

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 6 NOVEMBER 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 9th October 2014.

**C Bulman
388234**

2. MEMBERS INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda Item.

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

A copy of the current Notice of Key Executive Decisions, which was published on 17th October 2014 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic Services
388007**

4. CORPORATE PLAN: PERFORMANCE MONITORING (Pages 13 - 28)

To consider performance against the key activities identified in the Council's Corporate Plan for 2014/15 for the period 1st July to 30th September 2014.

**H Thackray
388035**

(Executive Councillors J D Ablewhite, B S Chapman, D B Dew, J A Gray, and T D Sanderson have been invited to attend for this discussion).

5. TREASURY MANAGEMENT REVIEW OF PERFORMANCE: 6 MONTHLY REVIEW (Pages 29 - 34)

To consider a report by the Head of Resources providing an update on treasury management activity for the period 1st April to 30th September 2014.

**C Mason
388157**

6. GROWTH DEAL ROUND 2 (STRATEGIC ECONOMIC PLAN) UPDATE (Pages 35 - 50)

To consider a report by Corporate Director (Delivery) on the second round bidding process for Government Growth Deal funding.

**N McCurdy
388332**

7. PROJECT CLOSURE REPORTS (Pages 51 - 62)

To consider the Huntingdon Multi-Storey Car Park and One Leisure St Ives project closure report.

**J Lancaster
388300**

8. WORK PLAN (Pages 63 - 64)

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.

**A Roberts
388015**

9. OVERVIEW & SCRUTINY PANEL (ECONOMIC WELL-BEING) - PROGRESS (Pages 65 - 68)

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

**C Bulman
388234**

10. SCRUTINY (Pages 69 - 76)

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 29 day of October 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.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

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

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

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

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

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version

please contact the Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

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

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 9 October 2014.

PRESENT: Councillor R Harrison – Chairman.

Councillors G J Bull, S Cawley,
Mrs A Dickinson, D Harty, T Hayward,
P D Reeve and M F Shellens.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors P L E Bucknell, E R Butler, I J Curtis and P G Mitchell.

IN ATTENDANCE: Councillors J D Ablewhite and J A Gray.

40. MINUTES

The Minutes of the meeting held on 4th September 2014 were approved as a correct record and signed by the Chairman.

41. MEMBERS INTERESTS

No declarations were received.

42. 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). In recognition of the Panel's interest in the Huntingdon West Masterplan and the Huntingdonshire Infrastructure Business Plan, it was agreed that Panel Members should be invited to attend the Environmental Well-Being Panel when these items were discussed.

43. SHARED SERVICES

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

With the assistance of a report by the Managing Director (a copy of which is appended in the Minute Book), the Panel received an update on the progress which had been made by Huntingdonshire District Council, South Cambridgeshire District Council and Cambridge City Council to work in partnership to deliver shared services. The Executive Leader reminded Members that the shared service arrangement with Cambridge City Council for the delivery of CCTV had now come to fruition and successfully demonstrated that services could be delivered across local authorities. The current report set out proposals for a three council collaboration for the delivery of ICT and Legal Services that would deliver benefits to all partners and would

have not affect the District Council's sovereignty over its services. The Council had significant budgetary challenges to meet and sharing services with the Council's strategic partners would deliver further efficiencies and protect the quality of frontline services.

The Corporate Director (Services) explained that progress to date had been positive and a number of general principles had been agreed, including a decision on the lead authorities for the delivery of ICT and Legal shared services. Members were advised that the partnership had been successful in achieving £0.5M from the Transformation Challenge Fund which would be used for overall project management / co-ordination and to fund interim and permanent support to ensure that the momentum of the partnership was maintained. Members conveyed their appreciation to those officers within the District Council who had been involved in the successful bid to the Transformation Challenge Fund.

With regard to the specific proposals regarding the provision of ICT and Legal services, Members were informed that it was proposed to adopt a phased approach to the development of these shared services and to appoint interim project support to assist with the process and develop a full business case. It was also proposed to appoint a Business and Legal Practice Manager to support the transformation programme, the delivery of early efficiencies and the move to shared service.

In considering the contents of the report, the Panel sought clarification as to whether the District Council had sufficient expertise to lead on the development of a shared ICT service. Members also examined the arrangements for the management and funding of the proposed Business and Legal Practice Manager and the Monitoring Officer role. With regard to the latter, they were informed that this role would continue to be retained in house by the Corporate Director (Services). In terms of the management of the arrangements, shared service legal agreements would be developed on a service-by-service basis and would incorporate performance measures. Once the interim project managers were in place, project plans with key timescales would start to be developed.

The arrangements for scrutinising the shared services had yet to be agreed, although there were a number of models that could be adopted. Consideration would also need to be given to the measures for performance management reporting. Members requested that they were involved in the development of the Scrutiny arrangements in due course.

In response to a number of questions by a Member of the Panel, the Executive Leader outlined the reasons for deciding not to pursue an agreement with Local Government Shared Services for the provision of Legal and ICT Services. He also advised that training for project managers was currently being undertaken internally to develop project management skills in-house and Improvement and Efficiency South East, who had significant experience and expertise in transformation and projects, was also providing assistance. It was unlikely that this level of expertise could have been obtained from the County Council. In terms of the potential for further devolution of powers from Central Government and the impact that sharing

services at this stage might have upon the establishment of any future Greater Cambridgeshire Partnership, the Executive Leader stressed that such unknown factors had not been taken into account in the preparation of the current report and that the Government was encouraging Councils to enter into shared services agreements as evidenced by the Transformation Challenge Fund grant.

The Panel discussed with the Executive Leader and the Corporate Director (Services) the importance of engaging with staff and carrying them with the Council on this journey. Having been informed that the new Senior Management Team had been tasked with dealing with the issues raised within the recent Employee Opinion survey, the Corporate Director (Services) explained that communication planning would be a key part of the development of shared services and that there was a detailed communications plan in place for this purpose. Members were also advised that affected staff had already been briefed prior to the dispatch of papers for the Panel meeting and the issue of a recent press release.

Having welcomed the overall direction of travel and the need to maintain momentum moving forward, it was

RESOLVED

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

44. BUDGET MONITORING 2014 / 15 (REVENUE & CAPITAL) AND AN UPDATE ON ZERO BASED BUDGETING

(Councillor J A Gray, Executive Councillor for Resources, was in attendance for the discussion on this item).

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 £0.171m. The position with regard to the net capital budget reflected slippage of £1.945m, which was the result of items being carried over from 2013/14 and a number of forecast variations. On this occasion, the report also included an update on the Zero Based Budgeting (ZBB) process.

The Executive Councillor for Resources explained that there had been a good start to the year although traditionally the more significant movements within the Budget tended to occur later in the year. He reminded Members that Facing the Future continued to be an important initiative and work would continue to gain pace as Cabinet Members were currently reviewing all outstanding ideas and proposals with their Heads of Service. In addition, the ZBB exercise had begun in preparation for setting the 2015/16 Budget and compiling the Medium Term Financial Strategy in February 2015. The Panel were reminded that the Cabinet had set out its ambition to freeze Council Tax which meant that the Council could not afford to be complacent.

The Executive Councillor also reported on other activities within the

Resources portfolio. He informed Members that work was underway to develop a new Assets and Disposal Policy and to reconstitute the Council's Treasury Management Advisory Group.

In terms of the ZBB process, the Head of Resources explained that October was an important month and work was ongoing to review those services that had been selected for ZBB 'heavy' review. Consideration was also being given to those areas where more immediate benefits could be achieved; for example, overtime budgets and vacant posts within the establishment. In response, a Member emphasised the need to avoid the temptation simply to avoid filling vacancies within the establishment to meet savings targets.

In considering the information within the budget monitoring section of the report, Members commented upon the estimated increase in New Homes Bonus of £0.164m. The Panel were reminded that following the Provisional Outturn for 2013/14, the Cabinet had established an Earmarked Reserve for Capital Investment which would provide a future revenue return. Provided that New Homes Bonus continued to be paid there might be an opportunity further to add to this reserve.

In response to a number of specific questions regarding savings forecast within the 2014/15 Budget, the Head of Resources was requested to circulate details of the one off cost relating to the settlement of a legal dispute in the land charges service and the saving on town and parish support, which had been identified within Democratic Services and was yet to be resolved.

Members emphasised that the outcome of the ZBB process would only be as good as the managers' commitment to it and Members' appetite for changes to the way in which the Council currently did things. In response to a question regarding the process itself and whether it differed from elsewhere, Members were informed that it was a three year process, with a number of services being selected for 'heavy' review each year and the remainder receiving a less detailed review. At the end of the three year period, the process would begin again. Attention was also drawn to the use of a 'Star Chamber' as part of the examination of the services, which had been selected for ZBB 'heavy' review as a means of providing further challenge in the process. The Chairman suggested that Members should give consideration in advance of the next meeting as to whether it might be useful for the Panel to review one of the ZBB 'heavy' services in further detail.

In recognising that ZBB was a continuing process and that an external specialist and external strategic financial expertise had been brought in to lead the process at this stage, Members were advised that it was hoped to develop and transfer in-house a number of the skills used as the process progressed.

Having thanked the Head of Resources for a clear and comprehensive report, it was

RESOLVED

that the Cabinet be recommended to note:

- (a) the Forecast Revenue Budget of £20.699m;
- (b) the Forecast Capital Budget of £5.879m; and
- (c) the proposals for undertaking the Zero Based Budget exercise in preparation for the forward budget.

45. EXCLUSION OF THE PUBLIC

RESOLVED

that the public be excluded from the meeting because the business to be transacted contains information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority and employees of, or office holders under the authority.

46. OPTIONS FOR FRAUD INVESTIGATION POST SFIS

Consideration was given to a joint report by the Corporate Fraud Manager and the Head of Customer Services (a copy of which is appended in the Annex to the Minute Book) outlining the implications for the authority of the Department of Work and Pensions' decision to launch a Single Fraud Investigation Service (SFIS) for the investigation of welfare fraud.

By way of introduction, the Head of Customer Services explained that the Council would be transferring its Housing Benefit fraud function to the SFIS in May 2015. It was reported that some or all of the Council's Fraud Team would be transferred to the new service and that a significant number of risks connected to fraud across the Council's services would remain. Members' attention was then drawn to the options available for the Authority once the transfer had been completed. The report had previously been considered by the Corporate Governance Panel whose comments were relayed to the Panel.

Having considered the options outlined within the report, Members formed the opinion that the District Council should retain a fraud presence with a view to exploring the opportunities for a shared service with neighbouring authorities once the formation of the SFIS had been completed. Whereupon, it was

RESOLVED

that the Cabinet be recommended to retain a smaller Fraud Team which can work in partnership with neighbouring authorities and other agencies (as outlined in option 4 of the report now submitted).

47. RE-ADMITTANCE OF THE PUBLIC

RESOLVED

that the public be re-admitted to the meeting.

48. WORK PLAN

The Panel received and noted a report by the Scrutiny and Review Manager (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.

Members were informed that the Environmental Well-Being Panel would be visiting the Great Fen Project on Friday 7th November 2014 and that an invitation would be extended to Members of the Economic Well-Being Panel in due course.

49. OVERVIEW & SCRUTINY PANEL (ECONOMIC WELL-BEING) PROGRESS

The Panel received and noted a report by the Scrutiny and Review Manager (a copy of which is appended in the Minute Book) outlining the progress which had been made on matters that had previously been discussed. With regard to the Panel's future Agenda items, Members were informed that performance information for the second quarter of the year would be presented to the meeting in November and that an update on project management had been planned for December 2014. It was also reported that a presentation on the prosperity and vitality of the Market Towns had been deferred to the Panel's meeting in January 2015.

In reviewing progress on matters within the report, the Chairman explained that the Panel would invite the new Chairman of the Local Enterprise Partnership to give a presentation on its Business Plan once s/he had been appointed. Having received a brief update on the status of the Facing the Future programme, the Panel discussed their expectations with regard to the forthcoming update by the Corporate Team Manager. Members were of the opinion that there was a role for the Panel in monitoring where savings had or had not been achieved as part of the process.

50. SCRUTINY

The Panel considered and noted the latest edition of the Decision Digest (a copy of which is appended in the Minute Book). Having discussed whether the Digest added value to the Panel's discussions, it was agreed that it should be retained as an Agenda item but dealt with 'by exception' rather than being considered in its entirety.

Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 17 October 2014
For Period: 1 November 2014 to 30 April 2015

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Executive Leader of the Council, with responsibility for Strategic Economic Development and 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 and 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 Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Howe	- Deputy Executive Leader of the Council with responsibility for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk

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

Notice is hereby given of:

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

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

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



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

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

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

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	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
<i>Huntingdonshire District Council - Operational Asset Review 2014***##</i>	Cabinet	20 Nov 2014		<i>Colin Luscombe, Estates Strategic Assessment Tel No 01480 387086 or email Colin.Luscombe@huntingdonshire.gov.uk</i>		J A Gray	<i>Economic Well-Being</i>
Shared Service - Building Control	Cabinet	20 Nov 2014		Mr Andy Moffat, Head of Development Tel No. 01480 388400 or email Andy.Moffat@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
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@huntingdonshire.gov.uk		B S Chapman	Economic Well-Being
Anti-Social Behaviour, Crime and Policing Act 2014***	Cabinet	11 Dec 2014		Chris Stopford, Head of Community Services Tel No. 01480 388280 or email Chris.Stopford@huntingdonshire.gov.uk		D B Dew, T D Sanderson and D M Tysoe	Social Well Being and Environmental Well-Being
Rebate for Clothing & Shoe Bank Collections	Cabinet	11 Dec 2014		Mr Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Energy Management Plan	Cabinet	11 Dec 2014		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Council Tax Support Scheme	Cabinet	11 Dec 2014		A Burns, Benefits Manager, Benefits Manager Tel No. 01480 388122 or email Amanda.Burns@huntingdonshire.gov.uk		B S Chapman	Social Well-Being
Draft Budget & MTF5	Cabinet	11 Dec 2014		Mr Clive Mason, Head of Resources Tel No. 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Huntingdonshire Design Guide Supplementary Planning Document****	Cabinet	19 Mar 2015	Draft Supplementary Planning Document	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Huntingdonshire Infrastructure Business Plan	Cabinet	23 Apr 2015	Draft Infrastructure Plan	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	23 Apr 2015	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	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
CPE - Civil Parking Enforcements	Cabinet	TBC		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
ECML Crossing Closures	Cabinet	TBC		Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

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Public
Key Decision - YES
* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: CORPORATE PLAN - PERORMANCE REPORT

Meeting/Date: SOCIAL WELL-BEING 4th NOVEMBER 2014
ECONOMIC WELL-BEING 6TH NOVEMBER 2014
ENVIRONMENTAL WELL-BEING 11TH NOVEMBER 2014
CABINET 20th NOVEMBER 2014

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 July to 30th September 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

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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.

BACKGROUND INFORMATION

Performance Management reports

The Council's Corporate Plan

CONTACT OFFICER

Howard Thackray, Corporate Policy & Performance Manager

(01480) 388035

CORPORATE PLAN – PERFORMANCE REPORT
STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period July to September 2014

Key to status

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

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	4		2		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

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Review the Council's business growth and inward investment role	Ongoing	Cllr Sanderson	Andy Moffat	<p>Q2 Economic Development: Outcomes of countywide review/rewiring still unknown so review of HDC role is on hold. Service activities continuing as normal.</p> <p><i>Q1 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'.</i></p>

					<i>HDC review to begin following outcome of the above.</i>
G	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	<p>Q2 Economic Development: Successful Accessing Funding event hosted showcasing HDC's funding portal www.Huntingdonshire4Business.org. 64 business representatives attended of which 96.8% registered a good or excellent evaluation score for Content & 90.3% for Organisation. Planning for December event started and on target – Theme: Innovation & Taxation</p> <p><i>Q1 Economic Development: Planning for August 2015 event started and on target. Theme: accessing funding</i></p>
R	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	<p>Q2 Development Management: As Q1 report – Target date of Dec 2014.</p> <p><i>Q1 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.</i></p>

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	<p>Q2 Planning Policy: As above</p> <p><i>Q1 Planning Policy: The CIL governance structure is currently tied to the HSP and options for reviewing this will be considered in January 2015.</i></p>
G	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	<p>Q2 Economic Development and Planning Policy: Outcomes for the LEP overall were disappointing but the two projects mentioned above have been awarded funding. LEP Leaders agreed that more local authority input should be involved in subsequent rounds of funding applications. HDC is leading this input. Next submission for funding due to Government in November.</p> <p><i>Q1 Economic Development and Planning Policy:</i></p>

					<ul style="list-style-type: none"> • <i>This action has been completed through working direct and via the Cambridgeshire and Peterborough Joint Strategic Planning Unit.</i> • <i>Continued dialogue with LEP including through briefing executive leader before LEP board meetings</i> • <i>LEP Board on the 13th May decided the priority list of capital schemes for 2015/16 along with revenue 'asks'.</i> • <i>2/5 Band 1 (Top) priorities are in Hunts:</i> <ul style="list-style-type: none"> ○ <i>Alconbury Weald EZ High Tech Company Expansion (£3.6m)</i> ○ <i>Alconbury Weald Technical and Vocational Centre, Huntingdonshire (£5m)</i> • <i>Announcements for all LEPs expected July</i>
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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 Update
G	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	<p>Q2 Economic Development:</p> <ul style="list-style-type: none"> • Further commitment by SFA to fund 0.5FTE for support and coordination of Enterprise Zone skills group activities. • Skills Hub - partner commitment received, awaiting signing of Partnership agreement, which includes:- Business plan (3yr) and an activity schedule detailing yearly targets, activities and costings. • Event for 16th December (promoting apprenticeship) in early days of planning. <p>Q1 Economic Development:</p> <ul style="list-style-type: none"> • <i>0.5 FTE funded by Skills Funding Agency (SFA)</i> • <i>Continued support and coordination of EZ skills group and partnership activities.</i> • <i>Developed proposal for a multi-partner skills hub – now seeking partner commitment</i>
G	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	<p>Q2 Economic Development:</p> <ul style="list-style-type: none"> • Further commitment by HASP to fund 0.5FTE for financial year 2014/15 • HASP 1.5 FTE commitment to the Skills Hub • Involvement with apprenticeship event in December.

					<p><i>Q1 Economic Development:</i></p> <ul style="list-style-type: none">• <i>0.5 FTE Funded by HASP</i>• <i>Advance stage planning for July event: Education facing event to raise awareness of the economic landscape and business skills needs</i>• <i>HASP representation on the EZ Skills Steering Group</i>
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STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

**Period July to September 2014
Summary of progress for Key Actions**

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		2						

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	10		3		2				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 Update
G	Introduce zero base budgeting for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	Q2 Interim Resources recruited; including use of specialist "strategic finance" specialists. Programme of work identified, reported to members and staff/managers consulted. <i>Q1 Currently recruiting interim resources</i>
G	Deliver 'Facing the Future' (FtF)	Various	Cllr Gray for programme Various for themes / activities	Adrian Dobbyne	Q2 Facing the Future continues to be subject to revision and updates from Officers in discussion and agreement with Cabinet Members. The status of all identified activities is now much clearer and further work is being undertaken to quantify financial saving to activities. With the new Senior Management Team in place, the prioritisation of activities can be firmed up with Portfolio Holders. This will then help allocate resources to those activities that need them to progress (e.g. Project Management, Lean Processes) where some activities just need to happen within existing resources (e.g. stop the service). Further work is being undertaken to help make the list more manageable by removing those activities that are on hold, to be deferred, to stop or have been completed. A full record will be maintained but we need to make the list usable. Cabinet and

					<p>the Senior Management Team meet on 10 November to review the list, so that we will have a definitive and agreed list fully updated next month.</p> <p>Additional project management training has been undertaken by 12 Officers and a further 19 Officers have been selected to receive training in Lean in October and November.</p> <p><i>Q1 Across the Council progress is being made. Some highlights include:</i></p> <ul style="list-style-type: none"> • <i>The CCTV service with Cambridge City is now live.</i> • <i>Shared service discussions connected to IMD, Legal and Building Control are continuing within the Strategic Partnership.</i> • <i>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.</i> • <i>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.</i> • <i>The new HoS are reviewing progress on the FtF ideas and ensuring the most beneficial ideas are being progressed.</i> • <i>A further update on FtF is planned for O&S (Economic) on the 4th Sept.</i>
G	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Grey	Clive Mason	<p>Q2 Work to develop investment grade proposals for a package of energy saving measures at each of the councils 9 main sites is ongoing. A progress report will be presented to Scrutiny in the 3rd quarter, proposals finalised by 31st March 2015 for implementation in 2015/16.</p> <p><i>Q1 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 3rd Quarter 2014/15</i></p>
G	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	<p>Q2 Appointment of a Graduate Trainee has been made and they start 22 October. The Marketing Officer has now moved into the team. The evidence gathering on marketing and branding is now complete and a review of a draft Communications Strategy</p>

					<p>has been made with the Senior Manager Team and will be updated and issued in November. All activities will be assessed and where relevant new processes put in place to support the strategy.</p> <p><i>Q1 Communications review undertaken in May. Team structure now being reviewed, with recruitment underway. Marketing & Branding exercise in evidence gathering stage.</i></p>
G	Carry out staff satisfaction survey	Aug 2014	Cllr Ablewhite	Jo Lancaster	<p>Q2 The Employee Survey was undertaken in August with the results analysed in September. Around 50% of employees completed the survey. The results have been shared with all staff and there were three simultaneous feedback sessions arranged for October. Focus Groups are being arranged, which will help formulate an action plan, which will be monitored by the Senior Managers Team. This will be presented to Employment Panel in November. Although in many areas the results were understandable, this wasn't a surprise and it is clear that we can identify some very positive actions to take.</p> <p><i>Q1 Survey launched 15th July and will run for a month. Managers asked to help encourage employee participation. Article due in Team Brief.</i></p>

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 Update
A	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	<p>Q2 This is now resolved. Corporate Team have a SharePoint 2010 list that they can enter the required data to that is then visible on the website.</p> <p><i>Q1 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.</i></p>
A	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	<p>Q2 The survey was completed on 7 September with 705 replies. The key findings have been identified and will be reported to the Overview and Scrutiny Panel (Social Well Being) and to Cabinet in November. The Senior Managers Team have been briefed on the findings. This will now help inform the budget setting process and be particularly useful as we undertake zero based</p>

					<p>budgeting in many areas.</p> <p><i>Q1 Final version of the survey being considered. Survey to start on 7th August</i></p>
G	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC - TBC	Cllr Chapman	John Taylor	<p>Q2 Govt announcement: National roll out of UC to take place during 2015/16 for single people only initially. Migration of existing claims expected to start at some point in 2016. This is for working age customers only; pensioner HB expected to remain with local authorities until around 2020. Trials starting on delivering UC support locally including local authority involvement.</p> <p><i>Q1 We have agreed deferred date of SFIS, with DWP, to May 2015.</i></p> <p><i>Watching developments nationally with respect to Universal Credit.</i></p>

Period July to September 2014

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
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24

