

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 23 APRIL 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 - 6)**

To approve as a correct record the Minutes of the meeting held on 19th March 2015.

**M Sage  
388169**

**2. MEMBERS INTERESTS**

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

**3. CAPITAL PROGRAMME 2015/16 (Pages 7 - 22)**

To receive a report by the Head of Operations in order for the Cabinet to approve the Capital Programme 2015/16.

**E Kendall  
388635**

**4. CORPORATE PLAN 2015/16 (Pages 23 - 46)**

To consider a report by the Policy, Performance and Transformation Manager to seek approval of the updated Corporate Plan 2015/16.

**L Sboui  
388032**

**5. PROJECT MANAGEMENT SELECT COMMITTEE (Pages 47 - 54)**

To receive a report by the Policy, Performance and Transformation Manager (Scrutiny) on the findings of the Project Management Select Committee and to make recommendations to Cabinet on how project management can be further improved.

**D Buckridge  
388065**

Dated this 15 day of April 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.

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*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 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 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](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***

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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, 19 March 2015.

PRESENT: Councillor J D Ablewhite – Chairman.

Councillors S Cawley, B S Chapman,  
D B Dew, J A Gray, R B Howe and  
T D Sanderson.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor D M Tysoe.

ALSO IN ATTENDANCE: Councillor R Harrison

### **71. MINUTES**

The Minutes of the meeting held on 12th February 2015 were approved as a correct record and signed by the Chairman.

### **72. MEMBERS INTERESTS**

During Minute No. 76 – One Leisure Update Report – Councillor Sanderson declared a non-statutory disclosable interest by virtue of his membership of Huntingdon Town Council who owns the land where One Leisure Huntingdon is sited.

### **73. EAST COAST MAINLINE - LEVEL CROSSING CLOSURES FEASIBILITY STUDY**

The Cabinet received a progress report (a copy of which is appended in the Minute Book) regarding the proposed closure of all crossing points on the East Coast Main Line throughout Huntingdonshire. A total closure of 73 level crossings between London Kings Cross and Doncaster were proposed.

The purpose of the work being undertaken by Network Rail is part of an ongoing commitment to deliver a safer, more efficient and reliable railway.

As a result of local representations a draft revised plan for the Offords was proposed and tabled at the Overview and Scrutiny Panel (Environmental Well-Being) meeting held on 10th March 2015, which involved re-siting the roundabout to the north of the village further away from residential properties.

In order to progress the project Network Rail will be required to submit a Transport and Works Act Order in the future.

There was agreement amongst the Cabinet that Network Rail had endeavoured to undertake public consultation to establish local needs

and that the proposed improvements would benefit both passengers and motorists. Cllr Howe noted that he had attended at least three Parish Council Meetings where Network Rail had been in attendance.

The concerns expressed by the Overview and Scrutiny Panel (Environmental Well-Being) regarding the closure of level crossings could lead to increased road traffic were highlighted and it was noted that these concerns had been dispelled at the Panel meeting.

The Cabinet expressed full support for the investment in infrastructure. However, it was noted that there remained an investment deficit in infrastructure, particularly to the rail network in this part of the country, which the Cabinet requested be included in the resolution. It was further noted that widening of the Hatfield Viaduct was an essential improvement to the rail network and the Cabinet urged East Coast Main Line to swiftly resolve the issue.

RESOLVED:

That the Cabinet:

Notes the work undertaken to date and the proposed improvements the scheme would deliver to the rail network including the removal of all crossing points whilst providing alternative access for vehicular, pedestrian, cyclist and equestrian traffic.

Welcomes the investment in infrastructure. However, notes that investment is lacking in terms of rail infrastructure in this part of the country.

Supports the proposed scheme as detailed in Appendix B of the officer's report, including the revision detailed in Appendix C of the officer's report, leading to the submission of a Transport and Works Act application.

#### **74. A14 CAMBRIDGE TO HUNTINGDON IMPROVEMENT SCHEME**

Prior to the consideration of the report, the Chairman referred Members to a typographical error on the front page of the report, which listed the report as not being a key decision. The Chairman noted the item was a key decision.

The Cabinet received a report (a copy of which is appended in the Minute Book) regarding progress on the development and delivery of the A14 project, following the submission of the Development Consent Order (DCO) application to the Planning Inspectorate (PINS). The application had been accepted by PINS which indicated the start of the formal examination process.

The Council is a Tier 1 stakeholder and the deadline for Council's Relevant Representation to be submitted to the PINS was 12th March, prior to the meeting of the Cabinet, and was presented to the Overview and Scrutiny Panel (Environmental Well-Being) for comment and signed-off by the Executive Councillor.

Regarding noise impact, statistics indicated that as a result of the project 2800 dwellings would benefit and 330 dwellings would be affected. The Executive Councillor confirmed that this was correct and that it was important that appropriate mitigation measures be put in place for those dwellings that will be most affected by noise.

It was noted that both Huntingdonshire District Council and South Cambridgeshire District Council have made a significant financial commitment to the scheme and disappointment was expressed that Cambridge City Council, who will benefit greatly from the scheme, had yet to make a financial commitment.

In considering the comments of the Overview and Scrutiny Panel (Environmental Well-Being) new bridges will be designed to accommodate future development and the provision of adequate signage is an ongoing matter.

RESOLVED:

The Cabinet agreed:

That the Council continues to engage in the Development Consent Order process relating to the A14 Cambridge to Huntingdon Improvement Scheme, and seeks to reach an agreement on the remaining outstanding matters as highlighted at Appendix C of the officer's report.

The Relevant Representation attached as Appendix B of the officer's report, as endorsed by Overview and Scrutiny (Environmental Well-Being) Panel and signed-off by the Executive Councillor for Planning and Housing Strategy and the Corporate Director (Delivery) for submission to Planning Inspectorate by the stated deadline of 12th March 2015.

**75. REQUEST FOR DELEGATED AUTHORITY TO PROCURE A NEW SOFTWARE SYSTEM FOR THE HOME-LINK SCHEME AND HOUSING ADVICE AND OPTIONS SERVICE**

The Cabinet gave consideration to a report (a copy of which is appended in the Minute Book) regarding the procurement of a new software system for the Home-Link Scheme.

It was explained that the current Housing Need Team's IT system was due for renewal and the Home-Link Partnership has begun a joint tendering exercise with the four district authorities in Cambridgeshire plus Cambridge City Council as well as two authorities in West Suffolk.

The current contract has previously been extended and the Partnership now wished to test the market to explore other potential options. If following the procurement exercise a new supplier was the preferred bidder additional costs were expected to be incurred. There would be no additional costs if there was no change to the supplier.

In response to questions the Executive Member explained that the software system was a web-based system and an annual licence fee

was payable. The new contract will be for a 7 year period and there will not be a break in service between the expiry of the existing contract, which was due to end in April 2016, and commencement of the new contract.

**RESOLVED:**

That the Cabinet authorise the Head of Customer Services, after consultation with the Executive Councillor for Customer Services, to accept the successful tender and sign the contract with the software provider.

If a new supplier is the successful bidder additional capital implementation costs in the region of £30,000 are likely to be incurred, in which case options will be explored to fund this necessary expenditure.

*At the conclusion of the above item, at 7.41pm, Cllr Cawley entered the meeting.*

**76. ONE LEISURE UPDATE REPORT**

By way of a report from the Head of Leisure and Health (a copy of which is appended to the Minute Book) Cabinet received an update on the performance of One Leisure which informed of the strategic direction One Leisure is taking in order to address the financial deficit. The report explained how One Leisure is being restructured and how it intended to achieve realistic growth objectives with a reduced cost base without significant reduction to service levels.

*Councillor Harrison entered the room at this point of the meeting, at 7.50pm.*

A net deficit of up to £125k is estimated for this financial year and Cabinet acknowledged that the operating loss is an improvement of £250-£300k over the previous financial year.

To assist in meeting the budget deficit the Cabinet were informed that Managers at the One Leisure sites have been informally notified of an impending management restructure and the formal consultation process would commence late March/early April. The review is required to create an effective and focussed management structure, designed to take the One Leisure business forward and will also contribute to the £81k savings identified within the 2015/16 budget.

Cabinet were advised that as of 1st April 2015 the 'Advantage' membership would cease, which had been in existence for 13 years. Instead four different membership packages had been created so that new members only paid for what they used at a fairer and more competitive price.

A question was asked regarding the expansion of One Leisure Huntingdon. The Head of Leisure and Health explained that, subject to a full business case, the fitness studio was to be expanded into the fun zone room. This was as a result of customer feedback that memberships were not being re-newed as the fitness studio was too



busy.

*During discussions Councillor Sanderson declared a non-statutory disclosable interest by virtue of his membership of Huntingdon Town Council who owns the land where One Leisure Huntingdon is sited.*

In response to a question the Head of Leisure and Health explained that 9½ months was currently the average length that a person continued membership with One Leisure, which was satisfactory as it was above the national average. However, with the introduction of the new membership packages it was expected that this would increase.

In considering future improvements it was requested that customer input be sought in addition to relying on statistics.

The Cabinet recognised that the 2015/16 budget will be challenging and there were risks attached to achieving the financial objectives. However, there were already signs of positive improvement and growth in the district which would assist in achieving the targets.

The Cabinet expressed appreciation to officers and Members for the improvements that had already been made.

The report was not accompanied by a recommendation, which the Cabinet amended. The Cabinet noted the update report and its contents and requested that a further report be presented in six months. The Cabinet also requested that the report be presented to the Overview and Scrutiny Panel (Social Well-Being).

RESOLVED:

That the update report and its contents be noted.

That a further report be presented to the Cabinet in six months.

#### **77. EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

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).

