

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 17 NOVEMBER 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting held on 20 October 2016.

**M Sage
388169**

2. MEMBERS' INTERESTS

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

3. INTEGRATED PERFORMANCE REPORT 2016/17 - QUARTER 2
(Pages 13 - 74)

To receive performance management information on the Council's Corporate Plan for 2016/17, updates on current projects and Financial Performance Monitoring Suite information including an update on the Commercial Investment Strategy.

**D Buckridge
388065
G Oliver
388604**

**4. CAMBRIDGESHIRE AND PETERBOROUGH EAST ANGLIA
DEVOLUTION** (Pages 75 - 218)

To consider a number of recommendations from Council regarding a combined authority for the Cambridgeshire and Peterborough area with a directly elected Mayor.

**J Lancaster
388001**

5. STREET CLEANSING - UPDATE REPORT (Pages 219 - 228)

To approve the re-alignment of street cleansing service delivery arrangements.

**M Chudley
388648**

6. TREASURY MANAGEMENT 6-MONTH PERFORMANCE REVIEW
(Pages 229 - 248)

To note the Treasury Management performance for the first 6 months of 2016/17 and recommend the report to Council for consideration.

**C Mason
388157
O Colbert
388067**

7. COMMERCIALISATION (Pages 249 - 266)

To approve a number of recommendations relating to the establishment of a Local Authority Trading Company; a joint venture

**A Kemp
388103**

to generate external income with private sector partners for CCTV; and a framework for the provision of CCTV equipment and maintenance.

8. ASSET EXCHANGE BETWEEN HUNTINGDONSHIRE DISTRICT COUNCIL AND HUNTINGDON TOWN COUNCIL (Pages 267 - 292)

To approve the transfer of One Leisure Huntingdon and the Medway Centre between Huntingdonshire District Council and Huntingdon Town Council, including a £300k contribution and the provision of an interest free loan to Huntingdon Town Council.

**C Mason
388157**

9. CORPORATE PEER CHALLENGE (Pages 293 - 302)

To approve the Action Plan on the twelve recommendations of the Local Government Action Peer Challenge Team and that future monitoring of the Action Plan be the responsibility of the Project Management Governance Board.

**J Lancaster
388001**

10. EXCLUSION OF THE PRESS AND PUBLIC

To resolve –

that the press and public be excluded from the meeting because the business to be transacted contains:


- i. information relating to the financial and business affairs of a particular person (including the authority holding that information); and
- ii. information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

11. CONTRACTUAL ARRANGEMENTS AND POTENTIAL IMPROVEMENT PROGRAMME, HINCHINGBROOKE COUNTRY PARK (Pages 303 - 310)

To consider a report on the contractual arrangements and potential improvement programme at Hinchingbrooke Country Park.

**N Sloper
388635**

Dated this 9th day of November 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

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are

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

Please contact Mrs Melanie Sage, Democratic Services Team, Tel No. 01480 388169/e-mail Melanie.Sage@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

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

Emergency Procedure

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

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 20 October 2016.

PRESENT: Councillor R B Howe – Chairman.
Councillors R C Carter, S Cawley,
R Harrison, D M Tysoe, G J Bull, S J Criswell,
D Brown and J M Palmer.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors J A Gray.

46. MINUTES

That the Minutes of the meeting held on 22 September 2016 were approved as a correct record and signed by the Chairman.

47. MEMBERS' INTERESTS

There were no declarations of disclosable pecuniary or other interests received at the meeting.

48. SHARED INTERNAL AUDIT SERVICES

By way of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Cabinet considered the Business Case for the Shared Audit Services between Huntingdonshire District Council, Cambridge City Council and South Cambridgeshire District Council.

It was explained that the rationale for the establishment of the Shared Audit Service differed to those Shared Services that had previously been agreed between the three partner Councils as it provided the opportunity to deliver a more resilient and responsive service rather than the generation of savings being the main focus. The employing authority for the Shared Audit Service would be South Cambridgeshire District Council.

The opening staff budget for the Shared Audit Service would be circa £425k combining the 2016/17 staffing budgets for the three authorities. The ratio of the budget contribution initially for the Council would be 40%, formed by the saving distribution and additional costs incurred, if any, such as redundancy, pay protection and savings of £51.9k had been targeted for 2017/18.

The Shared Audit Services would generate a minimum saving target of 11% of net revenue budget. In the first year there would be the requirement for the Council to contribute £10k to the initial set-up costs, which would be met from the Special Earmarked Reserve and reimbursed within a year.

The governance principles and decision-making processes in existence at the three Councils would remain, meaning that Internal Audit matters at Huntingdonshire District Council would continue to be reported to the Corporate Governance Committee.

The Shared Audit Service, including a new Senior Audit Manager post, was expected to be in operation from April 2017.

At 7.08pm, Councillor S Cawley entered the meeting.

Having been invited to address the Cabinet, the Chairman of the Corporate Governance Committee presented its recommendation to the Cabinet, the matter having been considered by the Committee at its meeting on 27 September (Minute No.27 of the Corporate Governance Committee refers).

It was explained that the Committee were concerned as it appeared that the decision had already been made and the report and Business Case prepared to fit the decision.

All Members of the Committee except one had expressed an opinion on the matter and there was consensus that the Council had a high quality audit service that could be diluted with the requirement to support the other local authorities within the Shared Service Partnership.

At 7.10pm, Councillor D Brown entered the meeting.

The Chairman of the Corporate Governance Committee noted that the Executive Councillor for Strategic Resources had stated that the 3C Shared Service Partnership arrangement would not be allowed to affect the sovereignty of the Council. However, it was felt that the decision to proceed with the Shared Audit Service would have a profound effect long-term on the sovereignty.

The Committee were also concerned that the decision to proceed with a Shared Audit Service would affect the efficiency and morale of staff and to date there had been no consultation with affected staff. Currently the Internal Audit Team was motivated and worked well for the Council.

The Committee had noted that different performance standards and cultures existed across the three authorities. The Council employed its own Audit and Risk Manager whilst both Cambridge City Council and South Cambridgeshire District Council obtained this service from Peterborough City Council.

Within the Business Case for the Shared Audit Service more risks were identified than benefits. In addition it had previously been reported to the Cabinet that savings had not yet materialised from the 3C Shared Service Partnership arrangement.

In conclusion the Chairman of the Corporate Governance Committee stated that the Committee recommended to the Cabinet to not proceed with the Business Case for the establishment of a Shared Audit Service.

The Cabinet agreed that the Corporate Governance Committee had made a persuasive argument and the different performance standards and cultures across the three authorities. If the Council wanted the transformation agenda to succeed it needed to concentrate on this matter, particularly as the Council already had a successful Internal Audit Service.

The Cabinet concurred that the case for financial savings was poorly identified and the case of resilience was not strong enough to warrant the argument for proceeding with the proposal.

The Cabinet concluded that the Business Case did not sufficiently outline the problem of resilience that it was supposed to address. Resilience might be an issue for partner authorities. However, the Cabinet agreed that this was not an issue for Huntingdonshire District Council.

In considering the recommendation of the Corporate Governance Committee, the Cabinet agreed that the matter be considered at a later date. Whereupon it was

RESOLVED

to not proceed with the Business Case for the establishment of a Shared Audit Service, for the matter to be considered at a later date.

49. FULL BUSINESS CASE FOR THE MERGER OF THE TRUSTS RUNNING HINCHINGBROOKE, PETERBOROUGH AND STAMFORD HOSPITALS

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Communities and Environment) presented a report (a copy of which is appended in the Minute Book) with a summary of the Full Business Case for the merger of Hinchingsbrooke Health Care NHS Trust with Peterborough and Stamford Hospitals Foundation Trust.

The comments of the Overview and Scrutiny Panel (Communities and Environment) were circulated to the Cabinet prior to the meeting, the agenda for the Cabinet meeting having been published prior to the Overview and Scrutiny Panel meeting.

The Chairman of the Overview and Scrutiny Panel (Communities and Environment) expressed appreciation to those Members and Officers involved in the matter and explained that the Panel had wished to offer constructive comments. However, it appeared that the Trusts had formulated their conclusion prior to having commenced the engagement process.

The Panel were concerned that there had been no consideration for a 'Plan B', nor of any other options, or of the possible failure of the merger. When the Panel had challenged the Trust the response had been that the merger would not fail and that if the merger did not proceed the Trust would experience a loss of Consultants. However, the Panel were aware that a significant proportion of mergers elsewhere had been unsuccessful.

Another significant concern of the Panel had been the 'democratic deficit' on the Board of Governors of the merged Trust meaning Hinchingsbrooke was currently underrepresented and therefore decisions could favour Peterborough and Stamford hospitals.

The Cabinet were informed by the Executive Councillor for Leisure and Health that what was not apparent from the Full Business Case was the intention of the merger being to put the patient first. It was noted that the Care Quality Commission inspection area rating had improved and Hinchingsbrooke hospital had now been rated 'Good'. The size of the accident and emergency department was small which meant that retaining staff was difficult and the proposal looked to address clinical resilience.

In discussing the matter the Cabinet stated that the merger would affect all residents of the District and in order for the merger to succeed, and to have focus, it was not advantageous to have a 'Plan B'. The issues that the merger looked to address would not disappear and there was inevitability amongst the Cabinet that the merger would happen. However, to proceed with a democratic deficit within the governance structure was unacceptable, as the Board of Governors had to be democratically balanced, to enable the public to hold the Trust to account.

There was some concern expressed within the Cabinet that as the merger followed the early withdrawal of Circle, the private company operating Hinchingsbrooke Health Care NHS Trust, in the future the Cabinet would be responding to the potential closure of the hospital. It was further suggested that the merger was unlikely to give Huntingdonshire or its residents any consideration.

It was not apparent from the Overview and Scrutiny Panel recommendation as to the virtue of the merger and whether the Council should respond in a supportive manner. Given that the Panel had received presentations from representatives of Hinchingsbrooke Health Care NHS Trust and Cambridgeshire and Peterborough Clinical Commissioning Group the Cabinet considered that the Panel were in the best position to formulate this opinion.

Any response from the Council needed to be positive and indicate how the community highly valued Hinchingsbrooke Hospital. The Trust had delivered its promise of financial sustainability and clinical resilience and it was important that any response included the expectation that the Trust maintained this promise. The response could also include the Council's concerns and if the response opposed the merger an alternative solution should be offered as the response needed to be more than a list of concerns.

The Cabinet was informed that clinical resilience would not be maintained without the merger and that there were no reduction planned in the services delivered at Hinchingsbrooke Hospital, long-term the services offered would increase. As the Council was not a statutory consultee it was accepted that the Council's response was unlikely to have a great influence. However, it should be clear that there was support for Hinchingsbrooke Hospital.

Having considered the comments and recommendation of the Overview and Scrutiny Panel (Communities and Environment) the Cabinet,

RESOLVED

- i. that the Chairman of Overview and Scrutiny Panel (Communities and Environment), Executive Councillor for Leisure and Health, Executive Leader and Managing Director meet as a matter of urgency; and
- ii. that the matter be deferred to the Overview and Scrutiny Panel (Communities and Environment) to enable the Panel to convene a Task and Finish Group to undertake a critical analysis of the Full Business Case, to formulate a proposal to the Cabinet as to whether the Council should support the Merger and its suggested response.

50. OUSE VALLEY WAY - MANAGEMENT GROUP

The Cabinet considered a report (a copy of which is appended in the Minute Book) to appoint the Executive Councillor with responsibility for the Countryside Service to the recently established Management Group for the Ouse Valley Way.

The Ouse Valley Way long distance footpath was established approximately 26 years ago in Huntingdonshire by Huntingdonshire District Council working in co-operation with Cambridgeshire County Council and landowners. The Ouse Valley Way formed part of a 150-mile footpath from Syresham in Northamptonshire, through Huntingdonshire to the sea at King's Lynn.

As there was no formal documentation when the section was established in Huntingdonshire that confirmed roles and responsibilities between the District Council, Cambridgeshire County Council and landowners, on an informal basis the District Council had managed the Huntingdonshire part of the route by mowing the vegetation and maintaining landowners' hedges to provide safe and comfortable access for the public.

However, these arrangements were not sustainable for the Council and following a review, future roles and responsibilities for the Ouse Valley Way had been agreed and were listed within paragraph 2.5 of the submitted report.

An Annual Management Plan to structure the work of the partners against the redefined roles and responsibilities had been developed and to oversee the delivery of the Plan a Management Group involving the District Council, Cambridgeshire County Council and six Parish Council representatives had been established, the Terms of Reference for the Management Group were appended to the submitted report. Whereupon the Cabinet,

RESOLVED

that the Executive Councillor with responsibility for the Countryside Service be appointed to the recently established

51. RE:FIT PROGRAMME - ENERGY CONSERVATION MEASURES FOR ONE LEISURE SITES

Having previously considered the matter at its meeting on 22 September 2016, Minute No.44 referred, and deferred progression of the Re:Fit Programme until the lease situation at the One Leisure sites had been resolved, the Cabinet were presented with a report by the Head of Operations (a copy of which is appended in the Minute Book), the Re:Fit Programme having been reviewed to address Member concerns.