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative 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 Aim to minimise	25 days	22.07 days	27 days	28.5 days	A	27 days	c. 27 days	G
Comments: (Customer Services) 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. Q2: Performance has improved on Q1-32 days. September performance exceeded target. More automation was introduced in March and processes have now bedded in.								
Number of days to process changes of circumstances Aim to minimise	8 days	6.3 days	8 days	7.9 days	G	8 days	c. 8 days	G
Comments (Customer Services) 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. Q2: Performance back on track. Automation of some processes now taking effect.								
Number of days to process new council tax support claims Aim to minimise	21 days	21 days	27 days	27.4 days	G	27 days	c. 27 days	G
Comment: (Customer Services) 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. Q2: Performance has improved on Q1. September performance exceeded target. More automation was introduced in March and processes have now bedded in.								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of days to process council tax support change events Aim to minimise	5 days	4.4 days	8 days	7 days	G	8 days	c. 8 days	G
Comments: (Customer Services) <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. Q2: Performance back on track. Automation of some processes now taking effect.</i>								
% of Council Tax collected against target Aim to maximise	98.3%	57.3%	57.0%	57.3%	G	98.5%	98.5%	G
Comment: (Customer Services) <i>Pleasing given the welfare/technical changes and the challenging financial climate. On target to meet yearend target.</i>								
% of Business Rates collected against target Aim to maximise	98.8%	57.8%	59.0%	59.2%	G	98.5%	98.5%	A
Comments: (Customer Services) <i>Taking account of the large appeals (10% of receipts to date) and other changes, the collection rate remains on target – which represents good performance</i>								
Telephone satisfaction rates Aim to maximise	98.6%	98.6%	98%	95%	98%	G	95%	G
Comments: (Customer Services) <i>We are changing the way we survey our customers in the next quarter. This is because we are switching from a phone survey at the end of a call to the Call Centre to a twice yearly postal survey to a sample of customers. This will shorten phone calls, increase the randomness of the survey and allow both the Call Centre and Customer Service Centres to be assessed in the same way – promoting greater consistency in how we assess quality of service'</i>								
Customer service centre satisfaction rates Aim to maximise	98.7%	99%	95%	99%	G	95%	95%	G
Comments: (Customer Services) <i>We are changing our survey questions and method for the next quarter.</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Staff sickness (working days lost per FTE) Aim to minimise	7.6	n/a	No target set	5.9	R	No target set	12.0	R
Comments: (Corporate Office) <i>This is the highest figure that HDC has ever reported for cumulative to Quarter 2. 60% of all days lost this quarter were due to long-term sickness absence (high). With quarters 3 and 4 traditionally worse for sickness levels, the likelihood is that we will be well above last year's level by the end of 2014/15 and Managers are implementing the sickness absence policy to mitigate against sickness absence. This is well above an EELGA average of 7.7, CIPD private sector average of 5.7 and a CIPD public sector average of 7.9.</i>								
Subsidy per visit to council owned leisure facilities Aim to minimise	n/a	n/a	n/a	£0.35	A	-£0.01	£0.00	G
Comments: (Leisure and Health) <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 Aim to maximise	96%	96%	100%	97%	A	100%	100%	G
Comments: (Resources) <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 Aim to maximise	92%	90%	95%	98%	G	95%	95%	G
Comments: (Resources) <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 Aim to minimise	-1%	-1%	-1%	1.5%	R	-1%	1%	A
Comments: (Resources) <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>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 2 2013/14 Cumulative Performance	Quarter 2 2014/15 Cumulative Target	Quarter 2 2014/15 Cumulative Performance	Quarter 2 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Total amount of energy used in Council buildings Aim to minimise	12,025,230 (kWh)	6,619,314 (kWh)	6,487,006 (kWh)	6,197,543 (kWh)	G	2% ↓ in energy use	11,784,725 (kWh)	G
Comments (Operations)								
Total diesel fuel used from Council's fleet of vehicles Aim to minimise	577,777.93 (Litres)	306,936.43 (Litres)		294,062.34 (Litres)	G	1% reduction in diesel fuel used	564,903.84 (Litres)	G
Comment: (Operations)								

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Treasury Management Review of Performance: 6 Monthly Review
Meeting/Date:	Cabinet 20 November 2014
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

In February 2014 the council adopted the 2014/15 Treasury Management Strategy. Best practice and prescribed treasury management guidance requires members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

Recommendation(s):

It is recommended that Overview and Scrutiny notes the report and recommends the report to Cabinet and then to Council.

1. PURPOSE

- 1.1 To update members, in line with best practice and prescribed Treasury Management guidance, on treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

2. TREASURY MANAGEMENT STRATEGY

- 2.1 The Council approved the 2014/15 treasury management strategy at its meeting on 13 February 2014.
- 2.2 All treasury management activity undertaken during the period complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.3 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. TREASURY MANAGEMENT ACTIVITY

Cash Flow Management

- 3.1 The vast majority of activity over the past 6 months has been in managing short term fluctuations in cash flow by borrowing or investing for periods that ensure sustainable cash liquidity and at cost that is the most economically advantageous for the council.
- 3.2 Much of the investment activity has been in call accounts and Money Market Funds. These accounts offer two clear advantages considering the current investment market:
- One of the primary Treasury Management objectives is the security of funds invested; because these accounts allow immediate access to funds this reduces the risk of default.
 - These accounts provide a fair return on amounts invested.
- 3.3 There have also been deficits at various times over the period which has required the council to borrow temporarily from other Local Authorities at low rates (typically between 0.27% and 0.40%), the maximum period of borrowing has been 35 days.

Long Term Borrowing and Investments

- 3.4 During the period the council has made available the following investment facilities:
- £1.371m to Huntingdon Regional College, which has been back-to-back funded by long-term borrowing for the same amount from the Public Works Loans Board (PWLB).
 - £0.071m to Huntingdon Gym.
 - £0.010m to Alconbury Parish Council.

With regard to the investments in Huntingdon Gym and Alconbury Parish Council, these are currently being financed from within the Councils own working capital.

- 3.5 As at the 30 September the council had short and long term external investments of £9.2m and borrowing of £16.4m. The following table summarises the transactions during the period and further detailed analysis is shown in Appendix 1.

2013/14 £m			2014/15 £m
6.4	Investments	- as at 31 st March	3.5
(58.9)		- matured in period	(100.8)
65.8		- arranged in period	106.5
13.3		- as at 30 th September	9.2
(16.0)	Borrowing	- as at 31 st March	(17.4)
20.5		- matured/repaid in period	20.0
(22.0)		- arranged in period	(19.0)
(17.5)		- as at 30 th September	(16.4)
(9.6)	Net investments at 31st March		(13.9)
(4.2)	Net investments at 30th September		(7.2)

4. PERFORMANCE – INTEREST RETURN

- 4.1 As noted in para 3.4 the council borrowed a further £1.5m from the PWLB for 10 years, this was borrowed in August 2013 at 2.24% (2.44% less the 0.2% certainty rate). The investment with Huntingdonshire Regional College allows the council to make a small return on the cost of borrowing over the life of the investment.
- 4.2 To give an indication of net investment performance, the summary below excludes the above long-term investments and borrowing to give a fairer comparison with the current benchmark of the 7 day rate.

SHORT-TERM PERFORMANCE FOR THE 6 MONTHS APRIL 2014 – SEPTEMBER 2014					
Net investments	Performance	Benchmark	Variation from benchmark	Managed Funds	
				1 April £m	30 Sept £m
Excluding Huntingdon Regional College, Huntingdon Gym and Alconbury Parish Council	0.43%	0.23%	+0.20%	4.1	(2.7)

Note: The Benchmark performance is based on the local authority seven day deposit rate, this is the rate that a local authority can expect to earn on an investment. This rate is published on the Financial Times website.

5. PERFORMANCE – AGAINST BUDGET IN 2013/14

5.1 The latest forecast outturn is for the net cost of interest to be under budget by £39,000 (net cost of £0.361m against a budget of £0.400m). The small saving is attributable to a combination of low borrowing interest rates (especially between local authorities), reduction in revenue spending, delays in capital expenditure and higher than expected revenue reserves.

6 TREASURY MANAGEMENT INDICATORS

6.1 The Council measures its exposures to certain treasury management risks with the following indicators which generally relate to the position as at 30 September.

6.2 Interest rate exposures

It is therefore proposed to replace it with the following indicators which better illustrate the position:

		Limits		Actual Sept 2014
		Max.	Min.	
Borrowing: longer than 1 year	Fixed	100%	75%	100%
	Variable	25%	0%	0%
Investments: longer than 1 year	Fixed	100%	100%	100%
	Variable	0%	0%	0%

All borrowing and investing for less than one year is variable by definition. Control over the council’s exposure to interest rates will be achieved as follows:

6.3 Maturity structure of borrowing

This indicator prescribes the limits within which the Council can borrow to either maintain effective cash flow or to cover capital expenditure.

Borrowing	Upper	Lower	Actual
Under 12 months	92%	0%	30%
12 months and within 24 months	92%	0%	0%
24 months and within five years	92%	0%	0%
Five years and within 10 years	93%	1%	9%
10 years and above	100%	7%	61%

6.4 Investment repayment profile – limit on the value of investments that cannot be redeemed within 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The total principal sums invested to final maturities beyond the period end were:

	2014/15 £m	2015/16 £m	2016/17 £m
Limit on investments over 364 days as at 31 March each year.	32.7	34.0	37.7
Actual principal invested beyond year end as at 30 September 2013	1.3	1.2	1.0

7 REASONS FOR THE RECOMMENDED DECISIONS

7.1 It is recommended that Overview and Scrutiny notes the report and recommends the report to Cabinet and then to Council.

8. LIST OF APPENDICES INCLUDED

Appendix 1 – Investments and Borrowing as at 30 September 2014

BACKGROUND PAPERS

Working papers in Financial Services

CONTACT OFFICER

Clive Mason, Head of Resources
(01480 388157

David Ablett, Interim Accountancy Manager
(01480 388026

Investments as at 30 September 2014

	£m	Investment date	Rate %	Repayment date
Term Deposits				
Alconbury Parish Council	0.010	08/07/13	0.50	08/07/16
Huntingdonshire Regional College	1.371	05/08/13	3.34	05/08/23
Huntingdon Gym	0.071	2/10/13	5.13	30/09/23
	1.452			
Liquidity Accounts				
NatWest	0.060	01/04/13	0.25	Call
Cambridge Building Society	0.100	09/10/13	0.50	Call
Santander	1.620	30/09/14	0.50	Call
Handelsbanken	2.000	22/09/14	0.40	Call
Barclays	0.950	23/09/14	0.45	Call
Ignis Liquidity Fund	2.000	15/09/14	0.40	Call
PSDF	1.000	15/09/14	0.36	Call
TOTAL	7.730			

Borrowing as at 30 September 2014

	£m	Borrowing date	Rate %	Repayment date
Long Term				
PWLB	1.433	07/08/13	2.44	07/08/23
PWLB	5.000	19/12/08	3.91	19/12/57
PWLB	5.000	19/12/08	3.90	19/12/58
Short Term				
Middlesbrough Council	5.000	11/09/14	0.29	03/10/14
TOTAL	16.433			

Agenda Item 6

Public*
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Growth Deal Round 2 (Strategic Economic Plan) Update
Meeting/Date:	Overview & Scrutiny (Economic Wellbeing) 6 November 2014
Executive Portfolio:	Cllr Jason Ablewhite & Cllr Tom Sanderson
Report by:	Nigel McCurdy - Corporate Director (Delivery)
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to inform Members of work undertaken in collaboration with the GCGP LEP to marshal a collective and collaborative Local Authority response to the second round bidding process for Government Growth Deal funding, the purpose of which is to unlock or accelerate economic growth and development. The submission was required from the LEP by end October with outcome announcements expected in early December as part of the Governments Autumn Statement budgetary process.

The work has been led by Huntingdonshire District Council in conjunction with the LEP, to brigade the thirteen LEP Council partners and identify credible projects and an improved spatial growth context. The bidding approach was agreed by the LEP LA Leaders Board on 16 October and endorsed by the LEP Board itself on 25 October. The LA Leaders report is appended to this paper, along with the related Spatial Narrative.

Forty projects were initially proposed by Councils for consideration, along with eight Skills related initiatives. Ten proposals are agreed for the LEP's submission to Government (see Paragraph 6 of LA Leaders report). That package of projects is deemed to present a credible and cogent offer to Government for largely capital (and some revenue) support to deliver planned growth in housing and employment. Those projects are in presumed priority order. Those directly relating to Huntingdonshire are:

- A428/A421 corridor Scheme Development - A1(M) to Cambridge: feasibility of capacity improvements and infrastructure enhancements, to assists unlocking St Neots growth
- Huntingdon Northern Access (A1123/A141): transport and modal shift options around Huntingdon, St Ives and Alconbury Weald Enterprise Zone (EZ) connectivity.
- Strategic Water/Waste Water infrastructure: utilities provision to unlock EZ and Huntingdon growth.

Key issues to be aware of are:

- The size of the funding pot and Govt theme priorities are unknown, so measures of success are difficult to identify in terms of likely awards of funding - the approach has been to present the best package of credible projects, linked to a new Spatial Narrative, highlighting our collaborative approach and proven ability to deliver.
- This is a competitive process nationally, so all bids may not be successful, particularly if revenue based (it is predominantly a capital fund) - the LEP and LA Leaders are lobbying through all appropriate channels.
- As the bids are aimed at accelerating growth or unlocking the viability of schemes, if bids are unsuccessful, other funding routes will need to be explored, including the Growing Places Fund, transport funding pots (including Highways Agency Route Based Strategy options) and S106. Consequently there would be an impact on the timescales and viability of planned development, as acceleration or unblocking is less likely - ongoing discussions between this Council and Cambridgeshire County Council, along with the LEP and Highway Agency will identify any alternate revenue requirements needed to progress highway related schemes.

Recommendation(s):

It is recommended that Members note this work.

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ITEM 3: GROWTH DEAL Round Two

SUMMARY FOR DECISION:

- 1) To agree a Spatial Narrative and Vision to focus the Growth Deal Round 2 bidding process (Paragraph 5);
- 2) To agree a list of priority projects for inclusion in Growth Deal Round Two bidding (Paragraph 6-10); and
- 3) To endorse the approach to accelerating delivery of Round One projects (Paragraph 11).

