

A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 27 JULY 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **A G E N D A**

	<b>Time Allocation</b>
<b>PRAYER</b>	<b>2 Minutes</b>
The Reverend Mark Amey of All Saints Parish Church, St Ives will open the meeting with prayer.	
<b>APOLOGIES</b>	<b>2 Minutes</b>
<b>CHAIRMAN'S ANNOUNCEMENTS</b>	<b>10 Minutes</b>
<b>1. MINUTES</b> (Pages 5 - 10)	
To approve as a correct record the Minutes of the Special meeting of the Council held on 29th June 2016.	
<b>2. MEMBERS' INTERESTS</b>	
To receive from Members, declarations as to disclosable pecuniary or other interests in relation to any Agenda item. See Notes below.	
<b>3. STATE OF THE DISTRICT 2016 (ANNUAL REPORT)</b>	<b>30 Minutes</b>
The Executive Leader, Councillor R B Howe to address the Council on the State of the District.	
<i>(The Chairman will invite the Leader(s) of the Opposition to respond to the address. A Member may speak once in the ensuing discussion).</i>	
<b>4. EXECUTIVE COUNCILLOR PRESENTATIONS</b> (Pages 11 - 36)	<b>40 Minutes</b>
(a) Councillor R C Carter, Executive Member for Environment, Street Scene & Operations to present on the Waste & Recycling Round Reconfiguration Project.	
(b) Councillor D Brown, Executive Member for Strategic Partnerships and Shared Services to update the Council on 3C Shared Services.	
Executive Summaries of the Business plans for the ICT, Legal and Building Control Services for the period 2016/17 are attached for information.	

(c) Questions to other Members of the Cabinet.

(Notes –  
Executive Councillor presentations 10 minutes each  
Questions to each presenting Councillor 5 minutes each  
15 minutes in total)

*Period for questions to other Members of the Cabinet - 10 minutes).*

**5. OUTCOMES FROM COMMITTEES AND PANELS (Pages 37 - 38) 10 Minutes**

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the Annual Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairmen.

**6. USE OF SPECIAL URGENCY PROVISIONS 2015/16 (Pages 39 - 42) 5 Minutes**

In accordance with 17.3 of the Council's Procedure Rules, the Executive Leader Councillor R B Howe to present the annual report on executive decisions taken using the Special Urgency provisions set out with the District Council's Constitution.

**ITEMS FOR DECISION**

**7. APPOINTMENT OF MONITORING OFFICER AND INTERIM ARRANGEMENTS (Pages 43 - 46) 5 Minutes**

To consider a report by the Managing Director on the appointment of a new Monitoring Officer for the District Council.

**8. ELECTORAL BOUNDARY REVIEW OF HUNTINGDONSHIRE (Pages 47 - 60) 10 Minutes**

Councillor G J Bull to present a report seeking the Council's endorsement of the Local Government Boundary Commission's draft recommendations for Huntingdonshire District Council.

**9. CODE OF CORPORATE GOVERNANCE (Pages 61 - 74) 10 Minutes.**

Councillor M Francis, Chairman of the Corporate Governance Committee to present a new Code of Corporate Governance for approval.

A copy of the report presented to the Corporate Governance Committee at their meeting on 20th July 2016 is attached.

**10. REPRESENTATION OF POLITICAL GROUPS ON DISTRICT COUNCIL COMMITTEES (Pages 75 - 80) 5 Minutes**

To consider a report by the Elections and Democratic Services Manager on the representation of political groups on Committees, etc in accordance with Section 15 of the Local Government and Housing Act 1989 and the District Council's Constitution.

**11. VARIATION TO THE MEMBERSHIP OF COMMITTEES AND PANELS 5 Minutes**

Group Leaders to report, if necessary.

Dated this 19th day of July 2016



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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***Jeśli chcieliby Państwo otrzymać tłumaczenie tego dokumentu, wersję dużym drukiem lub wersję audio, prosimy skontaktować się z nami pod numerem 01480 388388, a my postaramy się uwzględnić Państwa potrzeby.***

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 29 June 2016.

PRESENT: Councillor P L E Bucknell – Chairman.

Councillors J D Ablewhite, T D Alban, K M Baker, Mrs B E Boddington, D Brown, G J Bull, R C Carter, S Cawley, B S Chapman, Mrs S Conboy, J E Corley, S J Criswell, J W Davies, Mrs A Dickinson, Mrs A Donaldson, Mrs L A Duffy, M Francis, R Fuller, I D Gardener, L George, D A Giles, Mrs S A Giles, J A Gray, R Harrison, D Harty, T Hayward, R B Howe, B Hyland, P Kadewere, Mrs R E Mathews, D J Mead, J P Morris, J M Palmer, P D Reeve, Mrs D C Reynolds, M F Shellens, L R Swain, Mrs S L Taylor, R G Tuplin, D M Tysoe, D R Underwood, D Watt, R J West and J E White.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors E R Butler, D B Dew, S Greenall, Mrs P A Jordan, T D Sanderson, Mrs J Tavener and K D Wainwright.

### 13. PRAYER

The Reverend A Milton, Vicar of All Saints and St. Mary's, Huntingdon, opened the meeting with prayer.

### 14. MINUTES

The Minutes of the meeting of the Council held on 18th May 2016 were approved as a correct record and signed by the Chairman.

### 15. MEMBERS INTERESTS

No declarations of interest were received.

### 16. MOTION WITHOUT NOTICE - RACISM, XENOPHOBIA AND HATE CRIMES

*(The Chairman announced that he proposed to allow consideration of the following item as a matter of urgency in accordance with Section 100B (4) (b) of the Local Government Act 1972 to give the Council an opportunity to support the condemnation of the recent spate of hate crimes in the District).*

In moving the following motion, Councillor J A Gray informed

Members of his deep concerns of the recent incidents in the District and wished to draw these urgently to the attention of the Council and request the Executive Leader of the Council, Councillor R Howe, to write to our local partners such as the Police and Crime Commissioner advising them of this motion and enlisting their support in tackling racism and hate crime –

“We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our country. We Huntingdonshire District Council condemn racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable.

Huntingdonshire District Council will work to ensure local bodies and programmes have support and resources needed to fight and prevent racism and xenophobia.

We wish to reassure all people living in Huntingdonshire that they are valued members of our community”.

Councillor D A Giles duly seconded the motion. Councillors P D Reeve, P L E Bucknell and P Kadewere confirmed their support for the motion and Councillor M F Shellens proposed the insertion of the word “unanimously” after the words “Huntingdonshire District Council” in the second paragraph which was accepted by Councillor Gray.

Councillor J D Ablewhite informed Members that in his role as Police and Crime Commissioner a large amount of resources had been mobilised into local communities to support the victims, offer support and in an attempt to identify the perpetrators and bring them to justice.

Councillor Gray requested Members to indicate their support for the motion by standing, rather than a show of hands. Whereupon, it was

**RESOLVED**

that the Council condemn racism, xenophobia and hate crimes unequivocally and will not allow hate to become acceptable. Huntingdonshire District Council unanimously will work to ensure local bodies and programmes have support and resources needed to fight and prevent racism and xenophobia. The Council wishes to reassure all people living in Huntingdonshire that they are valued members of our community.

**17. THE CAMBRIDGESHIRE AND PETERBOROUGH DEVOLUTION PROPOSAL, GOVERNANCE REVIEW AND SCHEME**

Further to Minute No. 60 of the meeting of the Council on 24th February 2016, the Council considered a report by the Managing Director and Monitoring Officer (a copy of which is appended in the Minute Book) to which was attached Appendices relating to the establishment of a Combined Authority across Cambridgeshire and Peterborough including the results of a Governance Review, a Devolution Deal proposal and draft Governance Scheme.

Members were acquainted with a presentation by Mr M Whiteley, Devolution Programme Manager. A copy of the PowerPoint

presentation is appended in the Minute Book and would be circulated to all Members following the meeting. Mr Whiteley provided an overview of the Devolution Deal for Cambridgeshire and Peterborough and highlighted the financial package available that was substantially more than the deal in Manchester. Members attention was drawn to the substantial rewards available through income and power.

The Council were informed of the changed geography of the deal since it was last considered and now only covered Cambridgeshire and Peterborough. The investment through the deal would provide infrastructure investment of £20m per annum over 30 years, although not linked to inflation and a Housing Fund of £100m over five years.

Mr Whiteley referred to a meeting of Leaders and Chief Officers on 19 January 2016, whereby discussion ensued on the major challenges faced by Cambridgeshire and Peterborough including the provision of and correct mix of housing. Other areas highlighted included investment in the transport system and the considerable skills shortages.

Members were informed of the benefits of Devolution that would enable Cambridgeshire and Peterborough to create more investment to deliver economic growth and speed up the delivery of infrastructure to support the development. The Council were also advised of the benefits to the residents and businesses in Huntingdonshire, in particular the recognition of St Neots as a growth area.

Particular attention was drawn to the provision of multi-year transport budgets that would replace budgets previously not fixed which would provide infrastructure to support housing and employment developments. Attention was also drawn to potential to input into transport franchises and development of transport solutions such as a single ticketing model.

A comparison was provided of how Devolution could enable and accelerate the delivery of infrastructure compared to the top infrastructure priorities identified by the Greater Cambridge Greater Peterborough Enterprise Partnership (LEP) and the additional funding through Devolution could be made available to identify infrastructure relevant to the area, as well as levering private sector investment.

Members were acquainted with details of a the development of a stronger role in the delivery of future housing proposals through a non-statutory Cambridgeshire and Peterborough spatial plan, plans for a suitably skilled workforce to exploit growth opportunities and the redesigning of public services through an integrated employment service delivered locally.

The Council were advised of the timetable for the establishment of a Combined Authority with a directly elected Mayor with first elections in May 2017. The Combined Authority would include representatives from each authority and the LEP, with each Member entitled to one vote at public meetings and open to full scrutiny by a Cambridgeshire and Peterborough Overview and Scrutiny Committee. Members noted that the Chairman of the Overview and Scrutiny Committee would not be on the same political party as the elected Mayor and the proportionality would reflect political make-up of all of the local authorities.

In concluding, the Council were reminded that a decision had to be taken on the provision of authority to proceed to the appropriate consultation process on the establishment of a Combined Authority across Cambridgeshire and Peterborough and the consultation process that would commence in July to October 2016 and would be referred back to the Council at a meeting in October 2016.

The Executive Leader, Councillor R Howe, reminded members of the background to Devolution, in particular the guaranteed revenue stream for up to 30 years to support capital projects and increasing the ability to attract match funding from private investors. Attention was drawn to the potential for further land to be released for housing and becoming more active with working with the LEP.

Members noted that a Combined Authority would increase the availability of growth opportunities for development and allow greater control over housing and infrastructure in the area. In outlining his support for the proposals, Councillor Howe moved the recommendations which were duly seconded by Councillor J A Gray.

In response to a question by Councillor D A Giles on the economic problems experienced in St Neots, Members were advised that the Devolution programme had already identified the economic importance of St Neots and would be developing infrastructure and transport solutions to enable further growth in this area.

Councillor B S Chapman referred to the pockets of deprivation in the area, specifically in Eynesbury and Priory Park in St Neots that had low educational attainment and limited employment opportunities. Whereby attention was drawn to the Enterprise Zones that had been established in Alconbury and Cambridge Compass and concern expressed that St Neots may not benefit from similar opportunities. In response Councillor Howe explained that he had met with St Neots Town Council and had made an undertaking that a master plan would be developed for St Neots through the Devolution Deal.

Clarification was sought by Councillors Mrs S J Conboy and Councillor P Reeve of the representation of Members on the Overview and Scrutiny Committee, whereby Councillor Howe reminded Members that the representation would be pro-rata to the political proportionality of the other local authorities in the Devolution Deal.

Councillor M F Shellens outlined his support for the Devolution Deal, with the provision of more funding and power for the area, but expressed his concern for an elected Mayor to support the process and requested that this be re-considered in the light of how the nationwide economy may be affected in the future with the recent decision on the EU Referendum and the potential for the funding for the Combined Authority being removed. In response, Councillor Howe explained the difficulties of predicting how the economy may change in the light of this decision but had reaffirmed his commitment to the Devolution Deal.

In referring to a question from Councillor P Kadewere on the Cambridgeshire Peterborough Spatial Plan, Councillor Howe outlined the benefits that the Plan would work alongside the Council's Local Plan and potentially decisions could be taken quicker, to be overseen



by the Council representatives.

Councillor P Reeve referred to his support for Devolution in the past but outlined his concerns that the Combined Authority may allow less powers for the Council with the potential for the Leader of the Council to be out-voted in the decision making process and concern for the Council being asked to make a decision on two Devolution Deals. Councillor Howe reassured Councillor Reeve that although Members had been presented with a deal previously that had incorporated Norfolk and Suffolk, it had been concluded that such a Deal would not be acceptable to all local authorities in the area and explained that the new Deal was far superior.

In response to a question from Councillor R G Tuplin on the availability of funding year on year, Mr Whiteley explained that funding would be issued in advance each year incrementally and in response to a further question from Councillor J P Morris on the type of funding, Members noted that existing budgets would not be reduced to account for the new funding. Councillor Howe further reassured Members that this would provide greater control to Members on the allocation of funding to projects.

Councillor J D Ablewhite acquainted Members with his involvement in the previous versions of the Devolution Deal and reminded Members of the potential benefits that may arise through improvements to infrastructure and business opportunities that will evolve as a result.

In concluding, Councillor Gray thanked the Executive Leader and Mr Whiteley for their presentation and referred to the improvements in the Deal with more local focus compared with the tri-county Deal. Members were also reminded of the importance of the democratic process with an elected Mayor and provision for Overview and Scrutiny.

The Chairman moved and it was duly seconded and

RESOLVED

that a recorded vote be taken on this item.