The report presented a proposal to mitigate the risk associated with the unsigned leases at One Leisure St Neots and One Leisure Huntingdon (Dry-side) and to alleviate the uncertainty over the possible redevelopment of One Leisure Ramsey.

It was explained that following discussions, Bouygues Ltd had proposed that Call-Off Contract 2, the contract covering the delivery of the energy conservation measures, be amended to include an exclusion clause which would mean that should the leases not been agreed for St Neots or Huntingdon Dry-side by 1 March 2017, the sites would be removed from the project.

The proposed exclusion clause allowed the Council to progress the Re:Fit project and to realise the savings which have been built into the Medium Term Financial Strategy for the One Leisure budget, whilst protecting the Council from investing in One Leisure sites with an uncertain future.

Owing to a possible redevelopment of the Ramsey Abbey School site, it was recommended that One Leisure Ramsey be removed from the scope of the Re:Fit programme.

The financial savings from the Re:Fit programme of £109,000 over the next 3 years had already been included into the Medium Term Financial Strategy, having been identified during the Zero Based Budget review for Operational Services. With the exclusion of Ramsey from the programme the savings would be reduced to £84,000.

It was confirmed that there were no other Capital projects that would provide the same rate of return for savings as the Re:Fit programme.

In response to a question it was explained that the original payback period including One Leisure Ramsey was 9.45 years and with the removal of One Leisure Ramsey it reduced the payback period to 9.41 years. The Cabinet were referred to Table 1 as contained in paragraph 3.3 of the submitted report which detailed the revised Capital cost, annual cost savings and return on investment for the Re:Fit Programme excluding One Leisure Ramsey. Whereupon the Cabinet,

RESOLVED

- i. to approve the signing of Call-off Contract 2 with an

exclusion clause for One Leisure Huntingdon Dry-side and One Leisure St Neots, both to realise savings at sites unaffected by lease issues and to give time to resolve outstanding lease issues; and

- ii. remove One Leisure Ramsey from the scope of the programme owing to a potential redevelopment of the Ramsey Abbey School site incorporating the possible creation of a new leisure facility.

52. REVIEW OF FEES AND CHARGES - CAR PARKS

The Cabinet considered a report by the Head of Operations (a copy of which is appended in the Minute Book) regarding approval to consult on the proposed car park fees and charges

Car park charges were last reviewed three years ago, with the last increase being implemented on 1 April 2013. A revision of fees and charges was required to achieve the budgetary requirements identified within the Zero Based Budget process of £250,000. It was envisaged that the revised fees and charges would be effective as of February/March 2017 meaning that the current charges had not be amended for four years.

The current ticket machines were close to obsolete being difficult to repair. To facilitate the proposed fees and charges, upgrades were required to certain machines.

A strategic review was also scheduled in 2017 to assess current car parking provision, use and future needs with a focus on customer identified priorities; value for money; supporting market towns and future business, retail and housing growth.

The Cabinet were referred to paragraph 2.1 of the submitted report that detailed car parking charges in comparison with the Council's family of authorities as identified by the Chartered Institute of Public Finance and Accountancy. It was noted that even with the proposed increase in charges the Council would continue to rank as the lowest charging authority.

Within the revised car park fees and charges schedule the Cabinet were advised that a 'zero' charge was proposed to be introduced for the initial hour of parking at the Riverside Car Parks in Huntingdon and St Neots, specifically to promote recreational use of the adjacent parks.

Referring to the comments of the Overview and Scrutiny Panel (Economy and Growth) specifically the recommendation that a Task and Finish Group be established to review car park fees, it was suggested that the Panel had the option to have already convened this work.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Economy and Growth) explained that the Panel accepted that the increase in car park fees and charges was necessary for the sake of the budget and that some of the issues raised amongst the Panel had been resolved within the report to the

Cabinet.

The Panel agreed that formal consultation on the proposed increase in car park fees and charges commence and noted that the suggestion of a Task and Finish Group was to enable consideration of a wider brief, allowing consultation with national bodies such as the National Association of British Market Authorities.

In addition to the recommendation detailed within the report, the Cabinet agreed that the strategic review of car parking would be conducted by the Head of Operations, the Executive Councillor for Operational Resources assisted by the Overview and Scrutiny (Economy and Growth) Panel. Whereby it was,

RESOLVED

- i. That formal consultation be undertaken on the proposed fees and charges as detailed in Paragraph 10.2, Table 5 of the submitted report; and
- ii. That a strategic review of car parking be conducted by the Head of Operations, the Executive Councillor for Operational Resources assisted by the Overview and Scrutiny (Economy and Growth) Panel.

Chairman

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2016/17 Quarter 2

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 2 November 2016
Cabinet, 17 November 2016

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for Strategic Resources
Councillor Stephen Cawley, Executive Councillor for Organisation and Customer Services

Report by: Corporate Team Manager and Head of Resources

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016-18 for the period 1 July 2016 to 30 September 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of September.

An update on the Commercial Investment Strategy includes details of the investments to date and the level of returns these are expected to generate.

Recommendations:

Cabinet is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

Cabinet is also invited to consider and comment on the Council's financial performance at the end of September, as detailed in Appendices D and E.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016/17 and updates on current projects.

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was adopted as a two-year plan in 2016, setting out what the Council aims to achieve in addition to its core statutory services. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2016/17.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 36 open, pending approval or pending closure projects and 3 closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber, Green) rating for each item is listed in the table at Appendix E.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 (Q2) can be found in section 6 below.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The table below summarises Q2 progress in delivering Key Actions for 2016/17:

| Status of Key Actions | Number | % |
|------------------------------------|--------|-----|
| Green (on track) | 27 | 73% |
| Amber (within acceptable variance) | 9 | 24% |
| Red (behind schedule) | 1 | 3% |
| Awaiting progress update | 0 | 0% |
| Not applicable | 1 | n/a |

The key action to prevent homelessness where possible by helping households either remain in their current home or find alternative housing is behind schedule. Homelessness is increasing nationally and officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and help move homeless households quickly into sustainable homes.

3.5 Q2 results for 2016/17 Corporate Indicators are shown in the table below:

| Corporate Indicator results | Number | % |
|---|---------------|----------|
| Green (achieved) | 18 | 55% |
| Amber (within acceptable variance) | 11 | 33% |
| Red (below acceptable variance) | 4 | 12% |
| Awaiting progress update | 0 | 0% |
| Not applicable (annual/data unavailable) | 13 | n/a |

Excluding the indicators with no Q2 results available, this shows that the Council achieved more than half of its Q2 targets, with targets missed by more than acceptable levels of variance for only four indicators.

Our target to reduce staff sickness absence (under the 'Becoming a More Efficient and Effective Council' strategic theme) was missed as a high level of long-term absence continued in Quarter 2. Further information on this will be included in the Workforce Report due to be considered by the Employment Committee in November. The Council remains committed reducing sickness absence but it is now highly unlikely that the annual target will be achieved.

The target for resolving Stage 1 complaints was missed again in Q2, with eight of 61 complaints not responded to within 20 working days. Four of these relate to Operations, three to Development and one to Community services.

Performance on the time taken to complete minor Disabled Facilities Grants jobs was also below target again. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance. The Home Improvement Agency has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at their next Board meeting in November.

The percentage of CCTV cameras operational was below target at 90%. This was partly due to one of the cameras being involved in a road traffic collision.

3.6 The status of corporate projects at the end of September is shown below:

| Corporate project status | Number | % |
|--|---------------|----------|
| Green (progress on track) | 13 | 33% |
| Amber (progress behind schedule, project is recoverable) | 9 | 23% |
| Red (significantly behind schedule, serious risks/issues) | 6 | 15% |
| Pending closure or approval | 8 | 21% |
| Closed (completed) | 3 | 8% |

Three projects have recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another eight projects currently in the close-down stage. Business cases for four projects have not yet been approved by the Board.

Of the projects currently in the delivery stage, six are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Project sites are being kept up to date by project managers in all cases with none of the projects given a 'Red' status because of a lack of updates or missing governance documentation. Details of progress made for all projects can be found in Appendix C.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 2 Financial Performance Monitoring Suite (FMPS). With regard to the quarter 2 forecast outturn for 2016/17, key highlights are shown in paragraphs 4.2 to 4.5 below. Other aspects of the FMPS are shown at paragraphs 4.6 to 4.13.

Approved Revenue Budget

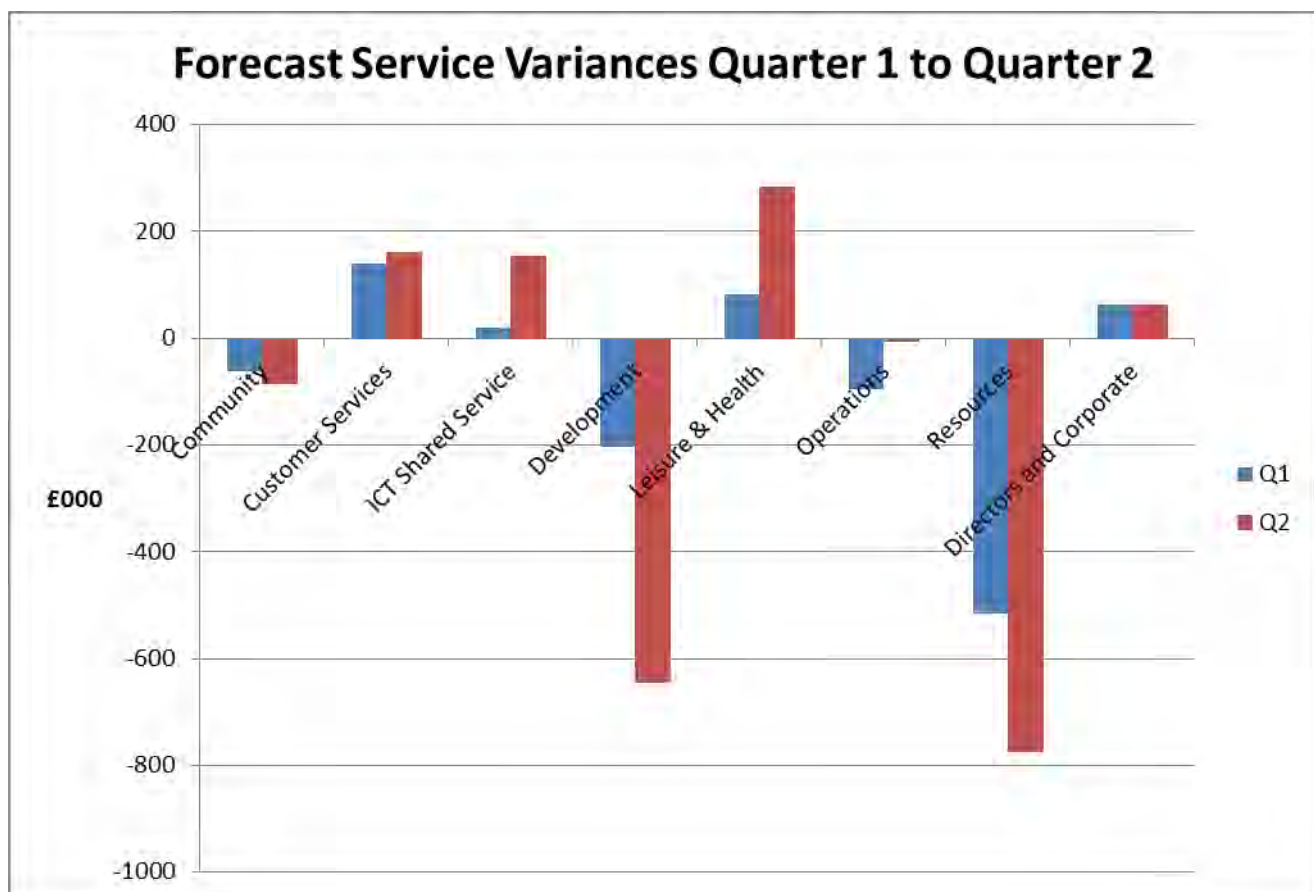
4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- Net revenue expenditure budget of £17.9m
- Contribution to reserves of £2.3m, and
- Budget Requirement of £20.2m

Revenue Forecast Outturn and Variations in Revenue Spend

4.3 As shown in Section 2 of **Appendix D**, the year end forecast outturn revenue position for 2016/17 is a net revenue spend of £17.0m; resulting in a saving against budget of £851,000. Appendix D contains explanations for the main variances across all services.

4.4 The graph below shows how the forecast outturn variances have moved from quarter 1 to quarter 2 (negative numbers indicate a forecast underspend).