Growth Deal update

- 1) Following the announcement of the Growth Deal in July, the Government immediately launched a further two overlapping processes in relation to the Growth Deal. The first was a request to identify what Round One projects could be delivered to an accelerated timetable, particularly spend on projects in the period up to the end of March 2015 (i.e. in advance of current funding date of April 2015). The second was a request for Round Two capital projects that would spend in the period 2016/17. The extent and origin of funding available for Round 2 remains unspecified.

Growth Deal Round Two

- 2) As Leaders will recall, at the last Leaders meeting (13 August 2014 Minute 2 relates) it was agreed that the local authorities would collectively draw together a strong spatial narrative and provide senior officer support to the Round Two prioritisation of their potential projects.
- 3) This responds to Government feedback on Round One that they would like to see a better link between the SEP vision/strategy and the prioritisation of projects, a clear rationale on how the projects support growth by unlocking constraints or accelerating timescales, and with evidence of deliverability. Government has an expectation of mature conversations and ability to demonstrate locally a cohesive partnership approach. This should give greater focus on the key priority projects for successful growth, rather than a range of projects spread thinly across the whole LEP area. Positively, the feedback also suggested that many projects included first time round were considered strong and could be resubmitted for consideration in Round Two.
- 4) Nigel McCurdy, Corporate Director (Delivery), Huntingdonshire District Council is the lead officer for coordinating the local authority input, to bring more cohesion and agreement to this work. A Senior Sponsor Group (of senior officers from each local authority), supported by the LEP Executive, has led the call for Round Two projects, and has met both collectively together and in task groupings to identify and sift potential Round Two projects (excluding skills capital projects which have a separate assessment process).
- 5) The Spatial Narrative aims to give focus to the delivery of future growth and SEP projects, identifying and seeking to build on existing success and responded on a more planned basis to known growth pressures and economic opportunities. It has been led by the Joint Strategic Planning Unit and evolved through the Senior Sponsors Group. The document is attached at Appendix C. Endorsement is now sought from Leaders on the principles and approach of that document, accepting that presentational emphasis

will need to be further refined before submission as a key part of the Round 2 bid package. In essence the Spatial Narrative seeks to capture the following key points:

- That GCGP is strategically placed in the South East and along the London-Stansted-Cambridge-Huntingdonshire/EZ-Peterborough corridor (and the wider London-Cambridge-Oxford triangle) to respond coherently to growth pressures and economic opportunity as an 'Innovation LEP'.
 - That GCGP has consistently been a high growth area, with a track record of proven success and has made credible plans for that to growth to continue, but needs additional key infrastructure to make it work, rather than expecting to continue to keep squeezing the same infrastructure and expect it to work.
 - There are certain corridors (e.g. A14/A428/A1/A10) that will be delivering growth earlier than others, and should be prioritised.
 - Cambridge 'overheating' (as an issue we know is on Government's mind) can be coherently addressed via: spreading the heat (space for businesses to grow in places connected to Cambridge) along deliverable growth corridors; City Deal maintaining transport accessibility to the key recognised economic driver of Cambridge; and linking our innovation with manufacturing strengths in other parts of the LEP.
- 6) The Senior Sponsor Group has identified the following projects as 'category one' (i.e. meeting a strengthened spatial narrative for the area, the themes of the Strategic Economic Plan, with sufficient credibility around deliverability and outcomes related to new homes, jobs, facilitating movement and financial leverage):

Round Two Category One package for 16/17 (in no particular rank order):

- Ely Southern Bypass (£16m Growth Deal funding requested)
 - Growth Places Fund Extension (with a pipeline of potential bids seeking grants/loans) (£7.5m)
 - A428 Scheme Development, A1 (M) to Cambridge (£0.25m)
 - M11 Junction 8 Improvements / Stansted Airport (£5m)
 - Strategic Water/Waste Water infrastructure, Alconbury EZ/Huntingdon (£7m)
 - Riverside Opportunity Area, Peterborough (£2.5m)
 - Huntingdon Northern Access, A1123/A141 (£6m)
 - Strategic cycle link bridge (Chisholm Trail), Cambridge (£2.5m)
 - Key Worker housing demonstration programme, Cambridge (£0.2m)
- 7) The list of additional potential projects submitted by local authority partners as part of this process is shown in Appendix A. Whilst Paragraph 6 above identifies those projects collectively agreed by Senior Sponsors and GCGP officers as most worthy of submission and for which the endorsement of Leaders (and ultimately GCGP Board) is now sought, it is envisaged that a number of these additional projects would be prime candidates for accessing the Growing Places Fund. The broader intention of the local authority work identified by the Senior Sponsors Group is to maximise additional value of these collaborative arrangements by securing a 'pipeline' of projects, that can be used proactively and provide critical agility in responding quickly to other funding opportunities and potentially create a programme of project support across the wider GCGP economic geography. In essence, the Category 1 list at Para 4 provides the necessary greater spatial focus and cogent story to accompany the Round 2 bid, but those projects not listed therein may still attract alternate funding and direction

through GCGP and partners working strongly and transparently together on an ongoing basis.

- 8) The list of category one schemes represents the Senior Sponsors Group view of an appropriate selection of projects from a local authority perspective, based on the information submitted in more detailed project proformas and presents the strongest package of bids that reflects delivery of homes, jobs and movement whilst securing wider funding leverage. As part of the process of ensuring the Round Two bid reflects the views of the academic and business sectors, these schemes are being tested for fit with those sectors through a group led by David Gill, LEP Board member (who previously agreed to undertake the Round One Review).
- 9) The transport related schemes were prioritised at an officer level by the Local Transport Authorities, before being considered along with the wider range of projects by the Senior Sponsor Group. This drew on the significant work undertaken in prioritising transport schemes in Round One. Critically, the senior Sponsors Group recognised the inclusion of key transport related schemes in the Round 2 Category 1 list as important to secure the need for greater ease, frequency, mode and cost of movement, enabling flexibility in both workforce and goods. A member-level Local Transport Board meeting has been arranged for the 15th October, and their recommendations will be reported verbally to the Leaders meeting.
- 10) A number of skills related bids were submitted by local authorities. These have been added to the other bids submitted under the call for Skills Capital, and are being assessed separately. These are shown in Appendix B. In considering those projects, it will be important to be clear on the overall GCGP attitude and strategy for skills and how individual projects relate to and both complement and enhance existing FE opportunities, workplace learning and also, the planned Skills Vocational Centre at the Alconbury Enterprise Zone that has secured Round 1 funding provision (£10.5M).

Growth Deal Round One (and Zero)

- 11) Government has also requested views on potential Round One projects that might be delivered to an earlier timetable, including in the months before April 2015 when Round One funding officially starts. The Government is looking at opportunities to use underspend this year, and draw down additional resources in 2015/16.
- 12) The Senior Sponsor Group took a view on potential 'acceleration' projects. This included potentially new projects if they could spend and complete by end March 2015, but that sight of which should not be lost in Round 2 bidding, i.e. a belt and braces approach to maximising scope for funding of critical projects.

Possible acceleration of Round One schemes to spend in 14/15:

- Haverhill Research Park Innovation Building (£0.75m - £1m)
- Wisbech Access Studies (£0.05m - £0.1m)

Possible new schemes to use underspend in 14/15, in addition to any acceleration of Round One projects:

- Development schemes: Peterborough Riverside Opportunity Area (£3.5m)/
Wisbech Waterfront (£1m) /
Peterborough Digital Hub (£1m)/
Kings Lynn Nar Ouse Regeneration Area (£0.5m)
- Huntingdon Northern Access, A1123/A141, development work (£0.25m)

- Public transport related schemes in Cambridge (£0.33m)

Possible schemes to bring forward if funds are also available in 15/16

- Ely Southern Bypass £4m of £16m ask
- Local Sustainable Transport Fund (Capital) £2.9m
- Development schemes (as above): Riverside Opportunity Area (£5m) /
Wisbech Waterfront (£1m) / Digital Hub (£1m) / NORA / EZ Hub (£2m)
- Strategic link bridge (Chisholm Trail), Cambridge (£2.5m)
- A428 Scheme Development, A1(M) to Cambridge (£0.25m)
- Key Worker demonstration programme, Cambridge (£0.2m)
- Huntingdon Northern Access, A1123/A141 (£0.25m)
- Eastern Industries, Peterborough (£3m)
- Whittlesey Station improvements (£1m)

Next steps

The views of the Leaders Group are requested, to endorse the both the Spatial Narrative and Category 1 Round 2 Project linked thereto as set out in this report (Paragraphs 5 and 6 refer), recognising also the wider development of a 'pipeline' or projects that can be matched to Growing Places and future funding opportunities. Views of the Leaders Group will be reported to the GCGP Board on the 27th October, at which the spatial narrative and final composite projects list needs to be agreed to submit to Government immediately after.

Appendix A: All non-skills schemes

Project Title	Brief Description	Theme	Location	SEP funds requested (£m)	Total project investment (£m)
Riverside Opportunity Area phase 1	Regeneration - mixed use development of 117 acres of city centre brownfield land. This phase involves land remediation, improved site access, further acquisition of assets	Development	Peterborough	£5.0	£17.2
Strategic Water and Waste Water	Utility infrastructure - addressing an existing infrastructure deficit for potable and waste water networks: critically needed to support the planned growth aspirations (and address infrastructure constraints) for planned development across Huntingdonshire and specifically support early delivery of housing and employment at Alconbury Weald.	Development; Enterprise Zone	Huntingdon	£7.0	£14.0
Growing Places Fund Extension	Loan and Grant funding programme to provide gap funding to unlock residential and commercial development as well as business growth.	Development	All areas	£7.5	£15.0
Peterborough Digital Hub	Refurbishment of a vacant city centre club to provide a Digital Hub to support start-ups, micros and SMEs in the digital sector.	Development	Peterborough	£1.0	£1.6
Unlocking Growth in Oakham	Element 1: Flood mitigation scheme - for residential development of 55 homes: Element 2: New build business units	Development	Oakham	£1.2	£1.9
Wisbech Enterprise Park	Enabling works/access infrastructure - to facilitate 88 hectares (217 acres) mixed use site	Development	Wisbech	£6.0	£20.0
Littleport business centre and major company expansion	Commercial space - Gap funding for innovation centre 20,000sq ft., including increase parking for station and cycling/pedestrian link	Development	Littleport	£2.5	£4.0
Major mixed use commercial scheme, Soham Northern Gateway	Gap funding for private commercial development - mixed use, retail convenience, petrol station, pub/restaurant and B1/2	Development	Soham	£2.0	£6.2
Octagon Park Business Centre - Ely Innovation Centre	Gap funding for private development of innovation space - 15-20,000 sq. ft.	Development	Ely	£1.0	£2.6
Ramsey Northern Gateway	Gap funding for first phase infrastructure - 15.65 acres of commercial development space	Development	Ramsey	£0.3	£1.5
Sustainable Prosperity Through High Value manufacturing	Funding for incubator space - targeted at high-value manufacturing and conversion of concept to commercialisation.	Development	Enterprise Zone Alconbury	£3.0	£5.0
Newmarket Artificial all-weather Racehorse exercise track	Gap funding for new artificial track (gallops) to increase racehorse training capacity of Newmarket to 3750 horses	Development	Newmarket	£4.0	£8.0

Nar Ouse Employment Land Infrastructure	Road infrastructure and enabling works - 12 hectares of employment site	Development	King's Lynn	£2.0	£4.0
The Centre for Advanced Knowledge Engineering	Funding for Commercial/Incubation space - private development of two incubator buildings in bespoke facility to support business and research activities in advanced data 'engineering'	Development	Downham Market	£2.0	£6.0
Nene Waterfront Development Scheme	Gap funding for enabling works to accelerate the development of 200 houses on 4 hectares of waterfront, long vacant land.	Housing	Wisbech	£1.0	£20.0
St Neots Growth Forum	Town Centre Regeneration - establish a delivery focused regeneration and development partnership with responsibility and gap funding to deliver town centre and regeneration	Development	St. Neots	£5.8	£11.5
Cambridge Northern Fringe East	Feasibility and area action plan studies for northern fringe of Cambridge	Feasibility Study	Cambridge	£0.3	£0.3
Pilot scheme for innovative Key worker Housing	Pilot project - Funding mechanism to facilitate access to housing for those on middle to low incomes	Housing	Cambridge	£0.2	£0.2
Ely Southern By pass	Road Infrastructure - 1.7km of road connecting the A142 to Stuntney Causeway, including bridges over the Ely to Cambridge and Ely to Ipswich railway lines and the River Great Ouse, to relieve heavy congestion around Ely Station and remove constraint of low bridge and level crossing.	Transport	Ely		
Strategic cycle link: Chisholm Trail pedestrian/cycle bridge over the River Cam	Sustainable travel infrastructure - A new pedestrian / cycle bridge across the River Cam linking the north of Cambridge, the new Cambridge Science Park Station, the Science Park (and neighbouring business parks and innovation centres) to East Cambridge.	Transport	Cambridge		
A428/A421 short and long-term measures	Road Infrastructure - immediate improvements to roundabouts to accelerate delivery of 4,000 homes in St Neots and feasibility study to assess required interventions to deliver much needed capacity improvements on the A428 Caxton Gibbet to A1 Black Cat	Transport	St. Neots /A1 to Cambridge		
Cambridgeshire Sustainable Transport Future (LSTF)/ Smart City 16/17 onwards	Infrastructure and 'smart' transport systems - continuation of the Local Sustainable Transport Fund projects to maximise use of transport networks, including engaging with businesses and public. The Smart Networks element of the programme will focus on the use of data and emerging technologies to better use our network and create a platform for better town and city management. It will develop a more unified approach to connectivity.	Transport	Cambridgeshire		
Peterborough Sustainable Future (LSTF/Smarter Cities) 16/17 onwards	The delivery of high quality sustainable transport infrastructure to reduce vehicle travel demand alongside a 'smart' transport system to ensure the parkway network runs effectively and efficiently will directly enable Peterborough's growth set out in the Core Strategy.	Transport	Peterborough		