It having been previously moved and seconded, upon being put to the vote it was further

RESOLVED

- i) that the outcome of the Governance Review (attached at Appendix A) and the draft Scheme (attached at Appendix B) be endorsed;
- ii) that the conclusions and the outcome of the Governance Review be endorsed for submission to the Cabinet (attached at Appendix A) that the establishment of a Combined Authority with a Mayor for the Cambridgeshire and Peterborough area would be likely to improve the exercise of statutory functions in that area;
- iii) that the content of the Devolution Deal proposal be approved in principle (attached at Appendix C) and

formally confirmed that this replaced in its entirety the East Anglia Devolution Agreement signed in March 2016;

- iv) that the draft Governance Scheme be endorsed for submission to the Cabinet (attached at Appendix B) under Section 109 of the Local Democracy, Economic Development and Construction Act 2009 and recommend that the Cabinet authorises the Scheme for publication;
- v) that the Managing Director be authorised to make any appropriate revisions to the draft Scheme before publication as considered appropriate, in consultation with the Executive Leader and in liaison with the other Chief Executives of constituent authorities and to take all necessary actions to progress any non-executive functions arising from the recommendations;
- vi) that the arrangements for public consultation on the proposals in the Governance Scheme be endorsed for submission to the Cabinet and the Managing Director be authorised, in consultation with the Leader of Council, to provide the Secretary of State with a summary of the consultation responses in due course; and
- vii) that a further meeting of the Council be convened to take place in October 2016 to consider whether to give consent for the Secretary of State to bring forward such an Order establishing a Mayoral Combined Authority for Cambridgeshire and Peterborough.

The following Members voted for, against or abstained from the Motion –

For the Motion – Ablewhite, Alban, Baker, Boddington, Brown, Bucknell, Bull, Carter, Cawley, Chapman, Criswell, Davies, Dickinson, Donaldson, Francis, Fuller, Gardener, George, Gray, Harrison, Harty, Howe, Kadewere, Mathews, Mead, Palmer, Reynolds, Swain, Tuplin, Tysoe, Underwood, Watt, West and White.

For the Motion – Duffy, Hyland, Morris, Reeve and Taylor (against resolutions 1 to 5), Hayward (against resolutions 1 to 6) and Shellens (against resolutions 2 to 4).

Abstentions - None

Chairman



## EXECUTIVE SUMMARY BUSINESS PLAN FOR BUILDING CONTROL SHARED SERVICE 2016/17

Service Leads			
Head of Shared Service	Doug Basen (Interim)		
	Cambridge City Council	Huntingdonshire District Council	South Cambridgeshire District Council
Director	Simon Payne	Nigel McCurdy	Jo Mills
Lead Councillor	CLlr Kevin Blencowe	CLlr Robin Howe / Daryl Brown	CLlr Robert Turner

APPROVED BY	Status	Date
Management Board	Draft	
Shared Services Partnership Board	Draft	
Joint Advisory Committee	Final draft	
Cambridge City Council [ <i>Executive Councillor and Scrutiny Committee</i> ]	Final	
Huntingdonshire District Council Cabinet	Final	
South Cambridgeshire District Council Cabinet	Final	

Version ( <i>Clearly indicate final version</i> )	Date
V0.1 prepared by Brian O'Sullivan	26 May 2016
V0.2 prepared by Brian O'Sullivan	07 June 2106

## SECTION 1 – CONTEXT AND OVERVIEW

This is the Executive Summary Business Plan for the Building Control Service, part of 3C Shared Services, for 2016/17.

A number of key objectives were agreed by the Leaders of the three Councils for the shared service partnership centred on increased resilience, savings, improved value for money, recruitment and retention benefits and staff development opportunities.

In essence, the drivers for the creation of the service are:

- savings to the three councils: creation of a single shared service increases efficiency, provides better value for money and reduces the unit cost of service delivery
- safeguarding our clients, and income generation
- maintaining and improving service quality and transparency
- contribute to the strategic outcomes of supporting growth and the local economy

The services provided by the Shared Building Control Service are:

- Statutory duty, to enforce the building regulations, imposed on the council under the Building Act 1984.
- Carry out inspection and removal of dangerous structures.
- street naming and numbering (CCC and SCDC)
- considerate contractor scheme (CCC)
- construction monitoring for Planning (SCDC and SCDC)

Principles guiding the service

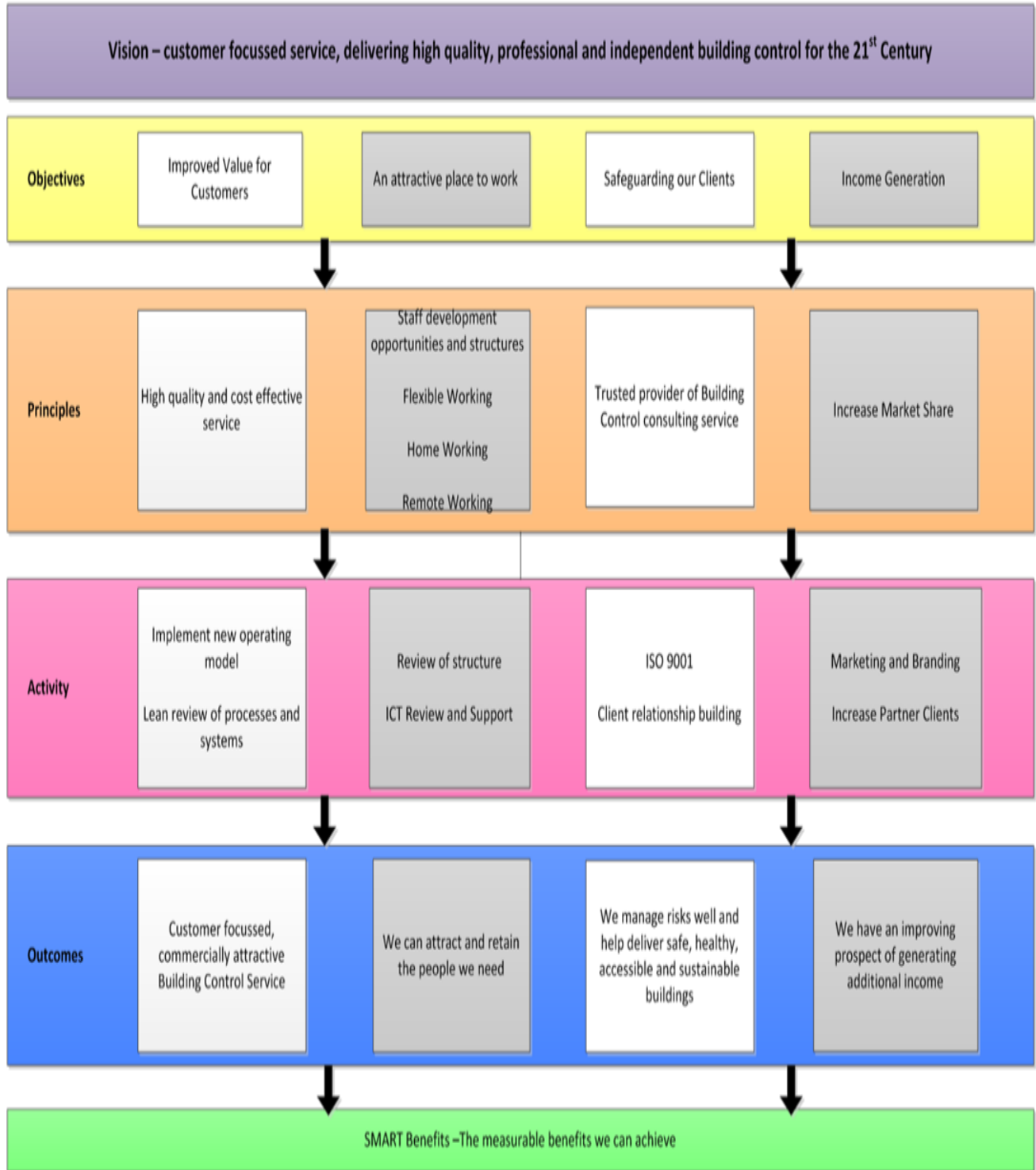
- improved value for customers
- an attractive place to work
- delivering a statutory service to ensure the safety and quality of the built environment, and to contribute to the creation of excellent building
- achieving a balanced budget through increased partnership income, appropriate fee charges, and effective management of costs

The diagram on the following page shows the vision and objectives and outcomes for the 3C ICT Practice.

Key outcomes that the service aims to achieve include:

- Value for money
- Cost savings
- Staff development
- Improved more flexible service delivery,
- Trusted provider and commissioner of the law

## Vision for the Practice



**Financial Overview**

**Budget and Savings**

(non fee-earning a/c only)	2015/16 Budget	2016/17 Budget	2016/17 Savings
TOTAL	£338,520	£287,740	£50,780
Proportional savings per partner council	CCC - £22,120 (43.57%) HDC - £16,170 (31.83%) SCDC – £12,490 (24.6%)		

**Savings Identified and Confidence Rating**

Identified Savings	Amount (£)	Stage	Confidence Rating of Achieving 2016/17 savings
Staff restructure	50,000	In Progress	<b>GREEN</b>  On target to achieve savings of £50k removed from 2016/17 budget

**Staffing Overview**

Following TUPE and the creation of the new Shared Services Manager post outlined in the business case (July 2015), the establishment now comprises:

- 1 Shared Service Building Control Manager
- 4 Principal Building Control Surveyors
- 15 Surveyors/ Senior Surveyors
- 1 Apprentice
- 1 construction monitoring officer (SCDC/ CCC only at present)
- 1 Building Control Support *Manager*
- 4 technical support

With issues retaining and attracting staff to the service a new recruitment and retention package for surveying staff has been put in place. The retention package was amended on feedback from staff (to 2 years retention), this has been offered to all existing surveyors and is included on the current adverts for surveyors and for a new BC Manager. Adverts close 25/5 with interviews scheduled early June. This new package is the one of the key ingredients to improve retention, recruitment and hence moral.

A new Interim Building Control Manager Doug Basen has been recruited with the support and recommendation of Local Authority Building Control. Doug will be focusing on supporting the team/ staff retention/ improving day to day performance. The new Business Manager Judith Appleby has also started and is tasked with implementing new leaner business processes and bringing in shared ICT system and preparing for ISO 2015 accreditation.

### **Achievements**

- An accommodation review has been carried out with the service now operating from 2 sites (Cambridge and Huntingdon) as opposed to 3 sites.
- A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice form partner councils.
- Senior management review completed
- The service has continued to deliver under difficult circumstances (due to recruitment issues) and ensure delivery of service.

**SECTION TWO – OPERATIONAL PLAN 2016/17**

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Building Control service* will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Deliver core BC services to customers – achieving KPIs for time and quality		<ul style="list-style-type: none"> <li>-recruit manager and to existing surveyor vacancies</li> <li>- provide clear leadership, building focus on operational priorities</li> <li>- business review to ensure capacity focussed on priority areas</li> </ul>	<ul style="list-style-type: none"> <li>- manager in post</li> <li>- principals supported to lead key service areas</li> <li>- full complement of staff</li> <li>- operating procedure in place to ensure work distribution/ emergency cover/ etc</li> </ul>	Functioning service able to deliver core service and with capacity to build business partnerships that require enhanced levels of service delivery	
2	Make services more transparent for customers		<ul style="list-style-type: none"> <li>-review and harmonise fees</li> <li>-develop and implement new, common templates</li> <li>- review web-based access</li> <li>- implement single point of billing</li> </ul>	<ul style="list-style-type: none"> <li>- single fee schedule</li> <li>- common letters/ templates/ comms</li> <li>- improved on line access</li> <li>- single billing across the area with all payments direct to one LA</li> </ul>	<ul style="list-style-type: none"> <li>- more coherent service, easier for customers to access</li> <li>- increased efficiency – reduced staff time wasted so allowing more focus on real business development</li> </ul>	
3	Make services more efficient	SS business case	<ul style="list-style-type: none"> <li>- full BPR and implement streamlined processes and common templates</li> <li>- OD work to build single team culture</li> </ul>			
4	Full review of staffing	SS Business case	<ul style="list-style-type: none"> <li>- review staffing structure once new manager is in place</li> </ul>	<ul style="list-style-type: none"> <li>- modern, staffing structure that provides leadership and supports career development</li> </ul>	<ul style="list-style-type: none"> <li>- existing staff concerns about TUPE/ T&amp;Cs addressed</li> <li>- enhanced ability to recruit in future</li> <li>- trainees in post – succession planning</li> </ul>	



**SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES**

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Service Objective and Outcome	Lead Officer
<p><u>Achieve ISO recognition for the whole 3C BC service</u></p> <ul style="list-style-type: none"> <li>- Supports service ability to win work through external tendering – a requirement in some tenders</li> <li>- Efficient processes will support “business as usual” activities and will also support access to the business information/ analysis needed for further business development</li> </ul>	<p>Interim Head of Service</p>
<p><u>Single, integrated planning system in use by planning, growth and BC (and potentially other services) across the three Councils.</u></p> <ul style="list-style-type: none"> <li>- Improved customer experience through better customer interface into IT</li> <li>- More efficient service – reduced surveyor time spent on administrative tasks</li> <li>- Improved business data to allow market analysis and business development</li> </ul>	<p>Interim Head of Service</p>
<p><u>Move to a commercial approach to support business growth</u></p> <ul style="list-style-type: none"> <li>- Carry out detailed business analysis to understand current market share</li> <li>- Identify realistic growth (or stabilisation) targets in key market sectors</li> <li>- Business is able to stabilise and potentially to grow</li> <li>- Staff understand business priorities and are able to contribute more to business development</li> </ul>	<p>Interim Head of Service</p>

**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

Priority	Performance Measures		Next Steps
1	Cycle time – to provide insights into the timeliness of delivering legal services	Measure the cycle time for legal handling of: <ul style="list-style-type: none"> <li>- New applications</li> <li>- Registering applications</li> <li>- Building advice</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current position</li> <li>• Agree new SLA with the 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>
2	Increase Market Share	Measure the services market share position in terms of: <ul style="list-style-type: none"> <li>- Residential share</li> <li>- Commercial share</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current market position</li> <li>• Identify target markets going forward</li> <li>• Agree with 3C Management Board</li> <li>• Report to Shared Service Joint Group an position six monthly</li> </ul>
3	Customer Satisfaction	Measure customer satisfaction in terms of: <ul style="list-style-type: none"> <li>- Service (quality, design, consistency &amp; processability)</li> <li>- Delivery (on time and speed)</li> <li>- Staff and service (availability, knowledge and responsiveness)</li> </ul>	<ul style="list-style-type: none"> <li>• Design survey to reflect measurable items</li> <li>• Agree with 3C Management Board</li> <li>• Use 'Monkey Survey' to carryout survey with client departments yearly</li> <li>• Analyse data to track performance</li> </ul>
4	Cost effectiveness – to reflect the quality of financial management	Measure the financial performance against current budget and delivery of any additional savings	<ul style="list-style-type: none"> <li>• Track current budget performance monthly</li> <li>• Monitor income generation performance against budget.</li> <li>• Identify and develop further savings and efficiencies</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>

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**EXECUTIVE SUMMARY BUSINESS PLAN FOR ICT SHARED SERVICE  
2016/17**

<b>Service Leads</b>			
<b>Head of Shared Service</b>	Mark Davies (Interim)		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director</b>	Ray Ward	Julie Slatter	Alex Colyer
<b>Lead Councillor</b>	Cllr Lewis Herbert	Cllr Robin Howe / Darryl Brown	Cllr Mick Martin

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Management Board</b>	Draft	
<b>Shared Services Partnership Board</b>	Draft	
<b>Joint Advisory Committee</b>	Final draft	
<b>Cambridge City Council [Executive Councillor and Scrutiny Committee]</b>	Final	
<b>Huntingdonshire District Council Cabinet</b>	Final	
<b>South Cambridgeshire District Council Cabinet</b>	Final	

<b>Version (Clearly indicate final version)</b>	<b>Date</b>
<b>V0.1 prepared by Julie Slatter</b>	<b>19 May 2016</b>
<b>V0.2 prepared by Brian O’Sullivan</b>	<b>26 May 2016</b>
<b>V0.3 prepared by Brian o’Sullivan</b>	<b>7 June 2016</b>

## SECTION 1 – CONTEXT AND OVERVIEW

This is the Executive Summary Business Plan for the ICT Service, part of 3C Shared Services, for 2016/17.