4.5 Explanations for the key movements on the above graph are:

- ICT Shared Service – the gross overspend on the service is £431,000 but a proportion of this will be recharged to our partners. The HDC element is £154,000 and is as a result in additional hired staff over and above the current establishment and to date being able to identify savings that were required as part of the establishment of shared services. This position is under constant review and it is anticipated the current position will improve during the year as further savings are identified.
- Development Services – The increased underspend is as a result of additional CIL admin fees (£210k) and additional planning application fees (£373k). The additional CIL admin fees will be moved to an earmarked reserve at year end.
- Leisure and Health – The difference between forecasted surplus out-turn and budget is primarily due to a reduced Impressions direct debit line (220K). The full effect of changing Impressions memberships and additional competition was not apparent at the time of budget setting, however there is a recovery action plan in place to pull back the loss of income within year
- Operational Services – The decreased underspend is primarily as a result of ZBB savings targets for additional income from Car Parking and the County Council for grass cutting not being achieved this year.
- Resources – The increased underspend is primarily a result of an additional asset being purchased under the CIS giving an annual rental of £220k (completed mid September).

ZBB Savings Progress

4.6 As part of the budget setting process for 2016/17 £2.3m of new ZBB savings were approved. A review of the position of these savings to date has been carried out and a RAG (Red, Amber, Green) rating given. There are 2 sets of RAG reporting:

- A RAG status on the implementation plan:
 - Green started and on track or not yet started but will be commenced in line with original timescales,
 - Amber timescales slippage,
 - Red Saving not being implemented in 2016/17
- A RAG status on the achievement of the savings:
 - Green savings will be achieved in full,
 - Amber reduced savings achievable in 2016/17,
 - Red saving not achievable in 2016/17 and possibly future years)

4.7 **Appendix E** shows the RAG status for all individual projects and these are summarised in the table below:

| | Achievement of Savings £'000 | Achievement of Savings (%) | Achievement of Savings (Numbers) | Implementation | Implementation (%) |
|--------------|------------------------------|----------------------------|----------------------------------|----------------|--------------------|
| Red | 372 [60] | 16 [3] | 3 [1] | 1 [0] | 3 [0] |
| Amber | 410 [710] | 18 [31] | 5 [6] | 3 [6] | 8 [15] |
| Green | 1,478 [1,490] | 65 [66] | 32 [33] | 36 [34] | 90 [85] |

Figures in brackets are the first quarter's comparators

Risks - Homelessness

4.8 In quarter 2 homelessness continued to be an issue for the Council and its customers, with levels of Temporary Accommodation and B&B running at levels seen in quarter 1. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. This work sits within an action plan that is overseen by the Executive Councillor for Operational Resources and the Executive Councillor for Planning Policy, Housing and Infrastructure, and they meet regularly with Officers to monitor progress. Agreed

measures will be included in the new Housing Strategy which will be considered by an Overview and Scrutiny Panel prior to adoption at Cabinet (see KA24).

4.9 For example, officers are:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle
2. Ensuring HDC is accepting homeless cases appropriately, including asking other Councils to review some of our cases as a 'critical friend'
3. Working to maintain current levels of Temporary Accommodation in the District at a time when providers are reviewing their business models. Specific discussions are being held with Metropolitan Housing Association regarding the ongoing use of Coneygear Court.
4. Exploring opportunities with Housing Associations to bring more Temporary Accommodation into the available stock
5. Talking with partners such as MoD, CCC and others to identify potential sites for suitable development, the Council is also looking for development opportunities directly
6. Robustly challenging developers to ensure that they deliver the maximum amount of affordable housing that is viable on sites.

4.10 These actions are tackling an issue that is affecting the Country as a whole. The continued pressures of rented properties becoming less affordable, welfare reform and low levels of supply of new affordable rented homes are all long term strategic factors the Council will continue to deal with.

Capital Forecast Outturn and Variations in Capital Spend

4.11 Following the approval of the Councils "net" capital programme in February 2016 of £9.5m and Cabinet approval of slippage of £1.5m in June 2016, the Council's final 2016/17 "net" capital programme is £11.0m.

4.12 **Appendix D** shows the detailed capital programme budget, spend to date and projected outturn position. Spend to date is £1.492m and the projected outturn is £9.470m, an underspend of £1.517m. Of this £1.346m is anticipated delays in the implementation of schemes and £268,000 is genuine underspends and cancelled schemes.

4.13 It should be noted that for the past few years the capital programme has had substantial scheme slippage in the final quarter resulting in underspends occurring. The implication of this was less borrowing was required and is resulting in an underspend in the current year on MRP in the revenue budget (the current years MRP budget is underspending by £180,000). There is a high risk that this will incur in 2016/17 and will again result in a MRP budget for 2017/18 being set at a level higher than is required.

General Fund Reserve

4.14 Members will recall that in December 2015 Cabinet approved that the minimum level of the General Fund was to be maintained at 15% of net expenditure.

4.15 The 2016/17 opening General Fund balance was £2.5m and is budgeted to increase to £2.7m. As a result of the projected underspend on net revenue expenditure the minimum level requirement has dropped to £2.6m, with the reduced requirement (£100,000) to be transferred into the Budget Surplus Reserve.

Non Domestic Rates (NDR) and Council Tax Income

4.16 Page 14 of **Appendix D** shows the current level of bills raised for NDR (£61.0m) and Council Tax (£97.5m) and the expected level of collection. These represent the total bills raised but the Council's share of this, and any subsequent bad debt, is 40% and 13% respectively.

New Homes Bonus

- 4.17 Page 15 of **Appendix D** shows the current position in relation to New Homes Bonus. The revised target for the number of new homes in the year October 2015 to September 2016 is 541. The number of new homes as at the end of September 2016 is 577, 36 above the target growth.

Miscellaneous Debt

- 4.18 Page 15 shows the current position of outstanding miscellaneous debt. As at 30 September 2016, the total overdue debt is £1.351m. Of this, £0.970m relates to prior years – a reduction of £0.827m on the figure as at 31 March 2016.

5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

- 5.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the £3.6m 2020/21 forecast gap in the revenue budget.

- 5.2 At the end of quarter 2 the financial projections for the CIS are:

| Budget Heading | Budget (£'000) | Forecast Outturn (£'000) | Variance (£'000) |
|------------------------|----------------|--------------------------|------------------|
| CCLA Property Fund | 0 | (104) | (104) |
| Property Rental Income | (875) | (454) | 421 |
| Management Charge | 144 | 72 | (72) |
| MRP | 885 | 0 | (885) |
| Total | 154 | (486) | (640) |

5.3 INVESTMENTS

Between April and September 2016, 34 properties have been investigated as potential CIS investment opportunities. The Council has invested in 2 of the properties and the details of these investments are shown below. The reasons for rejecting the other 32 properties are summarised in **Appendix F**. Further investment into the CCLA property fund is being considered, the decision whether to invest will depend on what other property investments emerge.

Property: 80 Wilbury Way, Hitchin.

- Property Type: Office Block
- Purchased on 8th July 2016 (Quarter 2 completion)
- Purchase Cost (excluding completion costs) £2.2m
- Modelled rate of return 7.4%
- Rent reserved £0.175m pa
- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

Property: Shawlands Retail Park, Sudbury.

- Property Type: Retail Park
- Purchased on 13th September 2016
- Purchase Price (excluding completion costs) £6.5m
- Modelled rate of return 6.9%
- Rent reserved £0.483m pa

- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

The approval for this purchase was in line with delegated powers.

- 5.4 To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required and it is currently anticipated that this will remain the case for any further investments that are made during 2016/17. The result of this will be a saving in the 2017/18 budget of MRP.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 The Overview and Scrutiny Panel (Performance and Customers) received the Integrated Performance Report 2016/17 – Quarter 2 at their meeting on 2 November 2016.
- 6.2 The Panel are pleased that the Council are reviewing all options in finding suitable housing solutions for homeless people, however Members have suggested that the placing of mobile homes at Alconbury and Wyton could be a solution to the problem.
- 6.3 Regarding the Council's risks in respect to homelessness and the provision of affordable homes, a concern was raised by a Member that housing developers are not fully developing sites in order to avoid building affordable housing.
- 6.4 In respect of Key Action 37, the Panel expressed a preference to see details of the budget proposals once they are available and before the budget is set.
- 6.5 In relation to One Leisure Huntingdon's changing facilities, Members thought that since an architect had just been appointed it was ambitious to complete the project by 31 March 2017.
- 6.6 Members expressed concern at the overspend in ICT. It was explained to the Panel that a review of the benefits of the ICT shared service will be undertaken and this will explore the reasons for the overspend in more detail.
- 6.7 Members noted the Council has overspent on Document Centre by £30k but were assured that work is ongoing so that an accurate budget forecast can be made.

7. RECOMMENDATIONS

- 7.1 Cabinet is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 7.2 Cabinet is recommended to consider and comment on financial performance at the end of September, as detailed in Appendices D and E.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary Quarter 2, 2016/17
 Appendix B – Corporate Plan Performance Report
 Appendix C – Project Performance
 Appendix D – Financial Performance Monitoring Suite, September 2016
 Appendix E – ZBB Savings Agreed 2016/17 Budget Setting - RAG Status
 Appendix F – Reasons for rejecting CIS investment opportunities

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny) 📞 (01480) 388065

Projects (Appendix C)

Laura Lock, Programme and Project Manager 📞 (01480) 388086

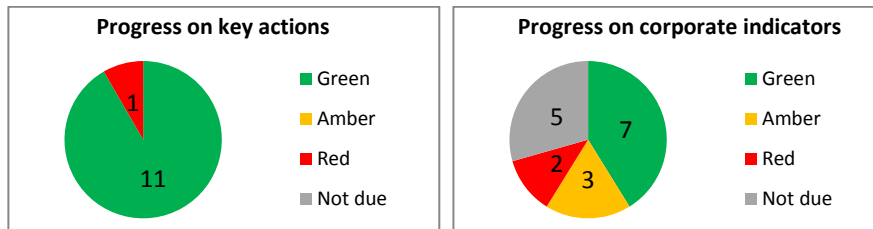
Financial Performance (Appendices D, E and F)

Graham Oliver, Interim Finance Manager 📞 (01480) 388604

Performance Summary Quarter 2, 2016/17

Enabling communities

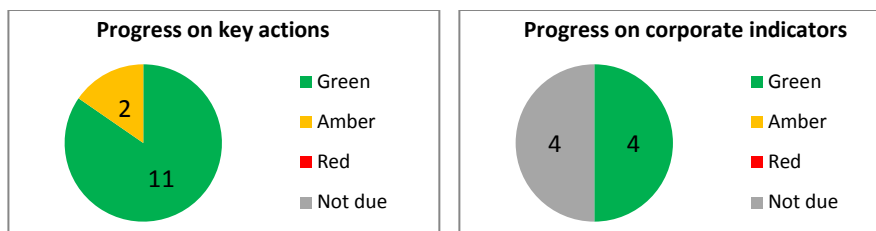
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include rising attendances for swimming-related activities offered at our One Leisure sites.

Delivering sustainable growth

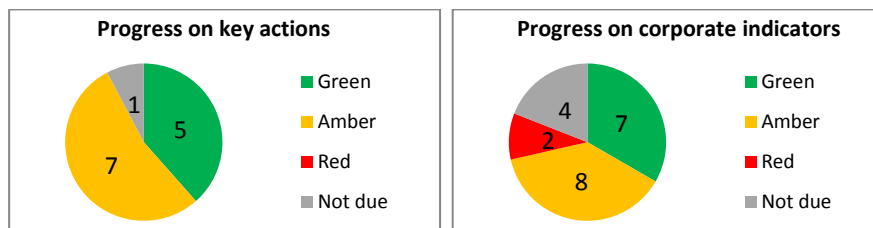
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the opening of a primary school and the first homes being occupied at Alconbury Weald.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include commercial estate rental and property fund income already exceeding the annual target.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period July to September 2016

Summary of progress for Key Actions

| | | | | | | | | | |
|----------|----------------------|----------|--|----------|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
| | 11 | | 0 | | 1 | | 0 | | 0 |

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

| | | | | | | | | | |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
| | 7 | | 3 | | 2 | | 0 | | 5 |

WE WANT TO: Create, protect and enhance our safe and clean built and green environment

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|-------------|------------------|-----------------|---|
| G | KA1. Continue to manage and enhance the joint CCTV service with Cambridge City Council | 31/03/2017 | Cllr Brown | Chris Stopford | The Council continues to manage the Shared CCTV Service with Cambridge City Council. Enhancement works are being discussed with the relevant Executive Councillor, and with partners at Cambridge City. Work has been commenced to repair / replace a damaged camera in Huntingdon, and to review the location of three cameras mounted on buildings. |
| G | KA2. Reduce incidences of littering through targeting of enforcement work | 31/03/2017 | Cllr Carter | Chris Stopford | In Q2, 6 FPN's were issued from 9 reports of littering received, of these 4 have been settled with 2 in process. A litter awareness campaign is planned for Q3 to increase reporting and prosecution and inform targeted work. |
| G | KA3. Reduce the level of household waste sent to landfill | 31/03/2017 | Cllr Carter | Neil Sloper | In Q2 16/17 55% of household waste was diverted from landfill via our green waste and dry recycling collections. |
| G | KA4. Support delivery of sustainable community activities / facilities | 31/03/2017 | Cllr Criswell | Chris Stopford | Support to deliver a community facility in St Neots and discussions in progress to establish a community hub in Yaxley. |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|---|-------------|------------------|-----------------|--|
| G | KA5. Maintain clean open spaces to Environment Protection Act (EPA) standards | Ongoing | Cllr Carter | Neil Sloper | 1,013 NI195 audits have been completed from July 2016 to September 2016, of which 85.69% of work was to standard. |
| G | KA6. Adopt a new Design Guide as Supplementary Planning Document | 31/03/17 | Cllr Bull | Andy Moffat | Draft being finalised. Still on target for consultation to begin in October. |
| G | KA7. Support the delivery of the Sport and Leisure Facilities Strategy | 31/03/2017 | Cllr Palmer | Jayne Wisely | Strategy used in discussions regarding Huntingdon Hockey Club having to play outside the county. Also used to assess provision required for potential new housing sites in Ramsey and St Ives. |