#### **78. PATHFINDER HOUSE: BEST USE OF SPACE AND EXTERNAL LETTINGS**

The Cabinet gave consideration to a confidential report (a copy of which is appended in the Minute Book) requesting approval for delegated authority in regard to letting office space within Pathfinder House and approval regarding the use of space and external lettings at Pathfinder House.

Delegated authority existed for the Managing Director in consultation

with the relevant Portfolio Holder to approve commercial leases and the same delegation was sought in respect of long-term lettings of office space within Pathfinder House (Operational Estate).

Prior to the exercise of any delegated authority on such matters, the Cabinet expected the Overview and Scrutiny Panel (Economic Well-Being) to be consulted.

The Chairman of the Overview and Scrutiny Panel (Economic Well-Being) noted that the Panel supported the proposal and looked forward to receiving the framework that would apply to any delegated decision relating to letting office space within Pathfinder House. Provided the framework was applied Cllr Harrison did not expect the Panel to have any issue with such decisions.

**RESOLVED:**

That the Cabinet instructs the Managing Director in consultation with the Portfolio Holder for Resources to proceed on the basis as contained within the confidential report and approves the recommendations as contained within the confidential report

Chairman

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Capital Programme 2015/16

**Meeting/Date:** Economic Overview and Scrutiny Committee – 9th April  
2015  
Cabinet - 23rd April 2015

**Executive Portfolio:** Councillor J Gray

**Report by:** Head of Operations

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

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### **Executive Summary:**

The Finance Governance Board has reviewed the bids for capital in the 2015/16 budget, taking into account the impact of the Minimum Revenue Provision (MRP). There were bids totalling £11.065m and the Board are recommending that £9.637m be approved. The 2016/17 approved budget had a MRP of £1.905m and the recommended programme reduces this to £1.776m.

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

It is recommended that the Capital Programme attached at Appendix 2 is approved.

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

- 1.1 The Finance Governance Board has within its terms of reference an action to review the capital programme and to recommend to Cabinet a Capital Programme which is affordable in the context of the financial pressures the Council is facing. All capital funding has an effect on the revenue budget and this is reflected in the budget as the Minimum Revenue Provision (MRP) and the cost of internal borrowing. Therefore, it is important that the Council in approving any capital has regard to both MRP and the cost of internal borrowing (the latter being the short-term impact of applying “working capital” to finance capital investment).
- 1.2 The Medium Term Financial Strategy has provision for a number of capital projects and it is within the remit of the Finance Governance Board to review these and ascertain if the projects are still relevant and affordable. In respect of the latter the role of the Board is to prioritise the Capital Bids within the affordability envelope of the Council’s revenue budget for 2015/16.

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

- 2.1 All Capital projects are now assessed under the new Capital Programme scoring mechanism (copy attached at Appendix 3) and this provides an overall score which can be used to prioritise schemes. The scoring mechanism has regard to the corporate objectives and a number of different factors (i.e. Net Present Value; Pay-Back Period; Risk; Impact Assessment if it does not happen). Unfortunately it is difficult for internal projects to score well under this new scheme because they do not fall within the Corporate Objectives and as a result there is a need to look at whether the internal schemes are business critical and therefore should be included in the program.
- 2.2 This methodology provides a more robust analysis of capital projects, their importance to the Council’s Corporate Objectives and whether the schemes are affordable.
- 2.3 The Board challenged the bids and the business cases submitted. Following this some bids were removed as they were considered no longer necessary or they were a contingency. Other bids did not provide enough detail or were too generic and didn’t refer to a specific scheme. The Heads of Service concerned have been asked to look at these and resubmit with the detail required.
- 2.4 In respect of some other bids the Board considered that they could be reduced to enable the Capital Programme to be affordable and also to have some headroom for priority in year bids.
- 2.5 The bids were separated as set out in the Appendix into different categories. The first of these, the existing commitments form the basis of the programme and were left unchanged by the Board.

<p>Schemes with an implied statutory duty remained unchanged apart from the two schemes below which have been allocated a reduced budget.</p> <ul style="list-style-type: none"> <li>• Disabled Facilities Grants,</li> <li>• Wheeled Bins for New Properties.</li> </ul>
<p>Schemes scoring over 1000 points that were not agreed by the Board as the business case was not detailed enough or the bids were not specific enough, are listed below;</p> <ul style="list-style-type: none"> <li>• CCTV Shared Service,</li> <li>• Business System Replacements.</li> </ul>
<p>The category of schemes scoring less than 1,000 was amended to include a reduced allocation to the following schemes;</p> <ul style="list-style-type: none"> <li>• Play equipment and safety surface renewal,</li> <li>• Repairs Assistance.</li> </ul>
<p>The following schemes were removed from that category;</p> <ul style="list-style-type: none"> <li>• Town Centre Developments,</li> <li>• Environment Strategy Funding,</li> <li>• Highlode Ramsey,</li> <li>• S106 Play Area Projects,</li> <li>• Wireless CCTV,</li> <li>• Decent Homes Grants,</li> <li>• Replacement Document Centre Equipment,</li> <li>• Multi-Functional Devices,</li> <li>• Major Enhancements and Replacements PFH.</li> </ul>
<p>The last of the categories is loans where although money is drawn down from capital, we will receive regular principal repayments this replaces the need to make a provision for MRP.</p>

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

- 3.1 The Board looked at a number of criteria in arriving at the recommendation for reducing the Capital Programme for 2015/16.
- 3.2 However in assessing the bids it was clear that some did not have sufficient information provided to make a decision or that the bid was generic and did not refer to a specific scheme or item. These bids were referred back to the relevant Head of Service for reconsideration.
- 3.3 Other bids the Board concluded were high priority but based on the evidence presented could be reduced in order to provide headroom in the programme for priority in year bids and still remain within the affordability envelope of the MRP. The changes to these bids are set out in Appendix 1.

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

- 4.1 The Overview and Scrutiny Panel (Economic Well-Being) considered the report on the 9th April 2015 by the Head of Operations on the proposed 2015/16 capital programme. Members expressed interest in seeing more detail on the proposed capital scoring system which the Finance Governance Board had used to assess the proposals, details of which were to be provided

via email. The Head of Resources confirmed that the scoring system was based on methodology from CIPFA. The Overview and Scrutiny Panel recommended that the Cabinet approve the Capital Programme attached at Appendix 2 of the report.

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

- 5.1 The Board have in their deliberations sought to recommend to Cabinet a Capital Programme which is affordable and supports the Corporate Objectives but which has a managed risk approach. An example of this is the reduction in funding for the provision of grants for disabled adaptations or alterations where, because of the demographic increase in the number of older persons in the district, there will be an increased demand. However, the Board considered that with management of the payment of grants the allocation could be maintained at its 2014/15 level for 2015/16.
- 5.2 The risk for the Council in not being able approve all the Capital bids is that the some work will not be able to be progressed and in recommending the programme the Board considered these were non statutory and lower priority.

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

- 6.1 The approved Capital Programme does impact on the revenue budget and as previously, detailed business cases will still need to be presented to the Corporate Management Team and Cabinet for approval before work can commence. This may result in some schemes being rejected at that time because of a number of reasons such as the outline presumption on pay back or income has not been supported in the detailed business case.

**7. LINK TO THE CORPORATE PLAN**

- 7.1 The Corporate Objectives form a significant part of the new Capital Programme scoring scheme, and as a result the recommended programme supports the Corporate Plan.

**8. CONSULTATION**

- 8.1 The senior managers of the Council have been consulted on the new Capital Scoring Scheme and have agreed that it provides a more robust management of Capital bids and how they fit with the Corporate Plan. The exception as mentioned is business critical internal projects where their priority has to be assessed separately.

**9. LEGAL IMPLICATIONS**

- 9.1 The only legal implication is the Council could be seen to be not fulfilling its legal duty in respect of funding the full requirement for Disabled Facility Grants. Otherwise there are no legal implications from approving the recommended Capital Programme.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The 2015/16 capital programme, as recommended by the Finance Governance Board totals £9.637m, a reduction of £1.428m against the original long list which totalled £11.065m. Of the £9.637m, only £4.637m is related to capital expenditure, the other £5.0m is relating to a potential loan to a Housing Association.
- 10.2 Due to accounting regulations, the associated MRP cost of the 2015/16 capital expenditure will not impact on the revenue budget until 2016/17. The total MRP cost for 2016/17, taking into account the proposed 2015/16 capital programme, is £1.776m. The 2016/17 MRP budget currently included within the Medium Term Financial Strategy is £1.905m, thus the proposed 2015/16 capital programme will result in a saving on MRP of £0.129m.
- 10.3 As the Council will be borrowing for this capital expenditure “internally” (i.e. from within its balance sheet), there is a consequential cash-flow cost. However, as current rates are very low, the estimated cost of such borrowing is £9,000.

## **11. OTHER IMPLICATIONS**

- 11.1 There are no other implications resulting from approving the recommended programme.

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

- 12.1 The recommended programme was drawn from the new scoring scheme, their status and an assessment of affordability and for low scoring internal bids whether they were business critical.
- 12.2 It is considered that the programme represents one which is affordable for 2015/16 and supports the Council’s Corporate Plan.

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

Appendix 1 – Recommended Capital Programme 2015/16  
Appendix 2 – List of Recommended Schemes  
Appendix 3 – Capital Project Appraisal Form

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Eric Kendall/ Chair of the Finance Governance Board  
01480 823165.

