

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **TUESDAY, 14 JULY 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 meetings held on 9 June and 16 June 2015.

LBerridge 388026

2. MEMBER'S INTERESTS

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

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

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic
Services 388015**

4. LOCAL PLAN CONSULTATION REVIEW (Pages 13 - 24)

To consider a report on the Local Plan Consultation Review presented to the Panel by the Planning Service Manager (Policy).

P Bland 388430

5. SHARED SERVICES (Pages 25 - 38)

To consider a report on Shared Services as presented to the Panel by the Managing Director.

J Lancaster 388301

(a) BUILDING CONTROL SHARED SERVICES BUSINESS CASE
(Pages 39 - 56)

To consider a report by the Managing Director providing the business case to establish a Building Control shared service and detailing the activities to create the Building Control shared service.

6. WORKPLAN STUDIES (Pages 57 - 60)

To consider the work programmes of the Social and Economic Well-Being Overview and Scrutiny Panels.

L Berridge 388026

7. **OVERVIEW AND SCRUTINY PROGRESS** (Pages 61 - 64)

To consider a report on the Panel's activities.

L Berridge 388026

8. **SCRUTINY** (Pages 65 - 74)

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

Democratic
Services 388169

Dated this 6 day of July 2015



Head of Paid Service

Notes

1. **Disclosable Pecuniary Interests**

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

(a) relates to you, or

(b) is an interest of -

(i) your spouse or civil partner; or

(ii) a person with whom you are living as husband and wife; or

(iii) a person with whom you are living as if you were civil partners

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

(a) any employment or profession carried out for profit or gain;

(b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);

(c) any current contracts with the Council;

(d) any beneficial interest in land/property within the Council's area;

(e) any licence for a month or longer to occupy land in the Council's area;

(f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or

(g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.

Non-Statutory Disclosable Interests

(4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) *A Member has a non-statutory disclosable interest where -*

(a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or

- electoral area for which you have been elected or otherwise of the authority's administrative area, or*
- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
- (c) it relates to or is likely to affect any body –*
- (i) exercising functions of a public nature; or*
 - (ii) directed to charitable purposes; or*
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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Please contact Ms Lucie Berridge, Scrutiny Officer, Tel No. 01480 388026/e-mail Lucie.Berridge@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN on Tuesday, 9 June 2015.

PRESENT: Councillor T D Sanderson – Chairman.
Councillors I C Bates, Mrs S Conboy, J W Davies, Mrs A Dickinson, K D Wainwright and R J West.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors I D Gardener and P Kadewere.

IN ATTENDANCE: .

1. MINUTES

The minutes for the meetings held on 14th April and 20th May 2015 were approved as a correct record and signed by the Chairman.

2. MEMBERS' INTERESTS

Councillors I C Bates and D Giles declared non-pecuniary interest in relation to Agenda Item 5 as members of Cambridgeshire County Council.

3. NOTICE OF KEY EXECUTIVE DECISIONS

The Notice of Key Executive Decisions which was published on 20th May 2015 was received and noted.

4. CORPORATE PLAN PERFORMANCE MONITORING (QUARTER 4)

The Members of the Panel discussed targets contained in the report and it was suggested that all information should be presented as a percentage. It was explained to the Panel that targets were quantified in various ways in order to make the information clear and simple to understand. For instance, the figure relating to sickness was presented as an average number of days lost rather than a percentage to provide a more meaningful figure that can be compared with others.

Members of the Panel queried targets relating to planning applications, suggesting that the target might not be high enough. The Panel noted that the targets presented were in-line with those set by central Government and have been agreed with the relevant Executive Councillor.

The Panel questioned the time taken to process planning applications and whether this could be improved. Members were informed that

following changes made by the Department for Communities and Local Government (DCLG), applications would now be determined on time, with extensions being agreed with the applicant. The Panel noted that a new Planning Service Manager (Development Management) would commence employment with the Council in August 2015, which would reduce the pressure on the department. Regarding the cause of delays in processing planning applications it was explained that issues such as staffing pressures, applicant mistakes and omission affected the rate at which applications were considered. The Members were assured that pressures were being reduced with a scope to deal with applications in a different way.

The Panel expressed concern about planning enforcement due to a lack of resources and the need for greater funding. The Panel agreed that the Council was delivering strong economic growth and the Panel noted that the Executive Leader of the Council was lobbying central Government for further funding.

The Panel concluded that a firm message needed to be sent to central Government that funding was required to consistently reach the targets that they had set.

5. A14 JOINT LOCAL IMPACT REPORT, STATEMENT OF COMMON GROUND AND ENVIRONMENTAL IMPACT ASSESSMENT MATTERS

The Environmental Well-Being Panel have been informed that there are no planned 'Borrow Pit' additions following questions on potential changes. It was confirmed that no changes were imminent and any discrepancies that did occur would be resolved before the end of the examination period. Members noted that there was a Legacy meeting scheduled on 11th June 2015 to further discuss Borrow Pits, making sure that maintenance was upheld after the obligatory 10 years.

The Panel queried the routes for the aggregate deliveries during the A14 development and access issues that might arise from the work. It was explained that HE have indicated that the route of the new roads would bear the majority of the construction traffic, including a new 'Haul Route' between Ellington and Swavesey. Contractors appointed to carry out the works might suggest an alternative solution although the District Council would continue to press for the 'Haul Route' as currently proposed. The Panel suggested that this information should be provided to local Parish Councils to avoid further confusion.

It was explained that Borrow Pits were utilised in a variety of ways such as landfill sites and the current option was to fill them with water, creating uses within that environment. It was noted that after the Compulsory Purchase of the land it then had to be offered back to the original landowner. If that offer was declined then HE have a statutory 10 year obligation and the Council was working to have a greater say on how the sites were used in the long-term future beyond that 10 year period.

In conclusion, the Panel accepted the report and remarked on the usefulness of the document as an update. All recommendations to Cabinet were approved by the Panel.

6. PROGRAMME AND PROJECTS INCLUDING FACING THE FUTURE

The report on Programmes and Projects was presented to the Panel. The report is intended as an update for Members on changes to the way projects are managed within Huntingdonshire District Council (HDC), including the new role of the Programmes and Projects Manager.

The Panel were informed that all existing projects have been categorised by the Project Select Committee and then allocated them to the most appropriate Overview and Scrutiny Panels. The Facing the Future project is closed, and now features eight projects.

It was explained to the Panel that project documents will now be held within the Sharepoint site, and Councillors can request documents from Officers.

Members queried whether business cases were considered when new projects are approved. It was noted by the Panel that business cases come later in the process of authorisation, and that the diagram appended is a work flow of the initial steps involved in the approval process.

The Panel asked the Programmes and Projects Manager whether Project Managers will receive adequate support in order for them to carry out the work required. It was explained that Project Managers have the support from both Project Members and the Project Board alongside 40 further staff who are now trained in project management. Experienced staff will also act as mentors for the new recruits.

It was noted by the Panel that ideas for projects originate from legislation for example; when a clear need for change and improvement is recognised. The pre-proposition form as appended is now in use, and any new ideas must move forward with the approval of Directors and Heads of Service before it can go further.

The Panel noted and approved the report.

7. WORKPLAN STUDIES

The Panel received and noted a report (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Social Well-Being and Economic Well-Being.

Members question the lack of progress on Waste Collection Policies. It was noted that there is a lack of progress on many of the current Panel activities due to the Operations restructure. There is a second meeting of the Environmental Well-Being Panel taking place on 16th June 2015 where many concerns will be addressed.

Regarding Litter Policies and Practices, Members were informed that the interim Head of Operations will be attending the additional meeting to provide further information on progress.

8. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting.

9. SCRUTINY

The 155th Edition of the Decision Digest was received and noted.

Members discussed the Local Plan and the delays with the final document, querying whether a press release should be issued to the public to make them aware of possible reasons for the delay. The Panel were informed that the expectation from Cabinet Members is that the Local Plan will be ready by the end of the year 2015. There is a requirement that Huntingdonshire District Council (HDC) are satisfied that the next date put forward is achievable before that information is released. It was suggested that internal and later external messages should be sent out to reflect this.

Chairman

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN on Tuesday, 16 June 2015.

PRESENT: Councillor T D Sanderson – Chairman.
Councillors Mrs S Conboy, J W Davies, Mrs A Dickinson, Mrs L A Duffy, D A Giles and P Kadewere.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors I C Bates, Mrs B E Boddington, I D Gardener and K D Wainwright.

IN ATTENDANCE: .

10. DECLARATIONS OF INTEREST

No interests were received from Members present.

11. OPERATIONS REVIEW

The interim Head of Operations introduced himself to Members of the Panel, providing background to the role. The presentation began by looking at current strengths within Huntingdonshire District Council (HDC) identified throughout the review, and then focused further on specific points of interest including:

- Formal consultation has begun, starting on 16th June 2015.
- Individual meetings with those whose positions within HDC that may be affected due to the Operations review have already been held.
- HDC are now looking to understand the service that is required rather than investing further money on areas that are not effective.
- There is a strong core of highly valued members of the current workforce.
- Avoidance of false economy; key roles should remain in place, particularly front-line members of staff.
- Changes in Terms and Conditions will address Bank Holiday waste collection issues and shortfalls in car park staffing.

The Corporate Director for Service then addressed the Panel, making it clear that the intention is that the relationship between Scrutiny and Operations to be improved and maintained. It was then requested that all Task and Finish/Working Groups for the Environmental Wellbeing Panel are disbanded while the Operations review and restructure is ongoing, giving the department time to implement any changes as identified in the review. In order for the Panel to remain involved and updated in changes which are taking place, the Corporate Director for Service has made a commitment to the Panel that they will receive regular reports on progress; quarterly reports to the Scrutiny Panel alongside monthly updates for the Chairman and Vice Chairman of the Panel.

The Chairman praised the presentation, and also suggested that a greater sense of clarity within the Operations department is needed; and that monitoring and tracking of jobs is important so it is simple to determine whether work is being done or is completed. In reply, the interim Head of Operations told the Panel that a change in culture at HDC needs to happen alongside the restructure, which will involve being more clear about the organisation's values as there are currently no processes in place to provide efficient answers to queries regarding work being carried out. There is a new understanding that there needs to be a follow-through process, which makes use of customer feedback and provides relevant information.

The Panel asked for some more details on sickness levels within the Operations Department. The Interim Head of Operations assured the Members that sickness is one area that requires investigation and that this topic is being addressed, featuring greater responsibilities for line managers in the future.

It was agreed that the Panel will receive regular updates regarding the Operations Review; through quarterly updates directly to the Panel, and further monthly meetings to update the Chair/Vice Chair of the Panel to feedback to Members when appropriate.

The Overview and Scrutiny Panel for Environmental Well-Being responded positively towards the presentation, and look forward to seeing the results of the Operations Review.

12. RECAP UPDATE

The Panel noted the Recycling in Cambridgeshire & Peterborough (RECAP) update provided. It was raised by one Member that the benefits from working with RECAP as it is configured presently need to be clear moving forward.

It was agreed that RECAP updates will be reported to the Panel as and when they are received.


Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 17 June 2015
For Period: 1 July 2015 to 31 October 2015

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Executive Leader of the Council	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor R C Carter	- Executive Councillor for Operations & Environment	5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail: Robin.Carter@huntingdonshire.gov.uk
Councillor S Cawley	- Executive Councillor for Organisational Change & Development	6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk

Councillor J A Gray - Executive Councillor for Resources	Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Harrison - Executive Councillor for Strategic Economic Development & Legal	55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664 Email: Roger.Harrison@huntingdonshire.gov.uk
Councillor R Howe - Deputy Executive Leader of the Council with responsibility for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk
Councillor D M Tysoe - Executive Councillor for Customer Services 	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk

Notice is hereby given of:

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

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk. Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

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

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

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

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

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2015/16 ***##	Grants	9 Jul 2015		Dan Smith, Community Health Manager Tel No. 01480 388377 or email: Dan.Smith@huntingdonshire.gov.uk	Paragraphs 1 - 3	J A Gray R Harrison	Social Well-Being
Benefits Risk Based Verification Policy ##	Cabinet	16 Jul 2015		Amanda Burns, Benefits Manager, Benefits Manager Tel No. (01480) 388122 or email: Amanda.Burns@huntingdonshire.gov.uk	Paragraph 7	D M Tysoe	Social Well-Being
Commercial Investment Strategy	Cabinet	16 Jul 2015		Colin Luscombe, Estates Strategic Assessment Tel No. 01480 387086 or email: Colin.Luscombe@huntingdonshire.gov.uk		J A Gray	Economic Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Draft Huntingdonshire Design Guide Supplementary Planning Document	Cabinet	16 Jul 2015	Draft Supplementary Planning Document	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email: Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Home Improvement Agency - Annual Report	Cabinet	16 Jul 2015		Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email: Trish.Reed@huntingdonshire.gov.uk		D B Dew	Social Well-Being
Marketing Strategy & Branding for Huntingdonshire	Cabinet	16 Jul 2015		Sue Bedlow, Economic Development Manager Tel No. 01480 317096 or email: Sue.Bedlow@huntingdonshire.gov.uk		R Harrison	Economic Well-Being
The Risk Management Strategy***	Cabinet	16 Jul 2015		David Harwood Internal Audit and Risk Manager, Tel No. 01480 388115 or email: David.Harwood@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Shared Services - Legal/I.T/Building Control	Cabinet	16 Jul 2015		Mrs Joanne Lancaster, Managing Director Tel No. (01480) 388001 or email: Jo.Lancaster@huntingdonshire.gov.uk		S Cawley	Economic Well-Being
Civil Parking Enforcement	Cabinet	17 Sep 2015		Alistair Merrick, Interim Head of Operations Tel (01480) 388388		R Howe	Environmental Well-Being
Housing Register Lettings Policy Amendment***	Cabinet	17 Sep 2015		Jon Collen, Housing Needs and Resources Manager Tel No. 01480 388220 or email: Jon.Collen@huntingdonshire.gov.uk		D Tysoe	Social Well-Being
Scheme of Delegation for the Scrap Metal Dealers Act 2013***	Cabinet	17 Sep 2015		Chris Stopford, Head of Community Services Tel No. 01480 388280 email: chris.stopford@huntingdonshire.gov.uk		R Harrison	Social Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Huntingdonshire Infrastructure Business Plan***	Cabinet	22 Oct 2015		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 email: Paul.Bland@huntingdonshire.gov.uk		D Dew	Environmental Well-Being
Local Plan to 2036 - Proposed Submission***	Cabinet	22 Oct 2015		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 email: Paul.Bland@huntingdonshire.gov.uk		D Dew	Environmental Well-Being

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Planning: Local Plan Consultation Review

Meeting/Date: CMT 30th June 2015
Overview and Scrutiny Panel (Environmental Wellbeing)
14th July 2015

Executive Portfolio: Executive Councillor for Strategic Planning and Housing

Report by: Head of Development

Ward(s) affected: All

Executive Summary:

The report updates members on the key issues arising from the targeted consultation on the Local Plan to 2036. It identifies the issues that need to be addressed and additional work and evidence requirements to resolve these.