Huntingdon Capacity for Growth	Provide capacity for economic and housing growth in the Huntingdon and St Ives area <ul style="list-style-type: none"> • HCG Phase 1: A1123 and St Ives town centre bus priority • HCG Phase 2: Junction improvements on the A141 Huntingdon Northern Bypass Reconfiguring existing junctions to improve traffic flows on the A141, and future proof the junctions for cycling and walking links into the Alconbury Enterprise Zone. • Huntingdonshire Capacity for Growth Feasibility Study 	Transport	Enterprise Alconbury Huntingdon Zone /		
M11 J8/A120	Transport infrastructure - upgrading of M11/A120 J8 interchange to provide capacity for growth until a major improvement can come forward to deal with projected long term growth. Facilitation of existing housing commitments and also the permitted growth planned over the next 10 years at London Stansted Airport.	Transport	Stansted Junction, Uttlesford		
Eastern Industries	Road and transport improvements - to unlock commercial development: Phase 1 - Fengate; Phase 2 – Parnwell	Transport	Peterborough		
Whittlesey Access Phase 3: Whittlesea Station	Improvements to Whittlesea Station including: car parking; information, signage, lighting, access and shelters; Anglia in Bloom; formation of friends of group; development of plans for platform extension and development as a parkway for Peterborough	Transport	Whittlesea		
Station Road Industrial Estate Improvement and feasibility study Uppingham	Feasibility study - on access improvements required for the Station Road Industrial Estate (SRIE) in Uppingham.	Transport	Uppingham		
March Junctions Package	Feasibility study - to assess technical and engineering issues	Transport	March		
Fenland Market Town Transport Strategies	Implementation of short and medium term transport project packages and feasibility for longer-term projects	Transport	Fenland various locations		
Fenland Railway Stations	Railway Station improvement feasibility and implementation: A package of improvements to upgrade the Fenland railway stations.	Transport	Fenland various locations		
Connected Infrastructure	Transport infrastructure improvements - Improved integration and communication between existing infrastructure systems which are connected but not unified in terms of communication technology. E.g. Variable Message Signs, Parking meters, Air Quality Stations, Real Time Passenger Information displays and Car Park information displays.	Transport	Cambridge		
Stanground Access	Road infrastructure improvement feasibility and implementation- roundabout at the Junction of the A605/B1095	Transport	Peterborough		
A47 Thorney to Wisbech/Walton Highway improvements	Road infrastructure feasibility - to assess route options for the future improvement of the A47 Trunk Road between Thorney and Walton Highway.	Transport	Wisbech		
Junction 18	Road infrastructure improvement - to increase capacity at this junction by improving the signals and improving the capacity of the entrance/exit arms. Also required removal of the footbridge over Junction 18 and under the A47 with	Transport	Peterborough		

	pedestrian phases being added to the signals.				
Soham Station	Rail infrastructure - continued feasibility, project development and implementation of a new station to serve Soham	Transport	Soham		
Enterprise Zone Hub / Commercial Bldg.	Provision of hub building offering amenity and support services to EZ campus	Development; Enterprise Zone	Enterprise Zone Alconbury	£2m	£4m
Oakham Town Centre Level Crossing Access feasibility study	Study into mitigation measures / alternative to Level Crossing due to additional freight trains between Nuneaton and Felixstowe and impact of resulting Level Crossing closures on Oakham	Transport	Oakham		
Integrated Transport Programme Rutland	Integrated transport programme, including Local Safety Schemes, Public Rights of Way, Cycleways and Footways, traffic impact reduction	Transport	Rutland		
Improvements to the current rail network and new rail infrastructure	Rail infrastructure improvements - Development and implementation of major improvements and upgrades to the strategic rail network serving the GCGP area and the wider region.	Transport Other	Various locations		

Appendix B: Skills related schemes

Institute of Advanced Construction	Skills facilities -Network of 7 centres for higher level construction skills: teaching and learning facilities; upgrade of learner facilities; and relocation and upgrading of power infrastructure to learner facilities (to include demonstrator biomass boiler).	Skills	Bircham Newton		
Fenland Energy and Utility Skills centre	Skills and training facility - Self-contained collaborative, employer-led training provision delivering technical support, training, apprenticeships, best practice research for the construction, renewable energy and utility industry	Skills	Fenland		
Fenland Skills centre enhancements	Capital equipment - Expansion and development of equipment, technology and resources at existing skills centres/programmes	Skills	Fenland various locations		
Construction Plant Training simulators	Capital equipment - purchase of 6 construction plant simulators and associated costs	Skills	Bircham Newton		
Environmental and Sustainable construction hub	Create a construction, environmental and sustainability centre of excellence	Skills	Peterborough		
Composites Academy	Centre of technical excellence for quality assurance and materials testing, and lead on mould development and design, with autoclave facilities and CNC/clean rooms.	Skills	Huntingdonshire & Cambridge		
Highways and Civil Engineering Academy	Academy to provide industry standard facilities, to address skills shortages in highways and civil engineering, in GCGP as fastest growing area.	Skills	Huntingdonshire		
Motion Capture and Augmented Reality Studio	Development of a facility currently only available at a single other FE location in the country, to support the Advanced Manu, Biotech and Commoditised Creative industries	Skills	Cambridge		

Greater Cambridge Greater Peterborough Enterprise Partnership Local Growth Fund – Round 2 (2016/17) – Spatial Narrative

Delivery Opportunity

The GCGP area is a major driver of the UK economy with a proven record of excellence in technological innovation and research and development¹, bringing £30 billion GVA a year to UK plc. It has a national and international profile and influence, focused on Cambridge University and the knowledge-based economy, complemented by Peterborough's strengths in manufacturing and as a 'smart city' and with the Alconbury Weald Enterprise Zone strategically located along the Cambridge-Huntingdon-Peterborough growth corridor. Located within easy reach of London, national and international markets through London Stansted Airport and the east coast ports, with the right investment the GCGP LEP geography has considerable potential for further investment to unlock additional significant growth and benefit the local, regional and national economy. Our Round 2 projects have been framed collaboratively with partners and are focussed on releasing those opportunities.

Fig. 1 - GCGP area in a national context



The Greater Cambridge Greater Peterborough economy in particular has the potential to achieve the government's broad economic aims of rebalancing and restructuring the UK economy away from an over-reliance on financial services, including towards more international trade.

¹ Top ranked LEP for innovation in The LEP Network review: *Creating Successful Local Economies: Review of Local Enterprise Partnership area economies* (2012).

Businesses and public sector organisations are actively looking to exploit this wider potential, working in partnership and building on the area's strengths to deliver results. This includes developing the GCGP area's central role in the Cambridge- London-Oxford Triangle and the London-Stansted-Cambridge-Peterborough Corridor, strategically-linked areas which are driving the UK's economic growth and productivity. We are also delivering at Alconbury Weald the largest Enterprise Zone development in the South East, strategically located on north/south and east/west communication routes. This is a major part of our strategy to take the world-leading innovation in business (particularly of the Cambridge sub-region) and provide the physical business space for them to become commercialised within the UK, not leaking abroad.

Fig. 2 – GCGP area in relation to London and surrounding area



Business consistently says that its biggest challenges relate to skills and infrastructure provision. To accelerate growth in business we need to align skills provision with business demand. We need to raise peoples' aspiration to work in key skills areas and facilitate centres of excellence for key skills shortages, particularly in those sectors that support growth.

Our Ambition

As much as GCGP is leading on innovation it is also leading on the growth agenda. The area is one of the most rapidly expanding parts of the UK, particularly the cities of

Cambridge and Peterborough², and Huntingdonshire spanning between, all with ambitious plans for the future. Advanced, credible plans for expansion of both of the area's core cities and five new settlements make it an exception in the generally constrained South East. This will deliver nearly 160,000 new homes. From 2002 to 2012, 64,000 additional homes were built across the area, 89% of the challenging growth targets in the former East of England Plan (a considerable achievement during a recession). Partners have shown a clear commitment to growth through the City Deal for Greater Cambridge, which will bring significant investment to the area; by committing funding to the A14 improvements; and by delivering other key infrastructure such as road access to the Addenbrookes Biomedical Campus. Continued partnership with government to invest in the on-going success of the area is critical to maintain and strengthen its vital contribution to the UK's economic recovery and growth.

The 2011 population of the GCGP area of 1.37 million is forecast to increase by around 300,000 by 2031. This represents a 21% increase, in relative terms one of the highest levels of growth across the wider south east. This reflects the area's economic success and attractiveness as a place to live and work. The local authorities have risen to this challenge with plans for 158,000 new homes over the next 20 years, well above the level suggested by national household projections. The target is to create at least 134,000 new jobs over the same period across a range of sectors.

How We Will Deliver Growth

Local partners are actively planning to accommodate new houses and jobs. The twin cities of Cambridge and Peterborough are due to expand, with Huntingdonshire already the country's fastest growing shire District, but a core ambition is to spread benefits more widely across the GCGP area. The market towns in our area are an essential part of its economic success and future potential; many are set to grow significantly, for example planned growth in St Neots will double the town's size. By providing the right homes, business space and movement infrastructure we can enable more innovation to be translated locally into commercial delivery. Urban capacity and strategic extensions to our towns and cities is a major part of the response, but we also have ambitious plans for five new settlements. These are the developing new town of Northstowe, at Alconbury Weald alongside the Enterprise Zone, at Waterbeach and at Wyton and Bourne airfields³. Government has land ownership interests in several of these locations; we want to work in partnership to ensure that these significant developments are delivered in an effective and timely way.

Transport is critically important for sustainable economic growth, and much of the existing and future development capacity occurs along growth corridors, the strategic transport routes that are essential for moving people and goods within and through the area. The majority of these corridors are experiencing high traffic growth and capacity constraints. Journeys east-west are particularly constrained due to lack of interconnectivity for rail and lack of capacity for road. Travel demand is expected to grow by 23% across the GCGP LEP area to 2031, with increases of 28% in Cambridge and 30% in Peterborough forecast⁴. There are congestion problems on all of the key road radials into Cambridge, Peterborough suffers from junction capacity problems on the orbital parkway system and east/west movement is constrained along the A428 from Cambridge to the A1. Further growth will, therefore, need to be accompanied by investment in necessary infrastructure improvements.

The main growth corridors are:

² Peterborough is the fastest growing city in the UK according to the *Centre for Cities*.

³ Subject to confirmation in adopted Local Plans.

⁴ Modelled forecasts informed by growth and DfT TEMPRO data.

- The A14, a nationally important corridor of movement connecting the Midlands with the east coast ports, which is also crucial locally to the delivery of Northstowe, Alconbury Weald and Wyton. Major improvements are planned to address the capacity constraints on the route from 2016.
- The A428, which has seen a 43% increase in traffic since 2001. The stretch between the A1 and A1198 is the only section of the strategic east-west route between Cambridge and Milton Keynes that is single carriageway. The economic case for dualling is compelling even without major development along the route. Proposals for a new settlement at Bourne airfield, expansion of Cambourne and a major expansion of St Neots add significant weight to the case for improvements.
- The A47 is the most important east-west route in the north of the LEP area, carrying up to 42,000 vehicles a day around Peterborough and 22,000 vehicles a day on the single carriageway stretch around Wisbech. Significant levels of growth on the route at Wisbech and King's Lynn require improvements to this strategic route.
- The A10 is a strategic north-south route with significant capacity constraints. It serves Cambridge, the proposed new town at Waterbeach, significant growth north of Ely and at King's Lynn.
- The M11 for connectivity with London and London Stansted Airport. Improvements to Junction 8 of the M11 are essential to facilitate access to London Stansted Airport and to unlock housing delivery, economic development and jobs.