**Appendix 1**

Capital Scheme	Head of Service Responsible	Score	Original Draft Scheme List	Comments	FGB Scheme List	Difference between Original Bid and Proposed
			£		£	
<b>Existing Commitments</b>						
Huntingdon West Development	Chris Stopford	1200	1,151,000		1,151,000	0
VAT Partial Exemption Cost	Clive Mason		112,000		112,000	0
Enterprise Agreement (Microsoft)	John Taylor	600	75,000		75,000	0
Salix Projects	Eric Kendall	600	70,000		70,000	0
Pedals Scheme	Jayne Wisely	525	9,000		9,000	0
Graphical Information System	John Taylor	400	2,000		2,000	0
One Leisure St Ives - Football	Jayne Wisely	200	(53,000)		(53,000)	0
Land Sales	Clive Mason	200	(120,000)		(120,000)	0
GreenHouses	Eric Kendall	200	(235,000)		(235,000)	0
One Leisure St Neots Synthetic Pitch	Jayne Wisely	1200	118,000		118,000	0
<b>Total</b>			<b>1,129,000</b>		<b>1,129,000</b>	<b>0</b>
<b>Statutory Duty</b>						
One Leisure Future Improvements	Jayne Wisely	3000	231,000		231,000	0
Phoenix Industrial Unit Roof	Clive Mason	3000	200,000		200,000	0
CCTV Camera Replacements	Chris Stopford	2000	87,000		87,000	0
Disabled Facilities Grants	Andy Moffat	2000	1,250,000	Leave at level for 2014/15	1,000,000	(250,000)
Wheeled Bins For New Properties	Eric Kendall	2000	100,000	Developers pay for bins and no evidence regarding number projected	60,000	(40,000)
<b>Total</b>			<b>1,868,000</b>		<b>1,578,000</b>	<b>(290,000)</b>
<b>Score Equal To, Or Greater Than 1000</b>						
Vehicle Fleet Replacements.	Eric Kendall	1800	761,000		761,000	0
One Leisure Replacement Equipment	Jayne Wisely	1600	200,000		200,000	0
CCTV Shared Service	Chris Stopford	1200	2,000	Revenue	0	(2000)
One Leisure Huntingdon Development	Jayne Wisely	1200	795,000		795,000	0
Business Systems Replacements	John Taylor	1000	200,000	Not broken down to specific replacements.	0	(200,000)



<b>Total</b>			<b>1,958,000</b>		<b>1,756,000</b>	<b>(202,000)</b>
<b>Score Lower Than 1000</b>						
Play Equipment & Safety Surface Renewal	Eric Kendall	800	60,000	Extend life of equipment and replace with standard equipment where possible	50,000	(10,000)
Town Centre Developments	Andy Moffat	600	74,000	Delete no longer needed	0	(74,000)
ICT Replacements and Server Virtualisation	John Taylor	600	20,000		20,000	0
Environment Strategy Funding	Eric Kendall	600	55,000	Delete no longer needed	0	(55,000)
Invest to Save Proposal - Highlode (Ramsey)	Clive Mason	420	263,000	Delete no longer needed	0	(263,000)
Provision for Bin Replacements	Eric Kendall	400	54,000		54,000	0
S.106 Play Area Projects	Eric Kendall	400	48,000	Capital comes from s106 agreement	0	(48,000)
Wireless CCTV	Chris Stopford	300	290,000	Previous business case does not support spend to save proposition.	0	(290,000)
Decent Homes Grants	Chris Stopford	220	10,000	Delete as small budget little benefit retaining	0	(10,000)
Repairs Assistance	Andy Moffat	200	75,000	Reduce as part of process of removing this grant	50,000	(25,000)
Replacement Equipment Document Centre	John Taylor	200	31,000	Need procurement appraisal as leasing maybe better option	0	(31,000)
Multi-functional Devices	John Taylor	200	80,000	Need procurement appraisal as leasing maybe better option	0	(80,000)
Major Enhancements and Replacements PFH	Eric Kendall	100	50,000	Contingency sum. Specific in year bids to be made if required.	0	(50,000)
<b>Total</b>			<b>1,110,000</b>		<b>174,000</b>	<b>(936,000)</b>
<b>Total All Schemes</b>			<b>6,065,000</b>		<b>4,637,000</b>	<b>(1,428,000)</b>
<b>Loan</b>						
Housing Association Loan			<b>5,000,000</b>		<b>5,000,000</b>	
<b>Total</b>			<b>11,065,000</b>		<b>9,637,000</b>	

## List of Recommended Schemes

Capital Scheme	Head of Service Responsible	Score	FGB Scheme List
			£
<b>Existing Commitments</b>			
Huntingdon West Development	Chris Stopford	1200	1,151,000
VAT Partial Exemption Cost	Clive Mason		112,000
Enterprise Agreement (Microsoft)	John Taylor	600	75,000
Salix Projects	Eric Kendall	600	70,000
Pedals Scheme	Jayne Wisely	525	9,000
Graphical Information System	John Taylor	400	2,000
One Leisure St Ives - Football	Jayne Wisely	200	(53,000)
Land Sales	Clive Mason	200	(120,000)
GreenHouses	Eric Kendall	200	(235,000)
One Leisure St Neots Synthetic Pitch	Jayne Wisely	1200	118,000
<b>Statutory Duty</b>			
One Leisure Future Improvements	Jayne Wisely	3000	231,000
Phoenix Industrial Unit Roof	Clive Mason	3000	200,000
CCTV Camera Replacements	Chris Stopford	2000	87,000
Disabled Facilities Grants	Andy Moffat	2000	1,000,000
Wheeled Bins For New Properties	Eric Kendall	2000	60,000
<b>Score Equal To, Or Greater Than 1000</b>			
Vehicle Fleet Replacements.	Eric Kendall	1800	761,000
One Leisure Replacement Equipment	Jayne Wisely	1600	200,000
One Leisure Huntingdon Development	Jayne Wisely	1200	795,000
<b>Score Lower Than 1000</b>			
Play Equipment & Safety Surface Renewal	Eric Kendall	800	50,000

ICT Replacements and Server Virtualisation	John Taylor	600	20,000
Provision for Bin Replacements	Eric Kendall	400	54,000
Repairs Assistance	Andy Moffat	200	50,000
<b>Total All Schemes</b>			<b>4,637,000</b>
<b>Loan</b>			
Housing Association Loan			<b>5,000,000</b>
<b>Total</b>			<b>9,637,000</b>
<b>Schemes requiring more information or analysis</b>			
Business Systems Replacements	John Taylor	1000	0
Wireless CCTV	Chris Stopford	300	0
Replacement Equipment Document Centre	John Taylor	200	0
Multi-functional Devices	John Taylor	200	0

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**Project sponsor**

Name

Division

**Project details**

Title

Cost centre number (allocated by Finance)

Estimated life of the proposal

Brief outline of the project

Estimated start date

Estimated completion date

**Statutory duty**

Is there a statutory requirement to undertake this project?

(If "Yes" score = 5; if "No" score =1)

**Score**

Please describe the consequences of not undertaking this scheme.

**Have alternative options for delivering the project been considered?**

Please give brief details

**Corporate Plan 2014-2016**

**Score**

The score should indicate the contribution the project makes to achieving the Corporate Planning aims.

1 A Strong Local Economy			
1.1 Accelerate business growth and investment	0		
1.2 Remove infrastructure barriers to growth	0		
1.3 Develop a flexible and skilled workforce	0		0
2 Enabling Sustainable Growth			
2.1 Improve the supply of new and affordable housing to meet future needs	0		
2.2 Develop sustainable growth opportunities in and around our market towns	0		
2.3 Enhance our green and built environment	0		0
3 Working With Our Communities			
3.1 Create safer, stronger and more resilient communities	0		
3.2 Improve health and well-being	0		
3.3 Empower local communities	0		0
4 Ensuring we are a Customer Focused and Service Led Council			
4.1 Become more business like and efficient in the way we deliver services	0		
4.2 Ensure customer engagement drives service priorities and improvements	0		0
<b>Total Corporate Plan score</b>			<b>0</b>
<b>Statutory indicator - from above</b>			<b>0</b>
<b>Total Corporate Planning score:</b>			<b>0</b>

**Financial Details**

Capital costs	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	Total £
Preliminaries	0	0	0	0	0	0
Site costs	0	0	0	0	0	0
Contractor 01	0	0	0	0	0	0
Contractor 02	0	0	0	0	0	0
Professional fees	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0
Leverage from external bodies (-)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Revenue implications	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £	Total £
Employees	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and services	0	0	0	0	0	0
Income (-)	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<u>Results - whole life cost</u>		<u>Results - Net Present Value</u>	
Total revenue cost - first full year (2017-18)	<input type="text" value="0"/>	Net Present Value £	<input type="text" value="0"/>
Estimated life of the scheme/ asset	<input type="text" value="0"/>	<u>Results - Pay Back Period</u>	
<b>Total:</b>	<input type="text" value="0"/>	Pay Back In Years	<input type="text" value="#NAME?"/>
Total capital cost of the proposal	<input type="text" value="0"/>		
<b>Whole life cost:</b>	<input type="text" value="0"/>		

<u>Risk Assessment</u>	<u>Likelihood</u> (1=low: 5=high)	<u>Impact</u>	<u>Total</u>
Failure to complete the project on time	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Failure to control contract variations	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Failure to complete within budget	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Reputational damage to the Council	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Risk appetite			<input type="text" value="0"/>



**Other indicators**

**Performance management**

Performance indicator

Score

**Impact assessment**

The impact of not undertaking the project

Points

- 10
- 50
- 80
- 100

- <£10,000
- £10,001 to £100,000
- £100,001 to £500,000
- >£500,001

**Efficiency savings/ value for money**

Please give details of improved vfm in the services affected

**Stakeholders**

How will this proposal impact on Stakeholders?

