="list-style-type: none"> ∇ Community Safety ∇ Children & Young People ∇ Health & Well-Being Environmental Well Being <ul style="list-style-type: none"> ∇ Growth & Infrastructure Economic Well Being <ul style="list-style-type: none"> ∇ Local Enterprise Partnership 		The Panel has already received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011. The Panel has invited the Chairman and the Chief Executive of the Local Enterprise Partnership to a future meeting to give a presentation on their business plan. In the absence of any response to their requests, the Chairman has undertaken to raise the matter with the Executive Leader.	

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
12/06/14	<p><u>Project Management</u></p> <p>Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St Ives.</p> <p>Councillor M F Shellens requested further details of the occupancy rates of the multi-storey car park versus the forecast projections within the Business Plan.</p>		<p>Officers have commenced the post project reviews of the development of the Huntingdon multi-storey car park and One Leisure, St Ives. The reports will be presented to the 9 October Panel. The multi-storey car park review will include information on occupancy rates as requested by Cllr M Shellens.</p>	09/10/14
10/07/14	<p>With a view to undertaking a review of the Project Management Arrangements within the Authority, without duplicating the work which was being undertaken by the Corporate Management Board, it was suggested that a briefing should be provided to the next meeting on the work which was being undertaken by the Project Management Board.</p>		<p>This item appears elsewhere on the Agenda.</p>	04/09/14
12/06/14	<p><u>Provisional Outturn 2013/14 Revenue & Capital</u></p> <p>Executive Councillor to be invited to provide further information regarding the income profile for One Leisure, St Ives.</p>		<p>Information has been requested.</p>	

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
12/06/14	<p><u>Our Role in Supporting the Prosperity and Vitality of the Market Towns</u> Following a debate at the Council meeting in April, agreed that Mr W Grimsey should be invited to address the Panel on his vision for the future of the High Street. The content of the presentation will then be used to develop and scope a study in this subject. All Members of the Council to be invited to attend</p>		<p>Mr W Grimsey was expected to attend the Panel's September meeting but unfortunately is now unable to attend. His presentation has been rearranged to Thursday 6th November 2014.</p>	06/11/14
05/07/13	<p><u>Economic Development</u> The Huntingdonshire Economic Growth Plan 2013 to 23 was considered by the Panel. The Economic Development Manager was asked to give a further update on the marketing and implementation plans in due course.</p>		<p>An update on the Economic Growth Plan will be presented to the Panel's November meeting.</p>	06/11/14
10/07/14	<p><u>Briefings</u> Suggested that Briefings should be arranged for Members on Finance and Risk Management.</p>		<p>A briefing on Risk Management will be held prior to the Panel meeting on 9 October and a Finance Refresher will be held on 6th November.</p>	
10/07/14	<p><u>Great Fen</u> Having noted that Councillor P G Mitchell had been recently been appointed to the Great Fen Project Steering Committee, it was suggested that he should provide a report on the Project as a future meeting.</p>			TBC

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
10/07/14	<p><u>Risk Management</u> Internal Audit & Risk Manager to circulate a copy of the Risk Management Strategy to all Members</p> <p>Chairman to speak to the Chairman of the Corporate Governance Panel to determine whether there is a role for Overview and Scrutiny to further review this area without duplicating the work that was already undertaken.</p>		<p>Copy circulated.</p> <p>Chairman to report.</p>	



Decision Digest

Edition 147

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st to 31st July 2014.

RECRUITMENT AND SELECTION POLICY

The Employment Panel has reviewed and endorsed the contents of a new Recruitment and Selection Policy for the organisation. The Policy has been developed to give managers greater flexibility to manage recruitment and selection in a way that meets their service needs and does not constrain managers with a one size fits all approach. The Policy will be supplemented by a Recruitment Toolkit which will provide a practical guide to support managers in recruitment activities.

WORKFORCE DEVELOPMENT STRATEGY

The Employment Panel has endorsed a suggested approach to development of a Workforce Development Strategy for the District Council and a detailed project plan for its preparation. The Strategy will set out how managing and developing the workforce can achieve corporate objectives and ambitions and help to drive forward the authority's strategic aims and business plan.

Work on the strategy should commence in September 2014 and the views of the Staff Council will be requested as part of the focus group arrangements. The Panel has asked for an update on progress to their November meeting.