WE WANT TO: Support people to improve their health and well-being

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|--|-------------|------------------|-----------------|---|
| G | KA8. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings | 31/03/2017 | Cllr Palmer | Jayne Wisely | One Leisure: Attendances in swimming related activities is bucking the national trend and rising however there is still a decline in fitness admissions. A specific action plan has been developed to address this. Burgess Hall performing well. Record attendances of 918 recorded at the annual Sports Festival in the Park held at Hinchbrooke Country Park. |
| R | KA9. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing | 31/03/2017 | Cllr Tysoe | John Taylor | In line with the national picture homelessness is increasing – Officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and working to help move homeless households quickly into sustainable homes. |

WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|---|-------------|------------------|-----------------|--|
| G | KA10. Support community planning including working with parishes to complete Neighbourhood and Parish Plans | Ongoing | Cllr Bull | Andy Moffat | Discussions continue with Houghton and Wyton Neighbourhood Plan to seek to agree how the Plan could be amended to meet the basic conditions. Discussions begun with Godmanchester with a view to public consultation being undertaken by end of 2016. |
| G | KA11. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community | 31/03/2017 | Cllr Gray | Clive Mason | Where opportunities present themselves, they will be investigated for the mutual benefit of the wider community on a case-by-case basis |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|--|-------------|------------------|-----------------|--|
| G | KA12. Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development | 31/03/2017 | Cllr Criswell | Chris Stopford | A total of £61,992 awarded through the Community Chest process to community organisations across Huntingdonshire to support the delivery of community activities and facilities. A presentation evening was held on 19 th October to celebrate the work of the 26 successful voluntary and community groups receiving funding in 2016/17. |

Corporate Performance and Contextual Indicators

Key to status

| | | | | | | | | | |
|---|-------------------------|---|---|---|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
|---|-------------------------|---|---|---|--|---|-----------------------------|-----|--------------------------------------|

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|------------------------|-------------------|--------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| PI1. Percentage of street cleansing works completed to standard Aim to maximise | n/a | n/a | 80% | 91.51% | G | 80% | 80% | G |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. | | | | | | | | |
| PI2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise | n/a | n/a | 80% | 85.69% | G | 80% | 80% | G |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. | | | | | | | | |
| PI3. Percentage of street cleansing and grounds maintenance service requests resolved in five working days Aim to maximise | n/a | n/a | 80% | Street Cleansing- 78% | A | 80% | 80% | A |
| | | | | Grounds maintenance- 62% | A | | | |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. There are some issues around the data collection which may cause inaccuracies. These are currently under investigation and should be resolved and figures amended before the Q3 reporting deadline. | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|--|------------------------|----------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| PI4. Percentage of successful enforcements – dog fouling, litter Aim to maximise | n/a | n/a | 90% | 100% | G | 90% | 90% | G |
| Comments: (Community) New indicator. No historic data is available. 6 FPN's issued with 4 being paid and 2 in process. | | | | | | | | |
| PI5. Percentage of HDC countryside sites self-managed by 'Friends of' groups Aim to maximise | Sites with 'Friends of' groups – 44.66% Self-managed – 0% | n/a | n/a – annual measure | | | 15% | n/a | n/a |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no quarterly historic data. | | | | | | | | |
| PI6. Number of play spaces created or upgraded Aim to maximise | n/a | n/a | n/a – annual measure | | | 7 | n/a | n/a |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. Projects tend to be in partnership with other authorities and are for the most part in their hands. Therefore it would be incredibly difficult to realistically set targets for completions by quarter. | | | | | | | | |
| PI7. Average length of stay of all households placed in B&B accommodation Aim to minimise | 3.0 weeks | 2.2 weeks | Less than 6 weeks | 5.5 weeks | G | Less than 6 weeks | 5.9 weeks | G |
| Comments: (Customer Services) There continues to be higher levels of homelessness leading to an increased number of households placed in temporary accommodation, including B&B. This, combined with a shortage of settled affordable rented homes, has led to households staying in B&B for longer periods before their housing needs can be resolved. | | | | | | | | |
| PI9. Admissions or participation at targeted services including older people, long-term health conditions, disability and young people (healthy weight) Aim to maximise | 48,292 | 24,569 | 27,840 | 27,298 | A | 46,400 | As target | G |
| Comments: (Leisure and Health) Q2 target is cumulative 60% of the annual target, Q3 target will be 80% and Q4 target will be 100%. Q2 figures are just under target but above last year's performance. Areas have been highlighted and being addressed to work towards meeting annual target. | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|--|-------------------------------|------------------------|-------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise | 33.4 weeks | 33 weeks | 28 weeks | 31.7 weeks | R | 28 weeks | 30 weeks | A |
| Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance, which stood at 32.1 weeks. The Q2 performance in Hunts is better than in South Cambs but worse than in Cambridge City. Concern with performance was raised at the 27 th July HIA Board meeting by the Head of Development. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2 nd November. | | | | | | | | |
| PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise | n/a | n/a | 80% | 83% | G | 80% | 80% | G |
| Comments: (Community) New indicator. This is the percentage of food premises within the remit of the Food Hygiene Rating Scheme that score 3 or above, as a percentage of the total number of premises within the remit of the scheme. | | | | | | | | |
| PI12. Number of complaints about food premises (per 100 food businesses) Aim to minimise | n/a | n/a | TBC | 2.6 | G | 5 | 5 | G |
| Comments: (Community) New indicator. The number of complaints about food premises received by the Council. The indicator is calculated against a baseline number of 1,442 food premises at 1st April 2016. "Complaints about food premises" means complaints about food premises which relate to standards of cleanliness, structural disrepair, hygiene standards and facilities, food handling practices by staff or allegations of food poisoning/foodborne illness. It does not include complaints about the nature, substance or quality of food sold or supplied by food businesses. | | | | | | | | |
| PI13. Percentage of CCTV cameras operational Aim to maximise | 99% | n/a | 95% | 90% | R | 95% | 95% | G |
| Comments: (Community) The CCTV cameras are reaching the end of their anticipated life and in need of upgrade and replacement, this work is in progress. In addition, one of the cameras has been involved in a road traffic collision and three on private properties are under review following changes of ownership of the attached property. | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|------------------------|----------------------|--|-------------------|--|--------------------------------------|----------------------------------|
| PI14. Increase the number of One Leisure members and users in targeted segments of the community. These will be: <ol style="list-style-type: none"> 1. Young people (8 to 14) 2. Older People (55 to 65) 3. Families with young children 4. Young adults 18 to 30 Aim to maximise | n/a | n/a | n/a | 1. 5,449 2. 2,548 3. 6,401 4. 6,007 | n/a | 1. 5,721 2. 2,675 3. 6,721 4. 6,307 | n/a (Update Q3) | n/a (Update Q3) |
| Comments: (Leisure and Health): New indicator. Utilising the Sport England segmental analysis we have identified areas where there is room to increase or market share. In phases through the year we will concentrate marketing efforts to increase participation from listed segments. Data is being collated on a monthly basis to allow us to identify the size of each segment we currently engage with, and to then determine targets for growth. The immediate target groups have been identified to meet both our growth expectations and to meet the Health in the Community targets, the needs of our community and the commercial success of One Leisure. The overall objective is to raise the number in each segment by an average of 5% per sector. This will help drive the overall market penetration to meet Leisure and Health targets and improve commercial performance. Data for Q1 is not available but reports should provide results from Q2 onwards. | | | | | | | | |
| PI15. Customer satisfaction with the Anti-Social Behaviour service Aim to maximise | n/a | n/a | 90% | 91% | G | 90% | 90% | G |
| Comments: (Community) New indicator based on victims perceptions of the service that is offered in response to anti-social behaviour. | | | | | | | | |
| PI16. Number of people accessing Citizens Advice Bureau services Aim to minimise | n/a | n/a | n/a – annual measure | | | TBC | n/a | n/a |
| Comments: (Community) New indicator. Information will be collated and presented from the annual report of the Rural Cambridgeshire Citizens Advice Bureau (CAB). The Head of Community will review what information the CAB can provide information more regularly in preparation for reporting on the next quarter. | | | | | | | | |
| PI17. Number of volunteer hours worked in Huntingdonshire Aim to maximise | n/a | n/a | n/a – annual measure | | | TBC | n/a | n/a |
| Comments: (Community) New indicator. Information will be collated and presented from the annual report of Hunts Forum and the Huntingdonshire Volunteer Centre. | | | | | | | | |

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period July to September 2016

Summary of progress for Key Actions

| | | | | | | | | | |
|----|----------------------|---|--|---|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
| 11 | | 2 | | 0 | | 0 | | 0 | |

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

| | | | | | | | | | |
|---|-------------------------|---|---|---|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
| 4 | | 0 | | 0 | | 0 | | 4 | |

29 WE WANT TO: Accelerate business growth and investment

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|---|-------------------------------|------------------|-----------------|---|
| G | KA13. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment | Progress report due July 2016 | Cllr Harrison | Andy Moffat | Report to July O&S recorded 17 actions on track - 2 more than target. The InvestHunts website has been launched and usage beginning to grow. Two Councillors attended the launch event. |
| G | KA14. Advertise opportunities for local businesses by publishing the online Schedule of Proposed Procurements to promote future contract opportunities | 30/09/2016 | Cllr Gray | Clive Mason | Procurement Pipeline schedule reviewed, updated and published online. |

WE WANT TO: Remove infrastructure barriers to growth

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|--|----------------------|------------------|-----------------|---|
| G | KA15. Prepare an infrastructure Delivery Plan alongside the Local Plan | Alongside Local Plan | Cllr Bull | Andy Moffat | Consultants appointed to prepare the Plan in September. |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|--|-------------|------------------|-----------------|---|
| G | KA16. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth. | Ongoing | Cllr Harrison | Andy Moffat | Initial meeting held in September with the LEP at which agreement in principle reached for a Memorandum of Understanding (MoU) with them which identifies priority projects for collaboration between our organisations. Work on drafting the MoU has commenced. |
| G | KA17. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council. | Ongoing | Cllr Bull | Andy Moffat | <p>A14 Construction compounds commenced formation in September 2016 at Brampton, Godmanchester and Swavesey. As Local Planning Authority, HDC has been consulted and responded on Condition Discharge relating to 7 key conditions required before commencement. Only one matter is still outstanding relating to HDC's requirement for weed control. HDC officers continue to service sub-groups relating to such matters as Design, Delivery, Legacy and Environment. Accommodation works are underway with the physical fencing of affected areas and works will commence on the A1 widening between Alconbury and Brampton from December 2016.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress the Black Cat to Caxton Gibbet improvement scheme to Preferred Route announcement stage by Spring 2017. Highways England/Jacobs continue to engage with MP's/cross-border Members at Counties/Districts level, plus Officers.</p> <p>Oxford to Cambridge Expressway DfT/Highways England have now published interim findings, which includes a strong case for corridor interventions at Strategic, Regional and Local in order to meet economy and growth needs. Existing roads are expected to form much of the Expressway (i.e. Black Cat to Caxton Gibbet improvement) although gaps in the network, such as between Milton Keynes and the M40 will need to be addressed</p> <p>A1 – M25 to Peterborough Identification of options to be taken forward now complete. Ongoing Stakeholder meetings with a range of public</p> |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|-------------------------|-------------|------------------|-----------------|---|
| | | | | | <p>bodies/interested parties continue and HDC officers service these. DfT/Highways England have now published interim findings, which includes a short-list of three packages:</p> <p>Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. ‘Middle bypass’ – Junctions 10 to 14 (including Buckden)</p> <p>Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. ‘Improve existing junctions’</p> <p>Package C – upgrade the east-west connectivity of the A1 to avoid ‘hop on/hop off’ behaviour i.e. ‘Modest improvements.</p> <p>The next step for Oxford to Cambridge and the A1 is for Highways England to submit an Option Package Assessment to the DfT during Autumn 2016.</p> |