**Partnership**

Please describe any partnership working and associated benefits

**Consultation**

Please give details of any consultation regarding this scheme

**COMT assessment of the proposal**

How would you assess the overall priority for this project?  
The score should conform to: 3 = high; 2 = medium; 1 = low

Public

Political

Score

**Results - summary**

Corporate Plan score

COMT assessment weighting

**Total:**

Risk appetite:

Statutory service

Impact assessment score

**Feedback**

Accepted/Rejected

Brief details and notes

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Plan 2015/16  
**Meeting/Date:** Cabinet – 23rd April 2015  
**Executive Portfolio:** Councillor J D Ablewhite  
**Report by:** Policy, Performance & Transformation Manager  
**Ward(s) affected:** All Wards

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### **Executive Summary:**

The purpose of this report is to seek approval for an updated Corporate Plan 2015/16.

The Council's Corporate Plan was adopted in April 2014. This is a two year plan and outlined the Vision, Strategic Themes and Outcomes for Huntingdonshire. The Plan set out what the Council aimed to achieve in addition to the core statutory services.

The content of the 2015/16 Corporate Plan is broadly similar to the 2014/16 version, only minor amendments have been made, however a full refresh of the Corporate Plan will take place early 2016 and Members will be involved with this.

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

That an updated Corporate Plan 2015/16 is adopted.

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- 1. WHAT IS THIS REPORT ABOUT/PURPOSE?**
  - 1.1 The purpose of this report is to present to Members an updated Corporate Plan for 2015/16.
  
- 2. WHY IS THIS REPORT NECESSARY/BACKGROUND**
  - 2.1 Members were involved in developing and adopting the Corporate Plan 2014/16 and continue to monitor progress made against key activities and performance data in the Corporate Plan on a quarterly basis. Although only minor amendments have been made, it is appropriate to inform Members of the updates.
  - 2.2 Updates have been set out clearly in the attached table; amendments have either been removed or are new for 2015/16 and are indicated in italics.
  - 2.3 This update was timed to coincide with the development of Service Plans, and where appropriate actions or performance indicators in Service Plans for 2015/16 have been included in the Corporate Plan
  
- 3. OPTIONS CONSIDERED/ANALYSIS**
  - 3.1 Not applicable for this report.
  
- 4. COMMENTS OF OVERVIEW & SCRUTINY PANELS**
  - 4.1. Not applicable for this report.
  
- 5. KEY IMPACTS/RISKS?  
HOW WILL THEY BE ADDRESSED?**
  - 5.1 Achievement of any actions that currently appear in 2014/16 Corporate Plan will be reported in the Q4 performance monitoring report in June 2015.
  
- 6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**
  - 6.1 The Corporate Plan will be made available to all employees through the Intranet. Members will receive a hard copy.
  
- 7. LINK TO THE CORPORATE PLAN**
  - 7.1 Please see attached documents
  
- 8. CONSULTATION**
  - 8.1 Not applicable for this report.

**9. LEGAL IMPLICATIONS**

9.1 Not applicable for this report.

**10. RESOURCE IMPLICATIONS**

10.1 It is anticipated that there will no resource implications.

**11. OTHER IMPLICATIONS**

11.1 Not applicable for this report.

**12 REASONS FOR THE RECOMMENDED DECISIONS**

12.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. Following its introduction in 2014 there had been some confusion about the meaning of Strategic Themes, Outcomes and Priorities. Strategic Themes has been replaced with Strategic Priorities (a strong local economy, enabling sustainable growth, working with our communities and ensuring we are a customer focused and service led council) and Outcomes has been replaced with Objectives. Other minor amendments have been made to the text and format. All amendments have been made clear in Appendix 2.

**13. LIST OF APPENDICES INCLUDED**

Appendix 1 – Updated Corporate Plan 2015/16  
Appendix 2 – Corporate Plan amendments

**BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Louise Sboui, Policy, Performance & Transformation Manager  
Tel No. 01480 388032



# Corporate Plan 2015 - 2016





# Introduction

The Council's Corporate Plan sets out our priorities for 2015 - 2016, together with the key actions we are taking to achieve them over the next year.

It is an ambitious programme of activity for a council that seeks to drive growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

To make savings, while still providing the high quality services local people want and deserve, we need to do things differently. This plan shows how we intend to explore these areas. This includes sharing the cost of providing services with other public bodies.

The reality for all district councils is that we are being asked to do more for less. To balance the books we need to take every opportunity to share services with a like-minded council where it makes sense to do so. This will allow us to protect the range and quality of services we provide to local residents.

The coming year will be both exciting and challenging for Huntingdonshire District Council. We are confident that council staff, with the support and leadership of our councillors, will rise to the challenges ahead.

Cllr Jason Ablewhite,  
Executive Leader

Jo Lancaster,  
Managing Director





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Vision, Strategic Priorities and Objectives **5**

## **Strategic Priorities**

A strong local economy **6**

Enabling sustainable growth **7**

Working with our communities **8**

Ensuring we are a customer focused and service led council **9**

Measuring how well we are doing **10**

Appendix A: Corporate Performance and Contextual Indicators **11**



# Vision

We want to continue to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services.

## Strategic Priorities and Objectives

Our plan for 2015 - 2016 will focus on:

- A strong local economy
- Enabling sustainable growth
- Working with our communities
- Ensuring we are a customer focused and service led council

**A strong local economy** - we want to make Huntingdonshire a better place to live, work and invest. Our objectives are to:

- Accelerate business growth and investment
- Remove infrastructure barriers to growth
- Develop a flexible and skilled local workforce

**Enabling sustainable growth** - we want to deliver new and appropriate housing with minimum impact on our environment. Our objectives are to:

- Improve the supply of new and affordable housing to meet future needs
- Develop sustainable growth opportunities in and around our market towns
- Enhance our built and green environment

**Working with our communities** - we want our communities to thrive and get involved with local decision making. Our objectives are to:

- Create safer, stronger and more resilient communities
- Improve health and well-being
- Empower local communities

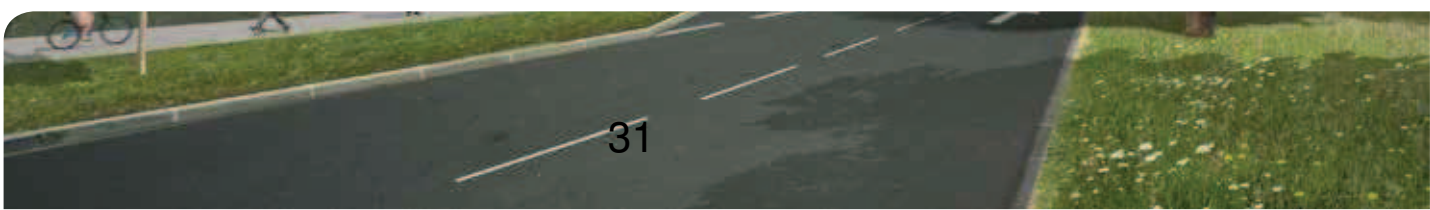
**Ensuring we are a customer focused and service led council**

- we want to continue to deliver value for money services. Our objectives are to:

- Become more business-like and efficient in the way we deliver services
- Ensure customer engagement drives service priorities and improvement

The rest of this Corporate Plan shows our key actions for 2015 - 2016.

We will regularly measure and report back on our progress on these important activities.





## A strong local economy

We want to make Huntingdonshire a better place to live, work and invest

Our objectives are:	Key actions for 2015/16 will include:
<p>To accelerate business growth and investment Our work programme includes, promoting inward investment; supporting economic growth in rural areas and supporting new and growing businesses and promoting business success. We will also support economic growth by prioritising planning advice to growing key businesses and supporting the delivery of the Alconbury Enterprise Zone (EZ).</p>	<ul style="list-style-type: none"> <li>• Deliver a programme of themed business information clinics and events, and measure their impact</li> <li>• Report on the effectiveness of the fast track pre-application advice to potential growing businesses</li> </ul>
<p>To remove infrastructure barriers to growth Our work programme includes, influencing the development of the Highways and Transport Infrastructure Strategy and facilitating the delivery of infrastructure to support housing growth.</p>	<ul style="list-style-type: none"> <li>• Develop Community Infrastructure Levy governance structure</li> <li>• Influence the Local Enterprise Partnership's Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth</li> </ul>
<p>To develop a flexible and skilled local workforce Our work programme includes, ensuring there are sufficient skills to support the EZ and working with businesses to establish current and future skills needs and create stronger links between businesses and education and training.</p>	<ul style="list-style-type: none"> <li>• Commit resources to 'EDGE smarter skills for enterprise', a public/private sector partnership to improve the business/education-training skills match, ensuring that the agreed business plan targets are met</li> <li>• Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies</li> </ul>





## Enabling sustainable growth

We want to deliver new and appropriate housing with minimum impact on our environment

Our objectives are:	Key actions for 2015/16 will include
<p>To improve the supply of new and affordable housing to meet future needs</p> <p>Our work programme includes, ensuring an adequate supply of housing to meet objectively assessed needs and planning and delivering the provision of decent market and affordable housing for current and future needs.</p>	<ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing</li> <li>• Implement a programme to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: Alconbury St Neots Wyton Bearscroft - Godmanchester</li> <li>• Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</li> <li>• Monitor 5 year housing land supply position on an annual basis, and carry out light-touch reviews on a quarterly basis</li> </ul>
<p>To develop sustainable growth opportunities in and around our market towns</p> <p>Our work programme includes, supporting sustainable growth by taking a proactive approach to master-planning new developments and improving town centres.</p>	<ul style="list-style-type: none"> <li>• Develop a market town centre improvement strategies and action plans for St Neots</li> </ul>
<p>To enhance our built and green environment</p> <p>Our work programme includes, improving the quality of the built environment in Huntingdonshire and providing quality green space facilities within new developments.</p>	<ul style="list-style-type: none"> <li>• Update the Buildings at Risk Register</li> <li>• Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>