WORKFORCE REPORT (QUARTER 4)

The Employment Panel has received the quarterly report on Human Resource matters impacting on the performance of the organisation during the period 1st January to 31st March 2014.

The Panel noted that the average days sickness per FTE had reduced again in the last quarter to 7.6 days per annum and that this was now lower than the CIPD Public Sector Average and the EELGA Authority Average. HR Advisors will continue to work closely with Managers to identify and tackle emerging issues particularly in services where there were high levels of absence.

LGSS PERFORMANCE

The Employment Panel has considered the performance of LGSS Human Resources, Payroll and Organisational Workforce Development Services across the key service measures agreed under the current contract during the period 1st January to 31st March 2014 and over the course of the year.

Members noted that the majority of service standards either had been delivered or exceeded in 2014, which is particularly pleasing given that the last quarter had been a challenging time for

human resources and payroll services given the pay review process.

To assist the Panel in monitoring performance levels and to create a balanced and impartial report, feedback from the LGSS Contract Manager and the views of District Council staff on each of these services areas also was provided.

In general terms, Members welcomed the introduction of a new feedback form to enable District Council officers to formally submit their issues with the service to the appropriate LGSS Managers and receive a direct response. Work is also underway to improve the quality of the quarterly performance reports. The Panel will continue to monitor the service issues raised by staff at their future meetings.

EMPLOYEE HANDBOOK

At the request of the Corporate Governance Panel, the Employment Panel has reviewed the content of a proposed Employee Handbook for the District Council. The Handbook had been designed to replace and strengthen the existing Employees' Code of Conduct. It is the intention that the Handbook will continue to evolve and will be more readily accessible to staff in its new format. With its change in nature it is no longer necessary to include the document in the constitution. As a result the Corporate Governance Panel has recommended to Council that the handbook be removed.

POOL CAR REVIEW

The outcome of a review of the Council's policy of providing pool vehicles for use by District Council employees has been noted by the Employment Panel.

Running costs should be fully met from charges made to service users. At current usage levels, for the number of

vehicles provided, the Panel noted that it was financially worthwhile for the Council to continue to run the pool vehicle scheme.

USE OF CONSULTANTS, HIRED AND TEMPORARY STAFF

The Employment Panel has been provided with details of the Council's expenditure on consultants, hired and temporary staff during the period 2013/14, in comparison with the previous year.

The Panel has welcomed the preparation of a guide for managers on the use of consultancy, hired and temporary staff which will assist Managers to identify and use the correct type of additional support. The Panel has approved the guidance for issue to all Managers.

PENSIONS POLICY AND LOCAL DISCRETIONS

The Employment Panel has considered the content of a revised Pensions Policy and Local Discretions Policy for the Authority. It has been necessary to review the Policies following changes to the Local Government Pension Scheme in 2014 and it is proposed to review the Policy and the local discretions on an annual basis as part of the budget preparation process so that the most affordable policy is approved prior to the new financial year.

As the Local Government Pension Scheme required formal approval of the Council's Local Discretions Policy, the Panel has recommended that the draft Pension Policy and local discretions be approved by the Council.

SPORT AND ACTIVE LIFESTYLES TEAM ANNUAL REPORT 2013/14

The Overview and Scrutiny Panel (Social Well-Being) has received details

of the performance, work programmes and highlights of the Sport and Active Lifestyles Team (SALT) during 2013/14.

Matters discussed include the position with external funding; namely public health and Lottery Grant, the cost of physical inactivity in Huntingdonshire, the difficulties in attracting external funding, the future viability of the Healthy Walks programme and the option to transfer this service to local communities.

CAMBRIDGESHIRE HOME IMPROVEMENT AGENCY SHARED SERVICE REVIEW AND DISABLED FACILITIES GRANT BUDGET

The outcome of a review of the Cambridgeshire Home Improvement Agency (HIA) shared service was reported to both the Cabinet and Overview and Scrutiny Panel (Social Well-Being). The service has completed its second year of operation. Members also received an update on the impact of the Better Care Fund and the ongoing demand for Disabled Facilities Grants (DFGs).

The HIA has achieved its three key objectives and is now in a position to extend its service to the other Cambridgeshire authorities. Concerns do exist over the risks associated with the development, in particular the County Council's position, as they may wish to withdraw revenue funding if not all authorities sign up to the proposals.

Other matters discussed include an update on the latest position with Occupational Therapy waiting times, the possible introduction of a "fast track" grant system for smaller adaptations and the need to test the market to identify whether smaller local firms are able to compete for HIA works.