In accommodating future growth, a multimodal approach is essential; highways capacity alone cannot accommodate all future travel demands. Transformational connectivity with additional capacity for all modes between key centres like Cambridge, Alconbury and Peterborough is needed to unleash the potential for this area. Indeed, in Cambridge, where despite growth of 20% over the last two decades, traffic levels into the city have remained static, as more than half the population in the City-region travel to work by walking, cycling and using public transport. Therefore enhanced capacity for sustainable alternative modes helps accommodate more trips on the network and facilitates growth. Further improvements are needed for the growth corridors, to encourage modal shift to support growth and enhance accessibility between key destinations.

Fig. 3 – Strategic growth corridors and new settlements



There has been very strong growth in rail travel in the ten years from 2001, with journeys from stations in GCGP LEP area up by 56%⁵. However, there remain gaps in the network, for example the need to improve east-west rail connectivity across the Peterborough-Cambridge-London-Oxford Triangle. We have a programme for new station development, including investigating the feasibility of a station to serve the EZ and settlement at Alconbury Weald, and also for Soham where a new station would help to regenerate and facilitate significant growth. Enhanced frequency of trains and greater track and carrying capacity is needed, including enhanced frequency between Cambridge and Peterborough and London; increased track capacity across the West Anglia route in the Cambridge to London corridor, including enhanced surface access to London Stansted Airport; at Ely and in the Cambridge area; and improved frequencies on cross-country routes.

Major upgrades are planned on the Felixstowe to Nuneaton line, which will facilitate more freight carrying capacity. However, this will result in costly increased traffic delays at level crossings on the route, at Ely, March, Whittlesey and Oakham unless these crossings are bridged or closed. Investment is needed to ensure accessibility on the road network is maintained and enhanced where possible so that delays don't act as a barrier to growth.

Accelerating Delivery and Removing Barriers

⁵ Data from Office of Rail Regulation.

We recognise the need to prioritise scarce funds where they will have the most economic impact. Given the area's overall value and strategic location, coupled with its growth ambitions and track record of delivery, we believe the GCGP area will repay any investment now through further economic growth and innovation within and beyond its boundaries. As the macro-economic context begins to improve, there is an increased urgency for us to accelerate the delivery of our ambitions in order to ensure that we have the capacity to capture this next wave of growth to maximum effect for the national economy.

The growth corridors provide an important focus for investing in strategic infrastructure and development proposals that will bring forward new homes and jobs. Investment is particularly needed to enable more reliable and efficient access to the ports, airports and national and international markets via the strategic road and rail network; and to support strategic scale developments. Consequently, funding is needed to support Route Strategy work and scheme development, working with the Highways Agency to prioritise these key routes for improvement. Investment is needed to ensure that use of our existing assets is maximised in support of growth, and that more trips are accommodated by public transport, walking and cycling. This will help to reduce congestion on key routes, protect the environment and support the continued growth and economic prosperity of the area. 'Smart Cities' and 'Sustainable Travel' proposals are critically important to support people making informed choices and reducing the need to travel with investment in sustainable alternative modes and digital infrastructure.

We have set out a clear strategy and context for our ambitious growth plans. The scale of our growth ambitions brings with it opportunities and challenges. As well as investing in strategic infrastructure, it will be necessary to accelerate delivery and remove barriers to development as it comes forward. Providing all the necessary facilities, services and infrastructure in new developments has challenges for timely outcomes and the overall viability of projects.

The timing of necessary interventions will inevitably vary according to the scale and complexity of the development as well as its location. Accordingly, we have set out our priorities for investment across short, medium and longer-term timescales. This includes those priority projects for 2016/17 that will support the growth strategy and deliver the jobs and homes the area needs.

Huntingdon Multi-Storey Car Park and One Leisure, St Ives

PROJECT CLOSE DOWN REPORT

Author: Joanne Lancaster, Managing Director

**Client: 1. Portfolio Holder for Leisure & Health, HDC
2. Portfolio Holder for Customer Services, HDC**

Revision History:-

Version	Date	Status	Summary of Changes
Final	28/10/2014	Released	Full version

Distribution

This document has been distributed to:

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* S = SIGN-OFF, R = REVIEW, I = Information

Executive Summary

This document is the closedown report for the Multi-Storey Car Park (MSCP) in Huntingdon and the redevelopment of facilities at One Leisure St Ives (OLSI). Both schemes are completed and have been handed over, but both projects ran over and cost more than was planned. This report identifies what has been learned from the roll out of the schemes and more fundamentally what the Council has learned to improve operators in the future.

The context is significant and much has changed since these projects were delivered and robust management arrangements, both at a political and officer level have been put in place to mitigate against the risk of lose project management re-occurring. Financial modelling has now moved to a level where service specialists focus on robust and transparent business cases, and proper responsibility and accountability is evident throughout.

Detailed recommendations are contained at Section 3.4.

Purpose of Document

- Record how well the project performed against the Project Initiation Document (PID) or Activity Charter
- Document any unfinished work, on-going risks / issues and formally handover to the Business area(s) responsible for on-going support and processes
- Document any lessons learnt that can be usefully applied to other projects
- Define how and when a post-implementation review to validate project benefits should be undertaken

NOTE – No PID exists for these projects

1.0 Performance Against PID

1.1 Objectives

*Key: MSCP – Multi Storey Car Park
OLSI – One Leisure St Ives*

Objective Description	Comments
<p>1.1.1 MSCP -The Cabinet report listed a number of tangible benefits the redevelopment proposals would deliver:</p> <ul style="list-style-type: none"> • jobs protected • new permanent jobs created • temporary jobs created • environmental improvements • additional employment/retail floor space • new businesses attracted • private sector investment • increased car parking • footfall and spending • better traffic flow/reduced congestion. 	<p>The report to O&S of 14/10/2010 outlined the anticipated returns, although did not specify any detailed measures. The main motivation was the stimulation of the economy in Huntingdon to protect the future of the market town.</p> <p>The objectives lacked depth and some practical measures to determine success, including:</p> <ul style="list-style-type: none"> • No timescale for achievement, including milestones for key points on the critical path. • Outcomes (as stated) were to cover what “catchment” area. • No recognition of budgetary control. • No Value for Money assessment.
<p>1.1.2 OLSI - The two main objectives of the proposals were:</p> <ul style="list-style-type: none"> • to reduce the net operating costs for the One Leisure group, as a major part of the savings identified for the years 2011 onwards • to increase admissions and participation levels to meet health agenda targets 	<p>A report to Cabinet on 27/11/2011 suggested that the scheme had the potential to deliver:</p> <ul style="list-style-type: none"> • A net annual revenue surplus over £540,000 by year three • An increase in admissions in excess of 100,000 p.a. <p>Although it is unclear how these figures were arrived at.</p>

There were no PID’s for either of these projects. From the MSCP, there were only three milestones in respect of start dates for design and build and completion.

1.2 Milestones

Huntingdon Multi-Storey Car Park and One Leisure, St Ives – Close Down Report

In the absence of a PID, milestones have been taken from the relevant committee report

Milestone Description	Planned Date			Actual Date			
1.2.1 MULTI-STOREY CAR PARK							
Construction of MSCP	MSCP	Access Road	MSCP + Access	MSCP	Access Road	MSCP + Access	Comments
Tenders Received				May 2011	August 2011		
Preferred contractor decision made				May 2011			
Contract sum agreed				June 2011			
Contract Let – Design				March 2012			
Contract Let – Build				May 2013	March 2013		
Start Date – Design	June 2011						Cannot substantiate when the design for the Access Road commenced.
Start Date - Build	September 2011	January 2012		July 2013	April 2013		MSCP - 19 months between the planned build start date and the actual. Access Road – 15 months between the planned build start date and the actual.
Completion (all works)	March 2012					January 2014	22 months between the planned build completion date and the actual.
MSCP opens						January 2014	
Development Agreement							
Negotiations stop				July 2012			
Negotiations concluded				October 2012			
Agreement signed				May 2013			
Details of what these dates were originally has not been found, but in reality the car park was delivered 2 years later than expected (all of the value for money/return on investment detail in the Oct 2010 report assumed a 2012 opening).							
1.2.2 ONE LEISURE ST IVES							
No milestones for St Ives development							

1.3 Budget

MSCP

	MTP bid 923	10/11	11/12	12/13	13/14	14/15	15/16	Total MTP 923
		£000	£000	£000	£000	£000	£000	£000
2011/12	Expenditure	380	900	4,000	0	0	0	5,280
	Contributions	0	0	(1,550)	0	0	0	(1,550)
	Net cost	380	900	2,450	0	0	0	3,730
2012/13	Expenditure	273	990	4,017	0	0	0	5,280
	Contributions			(250)	(1,000)	0	0	(1,250)
	Net cost	273	990	3,767	(1,000)	0	0	4,030
2013/14	Expenditure	273	301	500	3,973	0	0	5,047
	Error	0	(17)	0	0	0	0	(17)
	Contributions	0	0	0	0	(1,000)	0	(1,000)
	Net cost	273	284	500	3,973	(1,000)	0	4,030
2014/15	Expenditure	273	284	82	4,760	0	0	5,399
	Contributions	0	0	0	0	(500)	(500)	(1,000)
	Net Cost	273	284	82	4,760	(500)	(500)	4,399
Total Scheme Cost		273	284	82	4,760	(500)	(500)	4,399

OLSI

Huntingdon Multi-Storey Car Park and One Leisure, St Ives– Close Down Report

MTP bid 922		11/12	12/13	13/14	Total MTP 922	14/15	Total Scheme Cost
		£000	£000	£000	£000	£000	£000
2011/12	Expenditure	200	3,080	0	3,280	0	3,280
	Contributions	0	0	0	0	0	0
	Net cost	200	3,080	0	3,280	0	3,280
2012/13	Expenditure	165	3,440	1,000	4,605	0	4,605
	Contributions	0	(225)	0	(225)	0	(225)
	Net cost	165	3,215	1,000	4,380	0	4,380
2013/14	Expenditure	165	3,409	1,365	4,939	0	4,939
	Contributions	0	(57)	0	(57)	0	(57)
	Net cost	165	3,352	1,365	4,882	0	4,882
2014/15	Expenditure	165	3,409	1,376	4,950	166	5,116
	Contributions	0	(57)	0	(57)	0	(57)
	Net Cost	165	3,352	1,376	4,893	166	5,059
Add							
Revenue Expenditure (capitalised)	0	44	0	44	0	44	
Irrecoverable VAT (*)	7	136	55	198	0	198	
Total Scheme Cost		172	3,532	1,431	5,301	166 (**)	5,301

* Where a business has both taxable and exempt input and output VAT, HMRC designates the business as “partially exempt” and stipulates that the level of exempt supply must not exceed 5%. As a consequence of Council activity, the most significant being the exempt supplies within One Leisure, the Council exceeds the 5% limit and consequently is not able to recover relevant amounts of VAT.

** The table shows that there is an overspend of £166,000 to the approved project costs. This reflects the final payments to be made under the contract. When the overspend was reported at the end of 2013/14, the final account figure had not been agreed and insufficient allowance was made for this.

2.0 Handover to ‘Business As Usual’

2.1 Open Issues

Project Issue No.	Description	Action Required / Impact
MSCP	<p>1/ There are certain elements of the broader redevelopment of Huntingdon west assumed in the Development Agreement which are outside of the Council's control which remain to be resolved (land and contributions)</p> <p>2/ There are financial contributions assumed in the business case which have yet to be achieved and MTP income targets to re-profile.</p> <p>3/ Assumed usage rates are yet to be tested.</p>	<p>1/ Ongoing negotiations with both Sainsbury's and Churchmanor to support the private sector investment in the town.</p> <p>2/ Negotiations through the planning process and on the development agreement keep the issue alive. MTP updates.</p> <p>3/ These will be required in due course.</p>
OLSI	<p>1/ The contract was not delivered on time which has had significant impacts on the income projections assumed in the MTP.</p> <p>2/ There are business assumptions that need to be tested.</p>	<p>1/ Budgets are having to be re-aligned</p> <p>2/ Assumptions in terms of use and income need testing.</p>

2.2 Ongoing Risks

Project Risk No.	Description	Action Required / Impact
MSCP 1	As a minimum, not restoring car-park usage levels to those that occurred prior to the development.	i. Close monitoring of car park usage, including proactive promotion of development and new car parking facilities.
MSCP 2	Potential impact on general fund/capital receipts of reduced developer contributions.	<p>ii. Assess the probability from known intelligence on the likelihood of not securing the development contributions.</p> <p>iii. Set-aside into an Earmarked Reserve the amount assessed as potentially not forthcoming from developer contributions.</p>
MSCP 3	Not achieving the planned increase in car parking figures	See (i) above.
OLSI 1	Under achievement of revenue	i. Remodel anticipated

Huntingdon Multi-Storey Car Park and One Leisure, St Ives– Close Down Report

	and surplus estimates	income levels and build into ZBB model.
OLSI 2	Under achievement of increase in admission numbers	ii. Promote facility across and beyond district. iii. Research alternative delivery models.