Recommendation(s):

That the Panel receives an update on the targeted consultation on the Local Plan to 2036.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

1.1 Further to the 'Huntingdonshire Local Plan to 2036: Position Statement' report that was presented to this panel on 14th April 2015, this report:

- Reflects on the key issues arising from the targeted consultation on the Local Plan to 2036.
- Identifies the issues that need to be addressed and additional work and evidence requirements to resolve these.

2. WHY IS THIS REPORT NECESSARY / BACKGROUND

2.1 The Local Plan to 2036 was published for a 'targeted' non-statutory consultation from 23rd January to 20th March 2015. The consultation was conducted by invitation only involving Members of the District Council, County Councillors representing wards in Huntingdonshire, all Town and Parish Councils, adjoining District Councils, landowners and the agents of sites proposed for allocation, environmental and community interest groups and 'duty to co-operate' organisations which must be involved in the production of statutory development plans where there are strategic issues.

2.2 The targeted consultation was a non-statutory consultation process which was designed to engage with key stakeholders in the Local Plan preparation process. It was not a full public consultation process. All comments from respondents have been acknowledged.

2.3 The targeted consultation sought to identify the most important issues that need to be addressed in order to progress to the next stage of the process. Addressing these issues requires further work on the evidence base that supports the Local Plan. In particular, further work is required to understand:

- The highways and transport planning needs to support the development of the Strategic Expansion Location at Wyton Airfield and other developments in the Huntingdon, Alconbury and St Ives area, involving detailed highways and transport modelling and analysis
- Strategic and localised flood risks in relation to the Environment Agency's new flood model for the Lower Great Ouse area
- Planning for gypsy and traveller sites
- Planning for the delivery of affordable housing
- The Local Plan Viability Assessment
- The status of Ramsey as a market town
- Planning for town centre uses and an update of the retail study to take new patterns of retailing into account
- Consideration of potential alternative sites in relation to sites that are already under consideration
- Planning effectively for an ageing population

2.4 Work continues on the preparation of the Local Plan to ensure that meaningful progress is made over the next 12 months. The timescales for the next stages of preparation of the Local Plan are under review, given the complexity of some of the work required. For example, the highways and transport modelling and analysis work to support growth around Huntingdon and St Ives, including Wyton Airfield, may take a further 6 to 9 months to complete. It is important to ensure that the next stages of work are done properly and in formats that are likely to be acceptable at the Local Plan Examination.

- 2.5 The review of the Local Plan preparation timescales will be encapsulated in a revised Local Development Scheme (which is the authority's project plan for production of development plans). This will be prepared over the summer period and will be made available to the public when completed.
- 2.6 It is expected that the majority of the work required to complete the evidence base will take 6 to 9 months to complete. This is subject, in particular, to further discussions with Cambridgeshire County Council (on highways and transport issues) and the Environment Agency (on flood risk issues).

3. TARGETED CONSULTATION RESPONSES

- 3.1 A total of 305 people and organisations were invited to participate in the targeted consultation. There were 82 respondents in total, and they made 836 specific comments. A list of the respondents to the targeted consultation is attached at Annex A. Table 1 summarises the level of response.

Table 1	
Consultees	Number of respondents
20 County Councillors	0 responses
52 District Councillors	5 responses
77 Parish Councils	28 responses
92 landowners	27 responses
64 Duty to Co-operate, environment and community organisations	22 responses
305 consultees in total	82 respondents in total

- 3.2 The responses to the targeted consultation were made available for viewing by the public on 12th May 2015 through the HDC website. The responses can be viewed at the following link:

<http://consult.huntingdonshire.gov.uk/portal/pp/hlp2036/lptc?tab=list>

4. KEY ISSUES

- 4.1 The National Planning Policy Framework (NPPF) defines four inter-related 'tests of soundness' that are used by independent planning inspectors to judge the acceptability of Local Plans. Local Plans must be:

- Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development
- Justified – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence
- Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities
- Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.

- 4.2 Table 2 identifies the key issues that were raised in the consultation responses. It also assesses whether the issues are a significant risk to the 'soundness' of the Local Plan and how they may be resolved.

Table 2

Key issue	Soundness risk	Method of resolution
Need for an updated Strategic Flood Risk Assessment (SFRA) level 1 on all sources of flooding to take account of the new lower Great Ouse modelling due to be published by August 2015 as well as new surface water flood mapping and the Local Flood Risk Management Strategy.	Justified; Effective	Exploration of scope of replacement SFRA required. Initial scoping discussion with the Environment Agency (EA) and Cambridgeshire County Council (CCC) as Lead Local Flood Authority held on 4 th June 2015. Brief for a replacement study under preparation in co-operation with the EA and CCC.
Completion of a flood risk sequential test and production of a Strategic Flood Risk Assessment level 2 to support all allocations in areas at potential risk from flooding.	Justified; Effective	Sequential testing and SFRA level 2 would need to follow on from completion of level 1 replacement, in co-operation with the EA and CCC.
Need to update evidence on flood risk and water framework directive compliance in order to complete the Sustainability Appraisal (SA) process satisfactorily. The SA needs to identify and test challenging but realistic alternatives to the Local Plan's policy approach and allocation strategy.	Justified	Completion of SFRA level 1 and 2 in conjunction with existing Water Cycle Study should provide sufficient evidence to allow completion of the SA and facilitate testing of alternatives. This work needs to be done in co-operation with the EA and CCC.
Need to ensure that infrastructure plans are in place to demonstrate deliverability of allocated development sites in a timely and sustainable manner.	Positively prepared; Justified; Effective	Evidence is required to demonstrate this. The most significant will be the: <ul style="list-style-type: none"> • Long Term Transport Strategy and additional detailed transport modelling for which discussions are ongoing with CCC • Local Plan Infrastructure Study under preparation by AECOM • Viability Assessment under preparation by Deloitte
Objections to the proposed allocation of the former RAF Wyton airfield due to uncertainties over the transport infrastructure needed and the environmental implications of providing this.	Justified; Effective	Additional detailed transport modelling is required for which discussions are ongoing with CCC. SFRA level 2 required to inform flood risk mitigation. Ongoing engagement with Crest Nicholson (the Defence Infrastructure Organisation's developer partner for the site).

Table 2

Key issue	Soundness risk	Method of resolution
Level of need for affordable housing and deterioration in affordability over time.	Positively prepared; Consistent with national policy	Review of the Cambridge sub-region Strategic Housing Market Assessment (SHMA) in co-operation with all relevant authorities to refine affordable housing targets. Consideration of options to boost affordable housing contributions (subject to NPPF constraints on viability). Consideration of implications of changes to affordable housing thresholds which are likely to reduce delivery in small settlements. Promotional engagement with Parish Councils to facilitate additional rural exceptions schemes.
Concerns over the need for and outcomes of Viability Assessment, particularly the potential impact on affordable housing provision especially within the three strategic expansion locations.	Positively prepared; Effective	Completion and consideration of Viability Assessment under preparation by Deloitte. Consideration of affordable housing targets within the three strategic expansion locations. Consideration required of alternative ways to increase affordable housing provision.
Need to factor in an allowance to the housing target to account for the considerable undersupply anticipated in London. Given Huntingdonshire's rail connections it may be subject to increased demand from people unable to afford or access suitable accommodation in London.	Positively prepared	The Council has to date receive no requests for assistance with meeting housing requirements from other authorities. Options to increase delivery would be reviewed in response to any requests.

Table 2

Key issue	Soundness risk	Method of resolution
Gypsy and Traveller accommodation needs may not be met through the Local Plan. East Cambridgeshire DC (ECDC) was robustly challenged over the shared evidence base which predates publication of the national Planning Policy for Traveller Sites (PPTS) in 2012. Under the duty to co-operate South Cambridgeshire DC may seek assistance with meeting their needs for Gypsy and Traveller site provision.	Positively prepared; Effective; Consistent with national policy	An updated assessment of gypsy and traveller needs is required based on primary research to overcome the ECDC Inspector's statement that the GTANA 'is not robustly justified'. CCC Research Group led production of the GTANA (2011) but cannot produce an update. Potential alternative consultants have been identified. Consideration needs to be given on commissioning this work in conjunction with neighbouring authorities.
Need to consider the implications of USAF withdrawal from RAF Alconbury and RAF Molesworth in terms of the potential to accommodate development currently proposed for allocation elsewhere (RAF Wyton and St Ives West) and the potential reduction of the objectively assessed need for housing (due to relocation of military personnel).	Justified	Ongoing engagement with the Defence Infrastructure Organisation. Consideration of potential within the next iteration of the Local Plan if substantial land releases are confirmed.
A substantial increase is predicted in the proportion of elderly residents within Huntingdonshire. Need for greater consideration of requirements for specialist housing and downsizing opportunities within current settlement.	Positively prepared; Justified	Review of the Cambridge sub-region SHMA in co-operation with all relevant authorities to refine need for different types and sizes of housing including specialist older people's housing. Consideration and implementation of the Cambridgeshire Older People Strategy (2014).
Major changes sought to the proposed St Ives West allocation to reduce the number of houses provided and ensure the gap between St Ives and Houghton and Wyton is appropriately maintained.	Justified; Effective	Ongoing engagement with landowners and relevant town / parish councils. Consideration of Houghton and Wyton Neighbourhood Plan proposal for part of the site and outcomes of submission consultation and examination of the NP. Consideration of outcomes of planning application appeal decisions.

Table 2

Key issue	Soundness risk	Method of resolution
The future sustainability of Ramsey as a settlement was questioned with Ramsey Town Council suggesting Ramsey be 'demoted' to a service centre due to concerns that the scale of development is not adequately matched with transport infrastructure improvements.	Positively prepared; Effective	The outcomes of evidence sought above on the Long Term Transport Strategy and additional detailed transport modelling for which discussions are ongoing with CCC and the Local Plan Infrastructure Study under preparation by AECOM will need consideration over the most sustainable future strategy for Ramsey.
Proposed retail provision in Huntingdon and town centre boundaries need reconsideration since Sainsbury's confirmed withdrawal from Huntingdon West, and rapidly changing retail trends.	Justified; Effective	Commissioning of new Retail Study including a new household survey required to measure impacts of changing shopping trends and impact on forecast floorspace requirements. Ongoing discussions with Sainsbury's over alternative proposals.

5. LINK TO THE CORPORATE PLAN

- 5.1 This report links to the corporate objective 'Enabling sustainable growth: to improve the supply of new and affordable housing to meet future needs' and the related key action to 'implement an action plan to adopt the Local Plan to 2036'.

6. RESOURCE IMPLICATIONS

- 6.1 Specialist consultancy support will be required, at the appropriate times, to undertake technical studies required as evidence to demonstrate soundness of the Local Plan at examination.
- 6.2 The costs of the evidence base work, due to its complexity, are likely to be significant. For example, the highways and transport modelling and analysis work may cost in the region of £250,000 to £300,000 (though this is partly budgeted, and contributions towards it are being discussed with the Local Enterprise Partnership, and the developer partnership for Wyton Airfield). The flood risk modelling and analysis work is likely to cost in the region of £50,000 to £75,000. The other specific elements of work identified in Table 2 are likely to cost up to £50,000 per project. Budget planning is under discussion with the Executive Councillor for Strategic Planning and Housing.

7. OTHER IMPLICATIONS

- 7.1 A fully justified and effective evidence base is essential to support the Local Plan to 2036 through examination. This is intended to promote a sustainable strategy for growth in the district protecting the environment and promoting economic and social well-being.

8 REASONS FOR THE RECOMMENDED DECISIONS

- 8.1 The report is to inform Members on the progress with the Local Plan to 2036 and raise awareness of the issues to be addressed in preparation of the next stage. The recommendation is that:

The Panel receives an update on the targeted consultation on the Local Plan to 2036.