A report on lessons learnt from the HIA service is being produced by the Housing Strategy Manager. This was welcomed

by the Panel as it will inform the Council of matters to be aware of as future shared service proposals emerge.

Subsequently, the Cabinet has supported the development of an outline business case for an expansion of the service to include other districts with Cambridgeshire and has agreed that the current three year service agreement be extended to allow this to be explored further.

CAMBRIDGESHIRE AND PETERBOROUGH NHS FOUNDATION TRUST: PERSONALITY DISORDER COMMUNITY SERVICE / COMPLEX CASES SERVICE, INCLUDING LIFEWORKS CONSULTATION

The Overview and Scrutiny Panel (Social Well-Being) has agreed to submit a response to Cambridgeshire and Peterborough NHS Foundation Trust's Consultation on Personality Disorder Community Service / Complex Cases Service, including Lifeworks. The Panel is supportive of the proposals but has commented on the need to ensure that service providers are fully integrated with local partners and networks in order to support community discharge planning and to facilitate social inclusion. Clarification is also sought on the provision of existing personality disorder services and the specific proposals for Huntingdonshire.

CAMBRIDGESHIRE LONG TERM TRANSPORT STRATEGY & LOCAL TRANSPORT PLAN 3 REFRESH

Both the Cabinet and Overview and Scrutiny Panel (Environmental Well-Being) have endorsed the Cambridgeshire Long Term Transport Strategy and the refresh of Local Transport Plan 3 on the grounds that they are essential to the delivery of the growth agenda.

The Strategy represents a radical change in approach to achieving transport based solutions across the Cambridgeshire area, which the Panel has been advised has political support. Improvements to the A428 are assumed at this stage and the position will be confirmed when the Highways Agency releases its "Route Based Strategy" in March 2015. A new rail station at Alconbury Weald has been welcomed by the Panel.

The Panel has discussed the risks associated with the Strategy and its underlying links with the planning process.

The Cabinet was of the view that reference should be made to the required improvements to the A1, particularly at the Buckden roundabout and the need to improve accessibility to Cambridge. Mention also was made of the need to improve the two track section surrounding the Welwyn Viaduct given its impact on the local rail network. These views will be relayed to the County Council.

DRAFT HUNTINGDON & GODMANCHESTER MARKET TOWN TRANSPORT STRATEGY

Along with the Overview and Scrutiny Panel (Environmental Well-Being), the Cabinet has expressed support for the new Market Town Transport Strategy (MTTS) for Huntingdon and Godmanchester. The Strategy contains up to date detailed projects that will enable funding opportunities from a number of sources, including Section 106 and Community Infrastructure Levy funding to be taken advantage of.

The Panel welcomes the key proposals outlined in the MTTS and acknowledges that difficult decisions will need to be taken because the challenges identified cannot be avoided. Solutions will have to be found whether or not they are the

preferred option. However the Cabinet has suggested that greater emphasis be placed on the need of the motorist given the rural nature of the district and to traffic calming measures.

A TREE STRATEGY FOR HUNTINGDONSHIRE

The Overview and Scrutiny Panel (Environmental Well-Being) has endorsed the contents of the draft document 'A Tree Strategy for Huntingdonshire'. The Panel's Tree Strategy Working Group has been involved in its development. The Strategy is intended for use as an electronic resource for interested stakeholders.

An issue has been identified relating to ownership of trees. An attempt will be made to map the Council's tree stock on a computerised tree management system. The Panel recommends that a mechanism is introduced to identify responsibility for trees, which are perceived to be in public ownership.

Other matters discussed include the importance of the Local Tree Warden Co ordinators, the need to maintain the level of resources required to deliver the Strategy and a suggestion to explore the commercial opportunities that the Strategy presents.

Subsequently, the Cabinet has approved the Strategy and has requested that the document be made available electronically and its content promoted with Parish Councils.

SHARED SERVICES BUILDING CONTROL

The Overview and Scrutiny Panel (Environmental Well-Being) has supported the proposals for the Council to explore all four options for developing Building Control shared services. The Panel has been assured

that staff had been made aware of the proposals and that career and development opportunities will emerge. The Panel does not wish local knowledge and expertise to be lost. To prevent this from happening, it is likely that local teams will be established within the shared service.

