

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 19 MARCH 2015** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

## **APOLOGIES**

**1. MINUTES (Pages 1 - 4)**

To approve as a correct record the Minutes of the meeting held on 12th February 2015.

**A Roberts  
388015**

**2. MEMBERS INTERESTS**

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

**3. EAST COAST MAINLINE - LEVEL CROSSING CLOSURES FEASIBILITY STUDY (Pages 5 - 24)**

To receive a progress report on the proposed closure of all crossing points on the East Coast Main Line throughout Huntingdonshire.

**S Bell  
388387**

**4. A14 CAMBRIDGE TO HUNTINGDON IMPROVEMENT SCHEME (Pages 25 - 36)**

To consider a report by the Head of Development setting out progress on the delivery of the A14 project.

**S Bell  
388387**

**5. REQUEST FOR DELEGATED AUTHORITY TO PROCURE A NEW SOFTWARE SYSTEM FOR THE HOME-LINK SCHEME AND HOUSING ADVICE AND OPTIONS SERVICE (Pages 37 - 40)**

To consider a report by the Head of Customer Services on the procurement of a new software system for the Home-Link scheme and Housing Advice and Options Service.

**J Taylor  
388119**

**6. ONE LEISURE UPDATE REPORT (Pages 41 - 48)**

To receive a report from the Head of Leisure and Health updating Cabinet on the performance of One Leisure to date and of the strategic direction One Leisure is taking.

**J Wisely  
388049**

## 7. EXCLUSION OF THE PRESS AND PUBLIC

To resolve –

that the press and public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

## 8. PATHFINDER HOUSE: BEST USE OF SPACE AND EXTERNAL LETTINGS (Pages 49 - 54)

To receive a report by the Head of Resources.

**B Tilah  
387036**

Dated this 11 day of March 2015



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 Melanie Sage, Democratic Services Team, Tel No. 01480 388169/e-mail [Melanie.Sage@huntingdonshire.gov.uk](mailto:Melanie.Sage@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 Cabinet.**

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

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

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

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

### **Emergency Procedure**

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

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1a, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 12 February 2015.

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

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor S Cawley.

### **64. MINUTES**

The Minutes of the meeting held on 22nd January 2015 were approved as a correct record and signed by the Chairman.

### **65. MEMBERS INTERESTS**

No declarations of interests were received.

### **66. 2015/16 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY**

Further to Minute No.14/63 and by way of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Cabinet gave further consideration to the draft Budget, Medium Term Financial Strategy and level of Council Tax for 2015/16.

Members' attention was drawn to the additional information, which was now available, including the outcome of consultation with the business community, the views of the Overview and Scrutiny Panel (Economic Well-Being) following its further deliberations on the report by the Head of Resources and the decrease in the forecast outturn in the last twelve months.

The Cabinet was acquainted with the terms of a proposed project to replace the 3G Sport Pitch at One Leisure St Neots, details of which are also appended in the Minute Book. The project would be part funded through a bid to Sport England and the facility would have a minimum life of seven years. Having considered the business case for the project, which showed that the Council's contribution would be paid back in four years, the Cabinet approved:

- the submission of a bid to Sports England for the One Leisure St Neots - 3G Sport Pitch (Replacement) Project, and
- a capital financial contribution to the One Leisure St

Neots - 3G Sport Pitch (Replacement) Project of £117,600 subject to the successful approval of the bid noted above (to a maximum of £125,734 reflecting a 10% contingency increase in the total cost of the project).

Having placed on record their gratitude for the work of the Executive Councillor for Resources and the Resources Team in responding to the financial challenges facing the authority, it was

RESOLVED

that the Council be recommended to approve the proposed Budget, as modified by the 3G Sport Pitch (Replacement) Project, and Medium Term Financial Strategy, including

- the additional savings that have been achieved (as shown on Table C in Appendix 1);
- the level of reserves currently modelled.
- a freeze in Council Tax for:
  - 2015/16, and
  - over the period covered by the Medium Term Financial Strategy (2016/17 to 2019/20).
- the capital programme and the Fees and Charges Schedule.

#### **67. TREASURY MANAGEMENT STRATEGY 2015/16**

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) to which were appended the 2015/16 Treasury Management Policy and Statement and the Annual Minimum Revenue Provision Policy. The documents had been considered by the Overview and Scrutiny Panel (Economic Well-Being) whose comments were relayed to the Cabinet. Having been satisfied that both documents met the requirements of the Chartered Institute of Public Finance and Accountancy's Code of Practice and Government guidance, the Cabinet

RESOLVED

that the Council be recommended to approve the 2015/16 Treasury Management Policy and Statement and the Annual Minimum Revenue Provision Policy.

#### **68. CORPORATE PLAN - PERFORMANCE MONITORING/QUARTER 3**

With the aid of a report by the Corporate Team Manager (a copy of which is appended in the Minute Book) the Cabinet reviewed and noted progress achieved against key activities and specified levels of performance contained in the Council's Corporate Plan over the period 1st October to 31st December 2014. In doing so, the comments of the Overview and Scrutiny Panels were taken into consideration.

Members were informed that two indicators under the Strong Local Economy Strategic Theme had achieved an “amber” rating and that measures had been introduced to improve performance in these areas. The Cabinet then discussed staff sickness trends. Analysis had been undertaken and it was now better understood. The Employment Panel was taking action, in particular, to reduce rates of long-term sickness. It was likely that this would take some time to achieve.

Having commented on the format of the report, the Cabinet was assured that performance management was being developed within the Council based on best practice. The aim would be to collect measures for publication that were valued by residents and which could be aggregated to show the Council’s overall service capability.

RESOLVED

that the progress made against the Council’s Corporate Plan in the year to date be noted.

**69. 2014/15 QUARTER 3 CAPITAL REVENUE MONITORING AND FORECAST OUTFURN**

The Cabinet received a report by the Head of Resources (a copy of which is appended in the Minute Book) on the projected outturn for 2014/15 for the revenue and capital budgets together with details of variations from previous forecasts. Both budgets were likely to be underspent.

The Executive Councillor for Resources drew Members’ attention to the fact that the Council Tax Support Scheme appeared to have been set at the right level. He also referred to the positive trends in delivering housing units, which would increase the level of income through the New Homes Bonus.

With regard to forthcoming decisions on the future of the Alconbury and Molesworth airbases, the Cabinet decided to establish a fund using savings in the current year to support these communities when the decisions were announced. The intention was have a range of options ready on which these communities could be consulted. The Executive Councillor for Resources placed on record his support for the new fund. It was, therefore:

RESOLVED

that the following be approved:

- the forecast Revenue Budget of £20.012m, giving a forecast outturn underspend of £0.858m;
- the forecast Capital Budget of £3.693m, and
- the allocation of £100,000 of the forecast outturn underspend to a new Earmarked Reserve, entitled “Alconbury and Molesworth Support and Challenge Fund”.

## **70. REVIEW OF SAFER HOMES SCHEME FUNDING**

The Cabinet gave consideration to a report by the Housing Strategy Manager (a copy of which is appended in the Minute Book), which identified a range of options for the future of the Safer Homes Scheme. The Executive Councillor for Strategic Planning and Housing informed Members that the preferred option would lead to an improved Scheme, which would also reduce its cost to the Council. This would be achieved because a range of other organisations benefited from the scheme and they would in future be making a greater contribution on a Countywide basis. The scheme had positive benefits in terms of preventing injuries and reducing the need for Disabled Facilities Grants but these effects had not yet been quantified. It was intended to start collecting this information over the next two years.

It was suggested that eligibility for the service should be means tested. Having been advised that contributions were already sought but that a more formal system was under consideration, the Cabinet

### **RESOLVED**

that Option 2 be approved:

- investment by the Council of £25k in 2015/16 and £10.4k from 2016/17 - 2018/19;
- a new Countywide service jointly commissioned with partners, and
- a review the Council's funding position during 2016/17 to consider whether to fund the Scheme after the end of the contract.

Chairman



**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	East Coast Main Line – Level Crossing Closures Feasibility Study
<b>Meeting/Date:</b>	O&S Panel (Environmental Well-Being) – 10 <sup>th</sup> March 2015 Cabinet – 19 <sup>th</sup> March 2015
<b>Executive Portfolio:</b>	Planning & Housing Strategy
<b>Report by:</b>	Head of Development
<b>Ward(s) affected:</b>	Eynesbury, Gransden & The Offords, Stilton, Upwood & The Raveleys, Yaxley & Farcet

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### **Executive Summary:**

To provide a progress report on the proposed closure of all crossing points on the East Coast Main Line throughout Huntingdonshire and to seek the agreement of this Council of the work completed to date and to endorse the project as the project moves towards the submission of a Transport & Works Act application.

### **Recommendation(s):**

It is recommended that;

- i) the Council notes the work undertaken to date and based on the proposed improvement of the rail network that the scheme would deliver including the removal of all crossing points while providing alternative access for vehicular, pedestrian, cyclist and equestrian traffic, that;
- ii) the Council supports the proposed scheme as shown in Appendix B, including the Appendix C revision, leading to the submission of a Transport & Works Act application

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## **1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

- 1.1 The purpose of the report is to update Members regarding the planned closure of all level crossings on the East Coast Main Line (ECML) within Huntingdonshire.
- 1.2 The purpose of the current work being undertaken by Network Rail (NR) is part of an ongoing commitment to deliver a safer, more efficient and reliable railway.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 As part of this study, NR are trying to find solutions that benefit the railway, highway connectivity and local communities, whilst also managing the environmental impacts of the proposal and responding to all user needs.
- 2.2 The benefit of closing level crossings on the ECML are as follows;
- Improved railway performance for passengers
  - Improved reliability of journey times for highway users
  - Reducing risk of accidents
  - Opportunities for NR cost savings allowing additional investment in the railway
  - Provides an opportunity for NR to work with all affected local authorities to deliver an improved highway network and community benefits
- 2.3 In December 2013, the NR Investment Panel approved the work now being undertaken. The proposal looks to close 73 level crossings on the ECML between London Kings Cross and Doncaster and to identify options at each location to address any local effects of such closures. At the present time, the project is a feasibility study only with a funding programme for closures still to be confirmed.
- 2.4 The crossings within Huntingdonshire are shown at Appendix A.