BACKGROUND PAPERS

Huntingdonshire Local Plan to 2036: Targeted Consultation 2015

CONTACT OFFICER

Clare Bond, Planning Policy Team Leader
Tel: 01480 388435

ANNEX A		
Consultee Name	Organisation	Agent Name / Organisation
Alex Bach	NHS Cambridgeshire	
Alison Melnyczuk	Town Clerk St Ives Town Council	
Amanda Augstein	Clerk Woodhurst Parish Council	
Angela Gemmill	Relationships Manager Marine Management Organisation	
Anna McComb	Graduate Trainee Planner NHS Property Services	
	Bedford Borough Council	
Braybrook	Landowner (non LP site)	Mr Andrew Campbell
Church Commissioners	Landowners (Corpus Christi Lane GMC, Silver St Buckden & The Pasture, Somersham)	Mr Andrew Hattersley, Smiths Gore
Cllr John Davies	St Ives South Ward Councillor Huntingdonshire District Council	
Councillor Robin Carter	Ward Councillor Huntingdonshire District Council	
Councillor Sarah Conboy	Ward Councillor Huntingdonshire District Council	
Daniels & Camvil Dev Ltd	Landowner (West of Ramsey Rd, Warboys)	Mr Andrew Campbell
Ed Reilly	St Neots Town Council	
James Stevens	Consultant to Regional Planner Home Builders Federation	
Janet Nuttall	Planning and Conservation Advisor Natural England	
Judit Carballo	Planning Officer Cambridgeshire County Council	
Lee Crawford	Persimmon Homes (East Midlands) Ltd	
Linda Crook	Clerk Pidley-cum-Fenton Parish Council	
Mark Holman	Chairman Elton Parish Council	
Messrs A E JUGGINS	Landowner (non LP site)	Mr Andrew Campbell
Michael Monk	CPRE Cambridgeshire	
Mr B C Wright	Chair Chesterton Parish Meeting	
Mr B E A Augstein	Landowner (Fenton Field Farm, Warboys)	Mr Andrew Campbell
Mr Gary Cook	Town Clerk Ramsey Town Council	
Mr George Sykes	Architectural Liaison Officer Cambridgeshire Constabulary	
Mr Graham Moore	Middle Level Commissioners	
Mr John Chase	Clerk Buckden Parish Council	
Mr John Dadge	Landro Ltd (West of Railway, Huntingdon)	John Dadge, Barker Storey Matthews
Mr Lionel Thatcher	Clerk Kimbolton & Stonely Parish Council	
Mr Mark White	Homes and Community Agency	
Mr Martin Baker	Cambridgeshire Wildlife Trust	
Mr Martin Page	D H Barford for Tyrells Marina, Cambridge Rd, Fenstanton and Main St, Huntingdon	

ANNEX A		
Consultee Name	Organisation	Agent Name / Organisation
Mr Mike Humphrey	Hartford Conservation Group	
Mr Nairn Davidson	Business Excellence Manager Luminus Group	
Mr Richard Probyn	St Ives Civic Society	
Mr Roy Reeves	Clerk Warboys Parish Council	
Mr Stephen Dartford	Clerk Fenstanton Parish Council	
Mr Stephen Highland	Landowner (non LP site)	Mr Andrew Campbell
Mr Stewart Patience	Anglian Water	
Mr Tom Gilbert-Wooldridge	Planner English Heritage	
Mrs Anna Gillings	Turley representing Frontier Estates (Nelson Road St Neots)	Mrs Anna Gillings, Turley Associates
Mrs B Alagawi	Landowner (Main Street, Hartford)	John Dadge, Barker Storey Matthews
Mrs Carole Pollock	Parish Clerk The Stukeleys Parish Council	
Mrs Caroline Hunt	Planning Policy Manager South Cambridgeshire District Council	
Mrs Denise Benham	Old Hurst Parish Council	
Mrs E Jack	Chair Waresley-cum-Tetworth Parish Council	
Mrs Gail Stoehr	Secretary Cambridgeshire Local Access Forum	
Mrs H Taylor	Clerk Yaxley Parish Council	
Mrs J Osborn	Parish Clerk Holme Parish Council	
Mrs Janet Innes-Clarke	Clerk Brampton Parish Council	
Mrs Jenny Gellatly	Parish Clerk Little Paxton Parish Council	
Mrs M Pink	Parish Clerk Earith Parish Council	
Mrs Madelaine Liddiard	Clerk Godmanchester Town Council	
Mrs Nancy Packham	Clerk Wyton on the Hill Parish Council	
Mrs R Carey-Townsend	Chair Kings Ripton Parish Council	
Ms Diane Davis	Clerk Sawtry Parish Council	
Ms G Stoehr	Clerk Hemingford Grey Parish Council	
Ms J Bowd	Parish Clerk Holywell-cum-Needingworth Parish Council	
Ms V Pryce	Clerk Abbots Ripton Parish Council	
Needingworth Consortium	Landowner (non LP site)	Mr Andrew Campbell
Penny Bryant	Clerk Somersham Parish Council	
Peter Quest	Great Ouse AONB Working Group	
Richard Taylor	Environment Agency	
Silk Family & Somersham Town Football Club	Landowner (Somersham Town Football Club)	Mr Andrew Campbell
Tim Leathes	Urban and Civic (Alconbury Weald)	Andrew Fisher,

ANNEX A		
Consultee Name	Organisation	Agent Name / Organisation
		David Lock Associates
Mr Rex Wadsworth	Landowner (non LP site)	Mr Andrew Campbell
Wagstaffe, Abblitt, Fellowes	Landowner (non LP site)	Mr Andrew Campbell
Wendy Hague	East Cambs District Council	
Sainsburys Supermarkets Ltd	Landowner (George St, Huntingdon)	David Graham, Indigo Planning Ltd
Hallam Land Management	Landowner (Giffords Park, St Ives)	Mark Hyde
Campbell Buchanan LLP	Developers (Brampton Park)	Matt Hill, DLP Consultants Ltd
Clients of Andrew S Campbell Associates Ltd	Various landowners (non LP sites)	Mr Andrew Campbell
Linden Homes Strategic Land	Developers (Field Rd, Ramsey and Glebe Farm, Sawtry)	Mr Matt Smith, Marrons Planning
Strawsons Holdings Limited	Owners (RAF Upwood)	Mr Tony Aspbury, Antony Aspbury Associates
Gallagher Estates Ltd	Developers (St Neots Eastern Expansion & Loves Farm Reserved Site)	Mrs Sarah Bevan, Savills
Barratt Northampton	Developers (St Ives West)	Mrs Stacey Rawlings, Bidwells
Spittal Field Holdings Ltd	Developers (Ermine Street, Huntingdon)	Mrs Stacey Rawlings, Bidwells
The Wintringham Park Consortium	Developers (St Neots Eastern Expansion)	Mrs Stacey Rawlings, Bidwells
Crest Nicholson	Developers (Wyton on the Hill)	Will Lusty, Savills
Anneli Harrison	Office for Rail Regulation	

Confidential
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Shared Services Overview

Meeting/Date: Overview & Scrutiny (Economic Well-being) Panel,
9 July 2015
Overview & Scrutiny (Environmental Well-being) Panel,
14 July 2015
Cabinet, 16 July 2015

Executive Portfolio: Cllr Jason Ablewhite, Executive Leader

Report by: Joanne Lancaster, Managing Director

Ward(s) affected: All

Executive Summary:

- 1.1. In July 2014, Huntingdonshire District Council (HDC), South Cambridgeshire District Council (SCDC) and Cambridge City Council (CCC) agreed in principle to work as a partnership to deliver a range of shared services over a number of phases, building on existing collaboration.
- 1.2. The first phase of this programme involves proposals for shared services for ICT, Legal Services, and Building Control.
- 1.3. This report outlines the overall approach that has been taken to the development of these shared service proposals and makes recommendations for governance and cost sharing in those shared services.

Recommendation(s):

- 1) That the approach to shared services outlined in the report be endorsed.
- 2) That approval be given to the establishment of a Joint Committee without delegated powers to oversee the delivery of shared services.
- 3) That the Executive Leader be confirmed as the Council's representative to this committee and a deputy be appointed.
- 4) That the proposed sovereignty guarantee in section 8 be approved.
- 5) That the approach to cost sharing principles and partnership agreement as outlined in section 9 be approved.
- 6) That the approval of the final partnership agreement be delegated to the Managing Director, in consultation with the Executive Leader of the Council.
- 7) That, subject to the approval of the business cases for ICT, Legal and Building Control shared services, formal consultation commences with Staff Council and affected staff on 24 July 2015, closing on 1 September 2015.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

1.1 The purpose of this report is to set out the context for the shared services proposals set out elsewhere on this agenda.

1.2 It deals with the overarching issues common to all three Phase 1 shared services.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The three councils have differing geographies with one being rural, one being urban and one having a mix of urban and rural areas. The services that are provided in each council are delivered in varying ways and with different levels of staffing. Because of this diversity it is important that any shared service proposal must provide the best future option for the parties involved. This may mean that that some services are appropriate to share across all three councils, whereas some may only be shared between two councils. The three councils have been working on the principle that any proposed shared service between two of the three partners will be brought forward in a way that allows the third partner to join at some future date without penalty.

2.2 Given the financial pressures that local authorities have been experiencing over the past few years, the three councils have already taken forward some shared service arrangements, namely:

- Home Improvement Agency – CCC, SCDC and HDC
- Internal Audit – CCC, SCDC and Peterborough City Council
- Payroll – CCC and SCDC
- CCTV – CCC and HDC
- Interim s151 officer (provided to CCC by SCDC)

2.3 This report proposes a more formalised model of working going forward, which will bring consistency, robust governance arrangements and provide mutually beneficial arrangements for all parties.

2.4 The councils each recognise that they are likely to be smaller and more streamlined moving forwards and, in order to both protect frontline services and ensure resilience of service delivery, new models of working are needed.

2.5 The three councils have already agreed that a key objective of sharing services is to provide seamless services to both internal users and the public in order to deliver the following outcomes:

- protection of services which support the delivery of the wider policy objectives of each council,
- creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service,
- savings through reduced management costs and economies of scale,
- increased resilience and retention of staff,
- minimise the bureaucracy involved in operating the shared service,
- opportunities to generate additional income, where appropriate,
- procurement and purchasing efficiencies, and
- sharing of specialist roles which are not individually viable in the long-term.

2.6 Each of the councils is committed to consulting with staff and their representative Trade Unions (SCDC and CCC) and Staff Council (HDC) in relation to the proposals that affect them. Shared services will continue to ensure the following outcomes for staff:

- fair terms and conditions of employment,
- a commitment to staff training, development, retention and talent management, and
- a commitment to tackling inequality and celebrating diversity in service delivery.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 For some time, all three partner organisations have been considering a range of options, including insourcing/outourcing of their Building Control, ICT and Legal services and the establishment of a shared service. More recently, CCC, HDC and SCDC have reached a broad agreement to establish a range of shared services. The close geographic proximity of these three organisations combined with the high affinity in type of service provided has led to the conclusion that Building Control, ICT and Legal shared services have merit. The financial models bear this out.

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

4.1 One of the reasons the councils are planning to share services is there are significant risks in doing nothing. Each council needs to find significant savings and they also need to recruit and retain skilled staff in a competitive market place and improve the resilience of relatively small teams. Shared services offer a way of mitigating these risks.

4.2 There are also a number of risks associated with the proposal to share services across three councils. The main risks are highlighted in the table below with detailed programme and project risk registers having been developed to support effective implementation.

Risk	Initial Risk level (low/ medium/ high)	Actions to mitigate (reducing risk to low)
Staff are on different terms and conditions resulting in cost implications, challenge from those affected and impacting on morale	Medium	Initial analysis has shown that there are more similarities than differences between the three councils. Work is underway to assess the impact of any differences and to provide a suitable course of action to harmonise policies.
A lack of robust governance arrangements leads to disputes and inequity	Medium	The proposed Lead Authority model and Joint Committee (without delegated powers) will provide a formalised arrangement for operational management and processes by which to manage disputes. Legal specialists will provide a clear view of the steps needed and requirements to protect all parties to the shared

		services arrangements, enabling everything to be agreed and in place prior to implementation.
A lack of agreed cost-sharing principles	Low	The proposed cost sharing principles have been agreed in principle by the three councils. The principles are based on a fair and pragmatic approach, given the current position of each council. The proposed governance arrangements will also support the delivery and manage any disputes.
Overall financial savings targets not met or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls	Medium	Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the shared services business cases. Business cases include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant until structures agreed offers early possible savings.
Shared services do not deliver the expected good quality services to internal and external customers	Low	Clear principles to be established to agree how service standards will be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 To enable effective management of the shared service programme, a phased approach has been taken. This will allow for the refinement of any principles or models of working, as progress is made and will allow for easier implementation.
- 5.2 This first phase is comprised of the three shared services being put forward as full business cases, for consideration, namely ICT, Legal and Building Control services. The proposed date for the shared arrangements to effectively go live is 1 October 2015.
- 5.3 A significant amount of effort and resource will be required to ensure the successful implementation of Phase 1 and this will be the focus. However, a number of other services have potential for future collaboration and are being explored. These are:
- Growth and Planning
 - Internal Audit

- Finance and Procurement
 - Strategic Housing
 - Regulatory Services
- 5.4 It is proposed that a Lead Authority model will be used for the shared service arrangements since this best reflects the current vision for shared services and the starting position of each partner council. It will also enable cultural and working practice changes to be more easily implemented, as one council will be responsible for the operational delivery of the service.
- 5.5 Each shared service manager will be responsible for the overall operation of that service, the delivery of their business plan and achievement of performance and financial targets.
- 5.6 Once services move into the operational phase, there will be the need to ensure that robust governance is in place to oversee service delivery. While there is an officers' board in place currently, and Leaders have been meeting to review progress on a regular basis, there is a need to formalise the role of members and to ensure clarity transparency.
- 5.7 It is proposed a Joint Committee should be established to oversee the operation of shared services, supported by an officer Board, but the committee would not have delegated powers or functions. It would formalise existing arrangements but without any partner council delegating power to another entity. This arrangement has the benefit of being a collaborative arrangement with all parties represented equally, without favouring or representing the interests of any particular party.
- 5.8 The remit of the Joint Committee would be to provide advice, oversight, challenge and endorsement of the shared services business plans and budget. It is important to note that without any delegation or discharge of functions and powers, they would act as an advisory body to the three councils only.
- 5.9 This means that each participating council would retain Executive decision-making powers for their shared service functions. The Joint Committee will receive regular updates on the operation of the shared services and will take reports and recommendations for decision to their respective Executives (and full council, if appropriate), at agreed points and with the engagement of each council's Scrutiny committees.
- 5.10 The Joint Committee meetings would be held as public meetings, forming part of each council's calendar of meetings. Membership would be the Leaders of each council with a nominated deputy/alternate attending in their absence.
- 5.11 In order to ensure that each participating party protects its interests in the shared service when it is not the Lead Authority, an intelligent client function is proposed. This would involve a designated "contract manager" at each council, responsible as the liaison with the Lead Authority for operational issues encountered or for requested changes to the service being received. This would not be a new post in the establishment, but instead will be a function undertaken by a senior officer within each council (whether Lead Authority or client), who has the relevant service knowledge to effectively enter into discussions in relation to the service and its performance.
- 5.12 The existing Partnership Board for Shared Services (PBSS), which is comprised of the three Heads of Paid Service together with a Corporate

Director from each organisation, will oversee the ongoing operation of new shared service arrangements. In addition, it will oversee the development of new proposals in future phases for Joint Committee consideration prior to the required Executive decisions at each council.