WE WANT TO: Develop a flexible and skilled local workforce

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| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|--|------------------|-----------------|---|
| A | KA18. Work in partnership to ensure local delivery of training to meet business growth | August 2016 for start of iMET construction EDGE work is ongoing | Cllr Harrison | Andy Moffat | Concern raised and offer to assist made over delayed signing of land lease and construction contract for iMET. Commercial development director appointed. Arrangements made to make commercial introductions and iMET promoted at Cambridge Business Fair alongside InvestHunts. Still on target for opening in Autumn 2017. |
| G | KA19. Encourage and support apprenticeships across the district | Ongoing | Cllr Harrison | Andy Moffat | Promotion of apprenticeships via EDGE, EDGE stand at St Neots Learning partnership (SNLP) careers fair, economic awareness raising for teachers at SNLP. |
| G | KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy | 30/09/2016 | Cllr Cawley | Adrian Dobbyne | We have identified with Heads of Service the areas where we can develop Apprenticeships within HDC and this will continue to evolve. We are clarifying the status of the existing or developing training providers in the district and beyond, which is constantly changing as new Providers come along. By next quarter, we will have a policy on how we manage Apprentices and the Scheme. This will cover terms and conditions, pay rates, training support, etc. We are also engaging externally with |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|-------------------------|-------------|------------------|-----------------|--|
| | | | | | bodies, particularly EELGA, to seek where practical a joined up approach with neighbouring authorities. The new scheme is due to be applicable from April 2017, but confirmation on some key aspects is still to be advised by the Government. |

WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet future need

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|--|------------------|-----------------|--|
| A | KA21. Prepare the Local Plan | In accordance with approved Local Development Scheme | Cllr Bull | Andy Moffat | Quarterly report was considered by O&S (Economy & Growth) and Cabinet in September. Mott Macdonald has started work on the Strategic Transport Study to model the impacts and mitigation required to deliver 4 potential, alternative development scenarios to form the basis of the Local Plan. The delay in the County Council re-validating its CSRMs means it is not possible to meet the timescale set out in the Local Development Scheme but it is still on target to meet the expected Government requirement to have submitted the Plan by the end of March 2018. |
| G | KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> • St Neots • Wyton • Alconbury Weald | Ongoing | Cllr Bull | Andy Moffat | <u>St Neots</u> – Inquiry date set for May 2017 for appeal following refusal based on inadequate proposed level of affordable housing of application for 2800 homes at Wintringham Park. The District Council met the deadline to set out its full Statement of Case by the 30 th September. <u>Wyton</u> – Awaiting the outcome of the Strategic Transport Model which will include modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield (see KA21). <u>Alconbury Weald</u> – First home occupied and primary school opened in September. Work on the first major industrial development well underway. |
| G | KA23. Maintain a 5 year housing land supply position | Quarterly | Cllr Bull | Andy Moffat | The Annual Monitoring Report 2015 confirms HDC has a 5 year housing land supply of 5.23 years (as at 31 st December 2015). The most recent assessment of permissions granted since that time and progress of developments indicates that HDC continues to have a 5 year housing land supply. Surveys have been sent out to developers/landowners to advise the trajectories in the Annual Monitoring Report 2016. |

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| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|--|------------------|-----------------|---|
| G | KA24. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan | December 2016 for adoption of Strategy | Cllr Bull | Andy Moffat | Member Workshops held and Draft Strategy considered by O&S Panel (Communities and Customers) in April. Meetings scheduled between officers, Executive Member for Planning Policy, Housing and Infrastructure and Executive Member for Operational Resources to explore all options. On target for decisions to be made in November for inclusion in the Strategy. |
| G | KA25. Ensure our approach to Community Infrastructure Levy (CIL) is used creatively to enable housing growth | Ongoing | Cllr Bull | Andy Moffat | Options being considered alongside pros and cons of using 2015/16 and 2016 CIL receipts to meet remaining payments for Huntingdon West relief road. |

Corporate Performance and Contextual Indicators

Key to status

| | | | | | | | | | |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|

33

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|--|-------------------------------|------------------------|-------------------|------------------------|-------------------|---------------------------|--------------------------------------|----------------------------------|
| PI18. Percentage of planning applications processed on target - major (within 13 weeks or agreed extended period) Aim to maximise | 81% | 77% | 65% | 73% | G | 65% | 75% | G |
| Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target. Percentages will vary from quarter to quarter as only around 60 major applications are received each year and around 15 each quarter. | | | | | | | | |
| PI19. Number of Marketing Strategy actions on track Aim to maximise | 13 | n/a | 15 (In Q4 and Q1) | n/a | n/a | 15 (In Q4, Q1, Q2 and Q3) | 17 | G |
| Comments: (Development) Biannual – reported in July (for Q4 and Q1) and January (for Q2 and Q3). | | | | | | | | |
| PI20. Percentage of newly registered food businesses inspected within 28 days of registration | n/a | n/a | TBC | 50% | G | 50% | 50% | G |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|--|---------------------------------|--|-------------------|--|--|----------------------------------|
| Aim to maximise | | | | | | | | |
| Comments: (Community) New indicator. | | | | | | | | |
| PI21. Proportion of Community Infrastructure Levy receipts allocated | | | | | | | | |
| Aim to maximise | n/a | Receipts earmarked for use towards Huntingdon West Link Road | n/a | Receipts earmarked for use towards Huntingdon West Link Road | G | Profiling to be completed to enable Cabinet to make decisions about any remaining receipts | Profiling to be completed to enable Cabinet to make decisions about any remaining receipts | G |
| Comments: (Development) A December 2015 Cabinet resolution gave authority to the Head of Resources to profile use of CIL receipts to pay outstanding balance payable for the Huntingdon West Link Road. | | | | | | | | |
| PI22. Percentage of working age population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire | 22.5% (Dec 2015) | 21.9% (June 2015) | 18.5% (UK average at June 2016) | 19.2% (June 2016) | G | 19% | n/a | n/a |
| Aim to maximise | | | | | | | | |
| Comments: (Development) This information is only available one quarter in arrears (source: Annual Population Survey, Office for National Statistics). The measure relates to people surveyed who live in Huntingdonshire regardless of where they may be employed. Local results are consistently above the national average. | | | | | | | | |
| PI23. Number of Council apprenticeships created | n/a | n/a | TBC | n/a | n/a | TBC | n/a | n/a |
| Aim to maximise | | | | | | | | |
| Comments: (Corporate Team) No target set yet until the Government confirms the Apprenticeship Scheme (expected Autumn 2016). | | | | | | | | |
| PI24. Gross number of affordable homes delivered | 53 | n/a | n/a – annual measure | | | 109 | 109 | G |
| Aim to maximise | | | | | | | | |
| Comments: (Development) The target figure is based on anticipated programmes and subsequent information from Registered Social Providers. | | | | | | | | |
| PI25. Net additional homes delivered | 515 (for 2014/15) | n/a | n/a – annual measure | | | 541 (projection for 2015/16) | 535 (actual for 2015/16) | A |
| Aim to maximise | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|------------------------|-------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| <p>Comments: (Development) The figures for the preceding year are published in August and included in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 were published in August 2016 and will be included in the December 2016 AMR. The figures for 2015/16 and the preceding 4 years were reported to the September 2016 Overview and Scrutiny (Economy and Growth) meeting with the conclusion that that the methods used by the District Council to project completions over the last 5 years have generally been both slightly cautious (as planned) and increasingly accurate. Critical to demonstrating a robust 5 year housing land supply is accurate forward projections as to when developments will be implemented and at what rate.</p> | | | | | | | | |

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period July to September 2016

Summary of progress for Key Actions

| | | | | | | | | | |
|----------|----------------------|----------|--|----------|-----------------------------|---|--------------------------|-----|----------------------------------|
| G | Progress is on track | A | Progress is within acceptable variance | R | Progress is behind schedule | ? | Awaiting progress update | n/a | Not applicable to state progress |
| 5 | | 7 | | 0 | | 0 | | 1 | |

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

| | | | | | | | | | |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
| 7 | | 8 | | 2 | | 0 | | 4 | |

WE WANT TO: Become more efficient in the way we deliver services providing value for money services

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|-------------|------------------|-----------------|---|
| A | KA26. Develop full business cases for previously identified energy reduction projects across the Council's estate. | TBC | Cllr Carter | Neil Sloper | The Re:Fit Investment Grade Proposal for all One Leisure sites has been provided and is currently being developed in consultation with Senior Officers and Cabinet. Measures will not be installed where the future of a site is uncertain due to the lack of a leasehold. It is anticipated that the programme to deliver energy conservation measures will be completed in FY 2017/18. |
| G | KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications | 31/03/2017 | Cllr Criswell | Chris Stopford | Work continued to review the processes regarding taxi and hackney carriage licencing. A need to replace the current Driving Standards Agency taxi test, following withdrawal of this service by the Agency is being reviewed. Work to fully map the 'end to end' process has commenced. |
| A | KA28. Introduce measures to reduce energy costs in One Leisure | 31/03/2017 | Cllr Palmer | Jayne Wisely | Due to protracted negotiations relating to leases and security of tenure a decision was taken by cabinet to defer entering into a contractual agreement with Bouygues Ltd. A further report is being considered by Cabinet on 20 th October on a proposed way forward that will mitigate the risk associated with the unsigned leases at OL St Neots and OL Huntingdon (Dry-side). |

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| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|--------|--|-------------|------------------|----------------------------|--|
| G | KA29. Introduce more on line self-service delivery on the Council's website ensuring we focus on customer need | 31/03/2017 | Cllr Cawley | Head of ICT Shared Service | 3C ICT in conjunction with HDC services have added/improved a number of e-forms to our website over 2016. We have also improved the usability of our eforms with enhanced validation and average time to complete indicators. Alongside these tradition eforms, our Council Tax team introduced integrated eforms for change of circumstances via a new eform system. We have introduced "super tasks" to the homepage allowing customers to access frequently accessed information without having to navigate away from the page and have this stored for their next visit. We have built a dynamic A to Z of waste to help customers to use the correct bins. 3C's Digital Manager has proposed a radical plan to digitally transform our back office applications and provide greatly enhanced website integration and this is currently being drawn up into a business case. |
| A | KA30. Maximise the income generating potential of One Leisure and all traded activities | 31/03/2017 | Cllr Palmer | Jayne Wisely | <p>Income through the Impressions Fitness Direct Debit line is considerably down. This is in part due to the introduction of a new membership package and the removal of the crèche, and other free activities, along with new competition in the market place in St Neots and Huntingdon. To counter act this reduced trading we have returned free crèche places to the membership scheme and are considering further steps to make the membership package attractive against our cheaper competition.</p> <p>Although Q4 is historically our best trading period, this is a significant shortfall at this time of year and although we have reacted throughout this period with a good promotional offering in June and July, and again through October there is still likely to be an end of year shortfall in Impressions income. Membership numbers in October are up and we are confident that we will reclaim some of the lost ground. We still expect to be behind budget at year end but by considerably less than currently forecasted.</p> |
| A | KA31. Improve residents satisfaction levels measured through a residents survey | 31/03/2017 | Cllr Howe | Jo Lancaster | Scoping work to establish customer metrics to be completed by March 2017. |
| A | KA32. Collect money that is owed to HDC | Ongoing | Cllr Gray | Clive Mason | Total sundry debt outstanding at the end of 2015/16 was £1.797m. Amount of debt cleared up to 30 September 2016 £0.826m (30%). New debt raised in 2016/17. Total 2016/17 debt raised £7.469m, total outstanding (more than 21 days old) as at |

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|--|------------------------------|------------------|-----------------|--|
| | | | | | 30 September 2016 £0.380m. New policies and procedures being out in place to ensure efficient collection of debt as well as permanently recruiting to establishment to ensure stability within the team. |
| G | KA33. Identify actions from the Employee Survey to create a more positive environment for staff | 2016 survey over summer | Cllr Cawley | Adrian Dobbyne | The 2016 survey results have been analysed and shared with staff across all Services. An action plan has been drafted for the consideration by the Our People Governance Board, who will monitor progress against the plan. |
| A | KA34. Budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the Council's decision making processes | 31/03/2017 | Cllr Gray | Clive Mason | Budget timetable for 2017/18 process in place and early work to identify savings required has commenced. A four year efficiency plan has been submitted to DCLG in order to qualify for a four year settlement, which sets out how the Council intends to meet the budget gap over the MTFS period. |
| n/a | KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings | n/a (see comment) | Cllr Gray | Clive Mason | A decision has been made that a fresh ZBB exercise is not taking place as part of the budget setting process for 2017/18. |
| A | KA36. Achieve budgeted savings, planning ahead to make savings at the earliest opportunity | Ongoing, quarterly reporting | Cllr Gray | Clive Mason | 66% of ZBB approved savings are on course to be implemented with 31% on amber status. Overall Q2 projection is £0.9m below budget. |

WE WANT TO: Become a customer focussed organisation

| Status | Key Actions for 2016/17 | Target date | Portfolio Holder | Head of Service | Progress Update to be reported each Quarter |
|----------|---|-------------|------------------|-----------------|--|
| G | KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning | 31/12/2016 | Cllr Gray | Clive Mason | Consultation exercise to be actioned during the next quarter as part of the budget setting process. |
| G | KA38. Deliver actions to contribute to the Customer Service Strategy | 31/03/2017 | Cllr Cawley | John Taylor | All services have actions to deliver in support of the Strategy and these are being monitored as part of the Service Planning timetable and via the performance management reviews of staff by Managers. |