A number of key objectives were agreed by the Leaders of the three Councils for the shared service partnership centred on increased resilience, savings, improved value for money, recruitment and retention benefits and staff development opportunities.

In essence, the drivers for the creation of the ICT Shared Service are:

- Savings to the three councils: creation of a single shared service increases efficiency, provides better value for money and reduces the unit cost of service delivery
- Service resilience: fewer single points of failure and increased scale enables increased investment in robust, flexible and resilient infrastructure, thus reducing probability and impact of service outages
- Collaborative innovation: increased scale enables investment in specialist roles and in new infrastructure and software to support service transformation and an increased focus on digital service delivery.

The services provided by 3C are defined in a Service Catalogue. This is the primary source of information about the services provided by the ICT Shared Service and includes a description of the service and performance measures for each.

The Technology Roadmap is the other important document describing service capability. It describes the planned changes / additions / modifications to service delivery which are scheduled over the coming weeks and months. It includes the relative priorities of these changes, together with a mapping of which of partner(s) wish these change(s). Together, the Service Catalogue and Technology Roadmap provide a complete and comprehensive description of the services that will be provided by the 3C ICT Shared Service.

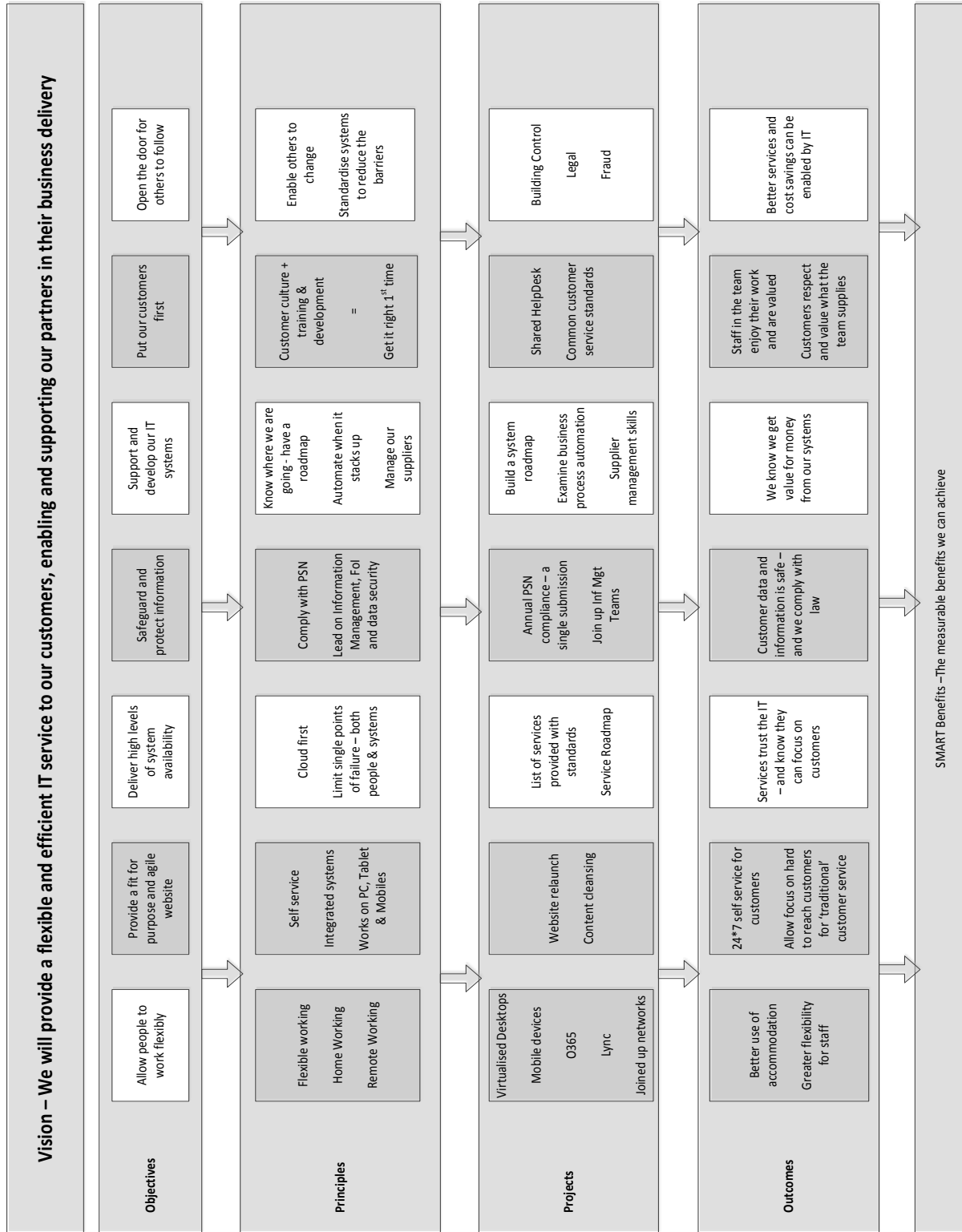
Principles guiding the service

- Get the basics right first
- Service delivery
- Cost optimisation
- Rationalisation of capabilities from ICT in CCC, HDC, SCD
- Evolution to common service delivery model for the three partners
- Ensure savings delivered whilst enabling service evolution
- Digital first
- Enable the Councils to use ICT effectively to transform their services

The diagram on the following page shows the vision and objectives and outcomes for the 3C ICT Shared Service. Key outcomes that the service aims to achieve include:

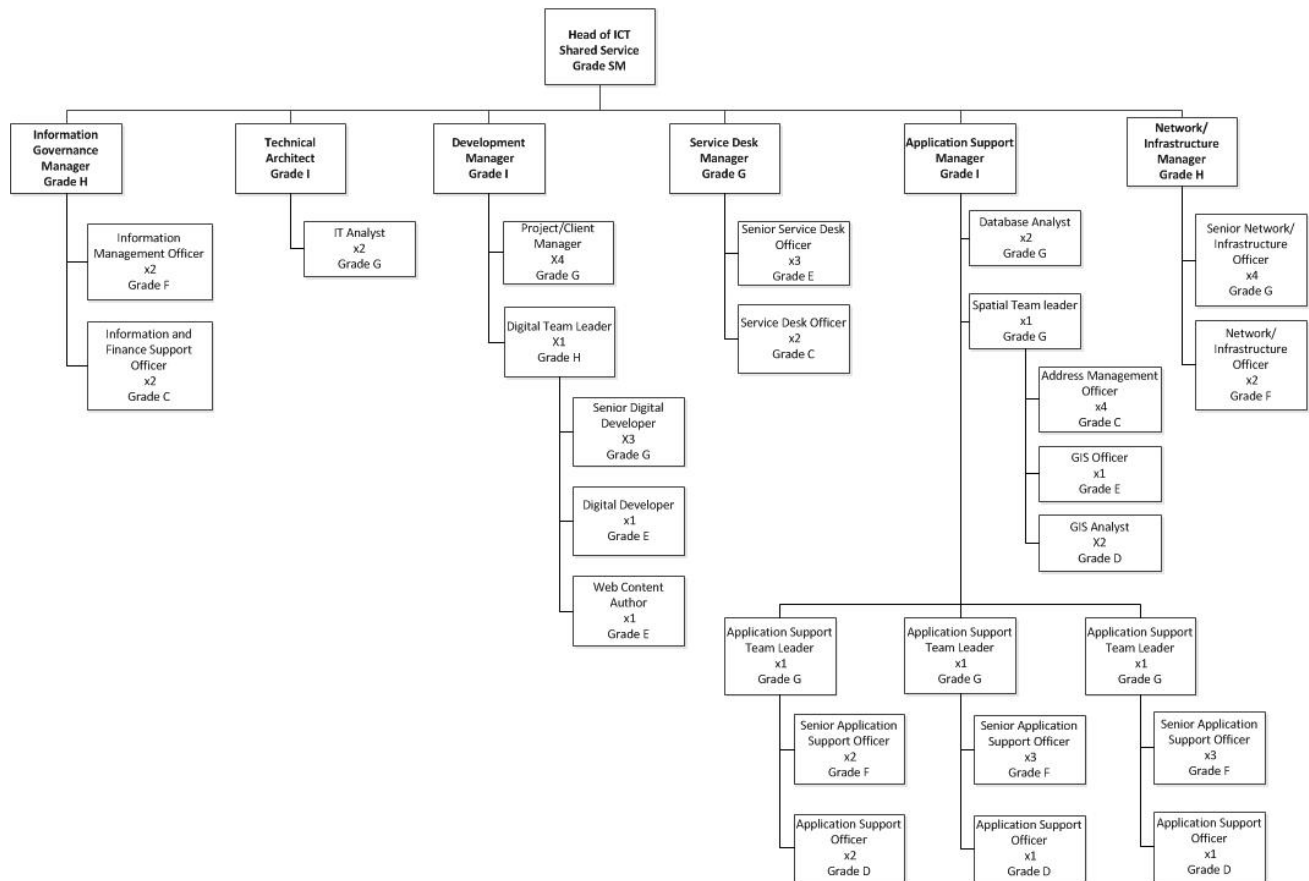
- Value for money,
- Cost savings,
- Improved more flexible service delivery,
- Better data and a trusted and valued service.

## Vision



<b>Financial Overview</b>				
<b>Budget and Savings</b>				
(net capital and CCC Northgate contract)	2015/16 Budget		2016/17 Budget	2016/17 Savings
TOTAL	£5,914,893		£5,027,659	£887,234
Proportional savings per partner council	CCC - £363,763 (41%) HDC - £317,000 (35.7%) SCDC – £206,470 (23.3%) Savings deducted from the budget for 17/18			
<b>Savings Identified and Confidence Rating</b>				
Service	Identified Savings	Amount (£)	Stage (Delivered/In Progress/Work Required)	Confidence Rating of Achieving 2016/17 savings
ICT	Staff restructure	£300k	In progress	<b>GREEN</b> The majority of the restructure has been successfully delivered. Currently working on filling vacancies.
	Rationalisation of contracts, sharing of licencing costs	£200k	In progress	£50k already achieved as savings, further savings will appear as contracts are renewed and revised throughout the year.
	Server room consolidation	£100k approx	In progress	RFQ is imminently being released. Once exact costs of the consolidation are known the savings can be verified.
	Manager 15% savings target	15%	In progress	PDR targets are being set during June and all will have a savings target to achieve for their team.

## ICT Organisational Structure



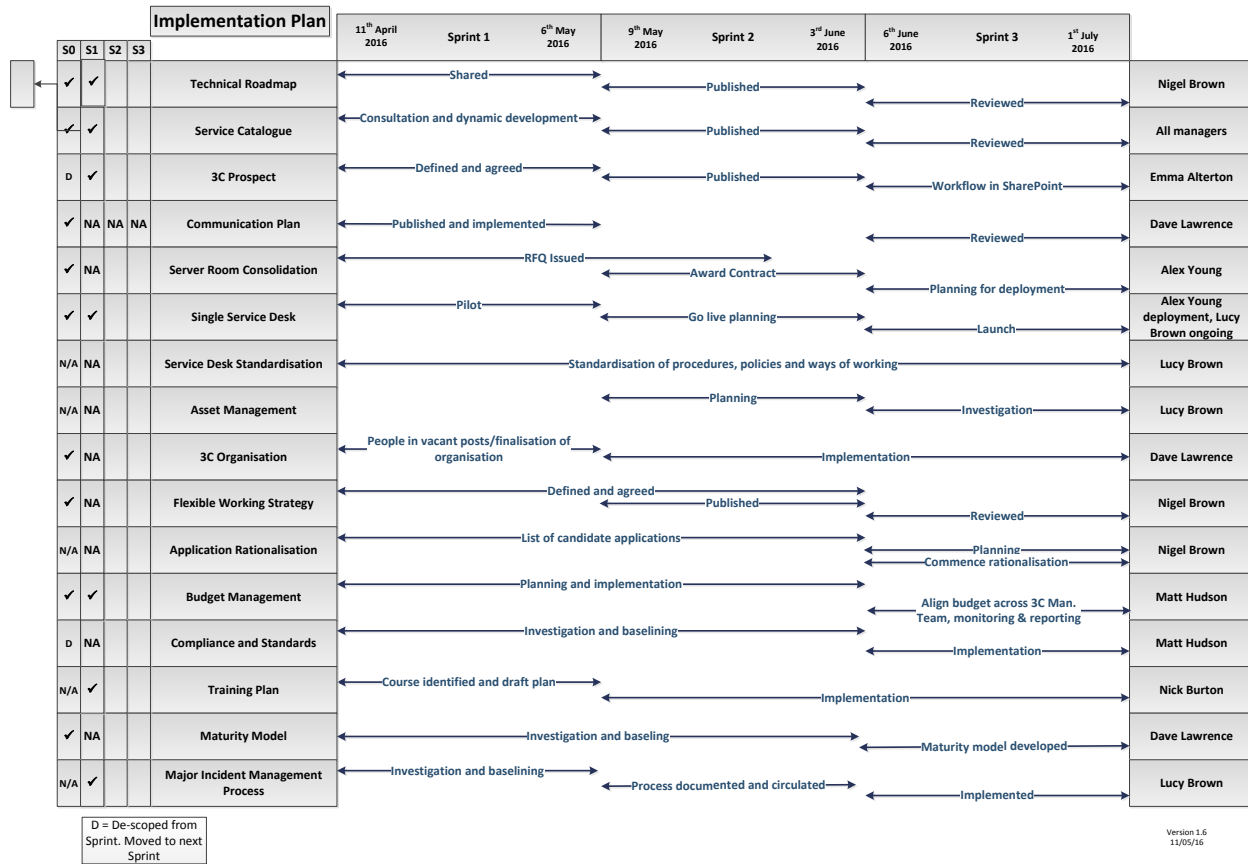
## Achievements in 2015/16

The ICT Shared Service came into being on 1 October 2015 since then the 3C shared service has delivered:

- Implementation of the new structure enabling savings of £.
- Specific projects are underway to tackle key elements of the technology roadmap. These include:
  - Server room rationalisation
  - Rationalisation of software license / non-staff costs
  - Improved enablement of remote / flexible working
  - Service desk rationalisation
- Over 30 staff have received training in Agile Methodology, with HDC looking to amend their existing delivery model to embrace Agile as a viable alternate delivery methodology

## Implementation plan

The diagram below sets out the initial implementation plan for the shared service in 2016/17 and reflects the Agile methodology that has been implemented in the service.