There is a need to develop the business case for shared service as soon as possible as the Building Control Service is in direct competition with the private sector. The Panel encouraged the Cabinet to give priority to completing the investigations into Options C and D as a matter of urgency.

In considering the Panel's views the Cabinet has endorsed the development of the business case and authorised the Head of Development to work with interested local authorities to develop a proposal for a wider building control cluster. The cluster would operate within a regional network supported by South Norfolk District Council. Officers will be working with South Norfolk and other interested authorities to develop a proposal for an Eastern Region Approved Inspector Company.

SHARED SERVICES

The Overview and Scrutiny Panel (Economic Well-Being) has endorsed a proposal to enter into a formal strategic shared services partnership with South Cambridgeshire District Council. As part of the proposal, the Council will also continue to work with Cambridge City Council and other appropriate partners where the opportunity exists to pursue a shared commitment to the delivery of other services.

Having welcomed the establishment of a shared services partnership, the Panel has sought clarification and asked questions on a range of matters, which were responded to by the Executive Leader and the Managing Director and

have informed the Cabinet deliberations on this matter. There will be an opportunity for further involvement as the partnership develops.

Members have been assured that the development of a shared services approach has no bearing on the sovereignty of services which will remain under the control of the District Council. Continuing with the current approach is no longer viable and is considered to be riskier than the proposed arrangements.

Subsequently, the Cabinet has agreed to form a shared services partnership with South Cambridgeshire District Council, whilst continuing to work with other councils including Cambridge City on services where there is a business case and a shared commitment to work together. Approval has also been given to the establishment of a joint informal steering group to oversee progress of the project. Legal, ICT and Building Control have been identified as potential services and a fund of £50,000 has been approved from the Transformation Budgets for project management costs.

LOVES FARM COMMUNITY BUILDING – COMMITMENT TO CONTRACT

An update on the latest position with the development of the joint community building and pre-school playgroup in Loves Farm, St Neots has been considered by the Overview & Scrutiny Panel (Economic Well-Being).

In reviewing progress of the development of this facility, the Panel has discussed a range of issues including the ownership arrangements for the building, the procurement process, procedures by which a tender is awarded and the arrangements for completion of the external works.

Subsequently the Panel has endorsed terms for the continuation of the project.

Having regard to the views of the Panel the Cabinet has authorised the Head of Resources, after consultation with the relevant Portfolio Holder, to enter into a contract with the County Council for the construction phase of a scheme to provide a community building at Loves Farm. Although fully supportive of the scheme, concerns were raised that the final tender figure may be higher than budgeted. The Cabinet has confirmed that no additional funding would be made available.

BUDGET MONITORING 2014 (REVENUE AND CAPITAL)

Both the Cabinet and Overview & Scrutiny Panel (Economic Well-Being) has reviewed the emerging variations to the approved 2014/15 revenue and capital budgets.

Having discussed an overspend of £0.050m on the Huntingdon Multi-Storey Car Park and noted that this was the subject of a separate review, the Panel has requested that the outcome should be presented to a future meeting.

RISK MANAGEMENT STRATEGY

The Overview & Scrutiny Panel (Economic Well-Being) has considered the outcome of the annual review of the Council's Risk Management Strategy. The Panel has discussed the way in which financial risks are monitored and controlled, the number of risks within each risk category and the nine risks which had been categorised as the most serious. The Panel has also discussed the Panel's corporate approach to risk.

Having been informed that the Corporate Governance Panel reviews the Authority's 'total risk' every six months, it was agreed that the Panel Chairman would speak to the Chairman of the

Corporate Governance Panel to determine whether there was a role for the Economic Well-Being Panel to further review this area without duplicating the work which has already been undertaken.

In recognition of the financial pressures facing the Authority, the need to be innovative, explore alternative methods of service delivery and also reduce the Council's reliance on Government Grant, the Panel is content to support the risk appetite levels within the Strategy.

2013/14 TREASURY MANAGEMENT ANNUAL REPORT

In accordance with the requirements of the CIPFA Code of Best Practice and the Council's Treasury Management Strategy, the Cabinet has reviewed and noted the Council's treasury management performance for the year ending 31 March 2014.

REPRESENTATIONS ON ORGANISATIONS

The Cabinet has appointed representatives to serve on a variety of organisations for the ensuing year. The Corporate Team Manager, after consultation with the Deputy Executive Leader, has been authorised to make any changes to the schedule that may arise throughout the year.