## **3. OPTIONS CONSIDERED/ANALYSIS**

- 3.1 Since the commencement of the study, NR and their consultants have undertaken extensive consultation with this Council and the County Council, the latter in their role as local highway authority, on a number of scheme options. All affected Parishes have also been consulted, including public exhibitions outlining the full proposals. All County & District members have been invited to specially convened briefings.
- 3.2 If funding for the scheme is approved, NR will require a Transport & Works Act Order (T&WA) containing the necessary powers to deliver the scheme, which would include compulsory purchase powers if needed. While local authorities are not decision makers under this Act, they are statutory consultees.
- 3.3 To date, all baseline surveys have been completed and a two-stage round of options have been consulted upon. A consultation report will be produced as part of any T&WA submission.
- 3.4 Detailed preferred options for all affected crossings are included at Appendix B

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 Members expressed satisfaction with the amended plan for a roundabout at The Offords, scheduled as part of the level crossing closures. However, there was concern that closing the level crossings could lead to increased road traffic, which the Panel were advised would be minimal. Overall the Panel supported the recommendations of the report.

#### **5. KEY IMPACTS - HOW WILL THEY BE ADDRESSED?**

- 5.1 In the case of all proposals included at Appendix B, these all represent acceptable solutions in principle in addressing the proposed crossing closures whilst providing an acceptable form of alternative access for users of the highway network, whether that be vehicular, pedestrian, cyclist or equestrian.
- 5.2 In terms of those proposals at Yaxley, Holme and Connington, these have potential impact on the environment at Great Fen and NR and their consultants have also been in consultation with the Great fen Steering Committee in order to discuss the proposals and to outline mitigation works that would be necessary as part of any T&WA application.
- 5.3 At Overview & Scrutiny Panel (Environmental Well-Being) held on 10<sup>th</sup> March, a draft revised plan for the proposed Offords layout was tabled. This has arisen as a result of local representations from the Parish Council and residents and involves re-siting the proposed roundabout to the north of the village further away from the residential properties on that side of the settlement.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 Subject to any approval of funding for the whole scheme between London Kings Cross and Doncaster, the remaining timetable is as follows;
- Finalise Scheme options for the Environmental Impact Assessment- February 2015
  - Confirmation of additional funding – April 2015
  - Draft/submit T&WA documentation – Summer/Autumn 2015
  - Works implemented (subject to planning permission arising from T&WA consent) – 2017 to 2020
  - Works completed - 2020

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 In terms of the project removing infrastructure barriers, supporting growth in rural areas, promoting cohesive communities and providing accessible opportunities to leisure and the countryside, the proposed scheme fully aligns with the key priorities of the Corporate Plan, namely;
- A strong local economy
  - Thriving communities

#### **8. CONSULTATION**

- 8.1 As outlined above, the scheme promoters have undertaken appropriate public consultation to date, including with key stakeholders and if approved, will be required to undertake further consultation as part of any T&WA application.

**9. LEGAL IMPLICATIONS**

9.1 None

**10. RESOURCE IMPLICATIONS**

10.1 None

**11. OTHER IMPLICATIONS**

11.1 None

**12 REASONS FOR THE RECOMMENDED DECISIONS**

12.1 It is evident that these emerging proposals will improve the efficiency of the railway and also reducing the risks to the safety of the public and passengers.

12.2 In progressing to the next stages and the submission of a T&WA application, Network Rail will continue to work with the local community, including this Council and the County Council to develop final solutions of benefit to the wider travelling public.

**13. LIST OF APPENDICES INCLUDED**

Appendix 1 – Affected Crossings within Huntingdonshire  
Appendix 2 – Detailed Preferred Options  
Appendix 3 – Draft Offord Option 2 Rev. B

**BACKGROUND PAPERS**

ECML Level Crossing Closures – Hunts & Cambs Member Briefing 191115

**CONTACT OFFICER**

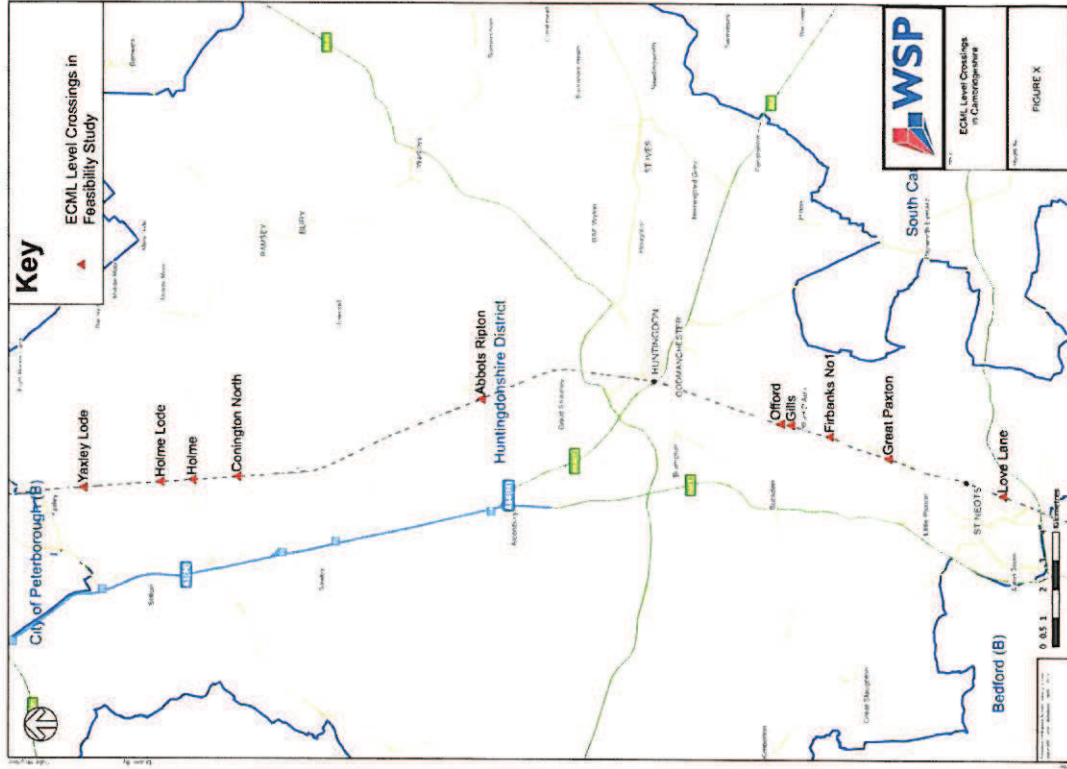
Stuart Bell – Transport Team Leader  
(01480) 388387  
[stuart.bell@huntingdonshire.gov.uk](mailto:stuart.bell@huntingdonshire.gov.uk)

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## Level crossings in Cambridgeshire and Huntingdonshire District

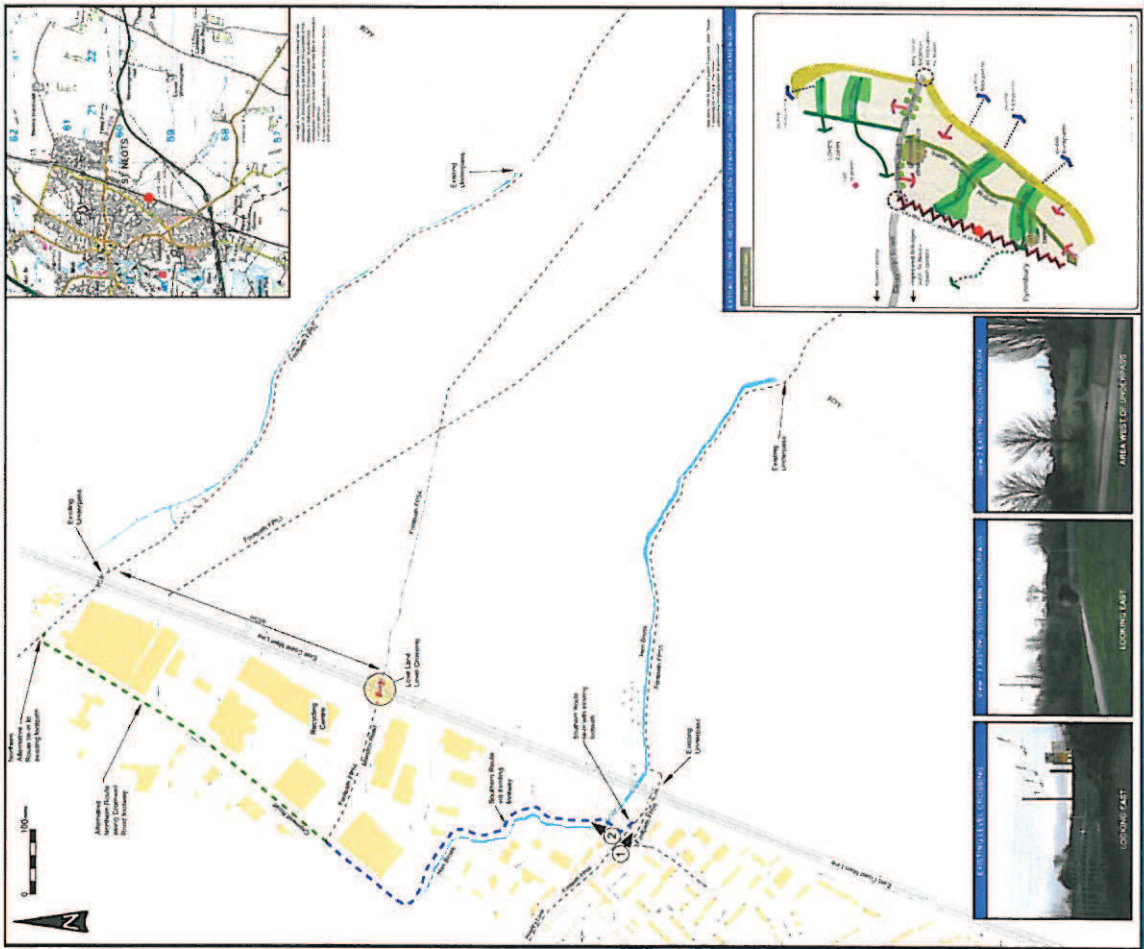
<b>YAXLEY LODE</b>	<b>Footpath</b>
<b>HOLME LODE</b>	<b>UNC Road</b>
<b>HOLME</b>	<b>B660</b>
<b>CONINGTON NORTH</b>	<b>UNC Road</b>
<b>ABBOTS RIPTON</b>	<b>Bridleway</b>
<b>OFFORD</b>	<b>UNC Road</b>
<b>GILLS</b>	<b>Footpath</b>
<b>FIRBANKS NO.1</b>	<b>Non Public</b>
<b>GREAT PAXTON</b>	<b>Footpath</b>
<b>LOVE LANE</b>	<b>Footpath</b>