- 5.13 Appendix 1 demonstrates the proposed governance model that is a member-led model, supported by officers of each council.
- 5.14 A Sovereignty Guarantee has been used elsewhere in similar shared service arrangements to give confidence to individual councils' executives that they will retain sovereignty of their organisations, as well as Executive decision-making powers.
- 5.15 It is proposed that each council endorses the Sovereignty Guarantee contained at Table 1 below.

Table 1

<p>A sovereignty guarantee</p> <p>All three councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods.</p> <p>They are exploring reducing costs by working together. They are also keen to take new devolved responsibilities from Government and manage these together, where this makes sense.</p> <p>Commissioning or delivering services together is specifically designed not to change how residents experience services. It is about how to get things done more efficiently.</p> <p>To safeguard local autonomy the councils confirm:</p> <ul style="list-style-type: none">1. Local residents will continue to elect councillors to each council.2. Each council will retain its own constitution, setting out how it makes decisions, organises scrutiny and delegates authority.3. Each council will continue to set its own council tax and publish its own budget and accounts.4. Each council will continue to be able to set its own spending priorities.

- 5.16 To support this governance structure and Lead Authority model of operation, it is also usual for partners to enter into a Partnership Agreement. The partnership agreement describes the governance arrangements, the terms of engagement between partners and the roles they play in relation to each service – either as recipients of the shared service from another council or the Lead Authority that provides the shared service to others.
- 5.17 The agreement can also provide assurance that this is a true partnership collaboration and not a commercially beneficial arrangement for one party alone, therefore demonstrating compliance with EU Procurement legislation.
- 5.18 Proposals for an identity for the shared services are currently being developed.
- 5.19 Identifying an internal identity for the shared service is important to help reinforce for staff that the shared services are something new and different

and they are providing services to all three councils even though employed by one. For example, staff could have a shared service email address rather than simply the email address of the host council.

- 5.20 Having a clear identity will be important in recruiting new members of staff to the shared service as it will clearly signal that the three councils are taking a different approach to service delivery. In some cases we may wish to consider establishing a separate brand for a shared service where there are clear commercial advantages in doing so, for example it has been argued that a Building Control Service may be better placed to compete in the market where it is not overtly provided by a local authority body.
- 5.21 Any branding will also need to work from a customer perspective.

6. LINK TO THE CORPORATE PLAN

- 6.1 The shared services are fully aligned with the strategic goal of ensuring services are provided in the most pragmatic, cost-effective manner. The economies of scale presented by shared services will provide lower unit costs of service provision through economies of scale and increased buying power.

7. CONSULTATION

- 7.1 Formal Transfer of Undertakings (Protection of Employment), commonly known as TUPE, consultations with staff and Staff Council are scheduled to commence shortly, in the event of the business cases being approved. It would be premature, and indeed inappropriate, to commence consultation until such a decision is reached. The consultation will relate to TUPE arrangements and restructures as outlined in the business cases.

8. LEGAL IMPLICATIONS

- 8.1 Local authorities have a number of legal powers in relation to discharging their functions and indeed, in trading or supplying goods and services.
- 8.2 Section 101 of the Local Government Act 1972 enables a local authority to delegate or discharge its functions to another local authority or a Joint Committee, together with the relevant executive functions. It is important to note that the authority to which the statutory responsibility is originally allocated by central Government remains responsible for the function, even if they have delegated the delivery to another body.
- 8.3 In addition, the Local Authority (Goods and Services) Act 1970 enables a local authority to supply goods and materials or services, which include administrative or technical services, to other public sector bodies and enables them to charge at a rate where the revenue may exceed the cost of provision (thereby producing a profit). However, the arrangement must be overtly collaborative in nature rather than a purely commercial contractual arrangement; otherwise it will fall under EU Procurement rules. Sharing of savings amongst the three parties via an agreed mechanism would help to demonstrate that one party alone was not commercially benefitting from the arrangement.
- 8.4 When it comes to trading services with other non-public sector bodies, although Section 93 of the Local Government Act 2003 now enables local authorities to undertake chargeable activities that are in line with the exercising of their ordinary functions, revenue cannot exceed cost.

- 8.5 However, Section 95 of the same Act enables the provision of services to be undertaken on a more commercial, profit-making basis if the services are delivered through a corporate vehicle, i.e. it is not the council itself that is directly trading, although it could own the separate company through which it trades. This may provide opportunities for future service developments for the partnership.
- 8.6 The impact of the different legislative provisions is that the councils can discharge their functions (with the correct delegations and legal approvals), to be undertaken by another council and essentially make a profit, but they cannot commercially trade with other non-public bodies on the same basis, without the use of a corporate entity (i.e. a formal trading arm).
- 8.7 Should there be a requirement or opportunity to trade on a more commercial basis in the future, then a corporate entity would need to be considered such as a wholly-owned but arms-length Local Authority Trading Company (LATC). This is not proposed at this stage but could be an option for the future.
- 8.8 There are a number of terms that should be considered for inclusion in a Partnership Agreement, and this will be subject to legal advice, but should include the following as a starting point:

- **Governance arrangements**

See Appendix 1

- **Length of the agreement and review points**

- The term for the shared service arrangement will be 5 years, with a review point at years 2 and 4.

- The purpose of the 2-year review point will be to test delivery of ambitions and then, if the partners are ready, enable a move to a true recharging model, based on service usage and future demand, rather than a continual investment of existing budget by the council.

- The 2-year review will rely on service-usage data, which will inform an intelligent, evidence-based approach, with performance reporting being the subject of more detailed discussions.

- **Dispute Resolution**

- In the first instance, officers undertaking the role of contract manager for each party will attempt to resolve any dispute. If disputes cannot be resolved at this point, they will be referred to the Corporate Director at each partner council who is responsible for that particular shared service.

- Any disputes still unresolved at this point would then be referred to the Partnership Board for Shared Services (PBSS) and if necessary to the Joint Committee.

- **Cost Sharing Principles**

- The three councils have already endorsed the principle of sharing costs on a proportionate basis. This means that each council would invest their current service budget, less their agreed target savings for that service for the financial year 2015/16.

- Any surplus savings from shared services would be shared amongst the participating councils using the same proportionate formula (based on their initial budgetary investment as a proportion of the overall budget for the shared service). Any additional set-up costs should be met using the same proportionate formula.
- Any staff-related implementation costs occurring as a result of the new structure such as redundancy and pay protection will be shared as follows:
 - o costs associated with staff ring-fenced for the proposed management structure will be borne by the pre-TUPE employer;
 - o costs in respect of other employees should be borne by the three partner authorities in proportion to their contribution to the service budget.
- There will be a review period set at 2 years from the go-live date for each shared service, at which time the Lead Authority will consider moving to a full recharging model and to absorb any further costs associated with the delivery of the service, including redundancy costs.

9. RESOURCE IMPLICATIONS

- 9.1 Each of the councils involved in shared services are committed to engaging and consulting with staff on the proposals. Staff that will be impacted by the implementation of shared services proposals have been communicated with and involved in developing the visions for the services that are included in the business cases. The Trade Unions and Staff Council (at HDC) have also been engaged on a regular basis.
- 9.2 Staff have been briefed on the planned implementation timetable, which includes a proposal to use TUPE to transfer all staff to the nominated Lead Authority for their service, with a go-live date of 1 October 2015.
- 9.3 Subject to approval of the three business cases, the Trade Unions, Staff Council and impacted staff will be consulted with during the formal consultation period of 24 July to 1 September 2015, at which point consideration will be given to the feedback received during the consultation process.
- 9.4 Subject to the outcome of the consultation, preparations to TUPE staff would then take place during September and would come into effect as of 1 October 2015. At this point, staff will become an employee of the Lead Authority for their service.

10. Financial Implications

- 10.1 The detail of the savings that each shared service should realise is contained in each business case.
- 10.2 The three councils were successful in a bid for Transformation Challenge Award (TCA) funding. The TCA is a grant given to local authorities (following successful application), that aims to enable major structural change through collaborative working (shared services).
- 10.3 The main focus of the original TCA bid was to support the establishment of a project team and a commitment was given to provide additional partner

resources. This is being met at present through “in kind” arrangements, i.e. capturing the time spent by officers working on the shared service programme as the contribution to match funding and totals £381,307 to date.

Total funding received was £529,090; of this:

- £133,603 has actually been spent by the three partners,
- £320,807 has been allocated but not yet dispersed as awaiting final invoices, and
- £74,680 is currently unallocated.

- 10.4 To date, the majority of the expenditure has been to support the project specialists that have been used to progress the programme workstreams to the current point. This is monitored and the overall TCA fund managed by the Head of Resources at HDC, reporting to the Partnership Board at least quarterly.

11. OTHER IMPLICATIONS

11.1 Environmental Implications

Low positive impact - a reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 Sharing services presents a great opportunity for all three councils to save money and build resilience across their current services, which often contain highly specialised roles. It also provides the opportunity to improve services to customers, by ensuring a focus on seamless service delivery.

- 12.2 However, the success of shared services must be underpinned by robust governance arrangements that will ensure transparency of both operational and strategic decision-making.

- 12.3 In addition, there is the need to build intelligence in relation to the shared services as they begin to be delivered on behalf of partners. This will not only to ensure effective monitoring of Lead Authority performance via an “intelligent client” function, but will inform the future shaping of the service and enable partners to access what they need.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Proposed Governance Model

BACKGROUND PAPERS

November 2014 Cabinet meeting.

CONTACT OFFICER

Joanne Lancaster, Managing Director
Joanne.lancaster@huntingdonshire.gov.uk

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Appendix 1 – Proposed Governance Model

Annual

Approval of business plan & budget
 Other decisions outside of business plan and budget if required

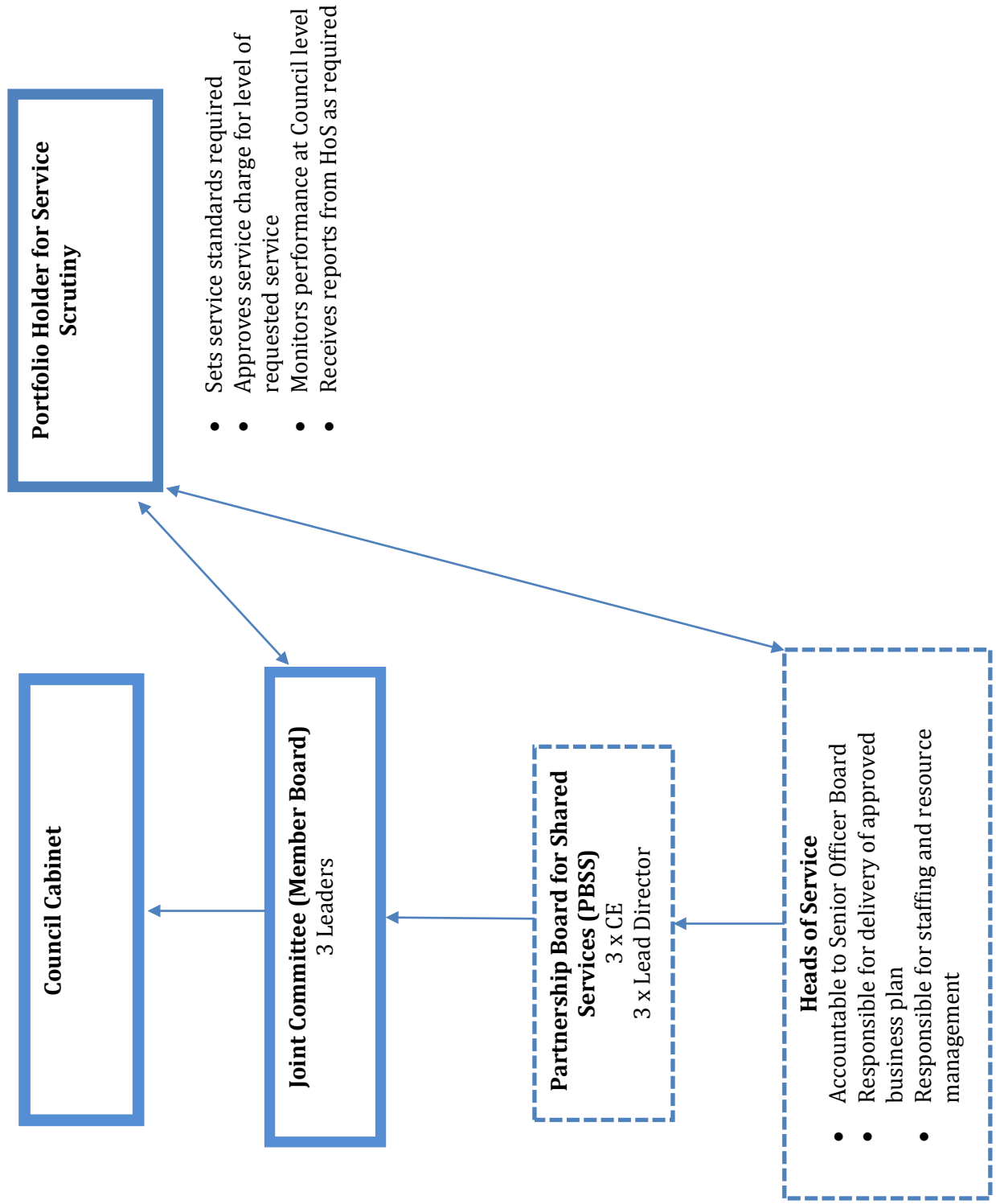
Meets Quarterly

- Considers Annual Business Plan
- Considers Annual Budget
- Performance and Financial Monitoring and Risk

37

Meets Monthly

- Hold each HoS Accountable for their service
- Makes recommendations to Joint Committee



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Confidential
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Building Control Shared Services Business Case

Meeting/Date: Overview & Scrutiny (Environmental Well-being) Panel,
14 July 2015
Cabinet Meeting, 16 July 2015

Executive Portfolio: Cllr Dew, Executive Councillor for Strategic Planning and
Housing

Report by: Joanne Lancaster, Managing Director

Ward(s) affected: All

Executive Summary:

- 1) Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) have agreed to work in partnership to deliver a range of shared services and have agreed principles to underpin this approach.
- 2) This report provides the business case to establish a Building Control shared service between the councils and details the activities to create the Building Control shared service.