2.3 New Processes

Process Description	Handed Over To
MSCP - None	Not applicable
OLSI – Business processes.	These were adjusted at the time of handover; no outstanding alterations are required

2.4 Training

Training Need Identified	Handed Over To
MSCP - None	Not applicable
OLSI – On new facilities	These were adjusted at the time of handover; no outstanding alterations are required, other than marketing and promotion.

2.5 Other Activities

Description	Handed Over To
MSCP – Capital programme (2014/15) items for changes to specification to increase the usability of the car park including LED lighting £50,000	Projects team
OLSI - Lease negotiations need concluding with Cambridgeshire County Council over occupation of the building	Legal Services

3.0 Lessons Learnt

3.1 What went well?

MSCP

- 1/ Kick started inward investment in Huntingdon town centre.
- 2/ Created some temporary local construction jobs.
- 3/ Resulted in environmental improvements to this part of the town centre.
- 4/ Greater capacity and choice of parking.

OLSI

Huntingdon Multi-Storey Car Park and One Leisure, St Ives – Close Down Report

1/ One Leisure St Ives is now experiencing increased profitability (but not at the originally forecast levels)

Overall Performance		Income	Expenditure	Net	Original Expectation
2011/12	Outturn	£1,975,647	£1,948,657	£26,990	£353,000
2012/13	Outturn	£2,059,186	£2,041,638	£17,548	
2013/14	Outturn	£2,514,032	£2,406,818	£107,214	
2014/15	April – Sept.	£1,349,991	£1,292,639	£57,352	
2015/16					£561,000

2/ One Leisure St Ives is now experiencing an increase in footfall (but not yet at levels originally targeted)

Quarterly Admissions 2010 – Present.

Year	Q1	Q2	Q3	Q4	Total	Original Expectations
	April - June	July – Sept.	Oct. – Dec.	Jan. - March	April – March	Full Year
2010/11	165,368	137,195	143,512	161,056	607,131	633,000
2011/12	155,262	143,442	145,744	172,601	617,049	
2012/13	142,639**	134,769	129,425	141,052***	547,885	
2013/14	164,726****	143,559	164,349	183,485	656,119	
2014/15	190,863	183,092			760,000*	
2015/16						760,000

* **2014/15 Target**

** Phase 1 start.

*** Phase 2 start

**** Phase 3 start

3.2 What went badly?

1/ *Lack of Reporting.* Cabinet approved the MSCP scheme in October 2010. The Development Agreements were signed in May 2013. No formal reports were submitted to Members in the interim to explain the delay or debate the Council's continued commitment to the scheme. It is a similar pattern for OLSI.

2/ *Financial Transparency.* Cost variations for OLSI were adjusted through the October refresh of the MTFs in 2012 and 2013, but a total of £166,000 remained 'to be identified'; this was not resolved until the sum was reported as an overspend at the end of 2013/14. For the MSCP the MTFs was also amended on several occasions to take account of the delay to on-site construction and increased costs, the loss of income from the sale of Trinity Place car park and reduced Developer contributions. These changes had a net effect of increasing the Council's contribution to the MSCP by £669,000.

3/ *Business Case Assumptions.* The underlying assumptions were not properly tested so a flawed model was assessed. For example at the OLSI facility both the

operating and maintenance costs of the bowling facility were underestimated (see Appendix 1 on use profile). Also there has been a reduction in town centre car parking during the period of construction of the MSCP and current short stay levels are below the levels pre the MSCP. Whilst the success of the MSCP scheme cannot be gauged until the retail developments have been completed, a reduction in car park use and therefore income, will affect budget targets.

4/ Financial Modelling. For example, the income assumptions for OLSI were always going to be very challenging, and given the way the council's budgets are constructed and the delay to the delivery of the scheme, the OL budgets have for the last few years been incorrectly profiled, being based on flawed assumptions, which also masks improving performance. Similar flaws exist in the MSCP financial modelling.

5/ Document Management. Record keeping has been poor and it has been difficult to locate information or documentation that supports some of the decisions that have been made.

6/ Contract Management. Procedures were inconsistently applied, which led to poor reporting of progress and inadequate record keeping. Indeed, some aspects of the 'value engineering' which took place during the tender evaluation merely took items off the main contract which were then funded through other channels.

7/ Project Management. Both projects suffered from delays and overspend, with little evidence of systematic reporting or recording of decisions and variations to the originally agreed schemes. This is evidence of poor project management; procedures were not followed which has made this close down process difficult in the absence of any structured records, particularly a full business case and project initiation documentation.

3.3 What was lacking?

1/ Document Repository and Version Control. All project management documentation needs to be available on shared drives, so that these are readily available to all project team members and senior managers. Each document should be 'owned' and version controlled.

2/ Financial Management. All projects need to have agreed business cases and be fully funded. Funding sources need to be clearly defined prior to the start of the project and circulated to project team members, with ongoing updates throughout the term of the project. All liabilities need to be included in cost estimates to ensure that any potential overspend can be identified and addressed through proper change processes, particularly where there is financial reliance on external/3rd parties.

3/ Procurement. The HDC Code of Procurement must be strictly adhered to throughout the process. In both instances there is a lack of record keeping and absence of an audit trail for key decisions.

4/ Business Case Preparation. All projects must be subject to a comprehensive assessment of viability, including an appreciation of the starting point. For all buildings, HDC must maintain thorough 'as is' building plans following any adaptations, alterations and extensions to its building stock. These must be held centrally as a reference resource. The same applies for land, either leased or owned.

Huntingdon Multi-Storey Car Park and One Leisure, St Ives– Close Down Report

- More detailed analysis is required in the production of post development income and expenditure projections to ensure the stated annual targets are realistically achievable.
- When compiling Business Plans or Funding Applications, more detailed audit trails need to be maintained on the sources and calculations used in the production of these reports.
- The content of the planned development required industry expertise in certain fields that were not available in-house. Consultants were appointed to undertake this and the reports produced overwhelmingly supported the case for their inclusion and created an unrealistic impression of the financial returns they could deliver. However, it later came to light that certain operational costs had not been included in their projections, which highlights the need to ensure that external advisors input is properly regulated.
- Any business plans or commercial projections need independent review and testing for any future projects of this capital scale and importance
- Before any major building works contracts are let for the council's estate, detailed surveys should be carried out of the asset to reduce subsequent contract amendments.

5/ Corporate Sponsorship and Governance. Both projects were seen in the context of something special and managed outside of the normal processes, without obvious responsibility and accountability. Projects need to be seen as part of the 'business as usual' and be subject to all of the usual reporting and scrutiny.

3.4 Recommendations

SPECIFIC

- Business cases, so far as they exist, for both schemes should be revisited and projections of income, pay back, vfm etc. varied accordingly.
- The Head of Resources determine whether a reserve is required and if so, this be reflected in the 2014/15 budget.
- Annual review of OLSI usage and car-parking in Huntingdon should be carried out and reports sent to the appropriate Scrutiny panel comparing actuals against projections.

GENERAL

- All capital projects to be reviewed through the capital appraisal process. In terms of governance, more robust assessment is needed and in the future projects shall be put through a capital appraisal process, responsibility for which will sit with Cabinet. Once a project is approved the governance process would require all projects to report monthly through the relevant officer boards and subsequently the highlights to be reported to scrutiny as part of the quarterly performance reporting process.

Huntingdon Multi-Storey Car Park and One Leisure, St Ives– Close Down Report

- All projects to be run as projects within the council's project management structures, with the supporting documentation.
- All projects will be subject to oversight through the officer project and programme board and through quarterly reports to scrutiny and cabinet.
- All project documentation to be stored on SharePoint and be subject to full version control.
- All major contracts (including contract evaluation) will be reviewed and signed off by the procurement manager.
- Training will be arranged to build the council's capacity for project management preparation and review of business cases and procurement.
- All major projects should have an allocated portfolio-holder and SMT sponsor.
- Greater explanation and clarity needs to be included within the reports Members receive on the Medium Term Financial Strategy (formerly the Medium Term Plan) and budget to allow them to be informed of, and challenge significant changes.
- Any business case relating to capital or revenue 'project' spend above a limit of £50,000 shall be approved by Corporate Management Team in the first instance.

4 Post Implementation Review

MSCP

Benefit	How To Measure	When To Measure	Resources Required
Jobs protected	A baseline of March 2014 will be used in the absence of any other baseline data for each item.	Annually / monthly / quarterly	Head of Development
New permanent jobs created			
Temporary jobs created			
Environmental improvements			
Additional employment / retail floor space			
New businesses attracted			
Private sector investment			
Increased car parking, footfall and spending			
Better traffic flow/reduced congestion			

OLSI

Benefit	How To Measure	When To Measure	Resources Required
A net annual revenue surplus over £540,000 per annum by year 3	Budgets	Quarterly	Head of Leisure & Health
An increase in admissions in excess of 100,000 per annum	Footfall	Quarterly	Head of Leisure & Health

5. General Comments

Huntingdon Multi-Storey Car Park and One Leisure, St Ives– Close Down Report

The experience of these two projects has provided valuable lessons for the council. Ultimately, the schemes delivered two significant assets for the community of the district which have a valuable role to play for residents, businesses and visitors. However, the delivery of both projects could have been done very differently and the recommendations from this report will be overseen by the Corporate Project and Programme Board in conjunction with the Governance and Risk Board and monitored by CMT; Members will be appraised of progress through future reports to Scrutiny.

CURRENT ACTIVITIES

STUDY	OBJECTIVES	PANEL	STATUS
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.
Great Fen	To monitor the 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 invitation being extended to the Economic well-Being Panel. This will take place in November.
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.
Flood Prevention within the District	To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments.	Environmental Well-Being	Representatives from the Environment Agency 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. Meeting of the Working Group to be arranged.
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 arranged to consider the outcome of the survey work being undertaken by the Operations Division on affected properties and various other matters.
Litter Policies and Practices (to include graffiti removal)	To be determined following receipt of scoping information.	Environmental Well-Being	Head of Operations to address Panel on the Council's litter policies and practices – to include graffiti removal. Report to be presented to a future meeting.
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to	Social Well-Being	Second meeting held. Relevant potential policies in new Local Plan reviewed and recommendations made. Study programme agreed.

	deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.		
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Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
04/06/14	<p><u>Corporate Plan</u> Councillors R Harrison and D Harty were appointed to the Corporate Plan Working Group.</p>	<p>Performance monitoring information for Quarter 1 was presented to the Panel's September meeting. Performance Monitoring Information for Quarter 2 appears elsewhere on the Agenda.</p>	06/011/14
02/11/11	<p><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 </p>	<p>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.</p> <p>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. The Panel will pursue this request with the new Chairman upon their appointment.</p>	
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 January meeting. A presentation on the prosperity and vitality of the market towns will also be presented at this time by Mr B Grimsey.</p> <p>An item on the SEP 2 LEP Executive Summary Submission to Government appears elsewhere on the Agenda.</p>	08/01/15 06/11/14

Progress Report

<u>Panel Date</u>	<u>Decision</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>Further information regarding the income profile for One Leisure, St Ives was requested from the Executive Councillor.</p>	<p>Post Project reviews for the development of the Huntingdon multi-storey car park and One Leisure, St Ives appear elsewhere on the Agenda.</p>	06/11/14
10/07/14	<p>With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management Board to improve the project management arrangements within the Authority.</p>	<p>The Corporate Office Manager will provide a further update to the Panel in December 2014. It was suggested that the update should include a demonstration of the project management toolkit, an overview of the programme of projects and the flowchart which had been developed to explain the options available to manage projects. The Panel will then trial the use of the Select Committee approach to challenge Cabinet Members on the Council's Project Management arrangements.</p>	04/12/14
01/09/14	<p><u>Facing the Future</u></p> <p>The Panel received an update on progress on the delivery of the Facing the Future programme. Having discussed the additional information which may be required to enable the Panel to challenge Cabinet Members, the Corporate Team Manager has been requested to prepare an update for the Panel's meeting in November 2014. This should include financial information.</p>	<p>An update will be presented to the Panel's December meetings.</p>	04/12/14

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
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

ACTION LOG

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

<u>Date of Request</u>	<u>Description</u>	<u>Response</u>
<u>04/09/14</u>	Agreed that a copy of the report on the Council Tax Base should be provided to all Panel Members in December 2014.	
<u>04/09/14</u>	Agreed that a copy of the Huntingdon West Masterplan would be circulated to all Members of the Panel when it became available. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	
<u>04/09/14</u>	Councillor M F Shellens requested a copy of the Huntingdonshire Infrastructure Business Plan in due course. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	The Huntingdonshire Infrastructure Business Plan is expected to emerge in April 2015.
<u>09/10/14</u>	Head of Resources to circulate further details of the one off cost relating to the settlement of a legal dispute in the land charges service and the saving on town and parish council support which had been identified within Democratic Services which was yet to be resolved.	