REVIEW OF RISK MANAGEMENT STRATEGY

The Cabinet has expressed its satisfaction with the conclusion of the annual review of the Risk Management Strategy and has been assured that the authority has robust risk management policies in place which are performing efficiently and support the Council's annual governance and statutory reporting processes.

MEMBERS' ALLOWANCE SCHEME – VARIATION TO SUPPORT GUIDELINES

Following the Cabinet's decision regarding the future of Members IT, the Corporate Governance Panel has endorsed an amendment to paragraph 10 of the Members Allowances Scheme and minor changes to the Members' IT and Telephone Support Guidelines to reflect the move to electronic delivery of agenda for Council meetings. The changes were subsequently approved by the Council.

IMPLEMENTATION OF AGREED AUDIT ACTIONS

The Corporate Governance Panel has received reassurances from the Managing Director that a culture of compliance was being promoted throughout the authority. Members were informed that the implementation of agreed audit recommendations will be routinely overseen by Management Team.

INTERNAL AUDIT & RISK MANAGER'S JOB DESCRIPTION

Under the requirements of the Public Sector Internal Audit Standards, the Panel was provided with a copy of the job description and grade of the post of the Internal Audit & Risk Manager.

RIPA INSPECTION

The outcome of an inspection by the Office of Surveillance Commissioner was reported to the Corporate Governance Panel. The inspection was undertaken in June and endorses the favourable conclusions of the 2011 report that the Council's use of the Regulation of Investigatory Powers Act is of a satisfactory level.

FRAUD WORKING GROUP

Councillors M G Baker, E R Butler, K J Churchill, G J Harlock and P G Mitchell have been appointed by the Corporate Governance Panel to the Fraud Working Group.

PREPARING THE ANNUAL GOVERNANCE STATEMENT

In reviewing the action taken to reassess the Code of Corporate Governance, the Corporate Governance Panel has concluded that the following issues be recorded in the Plan as significant:

- to develop the themes and aims in the Corporate Plan through service plans and performance measures;
- to review partnership working including benefits/outcomes and the contribution partnerships make to the Corporate Plan;
- to publicise the vision statement and strategic themes and outcomes; and
- continued compliance with the Code of Procurement.

INTERNAL AUDIT SERVICE – INTERNAL AUDIT PLAN

The content of an Internal Audit and Assurance Plan has been approved by the Corporate Governance Panel. The Plan sets out key features of the internal audit plan process for the period 1st April 2014 to 31st March 2015.

REVIEW OF THE EFFECTIVENESS OF THE LICENSING AND PROTECTION PANEL/COMMITTEE.

The Corporate Governance Panel has noted the outcome of a review of the effectiveness of the Licensing Panel/Committee which had been undertaken at the request of the Panel by three

members of the Licensing Committee. The Panel has agreed to look at the effectiveness of the S106 Agreement Advisory Group as their next task.

TRAINING OF PANEL MEMBERS

Suggestions for training for Members of the Corporate Governance Panel based on the anticipated work programme over the ensuing year have been noted. A formal training day is to be held in September for all Members involved in the Audit Process across Cambridgeshire.

DEVELOPMENT MANAGEMENT SERVICE – STAFF MATTERS

An update on the current position with regard to the appointment of new staff and the impact of these and the existing extended delegation on the delivery of the Development Management Service has been presented to the Development Management Panel. The Panel noted that three Team Leaders had now been appointed, that two temporary posts of Assistant Development Management Officer would be advertised and that it had been decided to hold vacant for the time being the post of Planning Service Manager (Development Management) formerly held by the Head of Development. Arrangements had been put in place over the period of the vacancies which had involved a temporary variation to the Panels' scheme of delegation. This had enabled Development Management Officers to determine certain types of applications within prescribed criteria. Some 130 applications had been determined during this time without any subsequent concerns. As this arrangement had proved successful and as it is the intention to review the Panel's scheme of delegation at the end of the year, the Panel agreed to extend the temporary scheme for a further period to 31st December 2014.

DEVELOPMENT APPLICATIONS

The Panel determined eight applications and deferred one other for further information at its July meeting. Amongst these were two outline applications for major mixed development at RAF Brampton and on the site of Phase 2 of the Loves Farm Eastern Extension development in St Neots. Both applications are subject to a detailed Section 106 Agreement, the principles of which have been endorsed by the Panel for further negotiation by the Head of Development.