# Working with our communities

We want our communities to thrive and get involved with local decision making

Our objectives are:	Key actions for 2015/16 will include
<p>To create safer, stronger and more resilient communities</p> <p>Our work programme includes, ensuring that our streets and open spaces are clean and safe, working closely with partners to reduce crime and anti-social behaviour and working with communities to build resilience.</p>	<ul style="list-style-type: none"> <li>• Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>• Increase the use of fixed penalty notices for littering</li> <li>• Manage the Community Chest to encourage and promote projects to build and support community development</li> <li>• Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities</li> <li>• Deliver diversionary activities for young people</li> </ul>
<p>To improve health and well-being</p> <p>Our work programme includes, prioritising accessible open space on new housing developments and meeting the housing and support needs of our ageing population. We will also enable people to live independently through the provision of adaptation, accessible housing or support and we will help to prevent people from becoming homeless. We will also work with partners to improve health and reduce health inequalities. We will also provide accessible leisure, green spaces, countryside and culture opportunities.</p>	<ul style="list-style-type: none"> <li>• Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces</li> <li>• Increase physical activity levels through the provision of activities in One Leisure sites and in community settings</li> <li>• Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate.</li> <li>• Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service</li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey</li> <li>• Provide a responsive Disabled Facility Grants programme</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme</li> </ul>
<p>To empower local communities</p> <p>Our work programme includes, supporting community development and enabling the voluntary and community sector organisations to develop.</p>	<ul style="list-style-type: none"> <li>• Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans</li> <li>• Review control and management of council assets</li> </ul>





## Ensuring we are a customer focused and service led council

We want to continue to deliver value for money services

### Our objectives are:

To become more business-like and efficient in the way we deliver services  
We will investigate and implement a programme of shared services and ensure our Medium Term Financial Strategy is focused on strategic priorities. Work will also include: maximising income opportunities and increasing the use of IT to maximise efficiencies; and, where possible, migrating customers to the lowest cost access channel. We will also improve communication and engagement with staff.

To ensure customer engagement drives service priorities and improvement  
Work will involve gaining a better understanding of our customers and ensuring all customer engagement is meaningful; involving customers in significant changes to services and ensuring modern technology is used effectively to maximise our interaction with customers.

### Key actions for 2015/16 will include:

- Continue zero base budgeting for 2016/17 including a 'service challenge' process
  - Deliver Facing the Future
  - Develop full business cases for previously identified energy reduction projects across the council's estates
  - Carry out a staff satisfaction survey
  - Build and launch a new council website that focuses on customer need
  - Maximise the income generating potential of One Leisure sites to fully cover the cost of operation
  - Develop a full business case for a Building Control Shared Service
  - Publish Online Schedule of Proposed Procurements to promote future contract opportunities
  - Provide two training events to local businesses in Public Procurement
- 
- Implement a consultation exercise with residents to inform 2016/17 budget planning
  - Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services

# Measuring how well we are doing

We will also measure and report on our performance in a number of key areas. In this way we can tell if we are improving. These Corporate Indicators will provide additional supporting information for each Strategic Priority and will be reported quarterly to senior officers and councillors. Contextual Indicators are ones which the council cannot directly influence but provide local information and context for each Strategic Priority, these will be reported annually.



## Appendix A: Performance Indicators

**A strong local economy - we want to make Huntingdonshire a better place to live, work and invest**

### **Contextual Indicators**

- Total number of employee jobs in the district
- Job Seekers Allowance claimant rate
- Footfall for the four market town centres
- Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-based broadband by 2015
- Planning applications received



### Enable sustainable growth - we want to deliver new and appropriate housing with minimum impact on our environment

#### Corporate Indicators

- Gross number of affordable homes delivered
- Net additional homes delivered
- Number of unintentional priority homeless acceptances (also per 1000 households)
- Number of households living in temporary accommodation (including B&B)
- Number of families in B&B
- Processing of planning applications on target - major (within 13 weeks)
- Processing of planning applications on target - minor (within 8 weeks)
- Process of planning applications on target - other (within 8 weeks)
- Tonnage of residual waste collected

### Working with our communities - we want to make sure our communities thrive and get involved with local decision making

#### Corporate Indicators

- Number of missed bins per 100,000 households
- % of household waste recycled or composted
- % of food establishments in the district that are 'broadly compliant with food hygiene law'
- Number of Disabled Facilities Grants (DFGs) completed
- Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10k
- Inspect and remove, where necessary, all reported dangerous structures within 24 hours

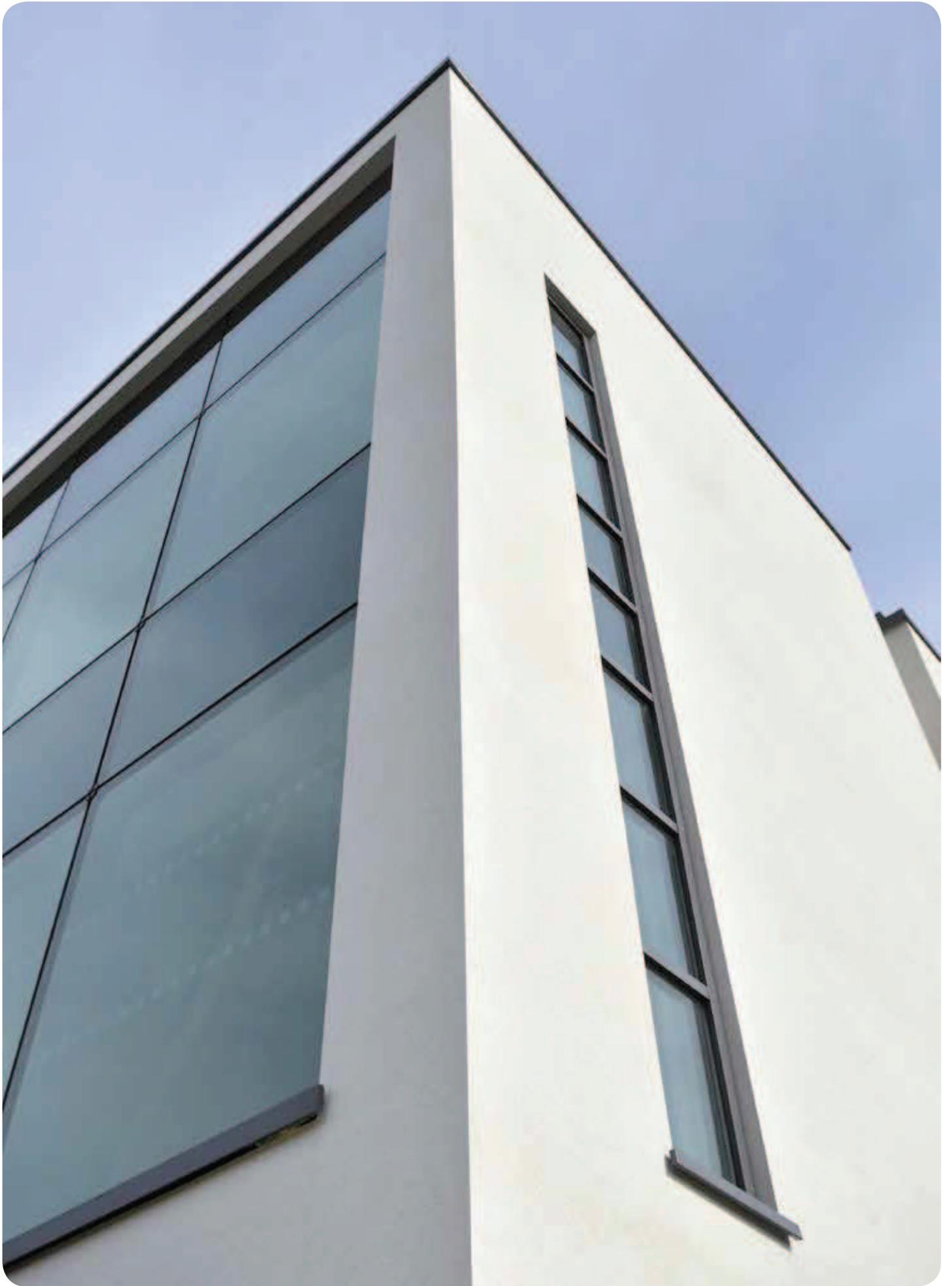
#### Contextual Indicators

- Total number of police recorded crimes in Huntingdonshire
- Total number of police recorded incidents of anti-social behaviour in Huntingdonshire
- % of people who feel safe where they live
- Total number of hate crime incidents reported to the police in Huntingdonshire

### A customer focused and service led council - we want to continue to deliver value for money services

#### Corporate Indicators

- Number of days to process new benefits claims
- Number of days to process changes of circumstances
- Number of days to process new council tax support claims
- Number of days to process council tax change events
- % of council tax collected
- % of business rates collected
- Telephone satisfaction rates
- Customer service centre satisfaction rates
- Staff sickness days lost per full time employee
- Subsidy per visit to council owned leisure facilities
- % of rent achievable on estates portfolio
- % of space let on estates portfolio
- % of rent arrears on estates portfolio
- Total amount of energy used in council buildings
- Total fuel used from the council's fleet of vehicles
- % of residents satisfied with the overall waste collection service
- Cost per household of waste collection
- % of Housing Benefit overpayment debt recovered within three months
- % of green bin debt outstanding after three months
- % of Invoices from suppliers paid within thirty days



Corporate Plan – Amendments

The content of the 2015/16 Corporate Plan is broadly similar to the previous version 2014/16 version. Any amendments to key actions are in italics; they have either been removed or are new for 2016/16. Strategic Priorities (themes) and Objectives (outcomes) remain the same