**SECTION TWO – OPERATIONAL PLAN 2016/17**

Summary “Business as Usual” priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

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	Priorities for the service	Outputs from the activity	Outcomes from the activity
1	Deliver high standard of system availability	Service Catalogue  Technology and Service roadmaps	Services across the Partner Authorities understand and have confidence in the functions being delivered  Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers
2	Support and develop our IT systems and have a clear understand of the technological direction for the future	Clearer simpler processes A single set of invoices and contracts to administer.	The Partner Authorities are confident that we are getting value for money from the ICT investment
3	Rationalisation and standardisation of processes and systems	Standard applications  Central access, use and administration	These shared services deliver a more efficient function and better value for money.
4	Allow people to work flexibly	Flexible Working  Home working  Remote Working	Allow flexible working, staff are able to have a better work life balance with home or remote working.  Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner

**SECTION 3: 2016/17 SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES**

Service Ref No:	Service Objective and Outcome	Lead Officer
SD1	Allow staff to work flexibility from home and across the 3 partner Authorities	Development Manager/ Technical Architect
SD2	Implementation of a single Financial Management System	Development Manager
SD3	Consolidation of the existing data centres and replacement of the SAN storage system.	Technical Architect/ Network/Infrastructure Manager

**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

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Priority	Performance Measures		Next Steps
1	Cycle time – to provide insights into the timeliness of delivering ICT services	Measure the cycle time for ICT handling of: <ul style="list-style-type: none"> <li>- New starter equipment</li> <li>- PC and hardware replacement</li> <li>- Web availability</li> <li>- Network availability (uptime)</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current position</li> <li>• Agree new SLA with the 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>
2	Customer Satisfaction – to assess client department satisfaction rating on services	Measure customer satisfaction in terms of: <ul style="list-style-type: none"> <li>- Overall service (quality, design, consistency &amp; processability)</li> <li>- Delivery (on time and speed)</li> <li>- Staff and service (availability, knowledge and responsiveness)</li> </ul>	<ul style="list-style-type: none"> <li>• Design survey to reflect measurable items</li> <li>• Agree with 3C Management Board</li> <li>• Use 'Survey Monkey' to carryout survey with client departments yearly</li> <li>• Analyse data to track performance</li> </ul>
3	Service Desk – to assess the outputs delivered by the ICT service desks	Measure performance in relation to: <ul style="list-style-type: none"> <li>- Performance % of calls answered within 20 seconds</li> <li>- Handling of priority calls</li> <li>- Staff and service (availability, knowledge and responsiveness)</li> </ul>	<ul style="list-style-type: none"> <li>• Assess current position</li> <li>• Agree with SLA with 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>
4	Technology Roadmap – to track the delivery of the technology roadmap	Measure the development and delivery of the technology roadmap	<ul style="list-style-type: none"> <li>• Complete technology roadmap</li> <li>• Agree with 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>

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**EXECUTIVE SUMMARY BUSINESS PLAN FOR LEGAL (THE PRACTICE) SHARED SERVICE  
2016/17**

<b>Service Leads</b>			
<b>Head of Shared Service</b>	Maria Memoli (Interim)		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director</b>	Ray Ward	Julie Slatter	Alex Colyer
<b>Lead Councillor</b>	Cllr Lewis Herbert	Cllr Robin Howe / Darryl Brown	Cllr Mick Martin

<b>APPROVED BY</b>	<b>Status</b>	<b>Date</b>
<b>Management Board</b>	Draft	
<b>Shared Services Partnership Board</b>	Draft	
<b>Joint Advisory Committee</b>	Final draft	
<b>Cambridge City Council</b> <i>[Executive Councillor and Scrutiny Committee]</i>	Final	
<b>Huntingdonshire District Council Cabinet</b>	Final	
<b>South Cambridgeshire District Council Cabinet</b>	Final	

<b>Version</b> <i>(Clearly indicate final version)</i>	<b>Date</b>
<b>V0.1 prepared by Brian O’Sullivan</b>	<b>26 May 2016</b>
<b>V0.2 prepared by Brian O’Sullivan</b>	<b>07 June 2016</b>

## SECTION 1 – CONTEXT AND OVERVIEW

This is the Executive Summary Business Plan for the Legal Service, part of 3C Shared Services, for 2016/17.

A number of key objectives were agreed by the Leaders of the three Councils for the shared service partnership centred on increased resilience, savings, improved value for money, recruitment and retention benefits and staff development opportunities.

In essence, the drivers for the creation of the Practice are:

- savings to the three councils: creation of a single shared service increases efficiency, provides better value for money and reduces the unit cost of service delivery
- revenue generation: opportunity to generate additional income, reduce external spend and derive income from legal costs incurred or recovered in a legal activity
- collaborative innovation: increased scale enables investment in specialist roles which individually are not viable in the long-term

The services provided by the Practice are defined in the Target Operating Model and Operational Plan. These are the primary source of information about the services provided by the Practice and include a description of the service and performance measures for each.

Principles guiding the service

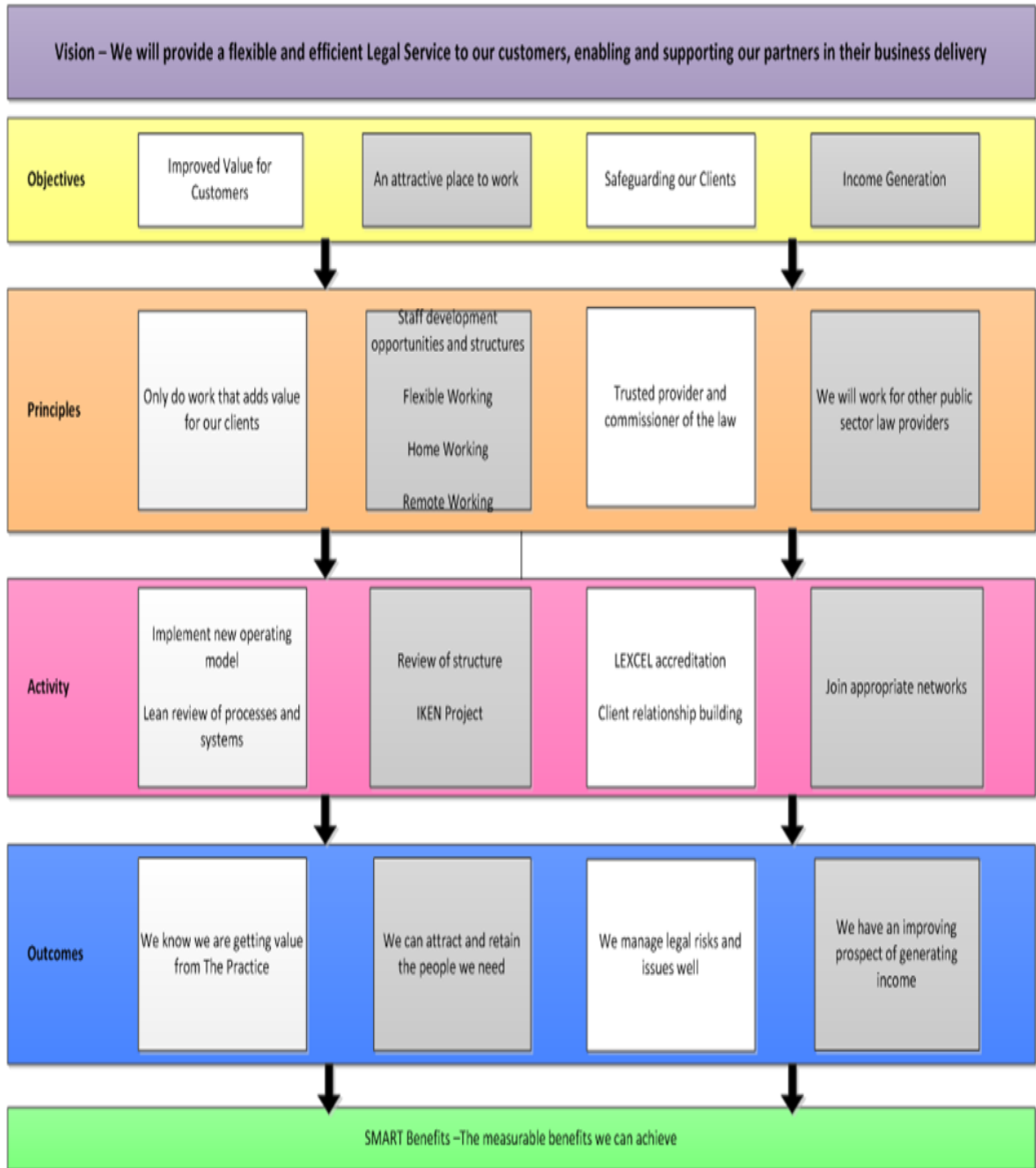
- Service delivery
- Cost optimisation
- Rationalisation of capabilities
- Work adds value to client departments

The diagram on the following page shows the vision and objectives and outcomes for the 3C ICT Practice.

Key outcomes that the service aims to achieve include:

- Value for money
- Cost savings
- Staff development
- Improved more flexible service delivery,
- Trusted provider and commissioner of the law

## Vision for the Practice



## Financial Overview

### Budget and Savings

(net income & excluding recharges and overheads)	2015/16 Budget	2016/17 Budget	2016/17 Savings
TOTAL	£1,193,360	£1,014,360	£179,000
Proportional savings per partner council	CCC - £102,403 (57.21%) HDC - £25,146 (14.05%) SCDC - £51,456 (28.74%)		

### Savings Identified and Confidence Rating

Identified Savings	Amount (£)	Stage	Confidence Rating of Achieving 2016/17 savings
Staff restructure	105,000	In Progress	<b>GREEN</b>  On target to achieve savings of £179k removed from 2016/17 budget
Rationalising publications	40,000	Delivered	
Reduction in external spend	20,000	Work Required	
Supplies and Services	20,000	In Progress	

## Staffing Overview

- A review of the Senior Management has been carried out with a Head of Practice and 5 Principal Lawyers agreed. The permanent Head of Practice is due to commence employment in August 2016 and 3 of the Principal Lawyers post have been recruited with the remaining 2 being advertised externally.
- A review of the remaining staff is underway and due to be consulted on in June.
- An accommodation review has been carried out and is due to be consulted on in early June.



### **Achievements**

- The Practice is on track to deliver within budget for 2016/17 which is reduced by £179k from 2015/16 budget. Monthly meetings are held to monitor the budget.
- A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice from partner councils.
- Senior management review completed and staff review on track for completion by September 2016.
- There is evidence of the flexible use of legal resources across the three Councils. The formal introduction of revised structures and working arrangements will build on and accelerate this
- The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners. Further work is required to maximise the use of the system.