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Decision Digest

Edition 149

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st to 24th October 2014.

EXPENSES AND ALLOWANCES POLICY

The Employment Panel has reviewed and endorsed the contents of a new Expenses and Allowances Policy for the organisation. The Policy has been developed to provide a transparent and consistent framework for allowances, to provide guidance and a process for employees to claim expenses and to recognise changes as a result of moves to share services with neighbouring authorities.

Following endorsement by the Employment Panel, the final policy will now be presented to the Corporate Management Team for approval in accordance with the Council's Scheme of Delegation and then implemented at the start of the following calendar month.

JOB EVALUATION POLICY

The Employment Panel has endorsed for implementation the contents of a new Job Evaluation Policy. The Policy had been revised to draw on the experience obtained from the Pay Review, to clarify the job evaluation process and to provide an equitable framework for the Authority.

WORKFORCE REPORT 2014-15 (QUARTER 1)

The quarterly report on Human Resource matters impacting on the performance of the organisation during the period 1st April to 30th June 2014 has been

presented to the Employment Panel. A range of issues were discussed including employee numbers, salary costs, sickness absence and the HR caseload.

The Panel has noted that the average days sickness lost per FTE had increased to 8.2 days per annum from an average of 7.6 days in the preceding quarter. However this increase had occurred at a time of significant change for the organisation. Having noted that the Operations Division had experienced the highest increase in sickness since the previous quarter, Members were advised that work was ongoing to address this. The Panel has also discussed absences related to stress, anxiety, mental health and depression, together with the increase in long term sickness absence.

As the figures for sickness absence within the report related to the period to 30th June 2014, an update on the current position will be circulated to Panel Members.

LGSS PERFORMANCE REPORT AND LGSS MONITORING

The Employment Panel has considered the performance of the LGSS Human Resources, Payroll and Organisational Workforce Development Services during the period 1st April to 30th June 2014. Members noted that the majority of

service standards had been met or exceeded and that it was expected that the use of the strategic element of the contract would increase during the course of the year.

To assist the Panel in monitoring performance levels, feedback from the Council's Policy and Performance Manager and the views of District Council staff on each of the service areas was also provided. In recognition of the ongoing problems being experienced with the E-Recruitment system, the Panel has asked LGSS to prepare an action plan to address the issues which have been raised and to report back to the next meeting. A demonstration of the E-Recruitment system will also be provided at this time.

SHARED SERVICES

The Economic Well-Being Panel has received an update on the progress which has been made by Huntingdonshire District Council, South Cambridgeshire District Council and Cambridge City Council to work in partnership to deliver shared services and develop a shared service arrangement for the delivery of ICT and Legal Services. Members have conveyed their appreciation to those Officers who had been involved with the successful bid to the Transformation Challenge Fund which would provide additional resources to fund interim and permanent support to ensure that the momentum of the partnership is maintained.

The Panel has welcomed the overall direction of travel and have endorsed the recommendations within the report. However Members sought clarification and asked questions on a number of matters, which were responded to by the Executive Leader and the Corporate Director (Services). Members also discussed the importance of engaging with staff and carrying them with the Council on this journey and have been

assured that communication planning is a key part of the development of shared services and that there was a detailed communications plan in place for this purpose.

Having been informed that the arrangements for scrutinising the shared services had yet to be established, Members have expressed a desire to be involved within the development of the Overview and Scrutiny arrangements.

The Cabinet has subsequently indicated its support for the recommendations and the general principles to be used in progressing the project in relation to the lead authority approach, location and cost sharing proposals.

BUDGET MONITORING 2014/15 (REVENUE & CAPITAL) AND UPDATE ON ZERO BASED BUDGETING

The Overview and Scrutiny Panel (Economic Well-Being) has reviewed the variations to the approved 2014/15 revenue and capital budgets. The Head of Resources was asked to circulate details of the one off cost relating to the settlement of a legal dispute in the land charges service and the saving for Town and Parish Council support, which has been identified within Democratic Services and is yet to be resolved.

The Panel has also received an update on the arrangements for the Zero Based Budgeting process and Members were provided with an opportunity to ask questions on the operation of the process. Members have emphasised that the outcome of the process will only be as good as the managers' commitment to it and Members' appetite for changes to the way in which the Council currently does things. Panel Members will give

further consideration in advance of the next meeting as to whether it might be useful for the Panel to review one of the ZBB 'heavy' services in further detail.

Having discussed the methodology adopted for the ZBB exercise, the Cabinet has requested the Managing Director to expedite the process and after consultation with the Executive Leader and Executive Councillor for Resources to report back to them by March 2015 on a budgetary plan which would assign a timescale to the completion of the exercise.

OPTIONS FOR FRAUD INVESTIGATION POST SFIS

The Overview and Scrutiny Panel (Economic Well-Being) has considered various options available to the authority once its housing benefit fraud function has been transferred to a Single Fraud Investigation Service in May 2015. The Panel has subsequently recommended that a smaller fraud team be retained which can work in partnership with neighbours and other agencies.

This conclusion was supported by the Cabinet but Officers were requested to continue to pursue consideration of shared service options for the function with partner authorities by 2016.

COMMUNITY SAFETY PARTNERSHIP – ANNUAL REPORT

The Overview & Scrutiny Panel (Social Well Being) has received a presentation on the activities and outcomes of the Huntingdonshire Community Safety Partnership in 2013/14. Detailed costs associated with support for the Partnership and those challenges presented by the new Anti-Social Behaviour, Crime and Policing Act 2014 also were discussed.

The Partnership had been established in accordance with Sections 5–7 and 11 of

the Crime & Disorder Act 1998 which required responsible authorities to work together to protect their local communities from crime and help people feel safe and do all that was reasonable to prevent crime and disorder in the area. The Partnership comprises representatives from the District and County Councils, Cambridgeshire Constabulary, Cambridgeshire Fire & Rescue Service, Cambridgeshire & Peterborough CCG and the Probation Service. Other organisations were invited to participate as appropriate.

Funding for the partnership was now allocated to the Partnership from the Safer, Stronger Community Fund by the Police & Crime Commissioner and in 2013/14 this amounted to £28,000. Details of the projects towards which funding had been allocated in 2013/14 also was noted together with the cost to the Council in taking the lead in supporting and chairing the Partnership. It was explained, however, that the latter had now transferred from the District Council to the Chief Inspector thus reducing the costs previously incurred by the Council.

Having discussed the delivery and cost effectiveness of the service and established that Community Service Grant of £24,000 had been allocated by the Police & Crime Commissioner for 2014/15, the Panel questioned whether any cost analysis of the service had been undertaken to demonstrate the value and cost effectiveness of the Partnership. The Executive Councillor and Communities Manager agreed to undertake this exercise in the future.

Through questions, it was understood that the priorities of the Partnership over the period 2014-17 reflected those set by the police. It was made clear that prevention of crime

generally was the overriding and continuing priority for the Partnership although not listed specifically as a priority.

Although not mentioned in great detail, the Panel recognised the valuable contribution made by the CCTV service as a deterrent to anti-social behaviour. As the service had transferred to Community Division, the impact of CCTV would be reflected in future reports.

Having been briefed on the implications for the Partnership of the new Anti-Social Behaviour, Crime and Policing Act 2014 and noted that the Partnership was currently seeking to secure efficiencies and savings, the Panel agreed to consider at its forthcoming away day whether it wished to have the opportunity to engage in the outcome of the review at a future meeting.

CUSTOMER SERVICES MONITORING

The Overview & Scrutiny (Social Well Being) Panel has received and noted the performance and activities of the Customer Services Team over the period January to June 2014.

Although the report had formerly been submitted to the Economic Panel, COMT had taken the view that it was more appropriate if performance monitoring of customer services was undertaken by the Social Panel. The timeliness of the management information presented would be adjusted to reflect the work programme of the Panel in future. It also was noted that a review of progress on the Customer Services Strategy would be submitted to the Panel shortly.

Looking at the detailed performance information, it was explained that key measures were speed of response and quality of service (based on feedback received) arising from day to day operation of the service.

In response to a question on the rationale for the potential transfer of the Call Centre to Pathfinder House which appeared to be contrary to the shared service approach currently favoured by the District Council, the Head of Customer Service confirmed that there were still opportunities to establish the Call Centre as part of the Strategic Partnership with South Cambridgeshire/Cambridge City but in the short term, the likelihood was that the service would be relocated to Pathfinder House. Regarding a suggestion for joint services with Town Councils, the Panel noted that there was little advantage in partnership of this nature with the towns and concern that it could duplicate the existing response offered by the County Council.

In terms of the future, the Panel understood that it was the Council's intention to encourage the public to make greater use of online services rather than rely on the telephone or face to face contact. It was reported that a smartphone app was already used extensively by visitors to One Leisure and it was hoped to extend the facility to other parts of the organisation.

Regarding speed of response to enquiries at the Call Centre, the Head of Customer Service accepted that resilience to sickness absence required improvement and that there might be an opportunity to call on Customer Services staff in these circumstances should the team be located on the same site. It was made clear that any temporary staff exchange would not be to the detriment of customer services. However, there was also an opportunity to call in additional staff as cover in the event of concern.

Regarding the transfer of the team to Pathfinder House, the Panel was

informed that staff had welcomed the opportunity to have closer contact with their colleagues and other services.

The Panel concluded their discussion by looking forward to future reports on the opportunity there might be to encourage increased visitors to the Council's website.

AFFORDABLE HOUSING – UPDATE ON STUDY

Councillor R Fuller updated the Social Well Being Panel on the progress of the study on affordable housing. The Working Group had had the opportunity to discuss that part of the new Huntingdonshire Local Plan to 2036 relating to affordable housing provision at a meeting when the Executive Councillor for Planning and Housing Strategy also was present.

Councillor Fuller added that the Working Group was keen to examine opportunities to deliver additional affordable housing, reduce the number of families waiting for affordable housing and question why individuals appeared to remain on the waiting list without any potential to secure a housing offer. Brief mention also was made of current viability issues which severely impacted on the number of affordable units able to be offered by developers.

A written report on the most recent meeting would be submitted to the November Panel.

CAMBRIDGESHIRE HEALTH COMMITTEE

The Social Well Being Panel has received the Minutes of the meeting of the Cambridgeshire Health Community held on 11th September 2014.

Councillor Carter, the Panel's appointed representative, reported that Uniting Care Partnership had been selected as

the Preferred Bidder to improve older people's healthcare and adult community services across Cambridgeshire, Peterborough and parts of Northamptonshire and Hertfordshire. The services would provide urgent care for adults aged over 65 including inpatients as well as A&E services, Mental Health Services for people aged over 65, community health services for adults over 18 and other health services which support the care of people aged over 65. It was understood that the Partnership would spend the next six months preparing and putting everything in place to be able to start delivering services on 1 April 2015.

Members were hopeful that Uniting Care Partnership would be able to give a presentation to the Panel on how the new services would be delivered in Huntingdonshire.

DEVELOPMENT MANAGEMENT PANEL

The Development Management Panel considered eighteen applications at its October meeting and of these fourteen were approved, three refused and one deferred. Following a number of representations, the Panel deferred an application for the development of 43 dwellings and associated requirements on a site between St Andrews Way and Chapel End, Sawtry. Given concern expressed about flooding and drainage issues, the application was deferred to enable the Head of Development to establish the definitive drainage position with the applicant, Anglian Water, Environment Agency and the Middle Level Commissioners and to clarify whether the site roads and drainage arrangements are to be adopted by the relevant authorities.

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