Recommendation(s):

To approve the business case and delegate the authority to the Managing Director, in conjunction with the Portfolio Holder for Strategic Planning and Housing, to make decisions and to take steps which are necessary, conducive or incidental to the establishment of the shared service in accordance with the detailed business case.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The report describes why there are strategic and financial benefits to all three partners in creating a Building Control shared service for CCC, HDC, and SCDC. It contains the vision and strategy for the Building Control shared service and describes the services which would be provided. It also includes the timetable for implementation, including the transfer of staff from HDC and SCDC to CCC.
- 1.2 The report also contains a detailed financial model showing how savings will be achieved against baseline (starting) budget, and the cost benefit apportionment between the three partners.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 When this matter was last reported, approval was given to develop a detailed business case and appoint an interim shared Building Control Manager to help develop the business case and the design of the new service.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 For some time, all three partner organisations have been considering a range of options, including insourcing/outsourcing of their Building Control services and the establishment of a shared service. More recently, CCC, HDC and SCDC have reached a broad agreement to establish a range of shared services, Building Control being one of these. The close geographic proximity of these three organisations combined with the high affinity in type of service provided has led to the conclusion that a Building Control shared service has merit. The financial model bears this out and is contained in the business case (Appendix A).

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

- 4.1 Section 11 of the business case describes the key risks and associated mitigation actions. The financial modelling undertaken during the production of this business case provides significant mitigation to the risks around lack of clarity as to how savings will be identified, tracked and apportioned back to the partners.

The other key risk area is that of staff transfers from SCDC and HDC to CCC. The detailed timeline and implementation plan for TUPE consultation and staff transition has been developed in order to mitigate this risk and maximise the possibility of smooth transition to establishment of a Building Control shared service.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 This business case will be presented during July 2015 for approval by all three partner councils. In parallel, the work required to prepare for going live on 1 October 2015 shall also proceed, including the identification of "Quick Win" projects which can help realise early benefits from the Building Control shared service.

6. LINK TO THE CORPORATE PLAN

- 6.1 This business case is fully aligned with the strategic goal of ensuring services are provided in the most pragmatic, cost-effective manner. The economies of scale presented by a Building Control shared service will provide lower unit costs of service provision through economies of scale and increased buying power.

7. CONSULTATION

- 7.1 CCC will become the Lead Authority for the Building Control shared service. As such, identified Building Control staff in HDC and SCDC will transfer under TUPE to CCC on the go-live date. Formal consultation with staff, Unions and Staff Council at HDC will take place during August 2015 in accordance with each council's policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and a new management structure.

8. LEGAL IMPLICATIONS

- 8.1 There are specific challenges to the Building Control Service contained in European Union procurement rules. Initial advice has been sought and further reviews of the legal advice on all of the shared services will continue throughout the run-up to implementation.

9. RESOURCE IMPLICATIONS

- 9.1 Staff will transfer from HDC and SCDC to CCC when the Building Control shared service is established, currently planned to be 1 October 2015. All financial assumptions are set out in the business case.

10 REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 There are strategic, commercial and environmental reasons why the recommendation is to create a Building Control shared service.

11. LIST OF APPENDICES INCLUDED

Appendix A – Business Case

BACKGROUND PAPERS

November 2014 Cabinet papers.

CONTACT OFFICER

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Business Case and Proposal for the formation of a Building Control Shared Service for Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council v.4f

Table of Contents

		Page
1.0	Executive Overview	1-2
2.0	The existing provision of building control services	2-3
3.0	The Shared vision and options – the brief	3-6
4.0	What we aim to achieve – opportunities for an improved service	6-8
5.0	The delivery vehicle and organisation of the new service	8-9
6.0	Managing and commissioning	9
7.0	Governance & decision-making processes	9-10
8.0	Conflicts of interest & Confidentiality	10
9.0	Finance - Sharing costs & financial benefits	10
10.0	Broader Benefit Realisation of the Proposed Model	10-11
11.0	Analysis of key risks	11
12.0	Implementation	12

1.0 Executive Overview

- 1.1 Cambridge City Council ('CCC'), Huntingdonshire District Council ('HDC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. It is proposed that this takes place on a phased basis rather than have one large implementation of a wide range of shared services. A successful bid was made to the Transformation Challenge Award (TCA) fund, to take forward these proposals and deliver savings. Included in Phase 1 of the shared service programme is building control.
- 1.1.2 Each Council is seeking to support economic growth within the area and as a consequence needs to provide effective and efficient services. The building control service is responsible for ensuring delivery of safe, healthy, accessible and sustainable buildings, and operates within a commercial and competitive arena.
- 1.1.3 The landscape in which frontline services are designed, structured and delivered is changing rapidly in response to new legislation, government policy and changing market conditions. Building control consultancy services have become increasingly competitive with significant growth in the number of private sector companies offering building control plan assessment and inspection services. The future resilience of the three local authority building control services is a key consideration in the decision to move towards a shared service delivery model.
- 1.1.4 Nationally, standalone local authority building control services teams are unable to maintain a staffing level that provides the specialist skills and knowledge required to deliver a high quality, customer focussed service; this is becoming increasingly difficult as experienced building control surveyors retire or leave local authority building control to join approved inspectors (private building control bodies). Solutions have been to join forces with others to create a critical mass, target efficiencies, and actively seek to maximise income generating opportunities. That is what is being proposed here.
- 1.1.5 It is proposed to form a single Building Control Shared Service (BCSS), consisting of building control surveyors, technical officers and support staff, operating from 2 office locations in Cambridge City and Huntingdon.
- 1.1.6 The total net budget of the new shared service will be £505,260. As with all service areas within the three Councils, each building control team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 2015/16 budgets (the last year when each Council will approve its own building control service budget if this Business Case is accepted). These savings are therefore not reflected in the starting budget for the new service.
- 1.1.7 It is proposed that the shared service should be delivered in accordance with its agreed Business Plan from October 2015, delivered by CCC on behalf of the three participating Councils.

- 1.2 The proposal carries some initial investment and it is proposed that this will be funded from the (TCA) and existing building control fee-earning surpluses, held by each council. An amount of £80,000 has been allocated from TCA for this proposal.
- 1.3 The proposal offers a sustainable opportunity to strengthen and improve the building control service that our customers and business partners already enjoy.
- 1.4 The proposal sets out clear, specific and realistic measures by which participating authorities may achieve significant, recurring, long term efficiency gains. It also tackles the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of capacity coupled with management arrangements that will enable resources to be deployed effectively and efficiently and the adoption of better practices and processes. Another advantage of the proposal is that it will begin to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. It is proposed to create new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service also accommodates local authorities' desire for flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.
- 1.5 The proposal recognises the need for the creation of the new post of Building Control Shared Service Manager, to provide leadership and delivery of the BCSS.

2.0 The Existing Provision of Building Control Services

- 2.1 Currently, each council operates its own building control service. Both HDC and SCDC have a dedicated team of technical support staff, whilst CCC administrative support is provided by a combined Business Support Team that serves Planning, Building Control and the Arboriculture team.

The existing establishment across the 3 authorities is as follows (includes current vacancies):

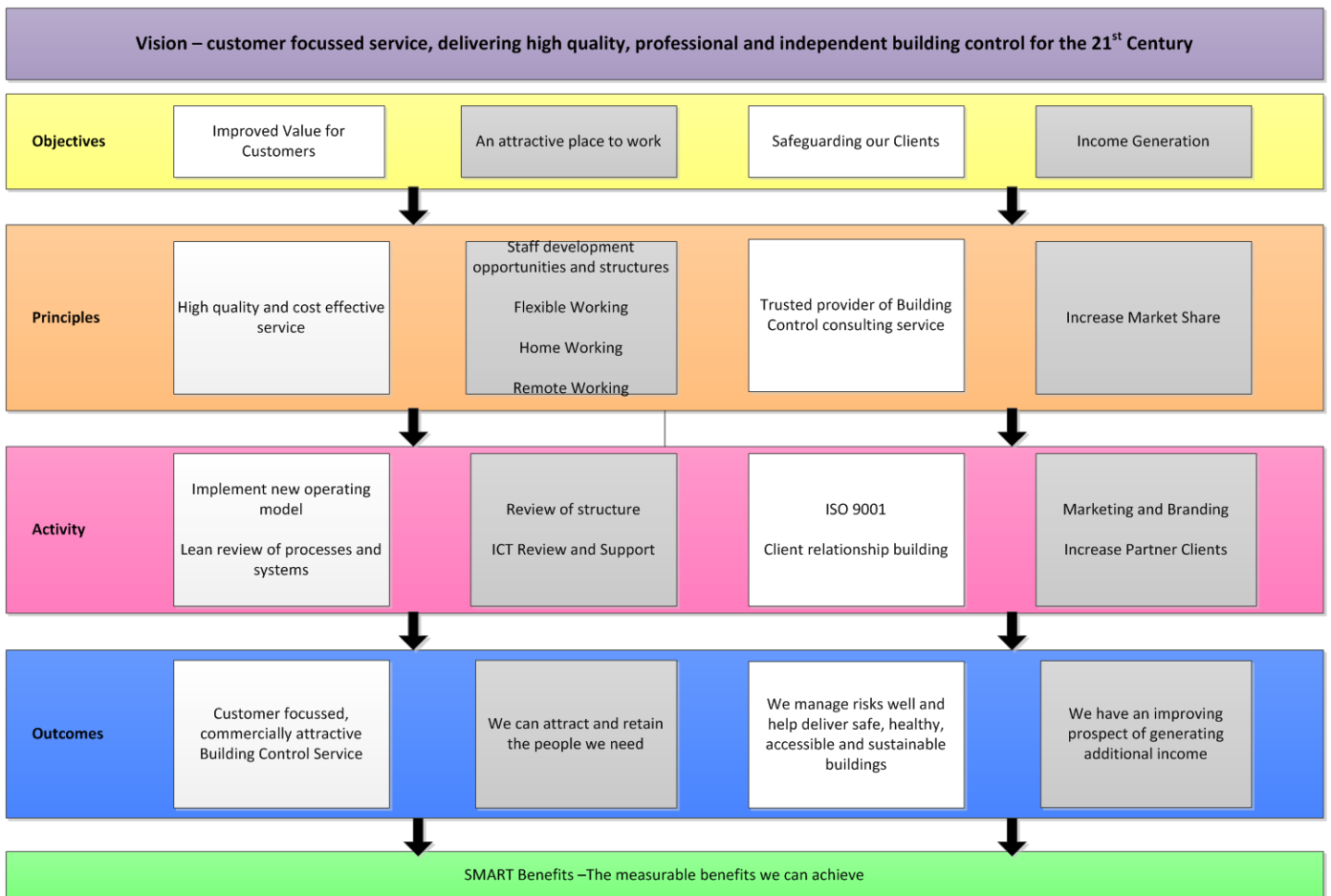
	BC Manager	Principal BC Surveyor	Building Control Surveyor's	Construction Monitoring Officer	Admin/ Tech. Support	Staff
CCC	1	1.68	6.43	1	3.3	13.41
HDC	1	0	5.78	0	2.05	8.83
SCDC	1	1 (currently acting manager)	3	0	1.8	6.8
Existing total	3	2.68	15.21	1	7.15	29.04

- 2.2 The 3.3 FTE for CCC is based on budget contribution to Departmental Support and Administration costs for the Building Control Service.

2.3 Staff in scope will transfer to CCC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE') in their existing roles. Following implementation of the new service in October 2015, a detailed and comprehensive staffing review will be undertaken within the first year, based on an assessment of the needs of the new service and its clients, a new structure will be implemented. This will include dedicated CCC administrative support.

3.0 The Vision

3.1 The vision for BCSS is contained in the following table.



3.2 Lead and host authority arrangements

It is proposed that CCC should lead on the BCSS. The location of the shared service will be outlined as part of this business case.

3.3 Cost sharing and efficiencies

In accordance with the general principles proposed for shared services, contained in a covering report elsewhere on this agenda, savings made by BCSS will be distributed in proportion to the initial investment made by the 3 councils. The net budget for each building control service, the proportions for the BCSS and anticipated savings for 16/17 are illustrated below.

	Gross Budget	Net Budget (gross budget less income)
	2015/16	
	£	
CCC	571,310	275,870
HDC	417,430	137,160
SCDC	322,520	92,230
	1,311,260	505,260

2016/17 savings shared in proportion to 2015/16 gross budget contribution

43.57%	31.83%	24.60%	
CCC	HDC	SCDC	Total
£	£	£	£
22,120	16,170	12,490	50,780

3.3.1 The existing 2015/16 budget provision from the budget of each building control service will be incorporated to form the shared service budget. This is net of the identified 15/16 savings within those budgets which will be achieved by the Council's concerned prior to the transfer of the budgets to the shared service. This is illustrated in the following table which also shows the reducing net budget as a result of the proposed saving target for 16/17.

	Year 0*	Year 1		
	2015/16	2016/17	Savings**	Savings
	£	£	£	%
Gross Budget	899,600			
Less Income	646,970			
Net Budget	252,630			
Less recharges (non Fee-earning)	97,735			
Net budget after recharges	154,895	287,740		
Fee-Earning a/c surplus/deficit	(14,365)	0		
Non Fee-earning a/c	169,260	287,740	50,780	15%
	154,895	287,740	50,780	
* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting				
** Yr 1 savings are based on the minimum savings requirement of 15% of the 2015/16 full year Non Fee-earning a/c budget of £338,520				

3.3.2 Once the Shared Service has been created and has gathered some baseline data, it will develop a more sophisticated approach by which each council can determine the performance required and target potential efficiencies. It will be necessary to adopt an approved reserves policy for the use of surpluses and funding deficits on the fee earning ring-fenced account i.e. offsetting surpluses or deficits against future building regulation charges, or re-investing surpluses in improving the quality of delivery of the building regulations chargeable service, for example funding the purchase of new IT or mobile working solutions.