2014-2016 version		2015/16 version		
Strategic Themes and Outcomes		Strategic Priorities and Objectives		
A strong local economy		A strong local economy		
Sustainable growth		<i>Enabling</i> sustainable growth		
<i>Thriving</i> communities		<i>Working with our</i> communities		
Ensuring we are a customer focused and service led council		Ensuring we are a customer focused and service led council		
<b>A strong local economy</b>				
Accelerate business growth and investment	Our work programme: <ul style="list-style-type: none"> <li>Support new and growing businesses and promote business</li> <li>Success Support economic growth by prioritising planning advice to growing key businesses</li> <li>Promote inward investment</li> <li>Support the delivery of the Alconbury Enterprise Zone</li> <li>Support economic growth in rural areas</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li><i>Review the Council's business growth and inward investment role</i></li> <li>Deliver a programme of themed business information events, and measure their impact.</li> <li>Fast track pre-application advice to potential growing businesses and report on its effectiveness</li> </ul>	Our objectives are: To accelerate business growth and investment Our work programme includes, promoting inward investment; supporting economic growth in rural areas and supporting new and growing businesses and promoting business success. We will also support economic growth by prioritising planning advice to growing key businesses and supporting the delivery of the Alconbury Enterprise Zone (EZ).	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Deliver a programme of themed business information clinics and events, and measure their impact</li> <li>Report on the effectiveness of the fast track pre-application advice to potential growing businesses</li> </ul>
Remove infrastructure barriers to growth	Our work programme: <ul style="list-style-type: none"> <li>Influence the development of the Highways and Transport Infrastructure Strategy</li> <li>Facilitate the delivery of infrastructure to support housing growth</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Develop CIL governance structure.</li> <li>Influence the LEP's Strategic Economic Plan and Supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth</li> </ul>	Our objectives are: To remove infrastructure barriers to growth Our work programme includes, influencing the development of the Highways and Transport Infrastructure Strategy and facilitating the delivery of infrastructure to support housing growth.	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Develop Community Infrastructure Levy governance structure</li> <li>Influence the Local Enterprise Partnership's Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth</li> </ul>
Develop a flexible and skilled local workforce	Our work programme: <ul style="list-style-type: none"> <li>Create stronger links between businesses and education and training</li> <li>Ensure there are sufficient</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li><i>Commit resources to the EZ skills strategy group</i></li> <li><i>Support the development of stronger links between</i></li> </ul>	Our objectives are: To develop a flexible and skilled local workforce Our work programme includes, ensuring there are sufficient skills to	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li><i>Commit resources to 'EDGE smarter skills for enterprise', a public/private sector</i></li> </ul>

	<p>skills to support the EZ</p> <ul style="list-style-type: none"> <li>• Work with businesses to establish current and future skills needs</li> </ul>	<p><i>business and education through HASP with a focus on local employability</i></p>	<p>support the EZ and working with businesses to establish current and future skills needs and create stronger links between businesses and education and training.</p>	<p><i>partnership to improve the business/education-training skills match, ensuring that the agreed business plan targets are met</i></p> <ul style="list-style-type: none"> <li>• <i>Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies</i></li> </ul>
<b>Enabling sustainable growth</b>				
<p>Improve the supply of new and affordable housing to meet future needs</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Ensure an adequate supply of housing to meet objectively assessed needs</li> <li>• Plan and deliver the provision of decent market and affordable housing for current and future needs</li> </ul>	<p>Key actions for 2014/15</p> <ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing</li> <li>• Implement action plan to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ Alconbury</li> <li>○ St Neots</li> <li>○ Wyton</li> </ul> </li> <li>• <i>Negotiate the provision of new affordable housing on all relevant sites</i></li> <li>• Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</li> </ul>	<p>Our objectives are:</p> <p>To improve the supply of new and affordable housing to meet future needs</p> <p>Our work programme includes, ensuring an adequate supply of housing to meet objectively assessed needs and planning and delivering the provision of decent market and affordable housing for current and future needs.</p>	<p>Key actions for 2015/16 will include:</p> <ul style="list-style-type: none"> <li>• Invest in initiatives that will deliver affordable housing</li> <li>• Implement a programme to adopt the Local Plan to 2036</li> <li>• Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ Alconbury</li> <li>○ St Neots</li> <li>○ Wyton</li> <li>○ <i>Bearscroft - Godmanchester</i></li> </ul> </li> <li>• <i>Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners</i></li> <li>• <i>Monitor 5 year housing land supply position on an annual basis, and carry out light-touch reviews on a quarterly basis</i></li> </ul>
<p>Develop sustainable growth opportunities in and around our market towns</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Support sustainable growth by taking a proactive approach to master-planning new developments and improving town centres</li> </ul>	<p>Key actions for 2014/15</p> <ul style="list-style-type: none"> <li>• <i>Devise a programme to develop and implement planning and development frameworks and master-plans for Local Plan site allocations</i></li> <li>• Develop town centre</li> </ul>	<p>Our objectives are:</p> <p>To develop sustainable growth opportunities in and around our market towns</p> <p>Our work programme includes, supporting sustainable growth by taking a</p>	<p>Key actions for 2015/16 will include:</p> <ul style="list-style-type: none"> <li>• Develop a market town centre improvement strategies and action plans for St Neots</li> </ul>

		improvement strategies and action plans in the market towns	proactive approach to master-planning new developments and improving town centres	
Enhance our built and green environment	Our work programme: <ul style="list-style-type: none"> <li>Improve the quality of the built environment in Huntingdonshire</li> <li>Provide quality green space facilities within new developments</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Update the 'Buildings at Risk' register</li> <li>Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>	Our objectives are: To enhance our built and green environment Our work programme includes, improving the quality of the built environment in Huntingdonshire and providing quality green space facilities within new developments	Key actions for 2015/16 will include: <ul style="list-style-type: none"> <li>Update the Buildings at Risk Register</li> <li>Complete the updated Design Guide, setting out the council's requirements of new development</li> </ul>
<b>Working with our communities</b>				
Create safer, stronger and more resilient communities	Our work programme: <ul style="list-style-type: none"> <li>Ensure our streets and open spaces are clean and safe</li> <li>Ensure close working with partners to reduce crime and anti-social behaviour</li> <li>Work with communities to build resilience</li> <li>Promote and enable vibrant and cohesive communities</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Manage the implementation of the joint CCTV service with Cambridge City</li> <li>Increase the use of fixed penalty notices for littering</li> <li>Manage the Community Chest to pump prime projects to build and support community development.</li> <li>Review our current partnership commitments to deliver value for money and alignment with the corporate priorities</li> <li>Deliver diversionary activities for young people</li> </ul>	Our objectives are: To create safer, stronger and more resilient communities Our work programme includes, ensuring that our streets and open spaces are clean and safe, working closely with partners to reduce crime and anti-social behaviour and working with communities to build resilience.	Key actions for 2015/15 will include: <ul style="list-style-type: none"> <li>Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>Increase the use of fixed penalty notices for littering</li> <li>Manage the Community Chest to encourage and promote projects to build and support community development</li> <li>Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities</li> <li>Deliver diversionary activities for young people</li> </ul>
Improve health and well-being	Our work programme: <ul style="list-style-type: none"> <li>Prioritise accessible open space on new housing developments</li> <li>Meet the housing and support needs of our ageing population</li> <li>Enable people to live</li> </ul>	Key actions for 2014/15 <ul style="list-style-type: none"> <li>Support healthy lifestyles through the provision of open space on new developments</li> <li>Investigate the business case for incentivising the private rented sector to take housing needs clients.</li> </ul>	Our objectives are: To improve health and well-being Our work programme includes, prioritising accessible open space on new housing developments and meeting the housing and support needs of our ageing population. We will also enable people to live independently	Key actions for 2015/15 will include: <ul style="list-style-type: none"> <li>Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces</li> <li>Increase physical activity</li> </ul>

	<p>independently through the provision of adaptation, accessible housing or support</p> <ul style="list-style-type: none"> <li>• Help to prevent people from becoming homeless</li> <li>• Provide accessible leisure, green spaces, countryside and culture opportunities</li> <li>• Work with partners to improve health and reduce health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>• Review the current arrangements for commissioning temporary accommodation</li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and in Ramsey</li> <li>• Carry out a review of the DFG Programme</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded 'Action on Energy' scheme</li> </ul>	<p>through the provision of adaptation, accessible housing or support and we will help to prevent people from becoming homeless.</p> <p>We will also work with partners to improve health and reduce health inequalities. We will also provide accessible leisure, green spaces, countryside and culture opportunities</p>	<p>levels through the provision of activities in One Leisure sites and in community settings</p> <ul style="list-style-type: none"> <li>• <i>Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate.</i></li> <li>• <i>Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service</i></li> <li>• Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey</li> <li>• Provide a responsive Disabled Facility Grants program</li> <li>• Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme</li> </ul>
Empower local communities	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Enable voluntary and community sector organisations to develop</li> <li>• Support community development</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Support community planning including working with parishes to complete parish plans</li> <li>• Review control and management of Council assets</li> </ul>	<p>Our objectives are: To empower local communities Our work programme includes, supporting community development and enabling the voluntary and community sector organisations to develop</p>	<p>Key actions for 2015/15 will include:</p> <ul style="list-style-type: none"> <li>• Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish Plans</li> <li>• Review control and management of council assets</li> </ul>