Corporate Performance and Contextual Indicators

Key to status

| | | | | | | | | | |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|
| G | Performance is on track | A | Performance is within acceptable variance | R | Performance is below acceptable variance | ? | Awaiting performance update | n/a | Not applicable to assess performance |
|----------|-------------------------|----------|---|----------|--|---|-----------------------------|-----|--------------------------------------|

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|------------------------|-------------------------------|---------------------------------|-------------------|----------------------------------|--------------------------------------|----------------------------------|
| PI26. Percentage of grounds maintenance targets consistently met Aim to maximise | n/a | n/a | 80% | 94.66% | G | 80% | 80% | G |
| Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. | | | | | | | | |
| PI27. Percentage of household waste sent to landfill Aim to minimise | 44.67% | 42.44% | 45% | 45.47% | A | 45% | 45% | G |
| Comments: (Operations) July was 40%, August increased to 54% and September was at 41% sent to landfill. | | | | | | | | |
| PI28. Percentage of missed bins recovered within 48 hours Aim to maximise | n/a | n/a | 90% | 75% | A | 90% | 75% | A |
| Comments: (Operations) New indicator. Working is ongoing with the call centre to get the correct data from CRM as we currently only have the closed date of the call record and not a completion date of the work within the call. The consequence of this is that Operations (Commercial Services) are required to cleanse the data which is time consuming and not sustainable going forward. | | | | | | | | |
| PI29. Total amount of energy used in Council buildings Aim to minimise | 12,096,814 kWh | 5,318,281 kWh | 5,211,915 kWh 2% reduction | 5,289,199 kWh 0.6% reduction | A | 11,854,877.7 kWh 2% reduction | 2% reduction | A |
| Comments: (Operations) Further works to reduce energy use from HDC estate has been put on hold pending the approval of the REFIT project which will see a coordinated approach to energy reduction across all major HDC buildings. | | | | | | | | |
| PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise | 23 days | 22.5 days | 26 days | 23 days | G | 26 days | 26 days | G |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|--|-------------------------------|------------------------|-------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Performance remains on track to meet annual target. Approximately 230 new claims for benefit are received each month – 97% of these are made using our on-line claim form. Risk Based Verification is used to concentrate resources on those claims most likely to contain fraud and error. | | | | | | | | |
| PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise | 4 days | 4.4 days | 7 days | 4.6 days | G | 7 days | 7 days | G |
| Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Performance remains on track to meet annual target. Our on-line change of circumstances form was introduced in December 2015. Nearly 75% of customers are now reporting changes on line rather than using a paper form. | | | | | | | | |
| PI32. Number of Disabled Facilities Grants (DFGs) completed Aim to maximise | 168 | 37 | 45 | 51 | G | 180 | 180 | G |
| Comments: (Development) As PI10, this reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf. | | | | | | | | |
| PI33. Percentage of business rates collected in year Aim to maximise | 99% | 56.8% | 59.2% | 58.9% | A | 99% | 99 | G |
| Comments: (Customer Services) Collection is just under target at present, with impacts of appeals impacting on the collection of some accounts, although year-end target should still be met. The team are also busy working on the revaluation of business rates the Government have commissioned for implementation from 2017. | | | | | | | | |
| PI34. Percentage of Council Tax collected in year Aim to maximise | 98.5% | 57.4% | 58.3% | 58.7% | G | 98.6% | 98.6% | G |
| Comments: (Customer Services) Collection is just over target at present, and the team are working hard to collect what is owed to the Council. | | | | | | | | |
| PI35. Percentage of space let on estates portfolio Aim to maximise | 98% | 97.7% | 95% | 95.9% | G | 95% | 96% | G |
| Comments: (Resources) <ul style="list-style-type: none"> - The demand for industrial units remains high, office remains challenging. - Q2 recorded an average of 5 Vacant units (July - 6 empty properties, August – 5, September – 5). - With an historic estate of 123 properties, the performance for Q2 is 95.93% (123 – 5 = 118, 118/123 x 100 = PI 95.93%). | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|---|-------------------------------|------------------------|-------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| <p>- % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions.</p> <p>Vacant Units - The nightclub in Huntingdon is being considered for other uses. Unit 14 Caxton Road remains vacant, but recent interest generated by agent appointed to market. 8 Phoenix Court has a strong lease interest and terms under negotiation. Vacancy rates at Alms Close have stabled, with Unit 3 soon to be occupied.</p> | | | | | | | | |
| PI36. Percentage of invoices from suppliers paid within 30 days | 98.8% | 98.8% | 98% | 97.5% | A | 98% | 98% | G |
| <p>Aim to maximise</p> <p>Comments: (Resources) Performance is marginally below the target rate by 0.5%. It is anticipated that 98% target will be hit by year end.</p> | | | | | | | | |
| PI37. Staff sickness days lost per full time employee | 11.7 days/FTE | 5.2 days/FTE | 4.0 days/FTE | 5.6 days/FTE | R | 9.0 days/FTE | 10.6 days/FTE | R |
| <p>Aim to minimise</p> <p>Comments: (Corporate Team) The Q2 result (2.7 days/FTE) was better than Q1 (2.9 days/FTE) and further improvement is expected over the rest of the year however it is unlikely that Q3 and Q4 results will be low enough for the challenging annual target to be achieved. 65% of the days lost in Q2 related to just 25 long-term sickness absence cases. Managing sickness absence is a key priority for our Senior Management Team, with management, HR and Occupational Health actions all being monitored closely in order to ensure that appropriate steps are being taken to facilitate prompt return to work wherever this is possible.</p> | | | | | | | | |
| PI38. Commercial Estate Rental & Property Fund Income only | n/a | n/a | £0.85m | £1.88m | G | £1.7m | £2.373m | G |
| <p>Aim to maximise</p> <p>Comments: (Resources) New indicator. No historic data is available.</p> <ul style="list-style-type: none"> - The historic estate continues to make gains from rent reviews, lease renewals and new leases; the current forecast annual rent role is £1,900,209. The rent patterns vary (annual, quarterly, monthly, other) but income received in Q2 was £566,884 (a) - The income generated from the CIS acquisitions in Q2 was £151,370 (b) (Stonehill, Wilbury Way and Shawlands £148,339) - The income from the CCLA fund was £27,772 (c) <p>This gives a £0.746m Q2 performance (£a+ £b + £c) = £746,026.</p> <p>The cumulative performance for the year to date reported above is £746,026 + Q1 Income £1,083,111 + Q1 CIS £31,250 + Q1 CCLA £19,727 = £1,880,114 (d).</p> <p>This puts the income target in Green and the following total income is expected for the year:</p> <ul style="list-style-type: none"> - £1,900,209 historic estate income - 2 Stonehill £125,000k full year - Wilbury Way, Hitchin (purchased) £87,000 remainder of year (total lease rent £165,000) - Retail park in Sudbury £483,432 per annum rent – expected rent from acquisition date is £1324 per day x 197 days = £260,828 <p>Total forecast = £2,373,037 (e).</p> | | | | | | | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|--|-------------------------------|------------------------|----------------------|------------------------|-------------------|-----------------------|--------------------------------------|----------------------------------|
| PI39. Planned net budget reductions achieved Aim to maximise | n/a | n/a | £0.95m | £0.74m | A | £1.9m | £1.48m | A |
| Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 65% of savings at green, 18% amber and 16% red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 forecast outturn £0.9m below budget. | | | | | | | | |
| PI40. Change in Band D Council Tax for 2017/18 Aim to minimise | 0% | n/a | n/a – annual measure | | | 0% | 0% | G |
| Comments: (Resources) A 0% council tax increase is included in the Council's MTFS but will be confirmed when the Council's 2017/18 budget is set in February 2017. | | | | | | | | |
| PI41. Call Centre telephone satisfaction rate Aim to maximise | 94.3% | n/a | n/a – annual measure | | | 95% | | |
| Comments: (Customer Services) This is an annual measure – data to follow in Q4. | | | | | | | | |
| PI42. Customer Service Centre satisfaction rate Aim to maximise | 92.2% | n/a | n/a – annual measure | | | 95% | | |
| Comments: (Customer Services) This is an annual measure – data to follow in Q4. | | | | | | | | |
| PI43. Percentage of Stage 1 complaints resolved within time Aim to maximise | n/a | n/a | 98% | 88%* | R | 98% | 98% | G |
| Comments: (Corporate Team) New indicator. Services responded late to 8 of 61 complaints received in Quarter 2 (87%), giving a cumulative year to date result of 88%. | | | | | | | | |
| PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise | n/a | n/a | 98% | 83% | A | 98% | 90% | A |
| Comments: (Corporate Team) New indicator. Q2 performance was 100%, with all five of the Stage 2 complaints received responded to within time. The cumulative performance this year is below target due to one Stage 2 complaint being resolved a day late in Q1. | | | | | | | | |
| PI45. Website satisfaction rate Aim to maximise | n/a | n/a | 75% | 74% | A | 75% | | |

| Performance Indicator | Full Year 2015/16 Performance | Q2 2015/16 Performance | Q2 2016/17 Target | Q2 2016/17 Performance | Q2 2016/17 Status | Annual 2016/17 Target | Forecast Outturn 2016/17 Performance | Predicted Outturn 2016/17 Status |
|--|-------------------------------|------------------------|--------------------------------------|------------------------|-------------------|-------------------------|--------------------------------------|----------------------------------|
| Comments: (ICT Shared Service) The new website launched in October 2015 so there is no past data and it is not currently possible to forecast outturn performance. | | | | | | | | |
| PI46. One Leisure Net Promotor Score (NPS) (likelihood of recommending service to others) Aim to maximise | n/a | n/a | n/a – TRP system to be ready for Q3. | | | 10% over system average | | |
| Comments: (Leisure and Health) The Retention People (TRP) system is a communication tool that allows One Leisure to send (direct to users) a series of requests to complete a Net Promoter Score (NPS) questionnaire. The question asked is 'how likely are you to refer your friends to One Leisure. The score is 1-10. Once answered, the participant is asked to give reasons for the score, from which we gain valuable feedback. The system will return an NPS for One Leisure based upon the responses to the questionnaire. Questionnaires will be sent at a rate of 250 per quarter to each major user group, to include Impressions members, Swim members, Casual swimmers, Group Fitness attendees, Lapsed members. This system is bedding in and collating the data required. | | | | | | | | |