3.4 **New Post**

It is proposed to establish a new role, of Building Control Shared Service Manager, to be recruited to assist with the transformation programme and development and leadership of the BCSS. This person will be a professional member of RICS or CABE and will need high quality leadership and transformation skills.

3.5 **Scope**

3.5.1 The proposed scope of the services is listed below:

- Building Control
- Technical & Business Support
- Street Naming & Numbering (Policy, consultation & charges) (CCC only)
- Considerate Contractor Scheme
- Construction Monitoring

BCSS will be responsible for a number of building control functions to discharge statutory duties in respect of the following:

- Local Authorities (Functions & Responsibilities) (England) Regulations 2000
Building Act 1984
- Building Regulations 2010
- Building (Approved Inspectors) Regulations 2010
- Building (Local Authority Charges) Regulations 2010
- Public Health Act 1925
- Town Improvement Clauses Act 1847
- Local Government Act 2003

3.5.2 The following assumptions and pre-requisites have been applied:

- (a) That, subject to consultation with the affected staff, the Unions and the democratic processes of each council, the BCSS would be implemented with effect from the date that staff TUPE into it, currently estimated to be 1 October 2015. Staff within the HDC and SCDC building control teams would TUPE transfer across to the lead authority, CCC.
- (b) The BCCS business case is based upon the need to increase resilience, improve the quality of service to clients, become more efficient and increase capacity within the shared service in order to retain existing market share and

increase fee earning opportunities. It will be necessary to develop staff and ensure quality assurance.

- (c) Council service departments should not individually procure external private building control bodies to provide building control services on council assets or developments; all building control consultancy services for council developments and existing assets should be procured via the BCSS.
- (d) Following the merger, there will be a fundamental review of the shared service. This will include scrutinising the current skills and expertise and matching them to building control needs now and those expected going forward. There will be a review of the systems and processes to ensure that they support a modern and efficient way of working. Quality Management System in accordance with ISO 9001 will be required.
- (e) The opportunity will be taken to make improvements to the existing technology in use by the three building control services. Costs for this work are estimated to be in region of £15,000 which will be paid for from TCA funding. Other necessary ICT infrastructure will need to be in place to enable the shared service to operate efficiently – for example:
 - remote working from home
 - remote working from hubs and other locations
 - combined electronic library and research systems

This will need to be tied in with the technology road map contained within ICT shared service proposals.

A further review of IT provision will be undertaken within Year 2 of the shared service in order to ensure commercial suitability and compatibility with mobile working options. It will also ensure an integrated approach is adopted in conjunction with future review of Planning Services across all three councils.

4.0 What we aim to achieve - Opportunities for an improved service

- 4.1 BCSS will improve resilience and retention by being better able to prevent service loss or interruption and cope with peaks in workload and staff absences. New ways of working, including greater flexibility, use of enhanced ICT and more mobile patterns of work will be possible in the future.
- 4.2 It will also give each council access to a greater breadth and depth of specialist/professional/technical expertise and capacity and increase the opportunity for staff development, by allowing staff to work across a broader range of areas, or to become more specialised as appropriate. Developing new Building Control staff through apprenticeships and graduate trainees will be an important part of service development; addressing succession issues that the industry, and particularly local government is currently suffering from.
- 4.3 BCSS is expected to deliver savings. Targeted areas for savings include management, hardware, software and IT services, administrative support and

accommodation costs. It will also enable increased opportunities for income generation. Local Authority Building Control services are budgeted for in four ways:

- (a) Building Regulation fee earning or “chargeable activities” for which customers are charged a fee on a service cost recovery basis.
- (b) Building Regulations “non-chargeable activities”, which is paid for by the councils through general fund contributions, as legislation specifically states the activities cannot be charged for e.g. dealing with fee exempt applications for work to secure benefit for disabled people; inspections to identify unauthorised building work etc.
- (c) Other building control services such as dealing with dangerous buildings, demolitions etc.
- (d) Additional specialist or consultancy services which fees can be charged for, and which can be used to help reduce the expenditure on the building control statutory function of the local authority. At the current time CCC levies charges for street naming & numbering, considerate contractor scheme, and construction monitoring. HDC have previously been appointed to provide consultancy advice on MOD projects. It is proposed that the new shared service seeks to maximise ways of securing additional income, to reduce the expenditure on “non-chargeable activities” funded from the councils general fund contributions.

4.4 BCSS will prevent the need for duplication across the three authorities e.g. guidance notes, procedures, scheme of charges etc. It will improve and standardise processes. Business processes will undergo rigorous analysis and streamlining leading to improved and standardised operations, efficiencies and alignment of best practice.

4.5 A shared service will continue to provide statutory services, such as enforcement and dealing with dangerous structures and demolitions, in a cost effective manner.

4.6 The Business Plan will include provisions for undertaking an options appraisal and review of future delivery options.

4.7 The BCSS will maximise the benefit of collaborative working with planning and other growth related services.

4.8 External Publications & Technical Guidance

Each service relies on external publications as an essential tool of the building control profession. The vast majority, but not all, of technical publications and building standards are now provided on-line and there would be clear benefits from combining the purchasing power of all three Councils for the future procurement of these services.

4.9 Performance Measures and Standards

Setting some key performance indicators across the team will assist in driving forward some performance standards to be agreed between the partner Councils.

National performance for Building Control Services are stipulated by the Building Control Performance Standards Advisory Group (BCPSAG)

A summary of the recently published (July 2014) BCPSAG performance standards that apply to all Building Control Bodies are associated with:

- People and skills
- Specialist experience
- Age and gender profiling
- Respect for people

It is anticipated that the participating client councils, as commissioners, may wish to incorporate other measures focussed on strategic objectives such as stronger communities and carbon reduction. These will be developed within the business plan.

In addition to the above, the service has identified specific areas where targets should be met, based on existing good practice and client engagement:

- 75% of applications registered within 2 days of receipt
- 75% of applications assessed within 3 weeks of receipt
- 90% of applications assessed within 5 weeks of receipt
- 80% of customers satisfied with overall service
- At least 6 nominations submitted for the Building Excellence Awards

4.10 Business Plan delivery will be managed by the Building Control Management Team of the shared service and reported to each meeting of the Building Control Management Board. The BCMB will also report to the PBSS and Joint Committee on a quarterly basis.

5.0 The Delivery Vehicle for the New Service

5.1 It is not proposed at this stage to set up a completely new legal entity for the proposed service. The law would require a separate trading entity to be run through a company. However future consideration of creating a wholly owned company or obtaining local authority approved inspector status should not be discounted and will be dependent upon market share, future opportunities for growth and government guidance & legislation.

5.2 To avoid any unnecessary regulatory burden, in the first instance it is proposed that all staff would be employed by the lead authority, CCC. This will require staff in scope from HDC & SCDC to transfer (under the provisions of TUPE) to CCC.

5.3 The proposal is for the BCSS to operate from two locations; one office located in Huntingdon and the other located in Cambridge City. The locations of the offices have been chosen for the following reasons:

(a) It aligns with where the existing work is. There is currently major growth within the city and CCC building control are currently providing the building control service for over 50 major projects, with a capital construction value in excess of £500M. It is therefore considered necessary to locate one office close to these major projects.

- (b) It is where our major customers are. Similarly there is a high number of business clients located within the city.
- (c) BC Officers spend a majority of their time on-site inspection work; therefore the offices need to be located in positions best suited to deliver a sustainable and responsive inspection service. Logistically an office located to the north (Huntingdon) and one to the south (City) would provide the best solution to servicing the need of the three district areas. Additional touchdown facilities can be provided at council buildings throughout the district areas to support more flexible method of working.
- (d) Moving from three main locations to two will help build resilience and will, over time, help Councils to achieve their aspiration in regard to their future use of office accommodation.
- (e) Locating offices in City and Huntingdon will enable an easier initial transition to one ICT platform.

5.4 To deliver an effective and efficient building control service for its clients, the new shared service will require:

- (a) Sufficient office accommodation.
- (b) Appropriate IT systems (time and case management)
- (c) Sufficient suitably qualified staff to undertake both the building control work and technical & business support work

5.5 One decision which will need to be made by the partners as early as possible is the name by which the new service is to be known. It is extremely important for the new service to have a separate identity from its participating Councils in order for all staff to feel they are 'pulling together' for a single entity.

6.0 Managing and Commissioning the Building Control Shared Service

6.1 How the Shared Service will be managed

It is proposed that the service be managed by a new 'Building Control Shared Service Manager', specifically chosen for entrepreneurial and leadership skills as well as management capability and commercial expertise. The Manager will be expected to be mobile and flexible in supporting both office locations. They will have responsibility for ensuring proper on-going monitoring arrangements for work progress and proper client care through the agreement and reporting of appropriate 'key performance indicators' with each participating council.

6.2 CCC and HDC currently have ISO 9001 Quality Management accreditation and it is proposed to extend this to the whole service. This will be an important first job for the Building Control Shared Service Manager.

7.0 Governance and Decision-Making Processes

7.1 Details of the governance arrangements for shared services are contained within a covering report elsewhere on this agenda.

- 7.2 It is proposed that the governance of the BCSS be kept as simple as possible, as follows:
- (a) The Shared Service Building Control Manger will report to the Head of Planning Services.
 - (b) The service will have an internal management team made up of the Building Control Shared Service Manager and staff members, with input from others as required.
 - (c) A proposed Joint Committee and Programme Board for Shared Services, will endorse the BC Business Plan and budget for approval through each council's committees. Anything outside of the agreed budget will need to be considered by each council.
 - (d) The BCSS will produce an annual report which will be available for consideration through the overview and scrutiny arrangements in each participating authority.

8.0 Conflicts of Interest and Confidentiality

- 8.1 Any potential conflicts of interest will be reported and scrutinised in accordance with the appropriate policy of the lead authority.

9.0 Sharing Costs and Financial Benefits

- 9.1 Details of expenditure for all three Building Control services teams are included at 3.3.1 above.
- 9.2 Funding of the BCSS is proposed, for the first two years of operation, to be provided by each Council putting in its already budgeted amount for building control spend for 2015/16. The savings figures for BCSS already agreed by each Council for year 2015/16 have already been removed from the budget figures shown in 3.3.1 above. For the avoidance of doubt, the figures in 3.3.1 show the projected savings for each council for future years and the Business Plan to be entered into by the participating councils on implementation of the new Shared Service will include provision that these figures are 'ring fenced' and protected from further reduction unilaterally by any participating council.
- 9.3 Where the fee-earning account makes a surplus or deficit at the end of any financial year, this will be managed by the Lead Authority on behalf of the shared service. The Building Control Management Board will review whether funds are held for service development, retained to be set against future losses or if fees have to be amended in future years. Any other surpluses will be decided upon by the proposed Joint Committee.
- 9.4 The Building (Local Authority Charges) Regulations 2010 and CIPFA building control accounting guidance state that local authorities should keep their costs to a minimum to ensure that the building control fees remain affordable and competitive, with the overarching principle that users pay for the cost of the service they receive. Local Authorities are not empowered to use surpluses, from building control fee earning activities, to fund other local authority services. However a larger, more commercially focussed Building Control Service should make it possible to increase productivity by increasing chargeable productive hours and reducing unproductive /

non-chargeable time, thereby reducing the cost of the statutory non-fee earning service.

- 9.5 It should be noted that each local authority has a statutory duty to enforce the building regulations in their area. Each council will be responsible for funding the statutory duty (the non-fee earning work) of the BCSS.

10.0 Broader Benefit Realisation of the Proposed Model

10.1 Service Quality Benefits

The current service is of good quality and generally well regarded by service users. This quality derives from the experience, professional competence and in depth knowledge of the current teams who exhibit a genuine motivation to provide a high quality customer focussed service. The staff providing this service, across all three authorities, will TUPE transfer to CCC ensuring that their skills and abilities are retained.

Shared service proposals provide a real opportunity for the merged teams to help shape how the service is delivered, designed and improved. It will provide an opportunity for innovation to ensure a high quality, responsive service that will help to retain key staff members.

Specific benefits will include:

- Creation of a new dynamic brand, that will attract new business and foster a sense of belonging and commitment amongst staff
- Improved service provision, focussing on a pro-active can do approach, and developing a more affordable, customer-first model of professional and support services
- Stimulating a commercial, market led approach
- Improved working practices
- Improved staff recruitment/retention, which will increase job satisfaction and morale

10.2 Benefits and effects for local residents

Increased productivity and the impact of Local Authority Building Control would ensure that residents continue to have their health and well-being maintained in a pro-active manner.

The Building Regulations have driven savings in energy usage and significantly reduced the number of deaths due to fire in homes.

The recent Housing Standards review has stated that the energy reduction objective will transfer to the remit of Building Regulations with the removal of the code for sustainable homes and continued progression to zero carbon in 2016.

Legislation such as this places a statutory obligation on those who undertake building work, and it is the responsibility of building control to help ensure that these obligations are met, however as with other areas of legislation these regulations are open to interpretation of individuals. To ensure that local residents continue to improve the built environment in the local area it is important to assist those that interpret the legislation. A resilient and robust shared service will ensure the ability

to compete with others, maintaining the integrity of the Council's to influence interpretation of legislative requirements and compliance.

11.0 Analysis of Key Risks

11.1 The Shared Service covering report elsewhere on this agenda contains a register of general risks associated with the implementation of shared services. It is believed that the risks arising out of this specific proposal are not high and are easily outweighed by the benefits. A detailed risk register will be developed as part of the new service.

12.0 Implementation

12.1 It is proposed to retain experienced interim support to manage and drive the implementation of BCSS and to manage its operation until the new BCSS management structure is in place. The cost of this will be funded via the TCA fund.

12.2 Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.

12.3 The Business Plan will be developed and established in consultation with external stakeholder and clients of the service during August and September and will reflect the principles and content contained within this business case.

12.4 Staff in scope will transfer to CCC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE') in their existing roles.

12.5 The implementation of the new BCSS management structure will then be undertaken. Following implementation of the new service in October 2015, a detailed and comprehensive staffing review will be undertaken within the first year, based on an assessment of the needs of the new service, and a new structure implemented.