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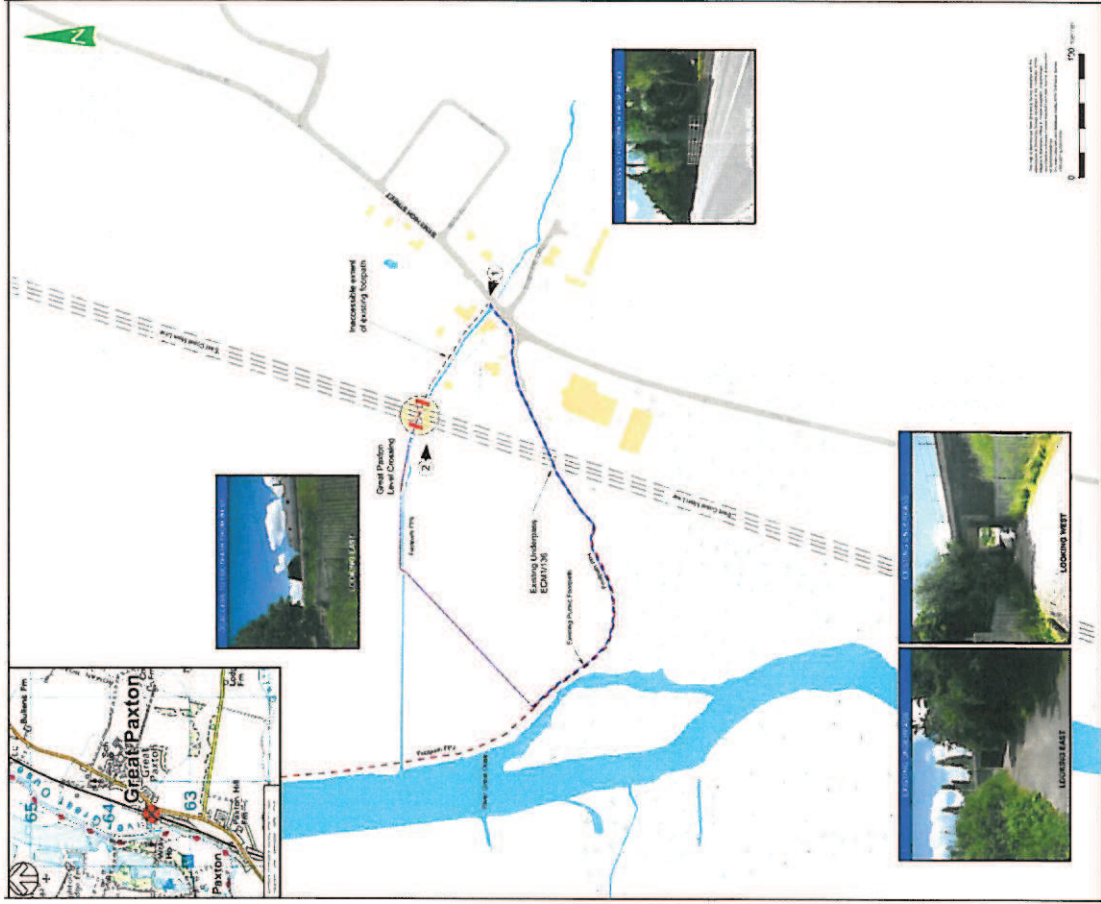


# Preferred Options – Love Lane



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# Preferred Options – Great Paxton



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# Preferred Options – Firbanks

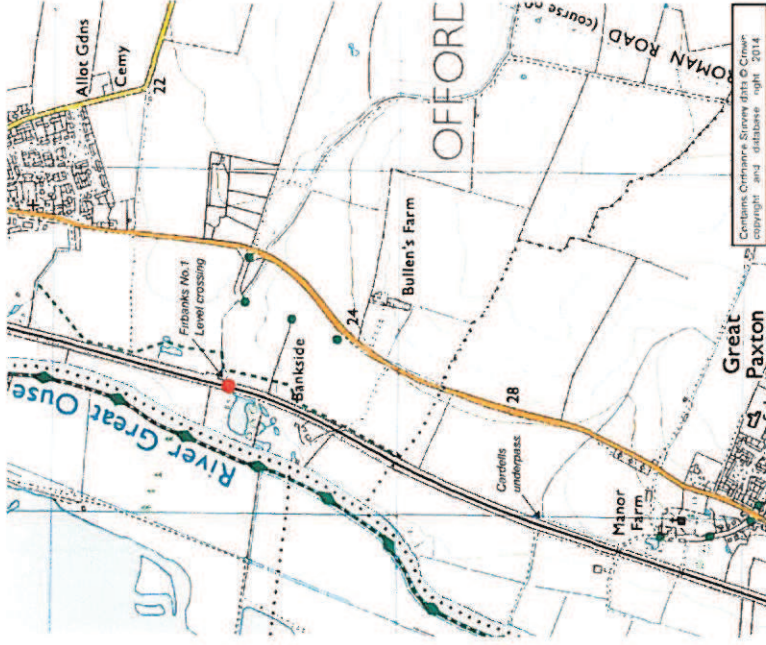


## Firbanks No.1 Crossing Options

Firbanks No.1 crossing is located approximately 1.6km to the north of Great Paxton, accessed via an unmade private track.

This is a private foot crossing (no public rights) with only one authorised user.

We are consulting on the proposals at Firbanks No.1, as part of the Transport and Works Act Order process, and Network Rail is consulting directly with the affected landowner.



Further details are available online:  
[www.networkrail.co.uk/ECML/levelcrossings](http://www.networkrail.co.uk/ECML/levelcrossings)

Or you can contact our team by email:  
[ECMLlevelcrossings@networkrail.co.uk](mailto:ECMLlevelcrossings@networkrail.co.uk)

call us on 08457 11 41 41.

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# Preferred Options – Offord Traffic Flows



## EAST COAST MAIN LINE

### OFFORD & GILLS PREFERRED OPTION TRAFFIC FLOW COMPARISON [Ref: OFF]



**KEY**

- AM traffic flow (08:00 - 09:00)
- PM traffic flow (17:00 - 18:00)
- Junction traffic flow

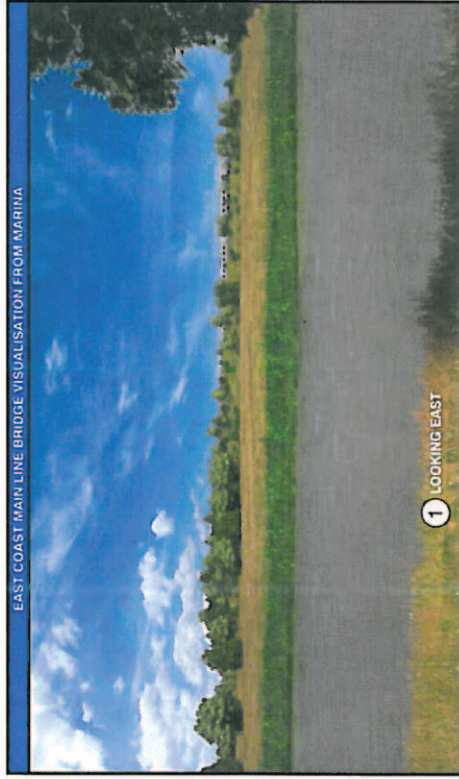
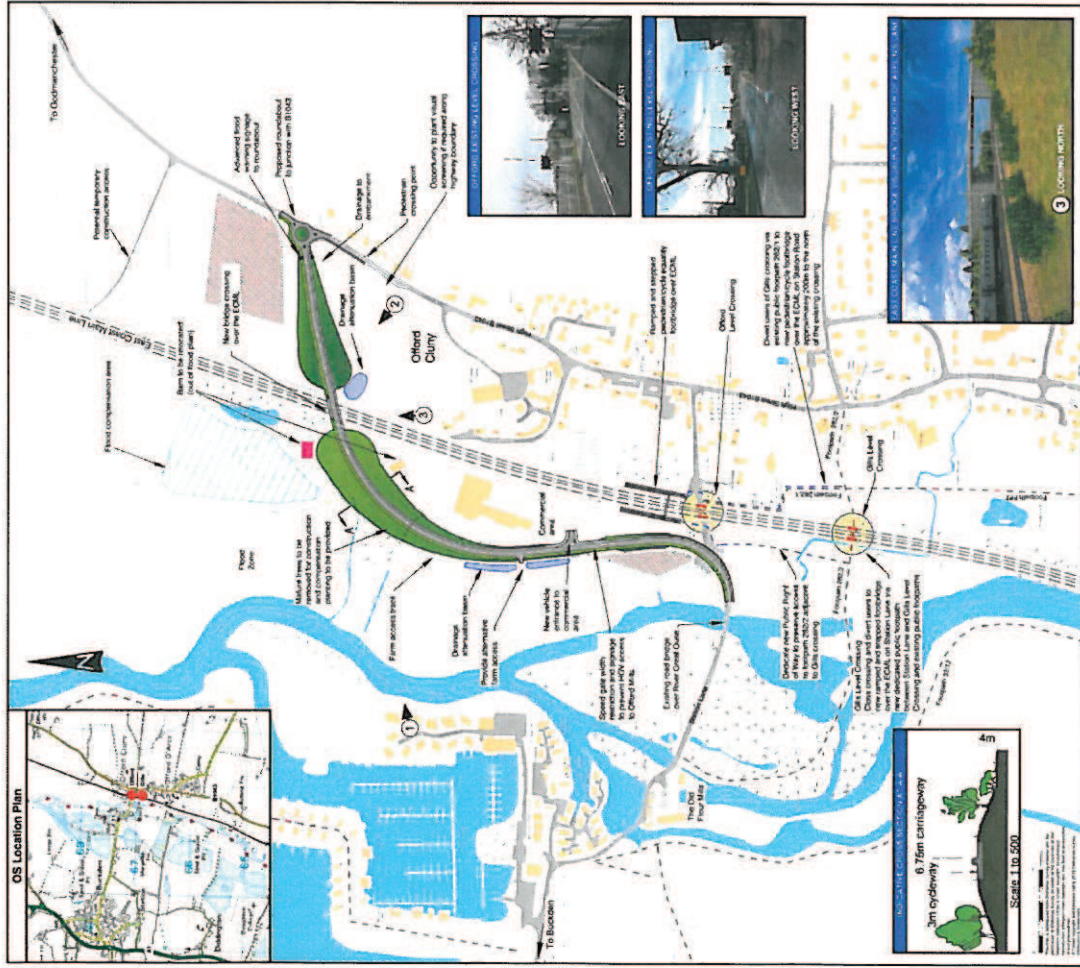
**NOTES**

Background traffic growth between 2014 and 2021 is predicted to be approximately 9%, which will occur within the existing road network regardless of the scheme option. This does not include for any changes due to the A14 implementation.