Appendix C – Project Performance

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|--|--|---|---|---|---|
| Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation | Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable | Green = Progress is on track with no impact to delivery | Pending Closure = In close-down stage | Pending Approval = Business Case to be approved | Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board. |
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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|-------------------|---------------------------|-----------------|-------------------|---|------------|--------------------|
| Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. | Facing the Future | Clarke, Jon (Leisure) | 30/09/15 | 31/03/17 | Lease issues are still being negotiated and a new lead officer for HDC is now responsible for the negotiations. Meeting regarding heads of terms is scheduled. Project has a RED status by the PM for issues with leases. | Red | Within last month |
| Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations. | Capital 2015/16 | Tilah, Bill (Facilities) | 31/05/16 | 28/01/17 | Following Project board meeting March, the project site has been updated with re-organisation of Consultant Project Manager and timeline. Project has a RED status as classified by the PM but working towards amber through October / November. | Red | Within last month |
| In Cab Systems The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles. | Capital 2016/17 | Gordon, Beth (Operations) | 31/01/17 | 31/10/17 | Project has a RED status as classified by the PM due to significant delay arriving from the decision to take a wider corporate approach and consider provision as part of the existing 3C Shared Service. | Red | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|---|--------------------|--------------------------------|-----------------|-------------------|--|------------|--------------------|
| <p>Refit Energy efficiency project regarding major works across One Leisure sites.</p> | Capital 2016/17 | Blackwell, Julia (Environment) | 03/04/17 | 03/04/17 | <p>Issues regarding the lack of leases at OL St Neots and OL Huntingdon Dry is considered by Cabinet to be too great a risk for the project to move forward.</p> <p>Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding leases.</p> | Red | Within last month |
| <p>iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ</p> | Development | Bedlow, Susan (Development) | 01/07/17 | 01/07/17 | <p>The signing over of the lease between Urban&Civic (U&C) and HRC has yet to take place and as the contract with Willmott Dixon needs to be finalised simultaneously for insurance purposes, this is delaying the start of the build. It is highly unlikely now that the build programme will be complete for an opening at the start of the academic year in September 2017. Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding insufficient budgets.</p> | Red | Within last month |
| <p>New Telephone System This project is looking to put a new cloud hosted VOIP telephony system in at Cambridge City Council.</p> | 3C Shared Services | Allen, Tony (3C ICT) | 31/11/16 | 31/11/16 | <p>New telephone system and customer service centre went live on Saturday 10th September.</p> | Red | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|--------------------|--------------------------|-----------------|-------------------|--|------------|--------------------|
| | | | | | Project has a RED status as classified by the PM due to project having issues still outstanding. | | |
| Building Access Control | 3C Shared Services | Solanki, Raj (3C ICT) | 31/07/16 | 16/12/16 | Some slippage regarding starting dates due to lack of communication from partners involved from other sites. Dates of when works will start have now been agreed by partners. Project has an AMBER status as classified by the PM due to project having ongoing issues with external partners. | Amber | Within last month |
| Clifton Road Roofs The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate, to make weather proof. | Capital 2016/17 | Tilah, Bill (Estates) | 28/02/17 | 28/02/17 | Project Plan reviewed and updated - commission of contracts moved to November - completion date for works brought forward to February 2017 Project has an AMBER status as classified by the PM due to the PM being in the process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised. | Amber | Within last month |
| Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations. | Capital 2016/17 | Tilah, Bill (Operations) | 28/02/17 | 15/03/17 | Meeting with board chair to discuss procurement and status of tender / contract aware. Actions from meeting to be agreed and updated on project site. | Amber | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|------------------|-----------------------------------|-----------------|-------------------|---|------------|--------------------|
| | | | | | Project has AMBER status as classified by the PM due to PM in process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised. | | |
| Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes. | Cross-Cutting | Roberts, Anthony (Corporate Team) | 31/03/16 | 11/11/16 | The project has progressed, with Officers from across the Council trained in using Tableau. The project is shown at Amber due to delays in completing the original scoping of the project, but with clarity on the need to deliver a pilot across elements of the Council - particularly in OneLeisure – the project has moved forward. This pilot has created a number of benefits which have been captured by the Project Manager. A project close report has been commissioned by the Project Board, which will capture the cost/benefits from the work and also identify lessons learnt. The report will also recommend how this technology could be expanded at HDC. | Amber | Within last month |
| One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building. | Leisure & Health | Gray, Brian (Leisure) | 31/12/15 | 31/10/16 | Contract has been reviewed and amendments made based upon Leisure Board meeting. Amendments have been discussed with U&C and clarified. Reporting back to Leisure Board early-mid October. | Amber | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|--------------------|---|-----------------|-------------------|---|------------|--------------------|
| | | | | | Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date. | | |
| <p>Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building being built under the S106 by Taylor Wimpey Building is expected to taken over by a new community group based around the Colts Football Club</p> | Community | Allen, Chris (Projects) | 31/03/17 | 31/03/17 | <p>Building has started on site and progress is being monitored and site meeting attended.</p> <p>The new Community Interest organisation has not yet being set up and is being chased by Penny Litchfield. A Committee is to be set up to begin the necessary procedures and to evolve into a legal footing. Meeting was held on Wednesday 5th October.</p> <p>Project has an AMBER status due to project site lacking information. Only recently classified as a Project and PM working hard to ensure site is up to date.</p> | Amber | Within last month |
| <p>One Leisure Huntingdon Changing Facilities To up-grade the Changing facilities at the Swimming Pool at One Leisure Huntingdon. Changing rooms will become a changing village with different options for changing.</p> | Capital 2016/17 | Martin-Peters, Karen (Operations) | 17/10/16 | 31/03/17 | <p>Lease and Lottery Agreement not yet signed may need escalating. Appointment of an Architect in conjunction with Project Manager. Tender for building works to be written in conjunction with Project Manager and put to tender.</p> <p>Site is up to date and contains all necessary documentation.</p> | Amber | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|--------------------|--|-----------------|-------------------|---|------------|--------------------|
| <p>Council Tax Automated Forms Introduce automated forms into business systems.</p> | Facing the Future | Davies, Ian (Recovery) | 30/09/16 | 31/10/16 | <p>STAGE 1 complete - E-Forms went live on HDC website on 21st July 2016. STAGE 2 started 8th August. Robotics is in test environment. The first E-Form to be automated (Direct Debit) is expected to go live in next 2 weeks.</p> <p>Project has an AMBER status due to the PM recognising that the project has now slipped, due to minor technical difficulties, and necessary changes to business rules in the robotics software</p> | Amber | Within last month |
| <p>Building Control Uniform Project</p> | 3C Shared Services | Huggon, Caroline 3C Shared Services | 31/10/16 | 31/10/16 | <p>28th September. - Agreed that as there are still some outstanding issues the project will not be closed as yet. Agreed to book another meeting in 4-6 weeks to review the close down report.</p> <p>Will need to purchase some more Uniform spatial user licenses. Building Control's usage has increased significantly from what was initially expected. A quote has been received from Idox for 10 more licenses £12,000. Agreed that Building Control will pay their share for the licenses. Discussion regarding the splitting of costs to take place.</p> <p>Project has AMBER status classified by the PM for the ongoing issues.</p> | Amber | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|--|--------------------|-------------------------------------|---|-------------------|--|------------|--------------------|
| Bin Deliveries To reduce Customer Cycle Time with the expectation of increasing customer satisfaction. | LEAN | Wilby, Lauren (Corporate Office) | MT: 31/12/16 LT: linked to in-cab project | N/A | Following successful report out to stakeholders, improvements are in the process of being implemented. | Green | Within last month |
| Taxi Licensing To review the end-to-end process of taxi licensing and implement changes to reduce the processing time whilst increasing customer satisfaction. | LEAN | Wilby, Lauren (Corporate Office) | 31/3/17 | 31/3/17 | Validating previous process maps against updated process and data gathering to understand current state. | Green | Within last month |
| Switch Replacement To replace the Core and Edge switches for the computer/ telephony network at HDC. | 3C Shared Services | Allen, Tony (3C ICT) | 31/3/17 | 31/3/17 | Work is ongoing; project site has relevant documentation for this stage. Site is up to date and contains all necessary documentation. | Green | Within last month |
| Implementation of Financial Management System | 3C Shared Services | Buckell, Andrew (3C ICT) | 31/05/17 | 31/05/17 | Workshops are being held regularly and issues have been identified and updated regularly by PM. Project is on target to finish on time. | Green | Within last month |
| Housing System Review A review of the Housing System at SCDC with a view to going out to tender for a new system. CCC to be consulted at all stages may be included in the tender. This does not impact HDC Housing systems. | 3C Shared Services | Huggon, Caroline (3C ICT) | 31/09/18 | 31/09/18 | Work is ongoing; project site has relevant documentation for this stage. Continued to work on PID, Project Plan and other project documentation to be completed by first Project Board Meeting on 27 th October Arranged meetings with Katie Brown who is now on Project Board to represent Rents at SCDC and Julia Hovells to discuss CCC involvement. | Green | Within last month |

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|---|--------------------|--------------------------------|-----------------|-------------------|---|------------|--------------------|
| OL String Bowling To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives. | Capital 2016/17 | Davidson, Chris (Leisure) | 30/06/16 | 30/09/16 | FGB agreed additional capital of £6k on 03.10.16. Completion of RFQ process by 05.10.16. Completion of RFQ process by 07.10.16. Award of contract by 07.10.16. Agree installation date with contractor by 07.10.16. | Green | Within last month |
| Resource Booking To explore options and procure a new room booking system for internal and third party use | 3C Shared Services | Day, Steph (3C ICT) | 30/09/16 | 31/12/16 | Site visits September 2016 Procurement October 2016 Minor slippage but with minimal consequence on project. | Green | Within last month |
| Benefits Landlord Portal To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit. | Customer Services | Huggins, Barnes (Rev. Serv) | 30/09/16 | 30/09/16 | Software from Northgate has been procured. Installation is scheduled for 29th September 2016 with onsite consultancy arranged for 7th October 2016 to go over set up etc. | Green | Within last month |
| Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings. | Capital 2016/17 | Blackwell, Julia (Environment) | 31/03/17 | 31/03/17 | Salix contribution to cycle path costs transferred to pay invoice Indicative quote received for the replacement of workshop lighting at Hinchingsbrooke Country park (HCP) Site is up to date and contains all necessary documentation. | Green | Within last month |

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| Title and purpose of project | Programme | PM | Target End Date | Expected End Date | Programme Office comments | RAG Status | Latest Update Date |
|---|--------------------|----------------------------|-----------------|-------------------|---|------------|--------------------|
| <p>One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.</p> | Capital 2016/17 | France, Paul (One Leisure) | 30/06/17 | 30/06/17 | <p>15th September - Team Meeting to include newly appointed Technical PM (External) John Bucher. 2 different concept drawings to be requested to allow TPM to make costs against.</p> <p>PC to discuss with procurement suggestions to run both OLH projects alongside each other for economies of scale.</p> <p>Site is up to date and contains all necessary documentation.</p> | Green | Within last month |
| <p>Server Room Consolidation Project To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services.</p> | 3C Shared Services | Keech, Edward (3C IT) | 31/12/17 | 31/12/17 | <p>The ITT has been signed off and distributed to the partners of the RM 1058 Framework.</p> <p>We are currently in the Q & A phase.</p> <p>Site is up to date and contains all necessary documentation.</p> | Green | Within last month |
| <p>Waste and Recycling Reconfiguration The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.</p> | Operations | Field, Heidi (Operations) | 31/07/17 | 31/05/17 | <p>Completed round risk assessments</p> <p>Reminder letters sent to customers for review of eligibility where these have not been returned. Databases have been updated. Meetings with refuse and recycling crews completed – crews now checking current round maps to ensure they are accurate.</p> | Green | Within last month |

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|--|--------------------|-----------------------------------|-----------------|-------------------|---|-----------------|--------------------|
| | | | | | Site is up to date and contains all necessary documentation. | | |
| Capita Upgrade Capita payment management system upgrade and migration to cloud. | 3C Shared Services | Huggon, Caroline (3C ICT) | 31/11/16 | 31/11/16 | Constant testing is taking place and discussions are being held regularly. Test plan finalised and arrangements for Capita engineer on site for test set up have begun. Site is up to date and contains all necessary documentation. | Green | Within last month |
| Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate. | Capital 2015/16 | Tilah, Bill (Estates) | 31/03/16 | 30/06/16 | Project completed and closedown report currently with Project Board for approval. | Pending Closure | Over 2 months ago |
| Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks | Facing the Future | Tilah, Bill (Estates) | 30/09/15 | 31/03/16 | Project completed and closedown report currently with Project Board for approval. | Pending Closure | Over 2 months ago |
| CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports | Cross-Cutting | Alterton, Emma (IMD) | 30/11/13 | 01/04/16 | Project completed and closedown report currently with Project Board for approval. | Pending Closure | Over 2 months ago |
| Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology | Customer Services | Roberts, Anthony (Corporate Team) | 31/03/16 | 31/03/16 | Outstanding grant is to be split between four partners, however waiting on Anglia Revenues Partnership to invoice for their proportion. Project will close as soon as invoice is received. | Pending Closure | Within last month |

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|---|---------------------|------------------------------------|-----------------|-------------------|---|------------------|--------------------|
| CAB Move to PFH Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House. | Accommodation Group | Wilby, Lauren (Corporate Team) | 30/06/16 | 08/07/16 | Project completed and closedown report currently with Project Board for approval. | Closed | Within last month |
| Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams. | Facing the Future | Greet, Michelle (Customer Service) | 31/03/16 | 31/05/16 | Project completed and closedown report currently with Project Board for approval. | Closed | Within last month |
| One Leisure Stationary Cycle and Virtual Fitness Procurement Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use. | Capital 2015/16 | Gray, Brian (Leisure) | 01/03/16 | 01/03/16 | Project completed and closedown report currently with Project Board for approval. | Closed | Within last month |
| CCTV Pathfinder House Resilience | Capital 2016/17 | Stopford, Chris (Community) | - | - | Business Case not yet approved by Finance Governance Board. | Pending Approval | N/A |
| CCTV Wi-Fi | Capital 2016/17 | Stopford, Chris (Community) | - | - | Business Case not yet approved by Finance Governance Board. | Pending Approval | N/A |
| Lone Worker Software | Capital 2016/17 | Stopford, Chris (Community) | - | - | Business Case not yet approved by Finance Governance Board. | Pending Approval | N/A |
| Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a capital project on the EZ and | Development | Bedlow, Susan (Development) | - | - | TWI have confirmed that, given the EU funding bid knock back, they will not be making an investment at Alconbury in the near future and hence will not be requiring the a capital loan. Focus now needs to be on the | Pending Approval | Within last month |

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| which fits within the GCGP's economic strategy. | | | | | identification and development of an alternative project within the parameters of the grant determination and state aid compliance. | | |

Financial Performance Monitoring Suite September 2016

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

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|-----------------|---|
| Revenue | Forecast Net spend - £17.0m, ahead of the budget by £0.9m Financing income is improved by £1.073m due to additional business rates receipts for renewable energy schemes and enterprise zone reliefs that were not budgeted for. |
| Capital | Forecast capital spend is £9.5m, compared to a budget of £11.0m, a reduction of £1.5m. |
| Reserves | Total forecast contribution to reserves £3.1m is as follows: <ul style="list-style-type: none">• Budget Surplus Reserve £3.0m – this is the excess of the 15% minimum threshold set for the General Fund reserve and will be held to cover future years budget deficits.• General Fund Reserve £0.1m this maintains the reserve at 15% of Net Expenditure.• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts. |