**SECTION TWO – OPERATIONAL PLAN 2016/17**

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

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	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	<p>Integrate varying policies and procedures of the three Councils into single policies and procedures e.g. the recording and collection of disbursements, the payment of fees</p> <p>Integrate a single fees charging mechanism and charge out rate for the fee earners</p>	<p>Identified from the workshops - work in progress</p> <p>Business plan and client departments</p>	<p>Investigation into the varying policies and procedures to unite these and form into single policies and procedures</p>	<p>Single policy and procedure where appropriate</p> <p>Make a comparison of fees and charges and look at updating these to have a single fees and charges model</p> <p>Compare costs allowed by the courts</p>	<p>Uniform policy where appropriate.</p> <p>Uniform procedures for handling legal matters</p> <p>Uniform fees and charges</p> <p>Uniform system for payment to bodies</p> <p>Uniform charge – out rates</p>	MM
2	<p>Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible</p>	<p>Initial business case agreed at July 2015 S&amp;R Committee</p>	<p>Analysis of external spend and review of capability and capacity within the Practice</p>	<p>Reduce the legal spend of the practice</p>	<p>A reduction in the cost of out-sourced work</p> <p>More work being carried out in-house</p>	MM
3	<p>An interim solution to the work force situation</p>	<p>Business Plan</p>	<p>Procure a third party supplier with call off arrangements. Carry out a mini procurement exercise</p>	<p>Appointment of a third party supplier to call upon as and when to plug the gaps</p>	<p>The client departments to have an efficient and professional service during the interim</p>	MM

**SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES**

35

Service Objective and Outcome	Lead Officer
<p><u>Better integration of teams</u></p> <ul style="list-style-type: none"> <li>- Integrating the historic teams to become one</li> <li>- Easier to influence historical cultural differences</li> <li>- More clarity for client services on points of contact</li> </ul>	<p>Interim Head of Practice</p>
<p><u>Alignment with CCC and wider shared service accommodation strategies</u></p> <ul style="list-style-type: none"> <li>- Better use of accommodation through the 3 Councils estates</li> <li>- Increased use of hot desking</li> <li>- Focus on remote and home working</li> </ul>	<p>Interim Head of Practice</p>
<p><u>Increased flexibility for the Practice staff</u></p> <ul style="list-style-type: none"> <li>- Ability to work from various locations</li> <li>- Ability to work from home</li> <li>- Hubs in place near local courts</li> </ul>	<p>Interim Head of Practice</p>

**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

Priority	Performance Measures		Next Steps
1	Cycle time – to provide insights into the timeliness of delivering legal services	Measure the cycle time for legal handling of: <ul style="list-style-type: none"> <li>- Leases</li> <li>- Contracts</li> <li>- Planning advice</li> <li>- Monitoring Officer queries</li> </ul>	<ul style="list-style-type: none"> <li>• Use IKEN to identify cycle time's to-date.</li> <li>• Agree new SLA with the 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>
2	Customer Satisfaction – to assess client department satisfaction rating on services	Measure customer satisfaction in terms of: <ul style="list-style-type: none"> <li>- Service (quality, design, consistency &amp; processability)</li> <li>- Delivery (on time and speed)</li> <li>- Staff and service (availability, knowledge and responsiveness)</li> </ul>	<ul style="list-style-type: none"> <li>• Design survey to reflect measurable items</li> <li>• Agree with 3C Management Board</li> <li>• Use 'Monkey Survey' to carryout survey with client departments yearly</li> <li>• Analyse data to track performance</li> </ul>
3	Staff productivity – to assess the outputs delivered by legal personnel	Measure the chargeable hours of all staff as a percentage of total hours.	<ul style="list-style-type: none"> <li>• Assess current position (acknowledging that all staff have just started using IKEN for time recording)</li> <li>• Mandate the use of time recording</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>
4	Cost effectiveness – to reflect the quality of financial management	Measure the financial performance against current budget and delivery of any additional savings	<ul style="list-style-type: none"> <li>• Track current budget performance monthly</li> <li>• Monitor all external legal spend and the business case for it</li> <li>• Identify and develop further savings and efficiencies</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>

## MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS HELD SINCE THE ANNUAL MEETING

### MAY 2016

23 Development Management Committee

### JUNE 2016

6 Overview and Scrutiny Panel (Performance and Customers)  
7 Overview and Scrutiny Panel (Communities and Environment)  
8 Corporate Governance Committee  
14 Overview and Scrutiny Panel (Economy and Growth)  
15 Employment Committee  
16 Cabinet  
17 Senior Officers Committee  
20 Development Management Committee  
21 Licensing and Protection Committee / Licensing Committee  
28 Overview and Scrutiny Panel (Communities and Environment) – Special Meeting  
29 Council – Special Meeting  
29 Cabinet – Special Meeting  
30 Grants Panel

### JULY 2016

7 Overview and Scrutiny Panel (Economy and Growth)  
12 Overview and Scrutiny Panel (Communities and Environment)  
18 Development Management Committee  
19 Licensing and Protection Committee / Licensing Committee  
20 Corporate Governance Committee  
21 Cabinet

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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Use of Special Urgency Provisions  
**Meeting/Date:** Council – 27 July 2016  
**Executive Portfolio:** Executive Leader  
**Report by:** Executive Leader  
**Ward(s) affected:** All

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### **Executive Summary:**

It is a requirement within the Council's Constitution that executive decisions taken as a matter of special urgency be reported annually to the Council by the Executive Leader.

### **Recommendation:**

The Council is invited to comment and note the information report.

## **1. PURPOSE OF THE REPORT**

- 1.1 To notify the Council of any key decisions taken throughout the year although not included in the Notice of Executive Decisions.

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

- 2.1 If a matter likely to be a key decision has not been included in the Notice of Key Decisions, subject to Rule 16 (Special Urgency) of the Council's Constitution, the decision may be taken if the Chairman of the relevant Overview and Scrutiny Panel is in agreement that taking the decision cannot reasonably be deferred.
- 2.2 Having received the agreement from the Chairman of the relevant Overview and Scrutiny Panel a Notice to this effect is made available at the District Council's Offices and published on the Council's website as per the requirements of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
- 2.3 In addition to the Council's Constitution, under 100b (4)(b) of the Local Government Act 1972 an item of business may not be considered at a meeting unless by reason of special circumstances, which shall be specified in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.
- 2.4 As per the Council's Constitution any decisions taken as a matter of urgency must also be reported to the next available meeting of the relevant Overview and Scrutiny Panel, together with the reasons for urgency.

## **3. ANALYSIS**

- 3.1 Since 1 July 2015 a key decision has been taken once using the special urgency provisions.
- 3.2 The Cabinet gave consideration to an exempt report by the Head of Resources regarding a Commercial Investment Strategy asset at its meeting on 21 April 2016 based on the reasons as contained within the exempt report, the dates of future Cabinet meetings and an imminent decision being required.
- 3.3 During 2015 the Cabinet approved the Disposal and Acquisition Policy which provides the framework for the purchase and sale of land and property assets; the Commercial Investment Strategy (CIS) which is the framework for investing in a wide portfolio of commercial type properties that will provide a long-term revenue stream for the Council; and the CIS Business Plan, which is the blueprint for how the Council plans to meet the objectives of the CIS.
- 3.4 Since the approval of the CIS Business Plan, the Council had invested £3.9m in CIS related assets (£2.5m in the Churches, Charities and Local Authorities Local Authority Mutual Investments Trust Property Fund and £1.4m in an industrial property at No 2, Stonehill, Stukely Meadows, Huntingdon). As part of continued investment in the CIS, the Council considered investment in an office complex in Hitchin, Hertfordshire.
- 3.5 Following financial modelling and due diligence work a 'without prejudice' bid was submitted. On 18 April 2016 the Council received confirmation that the bid had been successful and therefore approval by the Cabinet to purchase the property was required as the value exceeded £2.0m. The acquisition or disposal



of land or property with a value in excess of £2.0m must be considered as a key decision.

- 3.6 Confirmation that the bid had been successful was received subsequent to the publication of the Cabinet agenda for the meeting on 21 April 2016. Therefore the item of business was considered under the Special Urgency Provisions - Section 16 of the Access to Information Procedure Rules, as contained in the Council's Constitution, in accordance with Section 100B (4)(b) of the Local Government Act 1972.
- 3.7 As a consequence of the local elections on 5 May 2016, the next Cabinet meeting that would receive a report of this nature would have been in June 2016, which would have been too late and might have been detrimental to the purchase of the property.
- 3.8 Having approved the purchase of the office complex in Hitchin the key decision made by the Cabinet was published. Decisions made under urgency provisions are not subject to call-in.
- 3.9 To accord with the Council's Constitution, a report was also presented to the Overview and Scrutiny Panel (Performance and Customers) on 6 June 2016. The report was an exempt document as the decision was commercially sensitive.

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

- 4.1 It is a requirement within the Council's Constitution that executive decisions taken as a matter of special urgency be reported annually to the Council by the Executive Leader.

#### **5. LIST OF APPENDICES INCLUDED**

- 5.1 None.

#### **BACKGROUND PAPERS**

EXEMPT REPORT Agenda Item No.8 – Commercial Investment Strategy Asset – Cabinet Meeting – 21 April 2016:

<http://moderngov.huntsdc.gov.uk:8070/ieListDocuments.aspx?CId=256&MId=5687&Ver=4>

EXEMPT REPORT Agenda Item No.9 - Report Regarding Use of Special Urgency Provisions – Overview and Scrutiny Panel (Performance and Customers) - 6 June 2016:

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=10225&MId=6130>

#### **CONTACT OFFICER**

Melanie Sage, Democratic Services Officer  
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Email: [melanie.sage@huntingdonshire.gov.uk](mailto:melanie.sage@huntingdonshire.gov.uk)

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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Appointment of Monitoring Officer and Interim Arrangements

**Meeting/Date:** Council – 27th July 2016

**Executive Portfolio:** Executive Leader, Councillor R Howe

**Report by:** Managing Director

**Ward(s) affected:** All

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### Executive Summary:

Local Authorities have a duty under the Local Government and Housing Act 1989 to designate one of their Officers as the Monitoring Officer.

The Monitoring Officer is responsible for maintaining the Constitution and providing advice on ensuring lawfulness and fairness of decision making.

The Corporate Director (Services) has left the authority and this report seeks the Council's approval of interim arrangements for the Monitoring Officer post and the appointment of a new Monitoring Officer.

### Recommendations:

- (a) that Mr T Lewis, the newly appointed Head of Legal Shared Services, be designated the District Council's Monitoring Officer with effect from 22nd August 2016; and
- (b) that Mrs M Sage, Democratic Services Officer, be appointed Monitoring Officer for a temporary period commencing 23rd July until 21st August 2016.

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

- 1.1 The Monitoring Officer is a statutory appointment under Section 5 of the Local Government and Housing Act 1989. The appointment of the Monitoring Officer must be approved by the Council and the Officer to be appointed to this position must not be the Chief Finance Officer (Section 151 Officer) or the Head of Paid Service.
- 1.2 Article 12 of the Council's Constitution describes the functions of the Monitoring Officer.
- 1.3 The Council had previously designated the Corporate Director (Services) as the Monitoring Officer.

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

- 2.1 As a result of the recent resignation and departure of the Corporate Director (Services) the post of Monitoring Officer has become vacant. Mr Lewis, the new Head of Legal Shared Service will be commencing his employment with effect from 22nd August 2016 and will be appointed Monitoring Officer across the 3C Shared Service. As there is a period of time between the departure of the Council's previous Monitoring Officer and his appointment an interim arrangement will need to be put in place.
- 2.2 As previously advised the law prohibits the Head of Paid Service (Managing Director) or Chief Finance Officer from acting in the capacity as a Monitoring Officer. In those circumstances, it is suggested that for a temporary period, Mrs M Sage, Democratic Services Officer, is designated as Monitoring Officer from 23rd July until 21st August 2016.
- 2.2 There are no other resource, legal or other implications associated with this proposal.

## **3 REASONS FOR THE RECOMMENDED DECISIONS**

- 3.1 The Council is required by law to appoint the Statutory Officer of Monitoring Officer and to designate an Officer to act in this role on behalf of the Council. This report recommends the designation of a new Monitoring Officer and interim arrangements to cover the period until the new appointee is able to assume his role.

## **BACKGROUND PAPERS**

The District Council's Constitution

## **CONTACT OFFICER**

Jo Lancaster, Managing Director  
Tel No. 01480 388001

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Public

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Electoral Boundary Review of Huntingdonshire

**Meeting/Date:** Council – 27th July 2016

**Executive Portfolio:** Executive Member for Planning Policy, Housing and Infrastructure

**Report by:** Managing Director

**Ward(s) affected:** All

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### **Executive Summary:**

The Local Government Boundary Commission for England (LGBCE) has commenced Stage two of its review of Huntingdonshire District Council's electoral arrangements. Following the Council's submission of proposed Wards, the LGBCE has published its recommendations for new Warding arrangements and these are now subject to public consultation.

The Electoral Boundary Review Working Group, which was appointed by the Council, has examined the draft proposals. There are some minor variations to the scheme submitted by the Council but the Working Group has concluded that they should be accepted. There is one more significant difference between the Council scheme and the LGBCE's recommendations. The latter sees Godmanchester and Offord Cluny and Offord D'Arcy combined in a Ward with Hemingford Abbots. Having considered the alternatives, Members have concluded that the recommendations should be accepted.

### **Recommendation:**

**To endorse the Local Government Boundary Commission for England's draft recommendations for Huntingdonshire District Council.**

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

- 1.1 This report provides Members with an opportunity to consider the Local Government Boundary Commission for England's (LGBCE) draft recommendations for Warding arrangements for Huntingdonshire District Council. It also contains information on the process and timescale leading to completion of the review.

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

- 2.1 The LGBCE has recently published its draft recommendations for Warding arrangements for Huntingdonshire District Council. The draft recommendations are subject to public consultation and the Council can make representations if it wishes.
- 2.4 As the full Council established and appointed to the Electoral Boundary Review Working Group, its conclusions are submitted to this meeting for endorsement.

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

- 3.1 At the meeting of the Council on 23rd March 2016, Members approved the Council's proposals for new Warding arrangements for submission to the LGBCE as part of the Stage One consultation. The LGBCE received comments from other groups and individuals and also undertook a tour of the District. These have been taken into account in producing the recommendations on which the present consultation is being conducted. A summary of the draft recommendations is attached at Appendix A and a map appears at Appendix B.

- 3.2 The majority of the LGBCE's draft recommendations match those put forward by the Council. It is therefore, suggested that in its response, the Council should endorse these recommendations. There are some minor variations to the scheme submitted by the Council relating to the following Wards:

- Stilton Folksworth and Washingly;
- Godmanchester and Hemingford Abbots;
- Huntingdon North;
- The Stukeleys;
- Fenstanton;
- Hemingford Grey and Houghton;
- St Ives South;
- St Neots Eynesbury, and
- St Neots Priory Park.

Each of these are now discussed in more detail.

### *Fenstanton and St Ives South*

- 3.3 There is no difference in the proposals for Fenstanton. There was an error on the map submitted to the LGBCE and the LGBCE, in fact, came to the same view on Fenstanton, and the proposal is identical. This also means the variation to St Ives South is removed. In the Council's submission, however, a very small area also was transferred from Hemingford Grey to St Ives South. This is no longer necessary so there is no change in this respect from the existing Ward boundaries.



#### *Stilton, Folksworth and Washingly*

- 3.4 Turning to the rest of the Wards where there are differences, Stilton, Folksworth and Washingly Ward incorporates two areas that the Council submission treated as two separate Wards. While the Council's approach achieved the goal of creating single Member Wards, it is recognised that the Ward comprising Stilton, Holme and Conington had an awkward shape and that the alternative is an improvement geographically even if it means there is a two-Member Ward. The Working Group, therefore, does not object to this proposal.