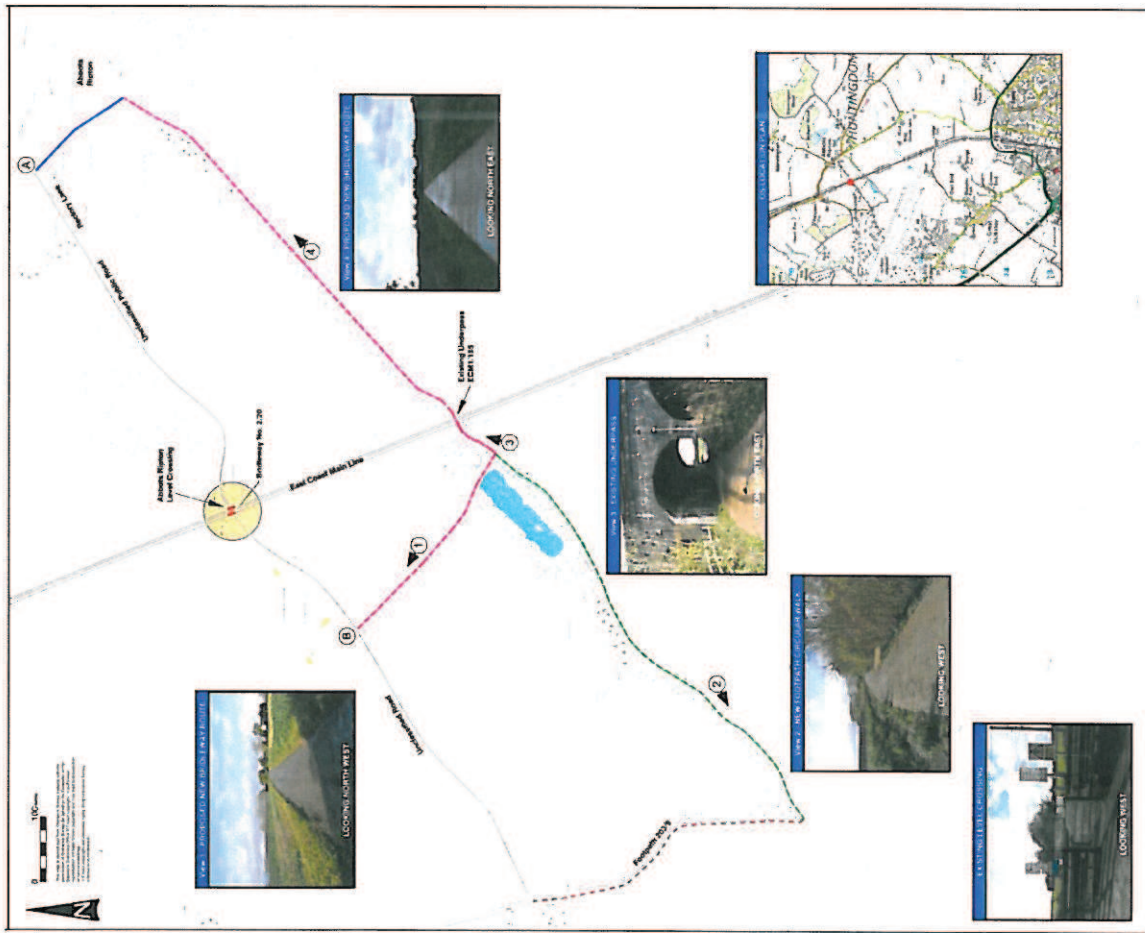
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Jan 2015

# Preferred Options – Offord & Gills



# Preferred Options – Abbots Ripton

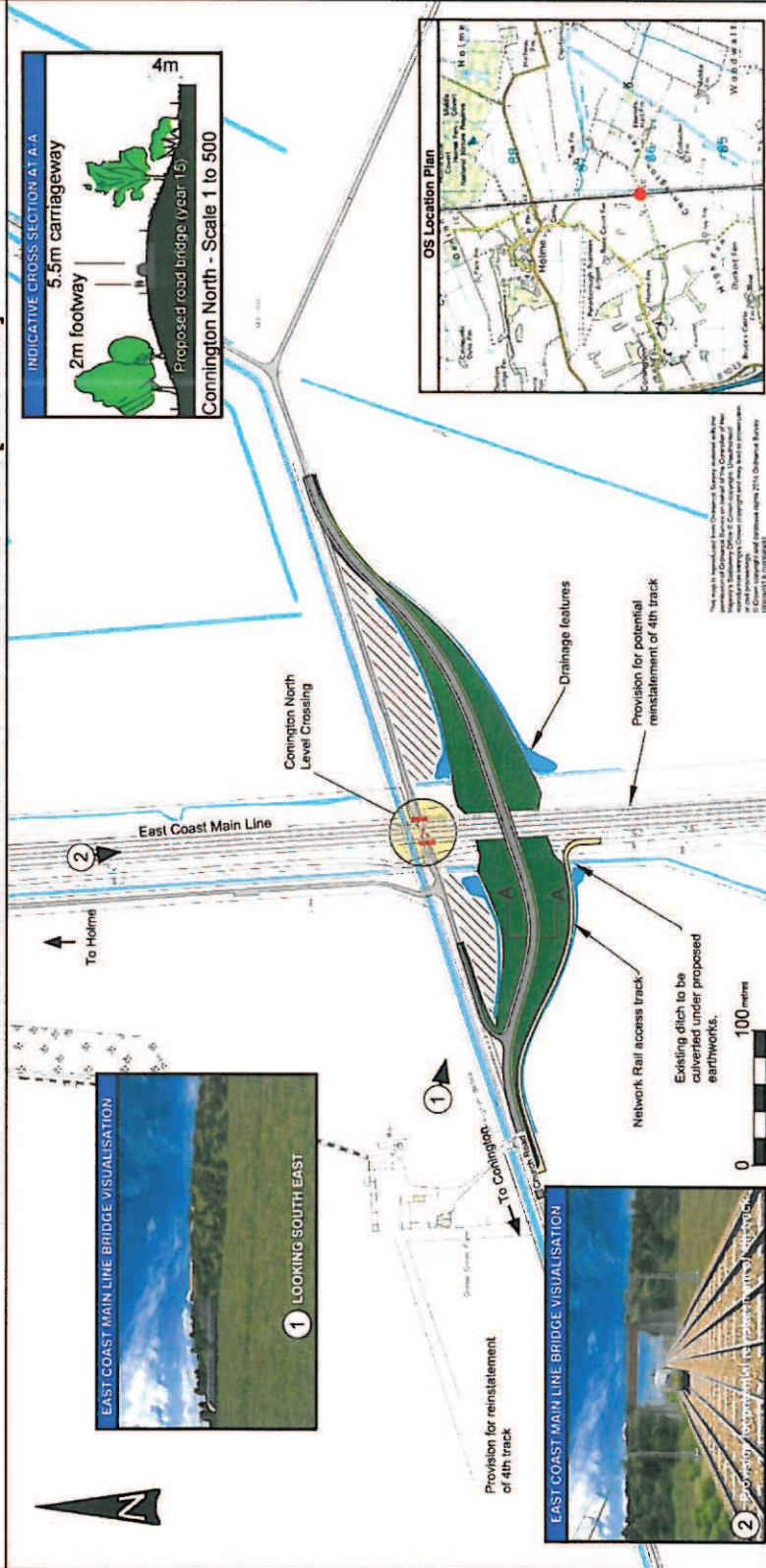


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# Preferred Options – Conington North



## EAST COAST MAIN LINE LEVEL CROSSING CLOSURE PROGRAMME (FEASIBILITY STUDY) CONINGTON NORTH HIGHWAY BRIDGE PREFERRED OPTION [Ref: CGN]



**OVERVIEW** 70000382-LV65-EX02-01 D Nov 2014  
It is proposed to close Conington North level crossing on the East Coast Main Line (ECML) and divert public highway and all road users and pedestrians via a new road bridge over the ECML.  
Local diversions of the secondary public highway and farm access junctions will be provided.  
Access to the railway at the level crossing will be prevented with the provision of new fencing.  
Locked access may be retained for Network Rail & emergency access.

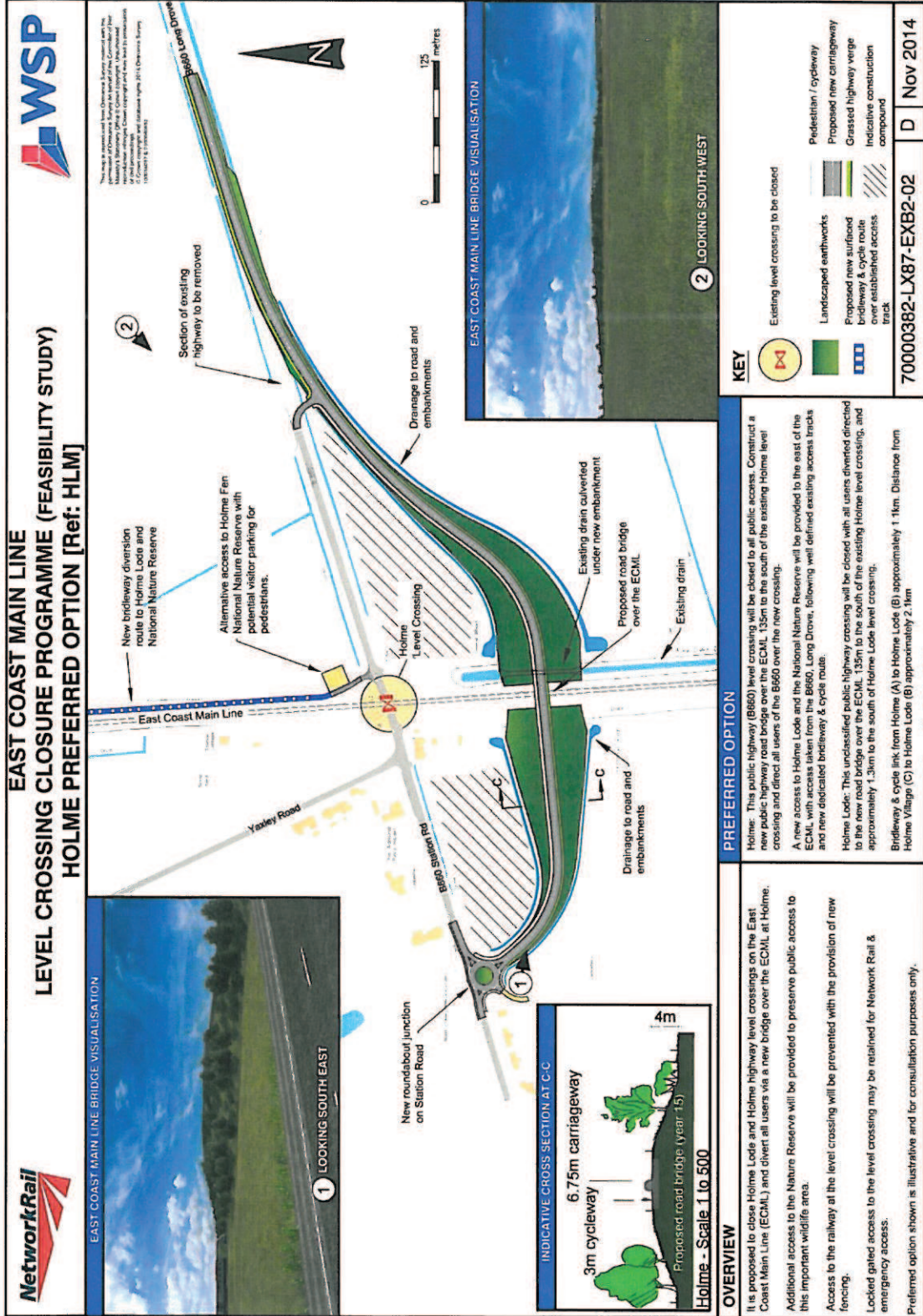
**KEY**

**Conington North Crossing User Census - June 2013**

User	Average Weekday Daily Users	Average Weekend Daily Users
Vehicles	52	36
Cyclists	2	2
Horse Riders	0	1
Pedestrians	0	7