<b>Ensuring we are a customer focused and service led council</b>				
<p>Become more business-like and efficient in the way we deliver services</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Facing the Future</li> <li>• Investigate and implement a programme of shared services</li> <li>• Ensure MTFs is focused on strategic priorities</li> <li>• Maximise income opportunities</li> <li>• Increase use of IT to maximise efficiencies</li> <li>• Where possible migrate customers to the lowest cost access channel</li> <li>• Improve communication and engagement with staff</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Introduce zero base budgeting for 2015/16 including a 'service challenge' process</li> <li>• Deliver 'Facing the Future'</li> <li>• Develop full business cases for previously identified energy reduction projects across the Council's estates</li> <li>• <i>Review internal communications</i></li> <li>• Carry out a staff satisfaction survey</li> </ul>	<p>Our objectives are:</p> <p>To become more business-like and efficient in the way we deliver services</p> <p>We will investigate and implement a programme of shared services and ensure our Medium Term Financial Strategy is focused on strategic priorities. Work will also include: maximising income opportunities and increasing the use of IT to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel.</p> <p>We will also improve communication and engagement with staff</p>	<p>Key actions for 2015/15 will include:</p> <ul style="list-style-type: none"> <li>• Continue zero base budgeting for 2016/17 including a 'service challenge' process</li> <li>• Deliver Facing the Future</li> <li>• Develop full business cases for previously identified energy reduction projects across the council's estates</li> <li>• Carry out a staff satisfaction survey</li> <li>• <i>Build and launch a new council website that focuses on customer need</i></li> <li>• <i>Maximise the income generating potential of One Leisure sites to fully cover the cost of operation</i></li> <li>• <i>Develop a full business case for a Building Control Shared Service</i></li> <li>• <i>Publish Online Schedule of Proposed Procurements to promote future contract opportunities</i></li> <li>• <i>Provide two training events to local businesses in Public Procurement</i></li> </ul>
<p>Ensure customer engagement drives service priorities and improvement</p>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• Understand our customers</li> <li>• Ensure all customer engagement is meaningful</li> <li>• Involving customers in significant changes to services</li> <li>• Ensure modern technology is used effectively to maximise our interaction with our customers</li> </ul>	<p>Our work programme:</p> <ul style="list-style-type: none"> <li>• <i>Develop use of the website for consultation and engagement</i></li> <li>• Implement a consultation exercise with residents to inform 2015/16 budget planning</li> <li>• <i>Prepare for Universal Credit and the move to a Single Fraud Investigation Service</i></li> </ul>	<p>To ensure customer engagement drives service priorities and improvement</p> <p>Work will involve gaining a better understanding of our customers and ensuring all customer engagement is meaningful; involving customers in significant changes to services and ensuring modern technology is used effectively to maximise our interaction with customers</p>	<ul style="list-style-type: none"> <li>• Implement a consultation exercise with residents to inform 2016/17 budget planning</li> <li>• Revisit and re-launch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services</li> </ul>

<b>Corporate indicators</b>			
<b>Strong local economy</b>			
Corporate indicator Growth in business rates	Contextual indicator <ul style="list-style-type: none"> <li>Total number of employee jobs in the District</li> <li>% of JSA claimants</li> <li>Footfall for the 4 market town centres</li> <li>Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-based broadband by 2015</li> <li>Planning applications received</li> </ul>	No corporate indicators	Contextual Indicators <ul style="list-style-type: none"> <li>Total number of employee jobs in the district</li> <li>% of Job Seekers Allowance claimants</li> <li>Footfall for the four market town centres</li> <li>Progress against the Cambridgeshire target of connecting 98% of businesses with access to fibre-base broadband by 2015</li> <li>Planning applications received</li> </ul>
<b>Enable sustainable growth</b>			
Corporate indicators <ul style="list-style-type: none"> <li>Number of affordable homes delivered gross</li> <li>Net additional homes delivered</li> <li>Number of unintentional priority homelessness acceptances</li> <li>Number of households living in temporary accommodation (including B&amp;B)</li> <li>Number of families in B&amp;B</li> <li>Processing of planning applications on target – Major (within 13 weeks)</li> <li>Processing of planning applications on target – Minor (within 8 weeks)</li> <li>Process of planning applications on target – other (within 8 weeks)</li> </ul>	No contextual indicator	Corporate Indicators <ul style="list-style-type: none"> <li>Gross number of affordable homes delivered</li> <li>Net additional homes delivered</li> <li>Number of unintentional priority homeless acceptances (also per 1000 households)</li> <li>Number of households living in temporary accommodation (including B&amp;B)</li> <li>Number of families in B&amp;B</li> <li>Processing of planning applications on target - major (within 13 weeks)</li> <li>Processing of planning applications on target - minor (within 8 weeks)</li> <li>Process of planning applications on target - other (within 8 weeks)</li> <li><i>Reduction in the tonnage of residual waste collected</i></li> </ul>	No contextual indicators
<b>Working with our communities</b>			
Corporate indicators <ul style="list-style-type: none"> <li>Number of missed bins per 100,000 households</li> </ul>	Contextual indicators <ul style="list-style-type: none"> <li>Total number of police recorded crimes in Huntingdonshire</li> </ul>	Corporate Indicators <ul style="list-style-type: none"> <li>Number of missed bins per 100,000 households</li> </ul>	Contextual Indicators <ul style="list-style-type: none"> <li>Total number of police recorded crimes in</li> </ul>



<ul style="list-style-type: none"> <li>• % of household waste recycled or composted</li> <li>• % of food establishments in the district that are 'broadly compliant with food hygiene law'</li> <li>• Number of Disabled Facilities Grants (DFGs) completed</li> <li>• Time taken from first visit to completion of work on DFG with a value over £1000 (weeks)</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of police recorded incidents of anti-social behaviour in Huntingdonshire</li> <li>• % of people who feel safe where they live</li> <li>• Total number of hate crime incidents reported to the police in Huntingdonshire</li> </ul>	<ul style="list-style-type: none"> <li>• % of household waste recycled or composted</li> <li>• % of food establishments in the district that are 'broadly compliant with food hygiene law'</li> <li>• Number of Disabled Facilities Grants (DFGs) completed</li> <li>• Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10k.</li> <li>• <i>Issue decision notices on all applications within statutory periods under the Building Act 1984.</i></li> <li>• <i>Inspect and remove, where necessary all reported dangerous structures within 24 hours.</i></li> </ul>	<p>Huntingdonshire</p> <ul style="list-style-type: none"> <li>• Total number of police recorded incidents of anti-social behaviour in Huntingdonshire</li> <li>• % of people who feel safe where they live</li> <li>• Total number of hate crime incidents reported to the police in Huntingdonshire</li> </ul>
<b>A customer focused and service led council</b>			
<p>Corporate indicators</p> <ul style="list-style-type: none"> <li>• Number of days to process new benefits claims</li> <li>• Number of days to process changes of circumstances</li> <li>• Number of days to process new council tax support claims</li> <li>• Number of days to process council tax support events</li> <li>• % of council tax collected</li> <li>• % of business rates collected</li> <li>• Telephone satisfaction rates</li> <li>• Customers service centre satisfaction rates</li> <li>• Staff sickness days</li> <li>• Subsidy per visit to council owned leisure facilities</li> <li>• % of rent achievable on estates portfolio</li> <li>• % of space let on estates portfolio</li> <li>• % of rent arrears on estates portfolio</li> <li>• Total amount of energy used in council buildings</li> </ul>	<p>No contextual indicators</p>	<p>Corporate Indicators</p> <ul style="list-style-type: none"> <li>• Number of days to process new benefits claims</li> <li>• Number of days to process changes of circumstances</li> <li>• Number of days to process new council tax support claims</li> <li>• Number of days to process council tax change events</li> <li>• % of council tax collected</li> <li>• % of business rates collected</li> <li>• Telephone satisfaction rates</li> <li>• Customer service centre satisfaction rates</li> <li>• Staff sickness days</li> <li>• Subsidy per visit to council owned leisure facilities</li> <li>• % of rent achievable on estates portfolio</li> <li>• % of space let on estates portfolio</li> <li>• % of rent arrears on estates portfolio</li> <li>• Total amount of energy used in</li> </ul>	<p>No contextual indicators</p>

<ul style="list-style-type: none"> <li>Total fuel used from the council's fleet of vehicles</li> </ul>		<ul style="list-style-type: none"> <li>council buildings</li> <li>Total fuel used from the council's fleet of vehicles</li> <li><i>% of residents satisfied with the overall waste collection service</i></li> <li><i>Cost per household of waste collection</i></li> <li><i>% of Housing  Benefit overpayment debt recovered within three months</i></li> <li><i>% of green bin debt outstanding after three months</i></li> <li><i>% of invoices from suppliers paid within thirty days</i></li> </ul>	
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The corporate performance and contextual indicators remain broadly the same; those in italics have either been removed or are new for 2015/16.

**Public**  
**Key Decision – No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Project Management Select Committee
<b>Meeting/Date:</b>	Overview & Scrutiny (Economic Well-being) Panel – 9 April 2015 Cabinet – 23 April 2015
<b>Executive Portfolio:</b>	Resources, Councillor Jonathan Gray
<b>Report by:</b>	Councillor Roger Harrison, Select Committee Chairman Councillor Robin Carter Councillor Peter Mitchell
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

This report is intended to present the findings of the Project Management Select Committee and make recommendations to Cabinet and Senior Management Team on how project management can be further improved.

The Select Committee was held on 17<sup>th</sup> February 2015 and involved looking back at past projects (Huntingdon Multi-Storey Car Park and the redevelopment of One Leisure St Ives), a demonstration of the Council's project management tools and three workshop sessions each focussed on different project phases. Members were also given a range of information on how projects should be managed and access to details of current and past projects.

Throughout the day, a range of issues were discussed and a number of recommendations were proposed. In summary, the Chairman considered that the Select Committee was able to offer reassurance to the Council on the general direction of the new management team with regards to project management.