#### *St Neots Eynesbury and St Neots Priory Park*

- 3.5 The Council proposal moved a small area of St Neots between two existing Wards so as to minimise the change in boundaries. The LGBCE proposal moves a larger area and the result is that the Town centre area is brought back together within a single Ward so, again, the Working Group does not object to this proposal.

#### *Huntingdon North and The Stukeleys*

- 3.6 The LGBCE have proposed two changes to the Council submission on Huntingdon North Ward. The first is to return the small area adjacent to the Town Centre to Huntingdon. This was put forward by the Council to achieve the greater benefit of not needing to combine Godmanchester with Hemingford Abbots. This is something Members previously spent a considerable amount of time deliberating on. In terms of the effect on Huntingdon, this proposal is satisfactory, but this will be returned to in the next section on Godmanchester, Offord Cluny and Offord D'Arcy and Hemingford Abbots.
- 3.7 The second change to the Huntingdon North Ward involves transferring some properties to the Ward from The Stukeleys Ward. This was made possible by the change referred to in paragraph 3.6. The justification for this change is given by the LGBCE and is acceptable to the Working Group.
- 3.8 During its deliberations, the Working Group decided to look at options for splitting the proposed Huntingdon North Ward with a view to achieving a single member Ward and a two Member Ward, instead of the proposed three Member Ward. A potential solution was identified by combining two existing polling districts to produce a two Member Ward with the remainder forming a single Member Ward. This arrangement had the strength that it retained existing boundaries, which is something favoured by the Boundary Commission. It also meant there would be one fewer three Member Ward. However, despite further consultation with relevant Huntingdon Members, no support for this suggestion was forthcoming. Therefore, on the grounds that the Council's original submission recommended a three Member Ward for Huntingdon North and, with some minor changes to the external boundaries, this has been accepted by the Commission, the LGBCE proposal for Huntingdon North has been supported.

#### *Godmanchester and Hemingford Abbots*

- 3.9 As referred to previously, combining Godmanchester and Hemingford Abbots is something that was deliberated on at great length. It was recognised that the A14 created issues when the two were part of a Ward. However, to meet the statutory criteria relating to the Councillor:Electors ratio, under the Council

submission, it would have been necessary to combine part of Huntingdon with Godmanchester. The LGBCE concluded that this was not satisfactory in terms of community identity. Weighing up the two options and given that it will mean the town of Huntingdon is not split, the Working Group has decided not to oppose the LGBCE's proposal.

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

- 4.1 The risks are that equality of representation will not exist, that Members will not reflect the identities and interests of local communities and that the Council will not operate effectively. The purpose of the review is to reduce the likelihood of these risks occurring. To ensure the review is effective, it is carried out in accordance with prescribed procedures with an emphasis on consultation, reliance on evidence, openness, transparency and proportionality.

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

- 5.1 The Council's response to the draft recommendations has to be received by the LGBCE by 22nd August 2016. Once the consultation period closes, the LGBCE will consider all the comments it has received and produce its final recommendations. The LGBCE intends to do this by 8th November 2016. Once the recommendations have been finalised, a draft Order will be laid in Parliament for a period of 40 sitting days. Parliament can either accept or reject the recommendations. If accepted, the new electoral arrangements will be implemented at the next scheduled elections in 2018.
- 5.2 Any decision will not preclude Members from making their own representations directly to the LGBCE.

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

- 6.1 Working with our communities - we want our communities to get involved with local decision making. In particular the objectives to:
- create stronger and more resilient communities, and
  - empower local communities.

#### **7. CONSULTATION**

- 7.1 Consultation on electoral reviews is prescribed in legislation. In the case of Huntingdonshire, the public consultation will take place on the draft recommendations between 28th June 2016 and 22nd August 2016.

#### **8. LEGAL IMPLICATIONS**

- 8.1 The primary legislation in this area is the Local Democracy, Economic Development and Construction Act 2009, which consolidates and amends legislation previously contained in the Local Government Act 1972, the Local Government Act 1992 and the Local Government and Public Involvement in Health Act 2007. This legislation specifies the requirement to undertake electoral reviews and prescribes their procedures and parameters.

#### **9. RESOURCE IMPLICATIONS**

9. 1 The cost of the review will be met from existing resources.

## **10. OTHER IMPLICATIONS**

10.1 The review is required to have regard to:

- the need to secure equality of representation;
- the need to reflect the identities and interests of local communities; and
- the need to secure effective and convenient local government.

## **11 RECOMMENDATION**

**It is RECOMMENDED**

**that the Local Government Boundary Commission for England's draft recommendations for Huntingdonshire District Council be endorsed and the Local Government Boundary Commission for England on Council be informed accordingly.**

## **BACKGROUND PAPERS**

Local Government Boundary Commission for England – [Technical Guidance](#)

Local Government Boundary Commission for England – [Taking part in the Electoral review of Huntingdonshire District Council – A guide for councillors](#)

Local Government Boundary Commission for England – [Draft recommendations on the new electoral arrangements for Huntingdonshire District Council](#)

## **CONTACT OFFICER**

A Roberts – 01480 388015

## North Huntingdonshire

Ward name	Number of Cllrs	Variance 2021	Description	Detail
<b>Alconbury</b>	1	0%	This ward comprises the parishes of Alconbury, Alconbury Weston, Barham & Woolley, Buckworth, Easton, Hamerton, Spaldwick, Upton & Coppingford and Winwick.	Apart from the district-wide scheme, we did not receive any other submissions regarding these proposed wards. We are adopting the wards proposed in the district-wide scheme as part of our draft recommendations. We are content that our draft recommendations for this area will ensure reasonable electoral equality while reflecting local community identities.
<b>Kimbolton</b>	1	-8%	This ward comprises the parishes of Brington & Molesworth, Bythorn & Keyston, Catworth, Covington, Kimbolton, Leighton, Old Weston, Stow Longa and Tilbrook.	
<b>Ramsey</b>	3	1%	This ward includes Ramsey, and the parish of Bury.	
<b>Sawtry</b>	2	-7%	This ward comprises the parishes of Abbots Ripton, Kings Ripton, Sawtry and Wood Walton.	In addition to the district-wide scheme, we received one submission specifically relating to this ward. A local resident argued that Kings Ripton and Abbots Ripton should be in the same ward because they have close community ties. We have decided to include these two communities in the same ward as part of our draft recommendations.
<b>Stilton, Folksworth &amp; Washingley</b>	2	-7%	This ward comprises the parishes of Alwalton, Chesterton, Conington,	We did not receive any submissions regarding this area, apart from the district-wide scheme. We noted that the proposed Stilton ward did not have road access between

			Denton & Caldecote, Elton, Folksworth & Washingley, Glatton, Great Gidding, Haddon, Holme, Little Gidding, Morborne, Sibson-cum-Stibbington, Stilton and Water Newton.	Stilton parish and the other two parishes in the ward. We have combined two of the single-member wards proposed in the district-wide scheme – Folksworth & Washingley and Stilton – into a two-member ward. We consider that this ward will provide for effective and convenient local government, ensuring that clearly identifiable ward boundaries are used.
<b>Warboys</b>	2	3%	This ward comprises the parishes of Broughton, Old Hurst, Pidley cum Fenton, Upwood & The Raveleys, Warboys, Wistow and Woodhurst.	Apart from the district-wide scheme, we did not receive any other submissions regarding these proposed wards. We are adopting the wards proposed in the district-wide scheme as part of our draft recommendations.
<b>Yaxley</b>	3	2%	This ward comprises the parishes of Farcet and Yaxley.	

### Huntingdon and Central Huntingdonshire

Ward name	Number of Cllrs	Variance 2021	Description	Detail
<b>Brampton</b>	2	3%	This ward comprises the parish of Brampton and the Hinchingsbrooke Park area.	In addition to the district-wide scheme, we received two submissions specifically relating to this ward.  One submission came from Buckden Parish Council, which stated that it would prefer not to be in a ward with Brampton parish. Another submission, from a local resident, suggested that the A14 be used as a ward boundary in this area.

				We have adopted the ward put forward in the district-wide scheme as part of our draft recommendations. We consider that the A14 provides a strong boundary for this ward.
<b>Buckden</b>	1	-7%	This ward comprises the parishes of Buckden, Diddington and Southoe & Midloe.	<p>In addition to the district-wide scheme, we received two submissions specifically relating to this ward.</p> <p>Buckden Parish Council argued in favour of being in a ward with Diddington and Southoe &amp; Midloe parishes, as it is now. We also received a submission from Councillor Hayward who favoured retaining the existing Buckden ward, given the community links between the parishes in the ward.</p> <p>We have adopted the Buckden ward proposed in the district-wide scheme, which is identical to the existing ward here. We are content that the proposed ward continues to reflect community identities and ties in this area.</p>
<b>Godmanchester &amp; Hemingford Abbots</b>	3	-6%	This ward comprises the parishes of Godmanchester, Hemingford Abbots and Offord Cluny & Offord D'Arcy.	<p>Aside from the district-wide scheme, we did not receive any submissions relating to this ward.</p> <p>We have proposed a different ward from that put forward in the district-wide scheme. The district-wide scheme included part of Huntingdon town in its proposed Godmanchester ward. We consider that this would not reflect community identities in the area, and we are not proposing to include this proposal in our draft recommendations. However, Godmanchester ward would have 12% fewer electors per councillor than the district average by 2021 if no additional electors were included.</p>

				<p>We also noted that in the district-wide scheme, the electoral variance of the proposed The Hemingfords ward was greater than 10%. In order to address the electoral variances in both wards, we have included Hemingford Abbots in a ward with Godmanchester.</p> <p>We consider that our proposed ward here meets our statutory criteria, and we are including it as part of our draft recommendations.</p>
<b>Huntingdon East</b>	2	-1%	This ward comprises the eastern part of Huntingdon town.	<p>In addition to the district-wide scheme, we received one submission specifically relating to this ward. The submission came from a local resident who proposed a partial re-drawing of boundaries in the town but did not provide any evidence for why.</p> <p>Our proposed Huntingdon East ward is identical to the one put forward in the district-wide scheme. We consider that this ward has strong boundaries and has good electoral equality.</p>
<b>Huntingdon North</b>	3	-5%	This ward comprises the centre of Huntingdon and the northern part of the town.	<p>We received one other submission relating to this area in addition to the district-wide scheme.</p> <p>As mentioned above, we have departed from the district-wide scheme in this ward. We have not included any electors from Huntingdon in a ward with Godmanchester. The boundary of this ward follows the River Great Ouse.</p> <p>We have also proposed a different boundary between this ward and The Stukeleys ward from the one put forward in the district-wide scheme. We considered that the boundary in the district-wide scheme did not reflect community</p>

				identities, as some properties on St Peters Road and just off Stukeley Road were included in The Stukeleys ward. We considered that including these properties in Huntingdon North ward would better reflect community identities.
<b>The Stukeleys</b>	3	4%	This ward contains Stukeley Meadows, The Stukeleys parish and the Alconbury Weald development.	<p>We received a submission that suggested using the A14 as a ward boundary. This was the only submission we received in relation to this ward apart from the district-wide scheme.</p> <p>As mentioned above, we have proposed a different boundary between this ward and Huntingdon North ward from the one put forward in the district-wide scheme. We consider that our proposed boundary better reflects communities, and that the ward will ensure that electoral variances are kept to a minimum.</p>

### St Ives and East Huntingdonshire

Ward name	Number of Cllrs	Variance 2021	Description	Detail
<b>Fenstanton</b>	1	10%	This ward comprises the Hilton parish, and the majority of Fenstanton parish.	<p>Apart from the district-wide submission, we did not receive any other submissions regarding this area. Our proposed ward is different from the one in the district-wide scheme. We have included part of Fenstanton parish in St Ives South ward. This part comprises Low Road, as well as some streets off London Road – Maytrees, Elizabeth Court and Greenfields.</p> <p>This change from the district-wide scheme means that the ward will have acceptable electoral equality.</p>



<b>Hemingford Grey &amp; Houghton</b>	2	3%	This ward comprises the parishes of Hemingford Grey, Houghton & Wyton, and Wyton-on-the-Hill.	<p>We received two submissions regarding this ward, both from local residents. One suggested including Houghton &amp; Wyton in St Ives West ward, and one suggested including Wyton-on-the-Hill in St Ives West ward. In both cases, doing so would involve creating wards with high electoral inequality.</p> <p>As mentioned above, we have included Hemingford Abbots parish in our Godmanchester &amp; Hemingford Abbots ward. This is different from what was proposed in the district-wide scheme, which proposed having both Hemingford Abbots and Hemingford Grey parish in the same ward. Our proposals mean that both wards have good electoral equality.</p>
<b>Holywell-cum-Needingworth</b>	2	-2%	This ward comprises the parishes of Bluntisham, Colne, Earith and Holywell-cum-Needingworth.	<p>We received two submissions specifically relating to this ward. One came from Earith Parish Council which stated that it wanted to remain in a ward with the parishes of Colne and Bluntisham, but not in a ward with Holywell-cum-Needingworth parish. The other submission came from Holywell-cum-Needingworth Parish Council, which stated that it wished to stay in a parish with other rural parishes which had similar interests and issues.</p> <p>We are adopting the ward put forward in the district-wide scheme, as it has good electoral equality and reflects local community links.</p>
<b>Somersham</b>	1	7%	This ward contains Somersham parish.	Aside from the district-wide scheme, we did not receive any submissions relating to this ward. We are adopting the ward put forward in the district-wide scheme as part of our draft recommendations.

<b>St. Ives East</b>	2	-7%	This ward comprises the eastern part of St Ives town, as well as a rural area to the north of the town.	<p>In addition to the district-wide scheme, we received one submission specifically relating to this ward. The submission, from a local resident, suggested that the boundary between this ward and St Ives West runs all the way along Ramsey Road. This, however, would result in St Ives West ward having an unacceptably high electoral imbalance.</p> <p>We are adopting the ward put forward in the district-wide scheme, as it has good electoral equality and reflects local community links.</p>
<b>St. Ives South</b>	2	5%	This ward contains the southern part of St Ives town, as well as part of Fenstanton parish.	As mentioned above, we have included part of Fenstanton parish in this ward, and we have proposed a different boundary here from that suggested in the district-wide scheme. This is in order to achieve acceptable levels of electoral equality in this ward and in Fenstanton ward.
<b>St. Ives West</b>	1	10%	This ward comprises the western part of St Ives town, as well as a rural area to the west of the town.	As mentioned above, we received one submission specifically relating to this ward; however, we are adopting the ward put forward in the district-wide scheme.