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# Preferred Options – Holme & Holme Lode



## EAST COAST MAIN LINE LEVEL CROSSING CLOSURE PROGRAMME (FEASIBILITY STUDY) HOLME PREFERRED OPTION [Ref: HLM]



WSP  
WSP is a registered company in the United Kingdom, incorporated in England and Wales, with its registered office at WSP, 100, Victoria Road, London, E16 1JH. WSP is a member of the WSP Group, which is a subsidiary of WSP Group Limited, a company registered in the United Kingdom, with its registered office at WSP Group Limited, 100, Victoria Road, London, E16 1JH. WSP is a member of the WSP Group, which is a subsidiary of WSP Group Limited, a company registered in the United Kingdom, with its registered office at WSP Group Limited, 100, Victoria Road, London, E16 1JH.

	Existing level crossing to be closed
	Landscaped earthworks
	Proposed new surfaced bridleway & cycle route over established access track
	Pedestrian / cycleway
	Proposed new carriageway
	Grassed highway verge
	Indicative construction compound

**KEY**

**PREFERRED OPTION**

**Holme:** The public highway (B660) level crossing will be closed to all public access. Construct a new public highway road bridge over the ECML, 135m to the south of the existing Holme level crossing and direct all users of the B660 over the new crossing.

A new access to Holme Lode and the National Nature Reserve will be provided to the east of the ECML, with access taken from the B660, Long Drive, following well defined existing access tracks and new dedicated bridleway & cycle route.

**Holme Lode:** This unclassified public highway crossing will be closed with all users diverted directed to the new road bridge over the ECML, 135m to the south of the existing Holme level crossing, and approximately 1.3km to the south of Holme Lode (A) to Holme Lode (B) approximately 1.1km. Distance from Holme Village (C) to Holme Lode (B) approximately 2.1km.

**OVERVIEW**

It is proposed to close Holme Lode and Holme highway level crossings on the East Coast Main Line (ECML) and divert all users via a new bridge over the ECML at Holme. Additional access to the Nature Reserve will be provided to preserve public access to this important wildlife area.

Access to the railway at the level crossing will be prevented with the provision of new fencing.

Lockier gated access to the level crossing may be retained for Network Rail & emergency access.

Preliminary option shown is illustrative and for consultation purposes only.

70000382-LX87-EXB2-02	D	Nov 2014
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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** A14 Cambridge to Huntingdon Improvement Scheme

**Meeting/Date:** Overview & Scrutiny Panel (Environmental Well-Being) -  
10<sup>th</sup> March 2015  
Cabinet - 19<sup>th</sup> March 2015

**Executive Portfolio:** Planning & Housing Strategy

**Report by:** Head of Development

**Ward(s) affected:** All Wards

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### Executive Summary:

To provide a progress report on the delivery of the A14 project, following the submission of the Development Consent Order (DCO) application to the Planning Inspectorate (PINS) on 31<sup>st</sup> December 2014.

The application was accepted by PINS for examination on 27<sup>th</sup> January 2015. The application seeks consent to construct the scheme, including powers to compulsorily acquire interests in and rights over land and to use land temporarily for the purposes of delivering the project.

The Council is a Tier 1 stakeholder under the terms of the project and continues to support the delivery of the scheme and remain a committed partner to its delivery. This includes continued negotiations on overall key aspects of the scheme prior to a Statement of Common Ground being entered into with the Highways Agency and the submission of a Joint Local Impact Report (LIR) to PINS. The LIR will be a joint submission by this Council, Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council.

### Recommendation(s):

Members are recommended to note;

- i) That the Council continues to engage with the Development Consent Order process relating to the A14 Cambridge to Huntingdon Improvement Scheme and to seek to reach agreement on the remaining outstanding matters as highlighted at Appendix C.
- ii) To note the Relevant Representation at Appendix B, that was endorsed by Overview & Scrutiny Panel and signed-off by the Executive Councillor for Planning & Housing Strategy and the Corporate Director (Delivery) for submission to PINS by the stated deadline of 12<sup>th</sup> March 2015.

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## **1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

- 1.1 This report gives an update on progress with the development and delivery of the A14 Project. A visual display of the whole scheme will be on display at the meeting.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Council is a Tier 1 stakeholder with regards to the project and is a statutory consultee under the terms of S.56 of the Planning Act 2008 under which the DCO is being made to PINS.
- 2.2 The Council is also a funding partner towards the scheme with an agreed financial package in place to deliver an overall contribution of £5M towards the project.

## **3. CURRENT POSITION**

- 3.1 The scheme has now been accepted by PINS and the Statutory Timetable is included at Appendix A.
- 3.2 The Council's draft Relevant Representation is shown at Appendix B. It was submitted to PINS by 12<sup>th</sup> March 2015 deadline following consideration by the Overview & Scrutiny Panel (Environmental Well-Being) on 10<sup>th</sup> March 2015, these will be reported at the meeting
- 3.3 The project continues to proceed through the pre-examination stage and officers are currently negotiating outstanding matters during this period.
- 3.4 It is important to note that the areas outlined at Appendix B are those matters on which the Council may wish to make representations at the planned Examination. However it is still the broad intention that during the current pre-examination period, these may be entirely or proportionately mitigated away.
- 3.5 Under the terms of the Planning Act 2008 relating to the DCO application, the Council will agree a Statement of Common Ground (SoCG) with the applicant, namely the Highways Agency (Highways England as from 1<sup>st</sup> April 2015). This will take into account current on-going discussions as outlined in Appendix B and the SoCG will list those matters agreed, not agreed and still under discussion and these will form the basis of the Council's representation, if required, at Examination.
- 3.5 Likewise, the Planning Act 2008 places a duty on Tier 1 stakeholders to submit a Local Impact Report (LIR) to PINS that focusses on the transfer of local knowledge and evidence to the Examining Authority and to identify local issues and impacts that need to be highlighted to PINS. A statement of positive, negative and neutral impacts is required and it is for PINS to consider the relative merits as part of the examination.
- 3.6 In the case of National Infrastructure Schemes that cross local authority boundaries, PINS strongly encourages Councils to submit this evidence in the form of a Joint LIR so that it can carry due weight and consideration and therefore for the A14 project, this will be a joint approach between this Council, Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING)**

- 4.1 The Panel raised concern about the provision of new bridges and the ability to ensure that they are designed to accommodate future development.
- 4.2 In response to questions from Members regarding adequate signage and the noise impact, the Panel were advised that signage had yet to be addressed and the noise impact from the re-routed A14 would benefit a number of households currently affected by the noise.
- 4.3 Following discussion the Panel subsequently approved the recommendations of the report.

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

- 5.1 The key issues at present are the continuing discussions between the Tier 1 stakeholders and the Highways Agency relating to the matters outlined in Appendix B. While the topic headings are broad, this should not cause any degree of undue concern as the Council is simply reserving its position at this stage as it may wish make detailed representation on these at Examination, whether that be in positive, negative or neutral terms.
- 5.2 In detail, it can be confirmed that there are no undue matters where the parties consider that they will not be able to reach an agreed position and Appendix C outlines the current broad positions reached within key topic areas

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 A flow diagram of the overall project timetable from inception to projected completion of the scheme is shown at Appendix D.

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 The fundamental objective of this Council's engagement in the scheme has been to ensure that the project fully aligns with the key priorities of the Corporate Plan, namely;
- A strong local economy
  - Sustainable growth
  - Thriving communities

#### **8. CONSULTATION**

- 8.1 Public consultation is a key requirement of the DCO process as required by the Planning Act and the Highways Agency has been required to demonstrate effective levels of community engagement as part of its overall submission. This Council has been actively involved throughout the Highways Agency consultation processes.
- 8.2 As part of the same process, PINS is required to have due regard to representations from local authority consultees regarding the pre-application stage and this Council provided its 'Adequacy of Consultation' response on 12<sup>th</sup> January 2015.



## **9. LEGAL IMPLICATIONS**

- 9.1 The Council's primary legal responsibility relates to the legal agreement outlined in Section 9.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The Council entered into an agreement with the Secretary of State for Transport on 30<sup>th</sup> October 2014 relating to its contribution of £5M towards this project, including the agreed timeline under which contributions will be made.
- 10.2 In accordance with the agreement and within two months of the opening date for the Main Improvement Scheme (due December 2019), the 1<sup>st</sup> payment of £200K will be made, followed by 24 equal payments of £200K per annum (by 30<sup>th</sup> January each year) over a maximum period of 25 years.

## **11. OTHER IMPLICATIONS**

- 11.1 None

## **12 REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 It is recommended that the Council continues to engage with the Development Consent Order process relating to the A14 Cambridge to Huntingdon Improvement scheme and to seek to reach agreement on the remaining outstanding matters as highlighted at Appendix C.