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

It is recommended that:

- Overview & Scrutiny processes be reviewed following the Scrutiny away day, to include improved tracking of Overview & Scrutiny recommendations, improved information in reports to encourage challenge and better decision making and analysis of Members' skills to make better use of individual O&S Panel Members
- Project management guidance be amended to require original Business Cases to be kept live and linked from the definition section of the Project Initiation Document (PID)
- A session with the Programme and Projects Manager be arranged to explain the purpose of this new role and what it will achieve
- Project updates be included in the quarterly performance reports to O&S Panels
- A review by the Overview & Scrutiny (Economic Well-Being) Panel be arranged for 6 months' time to review steps followed in delivering the In-Cab Technology project and other projects currently in the delivery stage, including their procurement processes, and to assess how well the highlight reports for these projects are working
- A review by Members of the Project Management Select Committee be arranged for 12 months' time to review financial reporting on projects and the post-delivery stage.

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## 1. BACKGROUND

- 1.1 Following consideration of a project closedown report on the Multi-Storey Car Park in Huntingdon and the One Leisure St Ives Redevelopment by the Overview & Scrutiny (Economic Well-being) Panel in November 2014, it was determined that a Select Committee would be convened in February 2015 to review the Council's new Project Management procedures.
- 1.2 The Select Committee was held on 17<sup>th</sup> February 2015, with all members of the Overview & Scrutiny (Economic Well-being) Panel and three members from each of the other Overview & Scrutiny Panels invited to attend.

## 2. SCOPE OF THE REVIEW

- 2.1 The Terms of Reference for the Select Committee were:
- To review the Council's project management arrangements in the wake of the issues highlighted by the One Leisure St Ives and Huntingdon Multi-Storey Car Park Close Down Report.
  - To test the robustness of the Council's new project management toolkit and governance arrangements.
  - To consider how lessons learned have been addressed.
  - To determine any further improvements required.

## 3. METHODOLOGY

- 3.1 The Select Committee received document bundles in advance of the meeting, including copies of the Council's Project Management guidance and associated document templates and copies of the Code of Procurement and procurement guidance and protocols. They also received a number of briefing notes and further information on the Multi-Storey Car Park and One Leisure St Ives Redevelopment projects to consider alongside the closedown report.
- 3.2 The agenda for the Select Committee meeting included presentations from the Managing Director, Corporate Team Manager and the Web and Systems Team Manager, followed by the opportunity for questions and answers. Workshop sessions in the afternoon were split into three groups as follows:

Overarching Financial Control and Governance		
Project Pre-Delivery	Project Delivery	Project Post-Delivery

The Chairmen of these working groups were:

- Project Pre-Delivery & Post-Delivery – Councillor R Harrison
- Project Delivery – Councillor R Carter
- Overarching Financial Control and Governance – Councillor P Mitchell

## 4. FINDINGS

### 4.1 Looking back - review of past projects, presented by Managing Director

The Managing Director explained that the project closedown report previously submitted to the Overview & Scrutiny (Economic Well-being) Panel had been informed by research undertaken by the three Statutory Officers. Their research had involved reviewing relevant committee reports and financial records and speaking to people involved with the projects. However, the projects did not have Project Initiation Documents and other information that they would have expected to be able to refer to was missing.

- 4.2 The projects had resulted in some positive outcomes, with £10m invested including a significant contribution to redeveloping Huntingdon town centre. However, it is not possible to confirm how much of this has resulted directly from our investment due to a lack of benchmarks of past performance and with projections of income and attendance not based on realistic assumptions.
- 4.3 Similarly, there is a feeling that the projects may have been more successful if the economic downturn and reduction in public sector funding had not occurred. However, this is an assumption that cannot be proved either way.
- 4.4 The Managing Director discussed the closedown report's lists of what went badly and what was lacking. She explained how new processes were addressing these issues, including the new Project Management Governance Board, the Programme and Project Manager role in the Corporate Team and the Corporate Projects Register. Some training has taken place on business case development and nearly 40 people have completed the corporate Project Management training course so far.
- 4.5 The Managing Director was asked a series of questions. Some queries were specifically about the two projects while others related to concerns about project management generally. Discussion on the issues raised suggested that developing the role of Overview & Scrutiny could result in further improvements to how projects are approved and managed within the Council.

**Recommendations resulting from this item are as follows:**

- Improve tracking of Overview & Scrutiny recommendations
- Improve information in reports to encourage challenge and better decision making
- Include project updates in the quarterly performance reports to O&S Panels
- Analyse Members' skills to make better use of individual O&S Panel Members

4.6 **How are projects managed currently? Demonstration of project management tools and questions to Corporate Team Manager**

The Web and Systems Manager demonstrated the corporate project management site and toolkit. The site was developed within IMD but is now a corporate resource which has been used to help manage over 100 projects. It is based on the SharePoint system widely used across the Council and allows projects to be managed within programmes using a series of project templates and reporting tools. The system includes version control and approval workflow settings to help manage project documentation and maintain records of changes made. Project records can be archived following closedown.

4.7 The role of Overview & Scrutiny Members in monitoring the progress of projects was queried and would be explored further in the workshop sessions.

4.8 **Workshops: Looking forward, current project management arrangements**

Each workshop reviewed arrangements against Key Lines of Enquiry related to the relevant project phase. In doing this, live examples of current projects were reviewed to check whether agreed corporate processes were being followed correctly by project managers. Workshops had access to the Corporate Projects Register and the corporate project management site and had the opportunity to question senior officers attending.

#### 4.9 **Conclusions**

The workshops fed back the findings from their sessions to the group, highlighting a range of positive findings as well as a number of concerns.

##### Project Pre-Delivery

The workshop reviewed the new corporate business case template and tested this against the Government's five case model (Strategic/Economic/Commercial/Financial/Management Case). The corporate template does answer all of these cases and it is expected that all projects should have a business case to be checked and approved before they can proceed.

The PID template was considered to be fairly standard and it was noted that the In-Cab Technology PID was still in draft and would be completed before being put to the Project Board for approval.

##### **Recommendations resulting from this workshop are as follows:**

- The original Business Case for a project should be kept live and linked from the definition section of the Project Initiation Document (PID)
- The workshop was not fully confident of how the highlight reporting process will work in practice so this should be looked at again in six months' time
- A session should be arranged with the Programme and Projects Manager to confirm that this role will achieve what is required

##### Project Delivery

The workshop reviewed the PID for the In-Cab Technology project. There were concerns over the strength of the business case and gaps in the PID and there were notes of a team meeting showing no actions to be taken. However, there was some evidence that project documentation has started to improve and the Chairman suggested scheduling a further review at a later date.

##### **Recommendations resulting from this workshop are as follows:**

- The In-Cab Technology project and other projects currently in the delivery stage should be revisited and reviewed in six months' time
- Procurement processes followed to deliver these projects should also be reviewed

##### Overarching Financial Control and Governance

The workshop looked back at financial reports to consider whether issues with past projects could have been flagged up earlier and different decisions made. While reports did show slippage, increased costs and lower contributions, the information presented was not easy to interpret and, without context, did not provide a clear message about problems. There was therefore no opportunity to make a different decision based on the information available at the time.

The workshop was informed of plans to improve future financial reports. They will present information with more contextual information for projects including details of current progress and any financial variations. These will present the full picture, showing any variation in spend/income profile since projects were first approved. The workshop was content with the new controls this will offer.

**Recommendations resulting from this workshop are as follows:**

- New steps still need to be proven so a review should take place in 12 months' time

Project Post-Delivery

The closedown report on the Multi-Storey Car Park and One Leisure St Ives redevelopment was seen as frank and honest. However, the examples reviewed were limited as most projects have not yet reached this stage.

**Recommendations resulting from this workshop are as follows:**

- The post-delivery stage should be reviewed again in 12 months' time

General discussion points

During the course of the day, a number of suggestions were made for how the three Overview and Scrutiny Panels could work together more effectively. These and other improvements to Overview and Scrutiny have subsequently been discussed at a Scrutiny Away Day held in late February.

Discussions about procurement procedures led to a suggestion for a review of our tendering procedures. This would include reviewing the need for a preferred supplier list for tenders, reviewing the option of moving to electronic tendering only and a review of use of the Social Value Act. The Vice-Chairman of the Overview & Scrutiny (Social Well-being) Panel has proposed including this on his Panel's work programme for 2015/16.

Members were in agreement that there should be further reviews in 6 and 12 months' time, as recommended above. The 6 month review could be for Economic Well-being Panel members only, with others invited to attend the meeting when the outcomes would be considered. The 12 month review could involve all Members involved in the Project Management Select Committee.

**4.10 Summary and closing remarks**

In summary, the Chairman was content with the new systems put in place and considered that the Select Committee can offer reassurance to the Council on the general direction of the new management team with regards to project management. Officers were thanked for the information provided and their honesty and transparency. Select Committee Members were thanked for their efforts and for keeping the focus on looking forwards. However, the Committee made a number of recommendations and project management will need to be revisited again later to ensure that implementation is consistent.

There was positive feedback on the Select Committee approach but there needs to be a clearer framework for future workshops. It was suggested that a scrutiny toolkit/guidance would be useful and this was also suggested at the subsequent Scrutiny away day.

**5. RESOURCE IMPLICATIONS**

- 5.1 The recommendations in this report do not require any significant additional resources, other than officer and Member time. Further reviews will give Overview & Scrutiny the opportunity to identify ways to improve how projects are managed or provide further reassurance to the Council that appropriate processes are in place to manage projects effectively.



## **6. LEGAL IMPLICATIONS**

6.1 None.

## **7. OTHER IMPLICATIONS**

7.1 The Select Committee were interested in reviewing procurement processes, including the use of the Social Value Act. A review will be put forward as a possible item to include on the Social Well-being Panel's work programme.

## **BACKGROUND PAPERS**

Project closedown report, Huntingdon Multi-Storey Car Park and One Leisure, St Ives Project Management Select Committee Scoping Document (Study Template)

<http://applications.huntingdonshire.gov.uk/moderngov/documents/s68590/Project%20Close%20Down%20Report%20MSCP%20OLSI%20Final%2028102014.pdf>

## **CONTACT OFFICER**

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