### St Neots and South Huntingdonshire

<b>Ward name</b>	<b>Number of Cllrs</b>	<b>Variance 2021</b>	<b>Description</b>	<b>Detail</b>
<b>Great Paxton</b>	1	-8%	This ward comprises the parishes of Abbotsley, Great Gransden, Great Paxton, Toseland, Waresley-cum-Tetworth and Yelling.	In addition to the district-wide scheme, we received two submissions specifically relating to this ward. One came from Great Gransden Parish Council, which stated it would prefer to remain in a ward with its neighbouring parishes. The other was from Great Paxton Parish Council, which favoured retaining the existing arrangements.

				We are proposing to adopt the ward put forward in the district-wide scheme. This ward is very similar to the existing Gransden & The Offords ward. However, Offord Cluny & Offord D'Arcy parish is not in this ward; it is in our proposed Godmanchester & Hemingford Abbots ward.
<b>Great Staughton</b>	1	-7%	This ward comprises the parishes of Ellington, Grafham, Great Staughton, Hail Weston and Perry.	Aside from the district-wide scheme, we did not receive any submissions relating to this ward. We are adopting the ward put forward in the district-wide scheme as part of our draft recommendations.
<b>St Neots East</b>	2	1%	This ward includes the eastern part of St Neots town, as well as the Love's Farm area.	Aside from the district-wide scheme, we did not receive any submissions relating to these wards. We are making one change to the boundary between the St Neots Eynesbury and St Neots Priory Park wards proposed in the district-wide scheme. This change provides for a stronger boundary and improves electoral equality.  We are adopting the St Neots East and St Neots Eatons wards as proposed in the district-wide scheme.
<b>St Neots Eatons</b>	3	2%	This ward includes the west of St Neots town, as well as Eaton Socon and Eaton Ford.	
<b>St Neots Eynesbury</b>	3	2%	This ward comprises the central and southern parts of St Neots town, and lies to the east of the River Great Ouse.	
<b>St Neots Priory Park</b>	3	8%	This ward comprises the area to the north of the town centre, and Little Paxton parish.	

# Overview of draft recommendations for Huntingdonshire District Council

## Summary of our recommendations

We have considered all of the submissions we received during the previous phase of consultation on warding arrangements.

Our draft recommendations propose that Huntingdonshire's 52 councillors should represent eight single-member wards, ten two-member wards and eight three-member wards across the district.

An outline of the proposals is shown in the map to the right of this box. A detailed report on the recommendations and interactive mapping is available on our website at: [www.lgbce.org.uk](http://www.lgbce.org.uk).

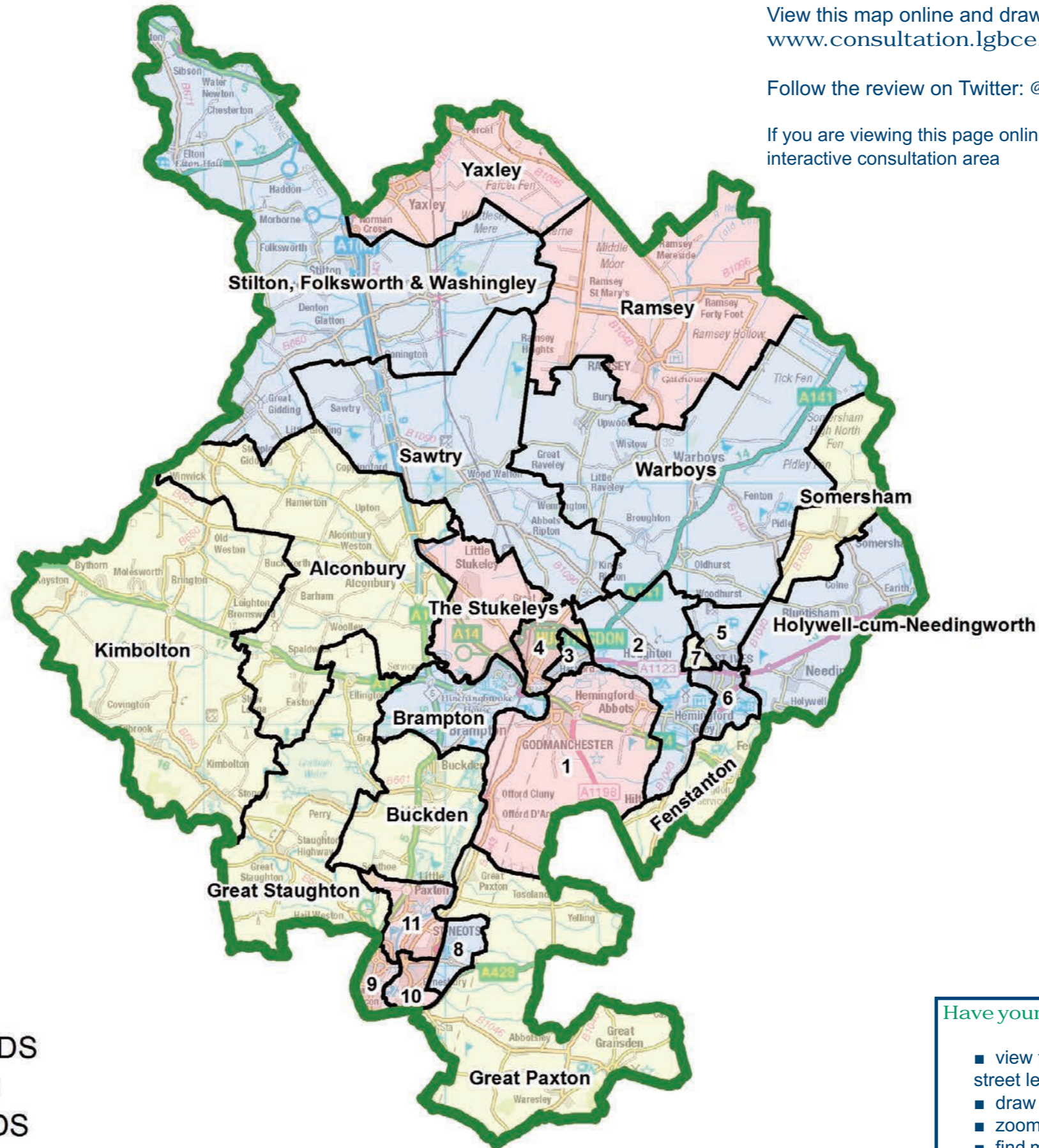
The Commission welcomes comments on these draft recommendations whether you support the proposals or if wish to put forward alternative arrangements. In particular, the Commission welcomes proposals for alternative boundaries or ward names which meet the criteria we must follow as part of electoral reviews and which are described in more detail over the page.



## Map key:

- 1 – Godmanchester & Hemingford Abbots
- 2 – Hemingford Grey & Houghton
- 3 – Huntingdon East
- 4 – Huntingdon North
- 5 – St Ives East
- 6 – St Ives South
- 7 – St Ives West
- 8 – St Neots East
- 9 – St Neots Eatons
- 10 – St Neots Eynesbury
- 11 – St Neots Priory Park

- SINGLE-MEMBER WARDS
- TWO-MEMBER WARDS
- THREE-MEMBER WARDS



View this map online and draw your own boundaries:  
[www.consultation.lgbce.org.uk](http://www.consultation.lgbce.org.uk)

Follow the review on Twitter: @LGBCE

If you are viewing this page online, click on the map to go straight to our interactive consultation area

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Have your say at [www.consultation.lgbce.org.uk](http://www.consultation.lgbce.org.uk)

- view the map of our recommendations down to street level.
- draw your own boundaries online.
- zoom into the areas that interest you most.
- find more guidance on how to have your say.
- read the full report of our recommendations.
- send us your views directly.

Public  
Key Decision – No

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Code of Corporate Governance
<b>Meeting/Date:</b>	Corporate Governance Committee - 20 July 2016
<b>Executive Portfolio:</b>	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
<b>Report by:</b>	Internal Audit and Risk Manager
<b>Ward(s) affected:</b>	All Wards

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### Executive Summary:

The Code of Corporate Governance (CoCG) describes the way in which the Council carries out its functions through its Members, and employees and the way it undertakes its work, so ensuring that it establishes and maintains public confidence. It is a key document that supports the preparation of the Annual Governance Statement.

Council first adopted a CoCG in September 2003. This has been amended on a number of occasions to take account of updates to 'proper practice'. A new 'proper practice' document - *Delivering Good Governance in Local Government: Framework* – was published in April. This Framework is recognised as 'proper practice' by both the Accounts and Audit Regulations 2015 and the national Code of Practice on Local Authority Accounting in the United Kingdom 2016. A new Code of Corporate Governance is required to meet the Framework and ensure that the Council acts in accordance with 'proper practice'.

The Framework defines seven principles that should underpin the Council's overall governance structure alongside a number of sub-principles that expand each area. The overall aim of the Framework is to ensure that

- resources are directed in accordance with agreed policy and according to priorities
- there is sound and inclusive decision making
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

An amended CoCG that takes account of the Framework is attached at Appendix 1 to the report. The CoCG will become effective from the date of its adoption by the Council and apply to the preparation of the AGS for the financial year 2016/17 onwards

### Recommendation:

It is recommended that the Committee recommend to Council the adoption of a new Code of Corporate Governance as contained in Appendix 1.

## **1. PURPOSE OF THE REPORT**

- 1.1 To update the Committee on national changes to 'proper practice' with regard to corporate governance and propose to Council the adoption of a new Code of Corporate Governance (CoCG).

## **2. BACKGROUND**

- 2.1 The CoCG sets out and describes that way in which the Council carries out its functions and the processes in place that aim to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.
- 2.2 In July 2001, the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) produced, with the support of the then Department of Transport, Local Government & the Regions, a corporate governance framework. The Council adopted this framework in September 2003 when it approved its first CoCG. The CIPFA/SOLACE framework has been updated in 2007, 2010 and 2012 and the CoCG has been updated to reflect these changes.

## **3. ANALYSIS**

- 3.1 A new framework - "Delivering good governance in Local Government : Framework 2016" (Framework), has been issued by CIPFA/SOLACE. The Framework sets out seven governance principles and details the approach that should be taken to preparing the Annual Governance Statement (AGS). Both the Accounts and Audit Regulations 2015 and the national Code of Practice on Local Authority Accounting in the United Kingdom 2016 require that the Framework be adopted as 'proper practice'.
- 3.2 There are seven core Principles in the Framework
1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
  2. Ensuring openness and comprehensive stakeholder engagement.
  3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
  4. Determining the interventions necessary to optimise the achievement of the intended outcomes.
  5. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
  6. Managing risks and performance through robust internal control and strong public financial management.
  7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Each Principle is supported by further sub-principles.

- 3.3 Attached at Appendix 1 is a draft Code of Corporate Governance. Appendix 2 seeks to interpret both the Principles and sub-principles to the specific structural and operational requirements of the Council.

- 3.4 In preparing the AGS an annual review is undertaken of the CoCG arrangements. This considers both overall compliance and if any potential changes are required to keep the CoCG up-to-date. Whilst the annual review process is to remain, oversight of on-going compliance is to be improved through the involvement of Officer led Corporate Governance Boards.
- 3.5 In November 2013 the Managing Director introduced six Officer led Governance Groups in response to specific concerns raised by the External Auditor about 'cultural issues' and compliance with agreed procedures. The responsibilities of these Governance Groups has recently been reviewed. Six new Corporate Governance Boards have been formed:

<i>Our People</i>	<i>Programmes &amp; Projects</i>	<i>Finance &amp; Procurement</i>
<i>Customer Experience</i>	<i>Information Management</i>	<i>Health &amp; Safety</i>

Each Board is to be given responsibility for oversight of specific elements of the CoCG. Reporting through to Corporate Management Team (CMT), the Governance Boards will be able to raise any issues of concern they may have so allowing CMT to take appropriate corrective action. It is expected that this on-going oversight will also have the benefit of reducing the time spent on undertaking the annual review so allowing the AGS in future years to be prepared by the end of June.

#### **4. KEY IMPACTS**

- 4.1 A mapping exercise is underway to identify changes between the Framework and the current Code of Corporate Governance and allocate sub-principle areas to the Governance Boards. It is anticipated that this exercise will be completed prior to the 27 July Council meeting at which the CoCG will be recommended for adoption.
- 4.2 The mapping exercise has shown that whilst the wording of both the Principles and sub-principles has altered from the current Code of Corporate Governance the overall aims remain largely unchanged. Principles 4 and 7 are both new.

Within Principle 4 (which deals with interventions) there is the expectation that decision makers (both Members and Officers) will receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved; and that we should obtain and consider customer feedback and internal/external stakeholders views about service delivery options/decisions. It is considered that both of these expectations are already met, but further work will be undertaken by the Governance Boards to confirm the degree of compliance.

It is also considered that the sub-principles within Principle 7 (which deals with transparency, reporting and accountability) are also being met overall. Again, the Governance Boards will be tasked with confirming the degree of compliance.

- 4.3 Whilst the Council is not obliged to comply with 'proper practice' it is expected to do so. The Council has always amended its CoCG in line with 'proper practice' updates. It is seen by its peers to have best practices in certain corporate governance areas. Indeed the guidance published alongside the Framework includes an extract from a previous years AGS as an example of good practice.

## **5. TIMETABLE FOR IMPLEMENTATION**

- 5.1 The CoCG will apply from the date of adoption by the Council and apply to the preparation of the AGS for the financial year 2016/17 onwards.

## **6. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

- 6.1 Good corporate governance arrangements underpin delivery of all aspects of the Corporate Plan.

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

- 7.1 Adopting a new CoCG that meets the requirements of the Framework will ensure that the latest 'proper practice' obligations are met.

## **8. LIST OF APPENDICES INCLUDED**

Appendix 1 – 2016 Code of Corporate Governance

Appendix 2 – 2016 Code of Corporate Governance: Interpretation

## **BACKGROUND PAPERS**

CIPFA/SOLACE publications:

1. Delivering good governance in Local Government : Framework 2016
2. Delivering good governance in Local Government : Guidance Notes for English Authorities 2016 Edition

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**Huntingdonshire District Council  
2016 Code of Corporate Governance**

**Core Principles**

**Acting in the public interest requires a commitment to and effective arrangements for:**

- 1 Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- 2 Ensuring openness and comprehensive stakeholder engagement.