## **13. LIST OF APPENDICES INCLUDED**

- Appendix A – Statutory Timetable
- Appendix B – Relevant representation
- Appendix C – Key Topic Areas
- Appendix D – Overall Project Timetable

## **BACKGROUND PAPERS**

A14 Cambridge to Huntingdon Improvement Scheme – Development Consent Order  
<http://www.highways.gov.uk/roads/road-projects/a14-cambridge-to-huntingdon-improvement-scheme/>

A14 Funding Agreement – 30<sup>th</sup> October 2014

Adequacy of Consultation response – 12<sup>th</sup> January 2015

## **CONTACT OFFICER**

Stuart Bell – Transport Team Leader  
(01480) 388387  
[stuart.bell@huntingdonshire.gov.uk](mailto:stuart.bell@huntingdonshire.gov.uk)

**STATUTORY TIMETABLE**

- **Application** 31<sup>st</sup> December 2014
- **Acceptance** 27<sup>th</sup> January 2015
- **Relevant Representations** by 12<sup>th</sup> March 2015
- **Pre-examination** February-April 2015
- **Preliminary Meeting** Mid-May 2015
- **Full Representations** Expected Mid June 2015\*
- **Examination** May-November 2015
- **PINS Recommendation** December-February 2016
- **Secretary of State Decision** March-June 2016
- **Commencement on site** By end of 2016 \*\*

\* To be decided at preliminary meeting

\*\* Subject to final decision

## APPENDIX B

### A14 Cambridge to Huntingdon – Relevant Representation by Huntingdonshire District Council

The above project is one of national and local importance that this Council has resolved to support and we remain a committed partner in the development and delivery of the scheme, including as a funding partner for which formal agreement has been entered into with the Secretary of State for Transport.

This Council is a statutory consultee under the terms of S.56 of the Planning Act 2008.

The Council considers that the project remains vital to the delivery of the growth agenda across Huntingdonshire and the Greater Cambridge area, relieving current congestion, reducing journey times and addressing current safety issues.

The Council will submit written representations regarding this project which will acknowledge the close and fruitful working relationship with the Highways Agency (HA) in developing the scheme now submitted.

While a number of matters are the subject of continuing discussions with the HA in order to seek resolution of outstanding matters, the following are the broad themes still under discussion prior to formal Examination and on which we may wish to make representation. However, we are continuing to have fruitful and meaningful discussions with all project partners, which may entirely or proportionately mitigate away current outstanding matters prior to Examination.

- Environment, Landscape and Visual Impact
- Noise, Vibration & Air Quality
- Land Contamination
- Heritage
- Borrow Pits
- Rights of Way relating to community integration
- Local off-line traffic impacts
- Drainage

Importantly, in relation to all the above matters, the question of legacy remains outstanding. At all levels of the project, the meaning of legacy and its outcomes are still under discussion in seeking a range of outcomes that overcome the continued detrimental environmental impact of the existing route alignment while also delivering a scheme that secures wider benefits across the community than simply delivering a new road.

The Council will be submitting a Joint Local Impact report, together with Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council. We are currently negotiating a Statement of Common Ground with the HA.

In relation to the Examination, the Council will make representations to PINS as a response to the DCO process and as previously informed, our formal response will be considered on 18<sup>th</sup> June, after ongoing Scrutiny processes aimed at reducing any remaining outstanding issues after which we will respond to the Inspectorate.

The Council will wish to attend the 'Preliminary Meeting' and attendance numbers will depend on how the four Councils within the Joint LIR will want to represent their issues. If an 'Issue Specific Hearing' is held, depending on the topic/s, the Council may wish to speak if it relates to the subject headings outlined above.

## KEY TOPIC AREAS UNDER DISCUSSION

### Local Off-Line Traffic Impacts

- On-going independent review (CCC) of traffic modelling and impact on local road network, including within new Huntingdon Town Centre layout

### Air Quality Impacts

#### **Predicted improvement**

- Huntingdon
- Along existing A14 between Swavesey, through Huntingdon to Brampton Hut
- Existing AQMA's – all indicate improvements in Air Quality'

#### **Pollutant increase** –Within EU limits/no new AQMA will be created

- New Huntingdon southern bypass

### Noise Impacts

- Approximately 2,800 dwellings benefiting
- Noise increase for properties located along the new bypass section between Brampton Interchange and Fen Drayton (330 properties)
- Ensure properties qualifying for Noise Insulation are correctly identified
- Noise impact of construction phase will require management, including Ground borne vibration, due to the significant length of construction period
- Noise levels near Borrow Pits may not be at acceptable levels to proceed without necessary mitigation

### Borrow Pits

- Significant materials being sourced from new local Borrow Pits
- Extraction will conform to CCC Minerals & Waste Plan
- Materials extracted will only be used on A14 project
- After care, landscape and legacy is a critical issue still subject to on-going discussion including;
  - Ecology
  - Possible recreation use
  - Access to designated areas
  - Future long-term maintenance

### Heritage

- Heritage Impacts relating to Legacy
- Mitigating impacts on Listed Building & Conservation areas

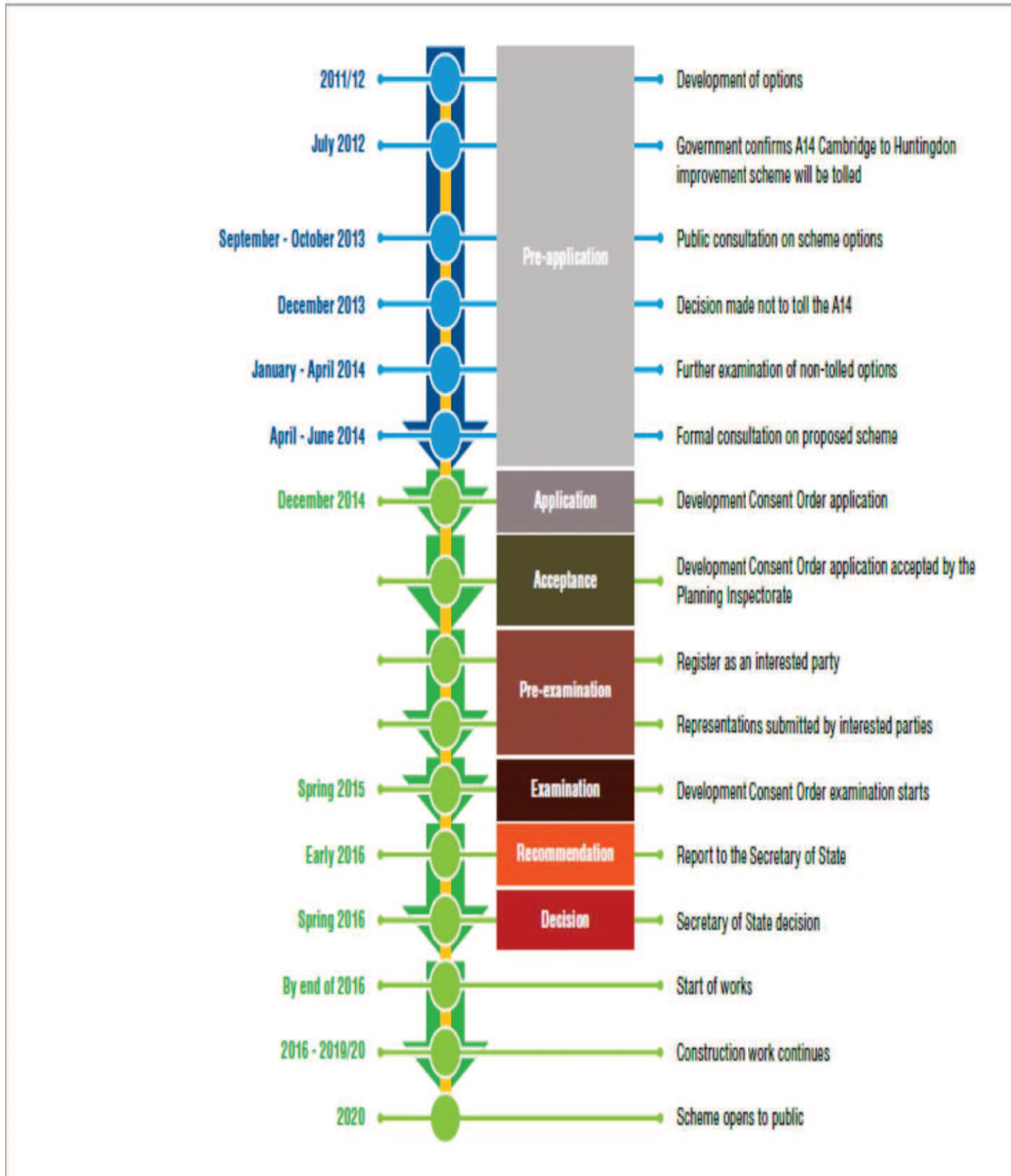
### **Drainage**

- Mitigating impacts on existing designated flood areas

### **Environment, Landscape and Visual Impact**

- Impact of new lighting
- Borrow Pits
- Impacts of removal of existing vegetation and recovery periods

OVERALL PROJECT TIMETABLE



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## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Request For Delegated Authority To Procure A New Software System For The Home-Link Scheme and Housing Advice & Options Service
<b>Meeting/Date:</b>	Cabinet - 19 March 2015
<b>Executive Portfolio:</b>	Councillor Barry Chapman
<b>Report by:</b>	Head Of Customer Services
<b>Ward(s) affected:</b>	All Wards

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### **Executive Summary:**

The sub-regional Home-Link scheme provides the core IT system for the Council's Housing Needs team, covering housing options and homelessness as well as the means for maintaining the Housing Register and a lettings system for the allocation of social housing. The scheme covers the four district authorities in Cambridgeshire plus Cambridge City Council as well as two authorities in West Suffolk.

The Home-Link scheme and associated IT system has been in operation since 2008, working with Locata Housing Services (LHS) who were the successful provider in the original tender process.

The contract with LHS has been extended to the full extent allowed by the original contract and a retendering process has begun so that a new contract will be in place by April 2016 at the latest. The Home-Link partnership has started an open tender process, involving all partners but led by the scheme manager based at South Cambridgeshire District Council. All partners will play a part in the procurement process through the governance structures provided by the Home-Link Management Board.

### **Recommendation(s):**

It is recommended that:

1. The Head Of Customer Services, after consultation with the Executive Councillor for Customer Services, be authorised to accept the successful tender and sign the contract with the software provider.
2. If a new supplier is the successful bidder additional capital implementation costs in the region of £30k are likely to be incurred. If this is the case options will be explored to fund this necessary expenditure.

## **1. WHAT IS THE PURPOSE OF THE REPORT?**

1.1 The Housing Needs team's core IT system performs several key functions that support the service in meeting its objectives which in turn contribute to meeting corporate priorities. These include:

- Holding information relating to applications to the housing register;
- Providing a number of on-line transactions and services for customers;
- Allowing for the advertising and allocation of social rented housing within the district;
- Providing an exchange register for existing social tenants to allow them to find other tenants to swap tenancies with;
- Providing a case management system for housing advice and homelessness prevention cases as well as statutory homelessness applications;
- Providing a reporting system in order to complete government statistical returns, performance management information and Freedom of Information requests.