12.6 It will be necessary to implement a move to a joint time recording and case management system as part of the initial implementation. Migration costs will be funded via the TCA fund. Other necessary ICT infrastructure will need to be in place to enable the BCSS to operate – for example:

- remote working from home
- remote working from hubs and other locations
- combined electronic library and research systems

This will be closely tied in with the proposed ICT shared services and will be funded by the TCA monies.

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CURRENT ACTIVITIES

STUDY	OBJECTIVES	PANEL	STATUS
Delivery of Advisory Services Across the District	<p>To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013 – 2015.</p> <p>To discuss funding arrangements for the final year of the Voluntary sector agreements.</p>	Social Well-Being	UPDATE: The Head of Community will present an update to the Panel October 2015.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	<p>The Panel received the latest six-monthly report on the effect of the Government’s Welfare Reform programme and how it impacts on households in Huntingdonshire. Further updates only to be provided when circumstances require it.</p> <p>UPDATE: Benefits Risk Based Verification Policy to be presented to the Panel on 07/07/15</p>
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.	Social Well-Being	<p>A Working Group meeting was held on 16th March 2015. Government changes affecting the supply of new affordable housing and the Elphick-House Report were reviewed.</p> <p>Next meeting to be held to scrutinise:</p> <ul style="list-style-type: none"> • The housing register • Statistics on homelessness • Housing Need • Bands of people on the register <p>The Working Group is seeking a member from each of the Economic and Environmental Panels to join the Working Group.</p> <p>The next meeting of the Affordable Housing Working Group is to be held on 20th April 2015. Given the imminent submission date of the Local Plan it was agreed that a</p>

			<p>meeting would be arranged with the Affordable Housing Working Group, the Managing Director, the Executive Councillor (Strategic Planning and Housing) and the Leader in order to progress the matter including the inclusion of recommendations for the Local Plan and to inform any refresh of the housing strategy.</p> <p>UPDATE: Following the meeting of the Affordable Housing Working Group in April 2015, a report on the group's activities will be completed and submitted for scrutiny in October 2015.</p>
Project Management	To be agreed in December.	Economic-Well Being	<p>Following the Panel's discussion on the Project Closure reports for the Huntingdon Multi-Storey Car Park and One Leisure, St Ives, the Panel has agreed to establish a Select Committee in February 2015 to give further consideration to the issues emerging from the report, to seek assurances that improvements had been made to Council processes moving forward and to test the robustness of the Council's approach. Representatives from the Social and Environmental Well-Being Panels have also been appointed. The Terms of Reference for this Committee were considered at the Panel's December meeting. The Select Committee met in advance of their January meeting to discuss the scope of the Select Committee. Select Committee to be held on 17th February 2015.</p> <p>UPDATE: Panel members received a report from the Projects and Programmes Manager Laura Lock on the changes in Project Management within HDC</p>
Facing the Future	Ongoing monitoring role of financial implications of Facing the Future for the Medium Term Financial Strategy.	Economic Well-Being	<p>The Panel has received two updates on progress with the delivery of the Facing the Future programme. Financial information will be presented to Members in February / March 2015.</p> <p>UPDATE: Panel members received a report from the Projects and Programmes Manager Laura Lock on the changes in Project Management within HDC Including</p>

			Facing the Future.
The Health Economy	To establish priorities for future work on the local health economy.	Social Well-Being	<p>Scoping paper considered. Further reports requested on:</p> <ul style="list-style-type: none"> • on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience; • on community engagement, including examples of good practice; • on the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • on the impact of growth on GP surgeries, school places and hospital capacity.

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Panel Date	Decision	Action	Response	Date
<p>17/06/14</p> <p>16/06/15</p> <p>16/06/15</p>	<p><u>Whole Waste System Approach/ Waste Collection Policies</u></p> <p>Agreed that the Waste Collection Working Group should reconvene to assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges). Councillors G J Bull and D A Giles appointed on to the Working Group alongside Councillors M G Baker and G J Harlock.</p> <p>Members received a RECAP update</p> <p>Agreed that working groups scrutinising the operations policies at HDC stand down as an Operations Review is carried out and implemented.</p>		<p>Further meeting to be held in to consider the outcome of the survey work undertaken by the Head of Operations.</p>	
<p>17/06/14</p>	<p><u>Rural Transport</u></p> <p>Councillor Mrs L Kadić re-appointed as the Panel's representative on the Cambridgeshire Future Transport Initiative.</p>		<p>Updates to be delivered in due course.</p>	
<p>11/2/14</p> <p>11/3/14</p>	<p><u>Flood Prevention</u></p> <p>Agreed to undertake a study on flood prevention arrangements in the District and the impact of flooding on associated local policy developments.</p> <p>Representatives from the Environment Agency delivered a presentation on flood risk management</p>			

Panel Date	Decision	Action	Response	Date
8/4/14 / 17/06/14	<p>within Huntingdonshire.</p> <p>Scoping Report submitted to meeting. Working Group appointed comprising Councillors Bull, West and Mrs Kadic to review the effectiveness of flood protection schemes in the District and to scrutinise environmental data including the outcome of the investigations currently being undertaken by the Local Resilience Forum into Flood Risk Management.</p>			
17/06/14	Presentation delivered by Mr Ian Smith, Chief Executive and Clerk to the Middle Level Commissioners on the organisation's responsibilities for flooding within the District. Information presented will assist the Working Group with its investigations.	The draft Flood and Water supplementary planning document is now available.	A meeting of the Working Group was held on 25th March to review the draft Cambridgeshire Flood and Water Supplementary Planning Document.	
10/03/15	The Working Group will investigate the role of Internal Drainage Boards.			
16/06/15	Agreed that working groups scrutinising the operations policies at HDC stand down as an Operations Review is carried out and implemented.			
17/06/14	<p><u>Litter Policies and Practices</u></p> <p>Chairman requested an item on litter policies and practices to be submitted to a future Panel meeting. Councillor D A Giles requested that consideration is also given to graffiti removal at this time.</p>	Request submitted to Head of Operations.		
11/11/14	Scoping report considered. Working Group appointed	Chairman to discuss this study with the	The Panel noted that a new	

Panel Date	Decision	Action	Response	Date
16/06/15	<p>to consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes</p> <p>Agreed that working groups scrutinising the operations policies at HDC stand down as an Operations Review is carried out and implemented.</p>	Executive Councillor and report back to the Panel.	work programme is expected soon.	
04/02/14	<p><u>Corporate Plan – Performance Monitoring</u></p> <p>Quarter 3 Performance Information presented to the Panel's February meeting.</p>	<p>To clarify the actions which can be undertaken by the Authority in relation to listed buildings and current enforcement activities, the Panel has requested that a report on enforcement should be presented to a future meeting.</p>		14/04/15
09/06/2015	<p>Quarter 4 Corporate Plan Performance Monitoring report was presented to the Panel</p>		Performance information for Quarter 4 is expected in June.	09/06/15
	<p><u>Notice of Key Executive Decisions</u></p> <p>Huntingdon West Masterplan - Panel requested sight of the report prior to its submission to the Cabinet.</p> <p>Local Plan to 2036 – Proposed Submission - Panel will have sight of the report prior to its submission to</p>	<p>Request submitted to the Planning Services Manager (Policy).</p> <p>Request submitted to the Planning Services Manager (Policy).</p>	<p>Not currently on the Notice of Executive Decisions.</p> <p>Report expected OCTOBER 2015.</p>	13/10/15

Panel Date	Decision	Action	Response	Date
	<p>the Cabinet.</p> <p>Huntingdonshire Infrastructure Business Plan - Panel will have sight of the report prior to its submission to the Cabinet.</p> <p>Civil Parking Enforcement - Panel will have sight of the report prior to its submission to the Cabinet.</p>	<p>Request submitted to the Planning Services Manager (Policy).</p> <p>Request submitted to the Head of Operations.</p>	<p>Report expected OCTOBER 2015.</p> <p>CPE Report will be presented to the Panel</p>	<p>13/10/15</p> <p>08/09/15</p>

Decision Digest

Edition 156

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 29th April to 24th June 2015.

IMPLEMENTATION OF AUDIT ACTIONS

A report outlining performance in implementing agreed internal audit actions for the year ending 30th April 2015 has been presented to the Corporate Governance Panel.

Thirteen actions have not been introduced of which two were more than six months late and two were more than one year late.

As requested by the Panel, the Heads of Service who have outstanding audit actions attended the meeting to provide explanations as to why the internal audit actions relating to their individual service areas remain outstanding.

Management Team have modified the monitoring of internal audit actions and the Panel will begin to realise a different approach over the next few months.

Arising from concerns regarding the overdue actions and in addition to noting the report, the Panel have recommended to Council that the concerns of the Corporate Governance Panel regarding the number of internal audit actions that are significantly overdue be noted and that the Council recommend to the Cabinet that appropriate action are taken to address these concerns.

AUDIT ACTIONS DATABASE

At the request of the Corporate Governance Panel a report has been presented to provide an explanation

regarding the loss of data within the Audit Action Database following work to migrate the SharePoint based system.

The reasons for the loss of data have been explained and the Panel were assured that improvements have been made to processes to avoid a repeat occurrence in the future.

Some elements of the missing data related to findings arising from following up the implementation of internal audit actions. Whilst this information could be identified from copies of email correspondence it was not an efficient use of officer time to manually search and review this information and as a result this information would not be included in the Internal Audit Annual Report to the Panel.

REVIEW OF FRAUD INVESTIGATION ACTIVITY

An overview of the activity of the Corporate Fraud Team during 2014/2015 has been provided to the Corporate Governance Panel.

During the year the Fraud Team received 1028 allegations of fraud, investigated 345 cases and identified fraud valued at £464k, recovered 7 social housing properties and conducted 29 prosecutions.

The performance of the Corporate Fraud Team has been comparable to that of the previous year despite a number of factors including staff shortages and the transfer of benefit

fraud work to the Department for Work and Pensions.

The Council continued to be involved in two county-wide fraud initiatives - the Cambridgeshire Tenancy Fraud Forum (CTFF) and is also the lead authority following a successful bid for funding to implement the Cambridgeshire Anti-Fraud Network (CAFN) as a successor to the CTFF.

It is anticipated that the CAFN will work to address fraud such as Council Tax Discount and Tenancy fraud.

ANTI-FRAUD AND CORRUPTION STRATEGY REPORT

The Corporate Governance Panel have approved the Council's Anti-Fraud and Corruption Strategy which has been revised to incorporate the recently published Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on managing the risk of fraud and corruption; the accompanying guidance notes published in December 2014; and the changes within the Corporate Fraud Team to focus on issues other than welfare fraud.

The Corporate Fraud Team were currently reviewing their workload post the introduction of the Single Fraud Investigation Service (SFIS) and the reduction in welfare related investigations. At the previous meeting the Panel resolved to disband the Fraud Working Group and that a new Fraud Working Group should feature as an item on the Corporate Governance Panel Progress Report. The Panel have agreed that a Fraud Working Group should not be re-established until the Corporate Fraud Team's Work Programme has been agreed.

RISK REGISTER UPDATE

The Corporate Governance Panel has received and noted a report regarding

amendments that have been made to the Risk Register between 2nd September 2014 and 19th May 2015.

Future Risk Register Update reports to the Panel will differ in format. Detailed information on risk management matters will be presented to the Cabinet, to allow them to fulfil their responsibilities as contained in the Risk Management Strategy.

The Panel were interested to know whether there will be a change to the Risk Management Champion now that Councillor Harrison has been appointed to the Cabinet.

The Panel further noted that as per the Risk Management Strategy a report will be presented to the Cabinet for its consideration on the very high residual risks.

WHISTLEBLOWING POLICY, GUIDANCE AND CONCERNS RECEIVED

Having received the annual report, the Corporate Governance Panel has approved the revised Whistleblowing Policy and Guidance and noted the whistleblowing concerns received during the 2014/2015 financial year.

During the 2014 review the Panel recommended to Council that it become a signatory to the Public Concern at Work (PCaW) 'The First 100 Campaign', which was established to allow organisations to make a public commitment to support the PCaW Whistleblower Code of Practice.

Subsequently a number of changes have been made to both the Policy and Guidance to reflect the PCaW Whistleblower Code of Practice and a recent Employment Appeal Tribunal decision where the first 'in the public interest' definition has been applied.

There were no significant amendments proposed to the Policy and Guidance. However, the Policy now applied to all Council employees and contractors working for the Council on its premises as well as suppliers and those providing services under a contract with the Council in their own premises.

The Chairman has noted that on occasions Councillors are approached by officers with concerns and in order to assist Councillors when dealing with these queries the Whistleblowing Policy and Guidance will be circulated to all Councillors.

A14 CAMBRIDGE TO HUNTINGDON IMPROVEMENT SCHEME

The Cabinet has received a further update on progress with the development of the A14 on matters surrounding the Examination in Public and documentation that the Council will submit to the Examination.

The Council has consistently supported the need for the improvement of the A14 since the Cambridge to Huntingdon Multi-Modal Study recommendations in 2001, as an upgraded A14 is vital to the continued economic prosperity of Huntingdonshire.

The Scheme now proposed continues to include the overall improvements that have been consistently sought, including the removal of the A14 Viaduct within Huntingdon. The Council therefore must continue to engage in the Examination process and in order to do this the Cabinet has approved the Joint Local Impact Report (which has been submitted to the Planning Inspectorate), the draft Statement of Common ground and the Written Representation by the Council to the Planning Inspectorate.

In the interests of expediency the Cabinet has also delegated authority to the Managing Director and the Executive

Councillor for Planning and Housing Strategy regarding any minor amendments required to these documents.

CORPORATE PLAN – PERFORMANCE REPORT

The Cabinet has received a progress report against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2014/2015 for the period 1st January to 31st March 2015.

Progress against the Corporate Plan objectives is reported quarterly. Performance data has been provided in the form of a narrative of achievement accompanied with a Red/Amber/Green status against each Key Action in the Corporate Plan.

Whilst considering the progress made against the Key Activities and Corporate Indicators the Cabinet has made comments on its aspirations for future performance monitoring.

CUSTOMER SERVICE STRATEGY 2015 – 2018

The Customer Service Strategy is a key corporate document which establishes how customer service will be delivered across the Council and it is currently under review.