**In addition to the overarching requirements for acting in the public interest in principles 1 and 2, achieving good governance also requires effective arrangements for:**

- 3 Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- 4 Determining the interventions necessary to optimise the achievement of the intended outcomes.
- 5 Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- 6 Managing risks and performance through robust internal control and strong public financial management.
- 7 Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

## 2016 Code of Corporate Governance : Interpretation

**Core Principles**

**Sub-principles** (*Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.*)

**Acting in the public interest requires a commitment to and effective arrangements for:**

**1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.**

*The Council is accountable not only for how much it spends, but also for how it used the resources under its stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, we have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, we can demonstrate the appropriateness of all our actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.*

**Behaving with integrity:**

- *Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the Council's reputation.*
- *Ensuring members take the lead in establishing specific standard operating principles or values [building on the Seven Principles for Public Life] for the Council and its staff and that they are communicated and understood.*
- *Leading by example and using these standard operating principles or values as a framework for decision making and other actions.*
- *Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.*

**Demonstrating strong commitment to ethical values:**

- *Seeking to establish, monitor and maintain the Council's ethical standards and performance.*
- *Underpinning behaviour with ethical values and ensuring they permeate all aspects of the Council's culture and operation.*
- *Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.*
- *Ensuring that external providers of services are required to act with integrity and in compliance with the same ethical standards expected of the Council.*

**Respecting the rule of the law:**

- *Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.*
- *Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.*
- *Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.*
- *Dealing with breaches of legal and regulatory provisions effectively.*

## Core Principles

**Sub-principles** (*Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.*)

### 2. Ensuring openness and comprehensive stakeholder engagement.

*Local government is run for the public good. The Council should ensure openness in its activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.*

- *Ensuring corruption and misuse of power are dealt with effectively.*

#### **Openness:**

- *Ensuring an open culture through demonstrating, documenting and communicating the Council's commitment to openness.*
- *Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.*
- *Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.*
- *Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.*

#### **Engaging comprehensively with institutional stakeholders:**

- *Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.*
- *Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.*
- *Ensuring that partnerships are based on trust*
  - *a shared commitment to change*
  - *a culture that promotes and accepts challenge among partners;**and that the added value of partnership working is explicit.*

#### **Engaging stakeholders effectively, including individual citizens and service users:**

- *Establishing a clear policy on the type of issues that the Council will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.*
- *Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.*
- *Encouraging, collecting and evaluating the views*

## Core Principles

**Sub-principles** (*Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.*

*and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.*

- *Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.*
- *Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.*
- *Taking account of the interests of future generations of tax payers and service users.*

**In addition to the overarching requirements for acting in the public interest in principles 1 and 2, achieving good governance also requires effective arrangements for:**

### **3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.**

*The long-term nature and impact of many of the Council's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the Authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.*

#### **Defining outcomes:**

- *Having a clear vision which is an agreed formal statement of the Council's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.*
- *Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.*
- *Delivering defined outcomes on a sustainable basis within the resources that will be available.*
- *Identifying and managing risks to the achievement of outcomes.*
- *Managing service user's expectations effectively with regard to determining priorities and making the best use of the resources available.*

#### **Sustainable economic, social and environmental benefits:**

- *Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.*
- *Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between intended outcomes and short-term factors such as the political cycle or financial constraints.*
- *Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.*

## Core Principles

**Sub-principles** (Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.

### 4. Determining the interventions necessary to optimise the achievement of the intended outcomes.

*The Council achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that the Council has to make to ensure intended outcomes are achieved. It needs robust decision-making mechanisms to ensure that defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.*

- *Ensuring fair access to services.*

#### **Determining interventions:**

- *Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.*
- *Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.*

#### **Planning interventions:**

- *Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.*
- *Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.*
- *Considering and monitoring risks facing each partner when working collaboratively including shared risks.*
- *Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.*
- *Establishing appropriate key performance indicators as part of the planning process in order to identify how the performance of services and projects is to be measured.*
- *Ensuring capacity exists to generate the information required to review service quality regularly.*
- *Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan.*
- *Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.*

#### **Optimising achievement of intended outcomes:**

- *Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints.*
- *Ensuring the budgeting process is all-inclusive,*

## Core Principles

**Sub-principles** (Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.

*taking into account the full cost of operations over the medium and longer term.*

- *Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.*
- *Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes".*

### **5. Developing the Council's capacity, including the capability of its leadership and the individuals within it.**

*The Council needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. It must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the operating environment will change over time, there will be a continuous need to develop capacity as well as the skills and experience of the leadership and of individual staff members. Leadership is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.*

#### **Developing the entity's capacity:**

- *Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness.*
- *Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.*
- *Recognising the benefits of partnerships and collaborative working where added value can be achieved.*
- *Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.*

#### **Developing the capability of the leadership and other individuals:**

- *Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.*
- *Publishing a statement that specifies the types of decisions that are delegated and those reserved for collective decision making.*
- *Ensuring the leader and the managing director have clearly defined and distinctive leadership roles within a structure whereby the managing director leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.*
- *Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the Council to respond successfully to changing legal and policy*

## Core Principles

**Sub-principles** (Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.

*demands as well as economic, political and environmental changes and risks by:*

- *Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged.*
- *Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis.*
- *Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external.*
- *Ensuring that there are structures in place to encourage public participation.*
- *Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.*
- *Holding staff to account through regular performance reviews which take account of training or development needs.*
- *Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.*

### **6. Managing risks and performance through robust internal control and strong public financial management.**

*The Council needs to ensure that the governance structures it has implemented can sustain an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.*

*A strong system of financial management is essential for the implementation of policies and the*

#### **Managing risk:**

- *Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.*
- *Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.*
- *Ensuring that responsibilities for managing individual risks are clearly allocated.*

#### **Managing performance:**

- *Monitoring service delivery effectively including planning, specification, execution and independent post implementation review.*
- *Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook.*
- *Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies*

## Core Principles

*achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.*

*It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.*

**Sub-principles** (*Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.*

*and objectives before, during and after decisions are made thereby enhancing performance.*

- *Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.*
- *Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements).*

### **Robust internal control:**

- *Aligning the risk management strategy and policies on internal control with achieving the objectives.*
- *Evaluating and monitoring the authority's risk management and internal control on a regular basis.*
- *Ensuring effective counter fraud and anti-corruption arrangements are in place.*
- *Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.*
- *Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body:*
  - *Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment.*
  - *That its recommendations are listened to and acted upon.*

### **Managing data:**

- *Ensuring effective arrangements are in place for the safe collection, storage, and use and sharing of data, including processes to safeguard personal data.*
- *Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.*
- *Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.*

### **Strong public financial management:**

- *Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance.*
- *Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.*



## Core Principles

**Sub-principles** (*Behaviours and actions that demonstrate governance in practice are illustrated in the bullet points and included for information.*)

### **7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.**

*Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.*

#### **Implementing good practice in transparency:**

- *Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.*
- *Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.*

#### **Implementing good practices in reporting:**

- *Reporting at least annually on performance, value for money and the stewardship of its resources.*
- *Ensuring members and senior management own the results.*
- *Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement).*
- *Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.*
- *Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.*

#### **Assurance and effective accountability:**

- *Ensuring that recommendations for corrective action made by external audit are acted upon.*
- *Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.*
- *Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.*
- *Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.*
- *Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.*

End.

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## **Representation of Political Groups on District Council Committees, etc.**

### **Report by the Elections and Democratic Services Manager.**

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#### **1. INTRODUCTION**

- 1.1 The Local Government and Housing Act 1989 and associated Regulations describe arrangements for achieving a balance on Committees etc, to reflect the representation of political groups and independent Members on the District Council. The Act requires the District Council to review the representation of different political groups at the time when the Authority holds its Annual Meeting and as soon as practicable and over one month after the last review if the Proper Officer receives a request to undertake a further review of the allocation of seats given a change to membership of a political group.
- 1.2 Since the last review was undertaken at the Council meeting on 18th May 2016, notification has been received from Councillor T D Sanderson that he wished to resign from the Conservative Group.

#### **2. PRINCIPLES OF PROPORTIONALITY**

- 2.1 In performing the duty to review representation, the Council must, so far as reasonably practicable, only determine the allocation of seats having regard to the following principles -
- ◆ that not all the seats are allocated to the same political group;
  - ◆ that the majority of seats are allocated to the political group which forms a majority of the Council's membership; and
  - ◆ that the number of seats allocated is in the same proportion as is borne by the number of Members of a political group to the membership of the Council.
- 2.2 Currently it is open to the Council to approve alternative arrangements otherwise than in accordance with the principles of proportionality providing that the alternative arrangements are approved without any Member voting against them.

#### **3. CONSTITUTION OF POLITICAL GROUPS**

- 3.1 Following the change in membership of the Conservative Group, the constitution of political groups on the Council is as follows:-

<b>Name of Group</b>	<b>No. of Members</b>
Conservative	33
Liberal Democrat	6
UKIP	3
Labour	2

There are now 7 Members of the Council who are not aligned to a political group and 1 Independent Conservative.

3.2 The membership of groups in proportion to the total membership of the Council is therefore as follows:-

	<b>%</b>
Conservative	63.46
Liberal Democrat	11.54
UKIP	5.77
Labour	3.85

The Independent Members represent 13.46% of the membership of the Council. The Independent Conservative Member represents 1.92%.

#### **4. LOCAL GOVERNMENT ACT 2000**

4.1 Under the Local Government Act 2000, the proportionality requirements do not apply to the Cabinet or to any Sub-Groups or Sub-Committees, which the Cabinet may appoint. Appointment of the Cabinet also lies with the Executive Leader of the Council. Recent changes to the Constitution have varied the number of seats to which the Council can appoint to 84.

4.2 The following requirements of the Act also need to be adhered to by the Council in determining the membership of Panels, etc. -

- ◆ the Cabinet may not include either the Chairman or Vice-Chairman of the Council;
- ◆ Overview and Scrutiny Panels may not comprise any Member of the Cabinet;
- ◆ the Executive Leader, Deputy Executive Leader and any Member of the Cabinet shall not be elected as Chairman of any Committee or Panel other than any that may be appointed by the Cabinet.

4.3 The Constitution also provides for the Development Management Committee, Licensing and Protection Committee, the Employment Committee and the Licensing Committee to include the relevant Executive Councillor within their respective membership.

**The Constitution provides that every Member of the Council shall be appointed to serve on a minimum of one Overview and Scrutiny Panel, or Committee of the Council or the Cabinet.**

**5. PROPORTIONALITY**

5.1 Excluding the Cabinet, the aggregate number of seats on Committees is now 84. Using the proportionality percentage referred to in paragraph 3.2 and rounding up or down as appropriate, produces the following entitlement –

	<b>Seats</b>
Conservative Group	54
Liberal Democrat Group	10
UKIP	5
Labour	3
Independent Members	11
Independent Conservative	1

5.2 Applying the principles of the Act and, similarly, rounding the figures as necessary, gives the distribution as set out in the Appendix.

5.3 The principles of proportionality apply similarly to advisory/sub-groups appointed or nominated by committees and regard must be given to the following examples of entitlements to seats:-

No. of Members on Sub-Group, etc	Proportion of Members from Political Groups					
	Cons	Lib Dem	UKIP	Indep	Lab	Indep Cons
3	2	0	0	1	0	0
4	3	0	0	1	0	0
5	3	1	0	1	0	0
6	4	1	0	1	0	0
7	5	1	0	1	0	0
8	5	1	1	1	0	0
9	6	1	1	1	0	0
10	7	1	1	1	0	0

5.4 The Cabinet may not delegate any of its functions to non-Cabinet Members. Therefore any Sub-Group of the Cabinet that is exercising any decision-making powers delegated to it by the Cabinet must include only Cabinet Members. This does not prevent any Advisory Group appointed by the Cabinet that has no decision-making powers and whose terms of reference are merely advisory from including non-Cabinet Members.

5.5 It should be noted that the 2000 Act requires the appointment of a minimum of one Cabinet Member to a Joint Committee exercising executive functions. Other Members may be appointed to a Joint Committee and the political balance requirements do not apply although circumstances will vary as to whether those Members can vote on executive decisions.

**6. CONCLUSION**

6.1 The Council is invited to determine the allocation of seats on District Council Committees to political groups and to the non-aligned

Members in accordance with the distribution illustrated in the attached Appendix and to note the requirements for appointments to advisory/sub groups etc, in paragraph 5.3. The proportionality requirements do not apply to the Cabinet and its membership will be determined by the Executive Leader

- 6.2 The opportunity otherwise is available currently to allocate seats in accordance with an alternative arrangement, with the exception of the Cabinet, provided this arrangement is approved by the Council with no Member voting against.

## **BACKGROUND PAPERS**

Local Government and Housing Act 1989  
Local Government Act 2000  
Localism Act 2011  
District Council Constitution

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APPENDIX

Panel/ Committee	No. of Seats*	No. of Ex- officio	Title of Ex- officio	Cons	Lib Dem	Indep	UKIP	Lab	Indep Cons	Cons	Lib Dem	Indep	UKIP	Lab	Indep Cons
Corporate Governance Committee	12	0		7.62	1.38	1.62	0.69	0.46	0.23	8	1	1	1	1	0
Development Management Committee	16	1	Not defined	10.15	1.85	2.15	0.92	0.62	0.31	11	2	2	1	0	0
Employment Committee	8	1	Not defined	5.08	0.92	1.08	0.46	0.31	0.15	5	1	1	1	0	0
Licensing & Protection Committee / Committee	12	1	Not defined	7.62	1.38	1.62	0.69	0.46	0.23	8	2	2	0	0	0
Overview & Scrutiny Panel (Communities and Environment)	12	0		7.62	1.38	1.62	0.69	0.46	0.23	7	1	2	0	1	1
Overview & Scrutiny Panel (Economy and Growth)	12	0		7.62	1.38	1.62	0.69	0.46	0.23	8	1	1	1	1	0
Overview & Scrutiny Panel (Performance and Customers)	12	0		7.62	1.38	1.62	0.69	0.46	0.23	7	2	2	1	0	0
<b>TOTAL</b>	<b>84</b>			<b>54</b>	<b>10</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>54</b>	<b>10</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>1</b>

\* The allocation of these seats must be balanced so that the total entitlement to seats on each group is not exceeded.

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