1.2 The team's current IT system was previously procured as part of the launch of a sub-regional choice based lettings scheme in 2008, branded the Home-Link scheme. This joint procurement exercise delivered significant savings to the partners compared to individually procuring IT systems and launching their own choice based lettings schemes. As the original contract is now due for renewal the partnership has begun a joint tendering exercise to test the market and ensure that best value is achieved in the letting of the new contract.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

2.1 The Housing Needs team requires an IT system to be able to perform the functions as outlined in 1.1 above. The report is necessary to give authorisation to the Head of Customer Services, in consultation with the Executive Councillor for Customer Services, to sign a new contract with the successful software provider from the tendering exercise.

## **3. OPTIONS CONSIDERED**

3.1 Although the Council could have considered procuring a new IT system by itself this option would not have been possible unless it considered withdrawing from the Home-Link partnership. This would then have involved establishing a new housing register and allocations scheme with this in itself incurring additional costs. The Council would also then have had to tender for an IT system by itself which would not deliver any additional savings above those that are likely to be realised through the current joint tendering process.

## **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

4.1 The Overview & Scrutiny Panel (Economic Well-Being) considered this report on 5 March and supported the recommendations.

## **5. KEY IMPACTS/RISKS**

5.1 Without a new contract being put in place the Council will not have an IT system beyond March 2016 to be able to perform the functions outlined in 1.1 above.

## **6. WHAT IS THE TIMETABLE FOR IMPLEMENTATION**

- 6.1 The tender process has begun and it is hoped that the successful bidder will be known by May/June of this year. If a new software provider wins the contract this will allow time to transfer systems before the existing contract ends in April 2016. Alternatively, if the existing provider wins the contract then this will be awarded on the termination of the current contract.

## **7. LINK TO THE CORPORATE PLAN**

- 7.1 The Council's Corporate Plan reinforces the importance of working with our communities to improve health and wellbeing. Assisting households with a housing need to ensure that they are able to keep their home, or by helping them to find an alternative home, contributes directly to the health and wellbeing of those households. An appropriate IT system is required by the Housing Needs team to allow it to perform its duties and thereby contribute to the Corporate Plan.

## **8. CONSULTATION**

- 8.1 No formal consultation is required as a result of this retendering exercise.

## **9. LEGAL IMPLICATIONS**

- 9.1 The tender process will follow the OJEU regulations due to the total contract value across the sub-regional partnership. The Council's Procurement Manager has been consulted on the tender exercise, as have all the partners' Procurement Managers, with South Cambridgeshire's manager leading on this project.

## **10. RESOURCE IMPLICATIONS**

- 10.1 Purchasing a system to meet the needs of HDC could be done in isolation. However HDC would have to manage the procurement, purchase the software & licenses, maintain the system and manage the ongoing contract on its own. Working with partners allows all of these costs to be shared and an economy of scale to be created. It is estimated the HDC capital contribution to change in shared system would be c.£20-30k – the cost of effort to complete a full project and purchase outright for HDC would be considerably more.
- 10.2 Working with partners has meant the value of this contract means procurement must follow an OJEU process (led by SCDC for the partnership). As a consequence, the joint project to commence the procurement began before the recent ZBB exercise.
- 10.3 At the time of commencement of procurement capital funding for IT Projects was in the former MTP. Currently capital bids are being revisited and scored before assessment by the Finance Governance Board prior to Cabinet examining these conclusions and determining which capital schemes are progressed. The outcome of this exercise should be known soon.
- 10.4 It is by no means certain the outcome of the procurement will incur additional cost. Indeed it may lower costs. However if capital funding is required, and the Cabinet decide not to include funding for IT projects in the MTFs, a series of options exist, if the:

- i. the cost of implementation is outweighed by an ongoing annual saving, an element of the saving will be reinvested to cover the cost of change.
- ii. the cost of implementation cannot be covered by an ongoing saving, then a revenue to capital transfer will be required from within the Customer Service budget.
- iii. there is no capacity to fund a revenue to capital transfer, then a case will be prepared and presented to CMT for approval. This cost would, of course, be less than if HDC had chosen to purchase this system outside of a partnership arrangement.

## **11. OTHER IMPLICATIONS**

- 11.1 The IT system is a web based system that is fully provided and supported by the software provider. Therefore, implications on the Council's IMD service are minimal.

## **12 REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The current contract for the Housing Needs team's IT system is due to end and there is a need to put a new contract in place. This will be achieved by the retendering exercise being carried out by the sub regional Home-Link scheme of which the Council is a partner.

## **BACKGROUND PAPERS**

### **CONTACT OFFICER**

John Taylor – Head of Customer Services  
Tel No.01480 388119

**Public**  
**Key Decision – No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	One Leisure Update Report
<b>Meeting/Date:</b>	Cabinet – Thursday 19 March 2015
<b>Executive Portfolio:</b>	Councillor Robin Howe – Executive Member for Commercial Activities
<b>Report by:</b>	Head of Leisure and Health
<b>Ward(s) affected:</b>	All Ward(s)

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### EXECUTIVESUMMARY

To update Cabinet on the performance of One Leisure to date and to inform the Cabinet of the strategic direction One Leisure is taking

One Leisure has produced a financial deficit since its first year of formation, with annual losses exceeding as much as £2m in the relatively recent past. The emphasis has previously been placed simply upon the provision of good leisure services and without reference to commercial performance, with the result that operating expenses and capital investment have never been seriously matched to income targets. This situation has now changed with the arrival of new management and a portfolio holder who has demanded a more commercial approach be applied to the service. The emerging strategic financial direction is as follows:

- A breakeven position before capital costs must be achieved by the end of 2014/15
- A breakeven position after capital costs and attributable central costs must be achieved in 2015/16
- A net return (EBIT) of 5% must be achieved in 2016/17
- A net return (EBIT) of 10% must be achieved in 2017/18
- All five leisure sites, the SI Outdoor Centre and the Burgess Hall will continue to operate into the future,
- a modest operating loss may be tolerated at Ramsey and Sawtry in the interests of retaining the local service

This reports aims to explain how One Leisure is being restructured and with the help of a new management regime to help achieve realistic growth objectives with a reduced cost base without significant reduction to service levels.

### Recommendation(s):

There are no recommendations arising from this report

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## **1. ANALYSIS**

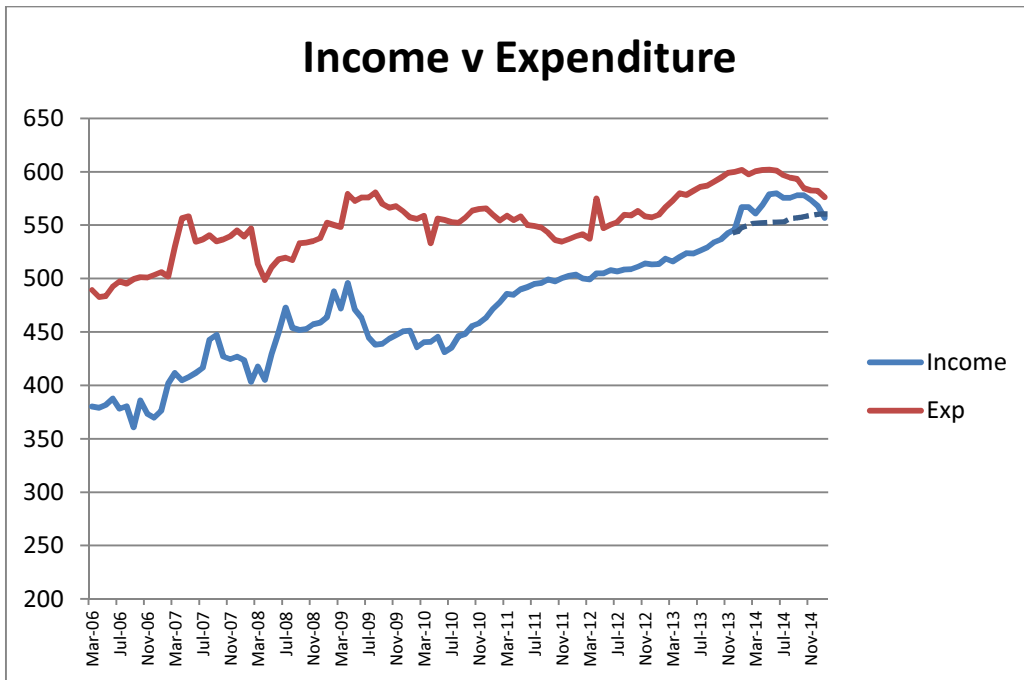
### **1.1 Financial Performance**

The 2014/15 budget included unrealistic targets for OLSI to help mitigate the re-development costs and across the OL Group the pay review unexpectedly added over £200k to the annual payroll, with the result that a budget deficit will once again be realised in 2014/5, although at a reduced net cost per head. This was -£0.22 in 2011/12 and is expected to out-turn at -£0.07 in 2014/5.

A management forecast made mid-year predicted reduced revenues of £6.8m (Budget £7.6m) with expenses of £6.9m (Budget £7.5m) with a reducing cost base and a converging breakeven point. Over the last 12 months One Leisure management, both central and at individual Centre level have been made more directly accountable for both service and financial performance levels. A monthly Board meeting has been established, involving Centre Managers, Business Development Manager, Head of Service, Corporate Director and Portfolio Holder, at which result development, business initiatives and marketing plans are closely reviewed. This more rigorous regime has empowered management to learn to forget the historic restrictions imposed by previous regimes, and focus on achieving better and up to date knowledge of the business and clearer understanding of both how to reduce expenditure and maximise opportunities to generate income and retain users.

The OL cost base was reduced in 2014 following a management restructure and this is reflected in steadily reducing expenses from November last year. The Facing the Future and ZBB processes identified a range of additional measures designed to both further reduce expenses and increase income and these are being implemented at the moment.

It is estimated that 2014 a £125k net deficit (as predicted as part of the ZBB process) for this financial year as a worst case scenario, however current indications are that the operating loss will be below £100k, an improvement of £250-300k over the prior 2013/4 year.



The hashed line in the graph above normalises payments received for full year 2014, recognised fully in January 2014.

The three larger sites (**St Ives / St Neots / Huntingdon**) will all show a positive operating result (before capital charges) at year end. St Neots is outperforming the other sites with St Ives, despite the recent investment still showing growth levels below earlier expectations. Huntingdon (with Call Centre expenditure removed) should see a net profit for the first time this year and with plans to deliver an improved Impressions business model, should see this further developed over the next few years.

**Ramsey** has halved its operating loss this year to (forecast) £50k aided by proactive management and with no investment, despite the Crèche and Health Suite still delivering a significant loss. With modest investment and a more critical approach to loss making services, it is possible that above break-even can be achieved in the next 2-3 years.