A summary 'on a page' document of the Customer Service Strategy has been presented to the Cabinet for feedback prior to a final version of the Strategy being presented to Members later in 2015.

DISPOSAL AND ACQUISITIONS POLICY: LAND AND PROPERTY

The Disposal and Acquisition Policy provides a framework through which the Council is able to manage its estate

of land and buildings within a commercial environment.

The former thresholds and procedures within the Constitution were considered too restrictive and to enable a more commercial approach to the management of the Council's property portfolio, a new Disposal and Acquisition Policy and governance arrangements has been approved by the Cabinet. In approving the new Policy the Cabinet also agreed the suggested amendments by the Overview and Scrutiny Panel (Economic Well-Being).

The formation of a Treasury and Capital Management Group (TCMG) has been approved whose functions will be:

- Treasury Management investment decisions (including the acquisition and disposal of all types of assets).
- The Capital Programme and the undertaking of all capital development, including the approval of Business Cases.
- Comment on Treasury Management performance.
- Call officer's to account in respect performance relating to capital projects.

The Cabinet has also recommended to the Corporate Governance Panel that it should approve all required changes to the Constitution (including the Code of Financial Management) to reflect the requirements of the Disposal and Acquisitions Policy.

PROVISIONAL OUTTURN 2014/2015 (REVENUE AND CAPITAL)

The Cabinet has been presented with an analysis of the outturn against the original budget for the financial year ending 31st March 2015 and has:

- i. Noted, in respect of the 2014/15 provisional outturn the:

- revenue net expenditure of £18.171m;
 - reasons for the £2.699m variance on the original service budgets;
 - capital expenditure of £2.999m;
- ii. Approved, in respect of the revenue provisional outturn the transfer to Earmarked reserves of:
 - £0.100m - Alconbury and Molesworth Support and Challenge reserve.
 - £0.261m - Carry forwards to the 2015/16 service revenue budget.
 - £0.443m - Transformation Challenge Award Funding for Shared Service reserve.
 - £0.500m - Chequers Court Development reserve.
 - £2.728m - Commercial Investment Strategy reserve.
 - iii. Approved, in respect of the capital and provisional outturn the carry forward of committed expenditure on capital projects of £0.271m.
 - iv. Approved a delegation for the Head of Resources to adjust the revenue contributions in consultation with the Executive Councillor for Resources and the Managing Director, if the actual outturn varies to that noted by more than 2.5%.

TREASURY MANAGEMENT ANNUAL REPORT 2014/2015

The Council's Treasury Management processes are underpinned by the Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management. The Code requires the Council to produce an annual Treasury Management Strategy and recommends that Members are informed of treasury management activity at least twice a year. The

Cabinet has been presented with the second of the two reports for comment and the Cabinet has noted the 2014/15 Treasury Management performance.

SERVICE PLAN FOR FOOD LAW ENFORCEMENT 2015-16

The Licensing and Protection Panel has considered the proposed Service Plan for 2015-16 and has recommended that it be presented to Council, for approval in accordance with the Council's Constitution.

The Council's food safety and hygiene enforcement function is undertaken by the Commercial Team and the purpose of the Plan is to explain how that service will be delivered. It also details the resources required to deliver the service and a review of the previous year's performance.

SERVICE PLAN FOR HEALTH AND SAFETY REGULATION 2015-16

The Health and Safety Executive requires every local authority to outline how it will fulfil its duty to make adequate arrangements for the enforcement of the relevant statutory provisions within its area. For this purpose, the Licensing and Protection Panel has approved the contents of the Service Plan for Health and Safety Regulation for 2015/16. The Plan has been developed to comply with the requirements of the National Local Authority Enforcement Code and sets out how the health and safety function within the Council will be delivered, the resources available to deliver the service and the outcome of a review of the previous year's performance.

REPRESENTATIONS ON EXTERNAL ORGANISATIONS

The Licensing and Protection Panel has appointed representatives to serve on the following organisations for the ensuing Municipal Year -

- ❖ Cambridgeshire Consultative Group for the Fletton Brickworks Industry
- ❖ Little Barford Power Station Liaison Committee
- ❖ Needingworth Quarry Local Liaison Committee
- ❖ Warboys Landfill Local Liaison Committee

LICENSING ACT 2003 – STATEMENT OF LICENSING POLICY

The Licensing Act 2003 requires that for each five year period, the Council must determine its policy on how it will exercise its statutory duties related to its licensing function and publish a statement of that policy.

Having regard to the fact that the Statement of Licensing Policy must be consulted upon prior to it being adopted, the Committee has approved the contents of a draft Statement for this purpose. Consultation will be undertaken over a ten week period from 26 June to 4 September 2015 and a final draft will then be submitted to the Committee in October for endorsement, prior to its adoption by Council.

As there is likely to be a need for further amendments to the draft as a result of feedback from the consultation process or from revised guidance issued by the Home Office, the Head of Community has been authorised to make any amendments that are considered necessary.

GAMBLING ACT 2005 – STATEMENT OF PRINCIPLES

The Council is required to publish a Statement of Principles which outlines how it will exercise its functions under the Gambling Act 2015. The current Statement expires on 31st January 2016 and the Council must have adopted a further Statement in advance of this date. As part of this process, the Council must undertake a period of consultation and take into consideration any comments which are received.

For the purposes of the consultation, the Panel has reviewed and approved a draft Statement of Principles. The consultation will run from 26th June to 4th September 2015 and a final draft will then be submitted to the Committee for endorsement, prior to its consideration and adoption by the Council.

The Committee has authorised the Head of Community to make any amendments to the draft Statement as are considered necessary as a result of the public consultation exercise or arising from any new guidance issued by the Gambling Commission to Licensing Authorities.

OPERATIONS REVIEW

The Overview and Scrutiny Panel (Environmental Well-Being) has received a presentation from the Interim Head of Operations and the Corporate Director for Services.

It has been agreed that task and finish groups for the Environmental Well-Being Panel will be disbanded during the Operations review and restructure in order for the Division to implement changes as identified in the review.

The Panel has agreed to receive regular updates on the Operations review through quarterly updates directly to the Panel. Additional monthly meetings will update the Chairman and Vice Chairman

of the Panel so they can provide appropriate feedback to Members.

RECAP UPDATE

The Overview and Scrutiny Panel (Environmental Well-Being) has received an update on recent activities of the Recycling in Cambridgeshire & Peterborough (RECAP) partnership.

The Panel has agreed to receive updates from RECAP as and when they become available.

CUSTOMER SERVICE MONITORING REPORT

A report updating Members on the work of the Customer Service Team and questioning whether current policies and practices are fit for the future of Customer Services in the Council has been presented to the Overview and Scrutiny Panel (Social Well-Being).

The Panel has agreed that monitoring reports for Customer Services will be received by Members annually. The Head of Customer Services has confirmed that a report on the update of the District Council's website and the proposed relaunch in the Autumn will be presented to the Panel early in 2016.

PROGRAMMES AND PROJECTS, INCLUDING FACING THE FUTURE

The Overview and Scrutiny Panels (Social, Environmental and Economic Well-Being) have received an update report on changes to the way that projects are managed within the Council.

All existing projects have now been categorised by priority and allocated to the appropriate Overview and Scrutiny Panel. The Programme and Projects Team has developed a Pre-Initiation Process Map, which concentrates on

the early stages of projects, detailing the steps taken in order to initiate new projects. A pre-project proposition form must now be completed, reviewed and approved before any financial or other resource requirements can be committed to take new ideas forward.

ECONOMIC GROWTH PLAN REVIEW

The Overview and Scrutiny Panel (Environmental Well-Being) has received a report reviewing Huntingdonshire's Economic Growth Plan 2013-2023.

The Panel has been informed that economic and market indicators are monitored in order to prevent overheating in the demand for housing and that there is a need to attract new employees with relevant skills to the area.

The Panel has raised the issue of affordable housing provision in the county. The Economic Development Manager explained that this topic was not included in the report presented as it is not considered critical to economic growth; this would be dealt with by another department in the Council, although it may be beneficial to 'knit' the two together in future.

WORKFORCE REPORT (QUARTER 4)

The Employment Panel received a quarterly report on Human Resource matters impacting on the performance of the organisation during the period of 1st January to 31st March 2015. The report has included the latest position and trends relating to:-

- ◆ employee numbers;
- ◆ salary costs; and
- ◆ sickness absence reporting

The number of Full Time Equivalent (FTE) posts within the organisation has decreased and this has led to a decrease of £63.5k in the monthly salary cost. As a

result of a request from the Panel the report shows the reasons why employees have left the Council.

In noting that even though the number of sickness days per FTE figure has increased the number of sickness days has reduced by 473 days. This was as a result of a fall in employees, the number of sickness days is divided between fewer employees therefore resulting in an increase in the average.

Finally, the Panel has placed on record its recognition of, and gratitude for the excellent contribution made by Peter Hobbs during his employment in the local government service and has conveyed its best wishes to him for a long and happy retirement.

LGSS MONITORING REPORT

The Employment Panel considered the performance of LGSS Human Resources, Payroll and Organisational Workforce Development services across the key service measures agreed under the current contract during the period 1st January to 31st March 2015. LGSS performance is measured in four areas namely:

- ◆ General Service Standards;
- ◆ HR Strategic and Advisory;
- ◆ Recruitment and Payroll; and
- ◆ Organisational workforce development.

Members have been pleased to note that there are no issues to report in the four measured areas. The template of the report and the key performance indicators have been changed for future reports in order to provide a greater scrutiny of the LGSS contract. In addition an audit of the e-recruitment system has taken place in this quarter and has resulted in LGSS being asked to provide further analysis and targeted training for District Council managers.

EMPLOYEE OPINION SURVEY PROGRESS REPORT

The Employment Panel has been updated on the actions as a result of the Employee Opinion Survey with another survey being undertaken this summer. The appraisal process has been overhauled and 360 degree feedback forms have been introduced. The Code of Conduct was launched last Autumn and the Employee Handbook will be introduced shortly. The intention is to continue with the 'Meet SMT sessions' which are sessions where staff can attend to receive news from the Senior Management Team.

SAFEGUARDING POLICY

The Employment Panel has reviewed and approved the updated Safeguarding Policy. The Council have a statutory obligation under Section 11 of the Children Act 2004 to ensure its functions, and any services that are contracted out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

LEAVE POLICIES

The following leave policies have been presented to the Employment Panel for comment and Members have been updated on progress as follows:

- ◆ **Adoption Leave Policy**
This is a new policy introduced to demonstrate the District Council comply with the Statutory provisions around adoption leave.
- ◆ **Shared Parental Leave Policy**
This is a new policy which has been introduced as a result to a change in legislation.
- ◆ **Flexible Working Policy**
The policy has been revised and is an amalgamation of 11 different documents. Two

amendments have been proposed including allowing employees to accrue more than 14.8 hours during a month so long as they don't carry forward more than 14.8 hours from one 4 week accounting period to the next. The second amendment is that time off in lieu (TOIL) can only be agreed by a member of SMT.

- ◆ **Leave Arrangements Policy**
The policy is in existence however there is an update to the unpaid leave section.

SENIOR OFFICER DISCIPLINARY PROCEDURES

The Senior Officer Disciplinary Procedures has been brought before the Employment Panel in response to a statutory change. The report will be presented to Council on 29th July 2015.

DEVELOPMENT MANAGEMENT PANEL DECISIONS

In the course of two meetings in May and June the Development Management Panel has determined 12 planning applications. Ten of the applications have been approved and two refused. Of those that have been approved, one is supplemental to the redevelopment of RAF Brampton and relates to revised obligations as a result of the application of the new Vacant Building Credit policy. In line with a submission made by the applicant, an affordable housing contribution will not be secured.

Councillor Dew, in his capacity as Executive Councillor, will make representations to the Government and to local Members of Parliament on the implications of the Vacant Building Credit policy. The Council will continue to liaise with the developer outside of the planning obligation process on the

mix of housing to be provided on the site.

Another of the approved applications relates to residential development of up to 90 dwellings on land at the junction of Field Road and Blenheim Road, Ramsey. The application is for outline permission and includes access.

DEVELOPMENT MANAGEMENT – GODMANCHESTER

The Development Management Panel has approved a scheme of improvement works to the A1198 in substitute for the scheme approved as part of the original grant of outline planning permission.

The Panel has further approved a Design Code (revision N) as a material consideration in the determination of future reserved matters applications for the development of land at Bearscroft Farm, Godmanchester.

DEVELOPMENT MANAGEMENT – SECTION 106 AGREEMENTS – LITTLE PAXTON

The Development Management Panel has approved a change to the previously approved permission for development at Riversfield Mill, Mill Lane, Little Paxton. This application is CIL liable and will require a variation to the S106 Agreement

STATUTORY PROCEDURES FOR HEADS OF PAID SERVICE, MONITORING OFFICERS AND THE RESPONSIBLE FINANCIAL OFFICER

In conjunction with the Panels for Corporate Governance and Employment, the Standards Committee has been advised of changes to the statutory disciplinary and dismissal procedures that apply to holders of various statutory posts within the Council.

UPDATE ON CODE OF CONDUCT COMPLAINTS

It has been reported to the Standards Committee that, in the last year, the Monitoring Officer has received 16 complaints under the Code of Conduct. Of these, 15 have progressed and one had been cancelled. Further details on the split between parish and district complaints will be provided to Members of the Committee outside of the meeting.

REVIEW OF COUNCIL CONSTITUTION

The Standards Committee has been updated on progress of the review of the Council's Constitution. An external firm of Solicitors, Bevan Brittan, have been appointed to carry out the review. Their initial assessment has been reported to Members. A Member working group is to be established to oversee the process. It is likely that it will be concluded later this year.

REQUEST FOR DISPENSATION

The Standards Committee has renewed a dispensation for Councillor Mrs P A Jordan. The dispensation will allow her, as an employee within the NHS, to speak and vote at meetings of the Overview and Scrutiny Panel (Social Well-Being) when business relating to the NHS arises. However, Councillor Mrs Jordan will not be able to participate in business that affects her own personal terms and conditions of employment and matters that impact on her directly as an employee. The dispensation lasts until 30th April 2019.

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