**Sawtry** has suffered from the financial problems of Sawtry College, exacerbated by pay and recruitment problems and by its geographical location, affecting its upper catchment areas in and around Hampton (Peterborough). With a net deficit expected of just under £200K a major restructure is being planned which will match opening times and staffing levels to demand and reduce the breakeven point significantly.

A review of the current usage and non-usage patterns for Sawtry has been undertaken. Which has identified there is potential to rationalise the centre opening times and services offered. This would reduce the staffing cost base for the site significantly – potentially in the region of £100K. This work is continuing and is considering the financial impact in terms of potential reduced income, as well as looking to mitigate the impact upon users of the site before any changes are implemented

**Crèche** A review of the Crèche service across all sites has been undertaken. The following table provides the financial analysis of the operation.



	Staffing expenditure	Other Expenditure	Total Expenditure	Income casual	Income Advantage DD	Income Advantage Annual	Total Income	Profit / loss	Admissions	Cost per head
OLH	30,473.00	80.00	30,553.00	350.00	22,654.00	2,546.00	25,550.00	-5,003.00	10,812.00	-0.46273
OLSN	35,977.00	200.00	36,177.00	50.00	29,337.00	4,211.00	33,598.00	-2,579.00	19,505.00	-0.13222
OLR	17,730.00	222.00	17,952.00	20.00	8,603.00	1,531.00	10,154.00	-7,798.00	5,039.00	-1.54753
OLS	19,253.00	18.00	19,271.00	90.00	8,730.00	1,634.00	10,454.00	-8,817.00	6,231.00	-1.41502
OLSI	35,475.00	326.00	35,801.00	316.00	20,967.00	3,752.00	25,035.00	-10,766.00	15,939.00	-0.67545
<b>Totals</b>	<b>138,908.00</b>	<b>846.00</b>	<b>139,754.00</b>	<b>826.00</b>	<b>90,291.00</b>	<b>13,674.00</b>	<b>104,791.00</b>	<b>-34,963.00</b>	<b>57,526.00</b>	<b>-0.85</b>

It is recognised that the provision of a crèche is a unique selling point to membership sales. One Leisure will actively seek to maintain a crèche provision at sites where a break even operation (or significant cost recovery) can be achieved, this is OLH, OLSI and OLSN. The crèche provision at OLS is unsustainable due to the small local catchment area and limited offerings. The ongoing provision of the crèche facility will be factored into the rationalisation of the operation on the site. OLR will be continually monitored and cost saving measures implemented to reduce financial losses.

A new charge for the use of the crèche will be introduced alongside the new membership and pricing options. Customers will be able to purchase a crèche card for £25 which will provide 10 x 60 minute sessions

**Financial Summary.** The following tables provide a financial summary report of the for each site from April 2014 to January 2015, along with an activity summary across all sites. This illustrates year to date actuals compared to budget, as well as previous years to date as a comparator.

All Centres - Net				Apr-Jan 2014/15		
	Previous Year To Date	Actual To Date	Apr-Jan Target (83%)	Previous Year Full Year (13/14)	Full Year Budget Target	Full Year Forecast
- Huntingdon	0	(22)	40	(11)	50	15
- (Call Centre)	(165)	(151)	(171)	(209)	(208)	(203)
- Ramsey	(97)	(32)	(139)	(111)	(167)	(71)
- Sawtry	(122)	(172)	(160)	(155)	(193)	(188)
- St Ives	(7)	89	276	(79)	333	238
- (B Hall)	137	167	165	155	199	
- St Neots	175	225	172	191	207	222
- Other	(192)	(138)	(125)	(252)	(150)	(167)
<b>Total</b>	<b>(271)</b>	<b>(34)</b>	<b>58</b>	<b>(471)</b>	<b>71</b>	<b>(150)</b>

One Leisure Group Financial Summary Report				Apr-Jan 2014/15		
	Previous Year To Date	Actual To Date	Apr-Jan Target	Previous Year Full Year	Full Year Budget Target	Full Year Forecast
<b>Income</b>			(83%)			
- Swimming	1,133	1,176	1,157	1,372	1,394	1,421
- Impressions	2,270	2,276	2,365	2,598	2,849	2,713
- Hospitality	616	636	744	768	896	807
- Indoor Acts	1,146	1,089	1,525	1,405	1,837	1,347
- Outdoor Acts	146	151	184	201	222	205
- Education	312	261	272	385	328	299
- Other	17	4	20	12	24	4
<b>Total</b>	<b>5,638</b>	<b>5,593</b>	<b>6,267</b>	<b>6,740</b>	<b>7,550</b>	<b>6,796</b>
<b>Expenditure</b>			(82%)			
- Employees	(3,680)	(3,553)	(3,788)	(4,423)	(4,620)	(4,282)
- Buildings	(1,240)	(1,138)	(1,182)	(1,508)	(1,442)	(1,452)
- Transfer	0	0	(74)	(87)	(90)	(97)
- Supplies	(991)	(935)	(1,067)	(1,126)	(1,301)	(1,118)
<b>Total</b>	<b>(5,911)</b>	<b>(5,626)</b>	<b>(6,133)</b>	<b>(7,202)</b>	<b>(7,479)</b>	<b>(6,949)</b>
<b>Operating Result</b>	<b>(273)</b>	<b>(33)</b>	<b>134</b>	<b>(375)</b>	<b>71</b>	<b>(153)</b>
Capital Charges					(164)	(164)
Current Trading Result					(93)	(290)

## 1.2 Management Restructure.

Managers have been informally notified of an impending management restructure and the formal consultation process will commence late March/ early April. This was a step previously identified through the ZBB process and the purpose of this review is to create an effective and focussed management structure, designed to take the One Leisure business forward.

It will also contribute to the £81K savings identified within the 2015/6 budget

## 1.3 New Impressions Membership Package

For the last 13 years the 'Advantage' membership package has provided exceptional value for money. Monthly or annual direct debit members receive the unlimited use of the gyms, all fitness classes, swimming (for member and siblings U16), and free crèche and racket sports.

However, the high monthly fee level has acted as a deterrent to customers who wish to use only limited services and sites.

Moreover, the monolithic pricing system makes it more difficult to compete with lower cost competitive offering in the locality; such as the soon to open Sports Direct site in Huntingdon.

The decision to 'unbundle' the subscription package will allow the creation of a new set of membership options to be introduced in April. The new packages have been created so that new members are only paying for what they use at a fairer and more competitive price. They will be offered in four new packages.

- Premier gym, swim and classes at all five One Leisure sites
- Solo gym at one chosen site only, with a price differential for the smaller sites at OLR and OLS
- Aqua swim at all five One Leisure sites
- Business can choose Premier, Solo or Aqua for 10% discount

Additional features of the new system are designed to

- Reduce the number of membership options so it is easier to compare, such that members can make informed choices.
- Make the smaller sites in Ramsey and Sawtry more competitive with different pricing (latent demand research has identified increase demand based on price).
- Stop giving away the opportunity to generate additional income from other services at One Leisure.
- Ability to create highly competitive headline prices to counter local competition
- The impact of these changes has been carefully modelled to ensure it does not lead to a loss of revenue from existing members. The new packages are used as a retention tool for current advantage members (so they keep their current benefit including the free use of the crèche).

The existing Advantage membership will no longer be available for new members (only for those renewing) therefore if an advantage member chose to switch to a new package it would not be possible to switch back in the future. It is forecasted that the average monthly yield per member will increase from £32.48 to £35.89 (increase by 10.5%) for monthly direct debit members and for annual memberships it will increase from £26.59 to £31.05 (increase by 16.5%).

#### **1.4 Investment Programme**

To maintain and continue to grow the income streams to One Leisure it is vital that the facilities are invested in. Contained within the 2015/6 budget a number of capital projects have been included subject to final approval of the business cases for each. These are:

- Future Improvements – Identified within the condition survey - £231K
- Impressions rolling programme of the replacement of equipment £200K (The option to lease is being explored and therefore may be a revenue charge rather than capital cost)
- OLSN 3G pitch replacement - £392K  
This is dependent on the successful submission and grant funding from Sport England of £274K. This will provide an additional Income stream to the facility through increased usage, with a pay back within 2018/19
- OLH Impressions Extension - £795K  
This project will double the size of the current fitness studio and re-position the café and Leo's Funzone into a currently underutilised area, maximising the use of the space available. The work will be undertaken without the need to close the centre during the build programme and the impact of any revenue loss will be included in the business case.  
Preliminary estimates suggest a 3-4 year payback on the investment coming mainly from increased usage and improved retention

#### **1.5 Accounting for Capital Costs**

The monthly accounts for One Leisure now include a charge related to the “non fixed assets capital” in each centre ie mainly equipment and fittings required to provide the service but excluding buildings and related plant and equipment. The total invested capital is c£650k and the annual charge borne proportionately by the centres is c£160k.

## **2. RISKS and HOW WILL THEY BE ADDRESSED?**

- 2.1** There are inherent risks with all of the activities and initiatives identified within this report. The key considerations are whether the income targets will be achieved dependent upon the success of marketing, users experience and user habits, and whether the predicted reduction in expenditure materialises. This will be mitigated against through strong management and constant review and reporting, both day to day and through the Board Structure.

## **3. LINK TO THE LEADERSHIP DIRECTION**

- 3.1** These proposed changes and initiatives support the corporate plan and strategic direction of the council in the following way:-

- A strong local economy – One Leisure provides good quality services that make the district a better place to live and work. Additionally providing significant employment opportunities within the centres, as well as developing and investing in the skills of the workforce
- Enabling Sustainable Growth – Enhancing the built environment through the capital investment programme
- Working with our communities – to improve the range of facilities and opportunities for the community to improve their health and wellbeing.
- Ensuring we are a customer focussed and service led council – Currently the Centre admissions is up on previous years with 1.86m admissions to the end of January and a forecast of 2.14m for the whole year. In the 6 months August 14 to January 15, 35,500 individual members visited one of the One Leisure sites. Monthly membership satisfaction surveys are taking place. These have identified customer improvements which have been and continue to be implemented. The introduction of the new membership package will ensure customers have the opportunity to only pay for what they are using, and providing cost benefits for regular users of the facilities.

## **4. CONCLUSION**

- 4.1** It is recognised that the 2015/6 budget will be challenging, and will turn a financial deficit into a surplus of £344K. However, if this outcome is achieved, the One Leisure improvement programme will be well on it's way to attaining the financial objectives mentioned earlier.

The investment in management and staff training and the continuing quest for exemplary service levels will be supported by an investment programme designed to maintain or improve the quality of the sites and equipment such that an outstanding user experience is provided.

This service will be delivered by highly motivated local management who, with their staff, have been empowered to innovate and adapt their offering to meet local conditions and to combat competition, thus eliminating the highly centralised systems of the past.

## **BACKGROUND PAPERS**

None

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# Agenda Item 8

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

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