2. Revenue and Reserve Forecast

| Revenue Forecast Outturn | 2015/16 | | 2016/17 | | |
|---|------------------|-------------------|--------------------|-----------------------------|--|
| | Outturn £'000 | Budget £'000 | Forecast £'000 | Forecast Variation £'000 | % |
| Revenue by Service: | | | | | |
| Community | 1,676 | 1,911 | 1,826 | (85) | -4.4 |
| Customer Services | 3,628 | 2,355 | 2,517 | 162 | 6.9 |
| ICT Shared Service | 494 | 1,822 | 1,976 | 154 | 8.5 |
| Development | 1,204 | 1,370 | 725 | (645) | -47.1 |
| Leisure & Health | (141) | (280) | 3 | 283 | -101.1 |
| Operations | 4,173 | 3,968 | 3,961 | (7) | -0.2 |
| Resources | 4,153 | 4,467 | 3,691 | (776) | -17.4 |
| Directors and Corporate | 2,112 | 2,301 | 2,364 | 63 | 2.7 |
| Technical Adjustments | (177) | 0 | 0 | 0 | 0.0 |
| Net Revenue Expenditure | 17,122 | 17,914 | 17,063 | (851) | -4.8 |
| Contributions from Earmarked Reserves | 0 | 0 | (45) | (45) | 0.0 |
| Contribution to Earmarked Reserve (CIL) | 0 | 0 | 210 | 210 | 0.0 |
| Service Contribution to Reserves | 2,555 | 2,276 | 2,962 | 686 | 30.1 |
| Budget Requirement (Services) | 19,677 | 20,190 | 20,190 | | |
| Financing:- | | | | | |
| NDR & Council Tax surplus | (2,750) | (3,933) | (5,006) | (1,073) | 27.3 |
| Government Grant (Non-specific) | (7,668) | (8,351) | (8,351) | 0 | 0.0 |
| Contribution from Collection Fund Reserve | (1,492) | 0 | 1,073 | 1,073 | 0.0 |
| Council Tax for Huntingdonshire DC | (7,767) | (7,906) | (7,906) | | |
| General Fund Reserve | | | | | |
| | 2015/16 | | 2016/17 | | |
| | Outturn £'000 | Budget £'000 | Forecast £'000 | Forecast Variation £'000 | % |
| Balance as at 1st April | 9,287 | 2,537 | 2,537 | 0 | 0.0 |
| Service Contribution to Reserves | 2,555 | 2,276 | 2,962 | 686 | 30.1 |
| Contribution to/(from) Collection Fund Res | (1,492) | 0 | 1,073 | 1,073 | 0.0 |
| Transfers to/from Other Reserves | 1,055 | 0 | 210 | 210 | 0.0 |
| Transfer to NDR Reliefs Reserve | (300) | 0 | 0 | 0 | 0.0 |
| Transfer to Earmarked Reserve | (805) | (2,126) | (4,223) | (2,097) | 98.6 |
| Transfer to Capital Investment Reserve | (7,763) | 0 | 0 | 0 | 0.0 |
| Outturn forecast as at 31 March (15% of Net Revenue Expenditure) | 2,537 | 2,687 | 2,559 | (128) | -4.8 |
| Earmarked Reserves | | | | | |
| | 2015/16 | | 2016/17 | | Commentary |
| | Outturn £'000 | Addition £'000 | Deduction £'000 | Forecast £'000 | |
| S106 agreements | 1,233 | | | 1,233 | To be held to meet future years budget deficit |
| Commutated S106 payments | 1,725 | | | 1,725 | |
| Repairs and Renewals Funds | 981 | | | 981 | |
| Collection Fund | 2,702 | 1,073 | | 3,775 | |
| Capital Investment | 12,390 | | | 12,390 | |
| Budget Surplus | 805 | 3,150 | (45) | 3,910 | |
| NDR Reliefs | 300 | | | 300 | |
| Special Reserve | 2,325 | | | 2,325 | |
| Other Reserves | 1,549 | | | 1,549 | |
| Total Earmarked Reserves | 24,010 | 4,223 | (45) | 28,188 | |

Definitions

2016/17 Budget
2015/16 Outturn

As approved by Council, February 2016
Final figures for 2015/16, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2016.

3. Service Commentary

| Service | 2016/17 Updated Budget | 2016/17 Forecast Outturn | Variance | Comments on Variance +/- £10,000 |
|-----------------------------------|------------------------------|--------------------------------|-----------------|--|
| | £ | £ | £ | |
| Head of Community | | | | |
| Head Of Community | 79,602 | 82,481 | 2,879 | |
| Community Team | 706,813 | 689,476 | (17,337) | Combination of overspends on building rental (£14k), and provision of new electricity supply (£5k); savings from vacant posts in the establishment (£40k), reduced demand this year on the pest control service giving a £8k shortfall in income, along with priory Centre income of £5k not being realised. |
| Commercial Team | 349,121 | 291,964 | (57,157) | Combination of underspends (£32k on a vacancy in the team, with associated £5k on transport costs; and £13k on supplies and services); combined with an additional £6k of income |
| Environmental Protection Team | 408,550 | 348,922 | (59,628) | Combination of underspends (£44k for a vacancy within the team, with associated £3k on transport; £5k on supplied and services); combined with an additional £7k of income |
| Environmental Health Admin | 143,779 | 114,483 | (29,296) | Combination of underspends (£20k for a vacant within the team, and £2k on supplied and services), and additional income of £7k |
| Projects And Assets | 140,022 | 247,028 | 107,006 | Overspending due to small delay in the implementation of the service restructure (£37k), and the impact of service transformation costs (£65k). Action on overspend Offset from other savings within the Division |
| C C T V | (71,000) | (70,484) | 516 | |
| C C T V Shared Service | 212,244 | 220,063 | 7,819 | |
| Licencing | (161,246) | (196,155) | (34,909) | Additional income in the year of £29k, along with savings within the transport budget of £8k due to savings on taxi inspections; with some small overspends in employees £2k and supplies and services £1k |
| Corporate Health & Safety | 100,608 | 98,266 | (2,342) | |
| | 1,908,493 | 1,826,044 | (82,449) | |
| Head of Customer Services | | | | |
| Head of Customer Services | 96,477 | 99,104 | 2,627 | |
| Local Tax Collection | 140,286 | 135,942 | (4,344) | |
| Housing Benefits | 403,556 | 493,522 | 89,966 | Higher than planned use of B&B to deal with homelessness has resulted in an overspend Action on Overspend Working on options across the short, medium and long-term - but in 16/17 an overspend is likely |
| Council Tax Support | (122,950) | (137,598) | (14,648) | Grant funding provided by DCLG to HDC, amount not known at the time the budget is set. Forecasting a larger grant than originally expected |
| Housing Needs | 777,737 | 818,325 | 40,588 | Additional expenditure in year to maintain Coneygear Court temporary accommodation Action on Overspend This will be an overspend at year-end - this site provides 30% of HDC Temporary Accommodation - the alternative is more costly B&B for homeless clients |
| Customer Services | 829,303 | 836,454 | 7,151 | |
| Document Centre | 230,803 | 260,826 | 30,023 | Additional external income targets not being met. Action on Overspend Work looking at potential commercial partnership progressing, and new clients being sought |
| Information Management | 0 | 10,361 | 10,361 | 2015/16 items not accrued at year end, not an ICT Shared Service item |
| | 2,355,212 | 2,516,936 | 161,724 | |
| Head of ICT Shared Service | | | | |
| ICT Shared Service | 1,822,219 | 1,976,109 | 153,890 | This is due to differences in the cost of hired staff against saving from salaried staff. It is also made up of additional costs which have presented which were never planned but are now expected to be in the budgets. The total overspend for the ICT service is £431k but the Council's share of this is the £154k shown with the balance being billed to the other strategic partners. Action on Overspend Further work is continuing to ensure any additional charges coming in are agreed with the partners and future budgets adjusted to include all costs. |
| | 1,822,219 | 1,976,109 | 153,890 | |

| Service | 2016/17 Updated Budget | 2016/17 Forecast Outturn | Variance | Comments on Variance +/- £10,000 |
|-------------------------------------|------------------------------|--------------------------------|------------------|---|
| | £ | £ | £ | |
| Head of Development | | | | |
| Head of Development | 77,802 | 80,433 | 2,631 | |
| Building Control | 91,600 | 91,600 | 0 | |
| Economic Development | 232,062 | 233,310 | 1,248 | |
| Planning Policy | 854,715 | 557,220 | (297,495) | £26.4K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £210K anticipated additional CIL admin invoiced (but not all expected to be received in 2016/17). £7.8K saving from travel expenses. £25.5K S.106 monitoring fees received previously recorded in a non-Planning budget. £20K additional income for Neighbourhood Planning. £32K costs for viability assessment incurred but will be recovered. |
| Transportation Strategy | 65,020 | 55,518 | (9,502) | |
| Public Transport | 19,200 | 27,202 | 8,002 | |
| Development Management | (192,510) | (541,523) | (349,013) | £108.7K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £5.3K saving from travel expenses. £11.9K anticipated additional spend on supplies and services. £373K anticipated additional planning application fee income. £85K anticipated overspend of appeal budget due to Wintringham Park appeal. £32K compensation payment in relation to TPO'd tree |
| Housing Strategy | 222,047 | 221,165 | (882) | |
| | 1,369,936 | 724,925 | (645,011) | |
| Head of Leisure & Health | | | | |
| Head of Leisure & Health | 77,822 | 78,886 | 1,064 | |
| One Leisure Active Lifestyles | 222,879 | 212,689 | (10,190) | Additional income received from Grants Public Health and Sport England and a provision for additional income as part of the post DASH business plan |
| One Leisure | (580,782) | (288,837) | 291,945 | 220K shortfall in Impressions Memberships income across all sites. Hospitality income at OLH & OLSN is 26K behind budget. 21K shortfall on Bowling income as capital project is still yet to take place. 43K Shortfall in Pure due to contract with Indigo and no room rentals. 28K shortfall on St Ives Heat Experience due to operational issues and closures. 17K shortfall on OLSN synthetic pitch due to capital project not taking place. 355K total income shortfall for above reasons however, swimming and Burgess Hall performing well which reduces overall deficit in income to around 160K. Staffing Expenditure has increased due to the living wage increase (affecting a large number of staff) and the pay award increments (60K) Operational costs have risen in equipment maintenance (Impressions) and Burgess Hall - £130K (offset by increased income at Burgess Hall). Other Expenditure savings are being made on general maintenance to attempt to try and balance the books as much as possible but this is having an effect on the ongoing building upkeep. Action on Overspend Action plan to address the membership shortfall issues and equipment failures. Bowling mechanism will be replaced In Nov/Dec and the Heat Experience is being resolved (although there will be no additional income for Heat Experience due to membership refunds in this financial year). Pure Treatment rooms are being rented out so some income will be recouped. The OLSN 3G project is expected to resume shortly. Improved on site Marketing will contribute to a number of re-brands and re-launches of Bowling, Parties and Swimming (OLH) |
| | (280,081) | 2,738 | 282,819 | |

| Service | 2016/17 Updated Budget | 2016/17 Forecast Outturn | Variance | Comments on Variance +/- £10,000 |
|-------------------------------|------------------------------|--------------------------------|------------------|--|
| | £ | £ | £ | |
| Head of Operations | | | | |
| Head of Operations | 78,302 | 109,681 | 31,379 | £24k HoS interim consultant; £7k Recruitment costs. Action on Overspend Covered by one-off in year service savings |
| Environmental & Energy Mgt | 97,332 | 63,884 | (33,448) | (£17k) Sustainability advice for SCDC; (£14k) County one off energy efficiency grant |
| Street Cleansing | 826,877 | 780,057 | (46,820) | (£12k) Litter Bin saving; (£32k) Weed spraying contract saving |
| Green Spaces | 1,071,021 | 1,023,786 | (47,235) | (£122k) One off in year savings; £44k to recover hedge cutting to standard; £26k Underachievement of ZBB target for CCC income |
| Public Conveniences | 13,400 | 13,400 | (0) | |
| Waste Management | 2,104,683 | 2,102,206 | (2,477) | £170k Round rescheduling delay; (£20k) insurance settlement relating to 2015/16; (£16k) Recycling credits c/f from 2015/16; (£34k) Recycling credit increase; (£34k) Trade waste income increased; (£29k) one off in year saving; (£46k) fuel price maintained low; (£14k) increased 2nd Green Bin income; (£11k) pension saving; £20k Round config Communications Costs |
| Operations Management | 28,891 | 19,262 | (9,629) | |
| Facilities Management | 1,041,289 | 970,531 | (70,758) | (£9k) EFH rent to CAB; (£31k) rent top floor of PFH; (£12.8k) rent top floor for 2015/16; (£16k) NNDR saving |
| Fleet Management | 249,228 | 248,127 | (1,101) | |
| Markets | (47,885) | (60,656) | (12,771) | (£8k) increased Market income |
| Car Parks | (1,495,224) | (1,309,216) | 186,008 | £110k Fee increase delayed until 01st Apr; £10k ZBB Free after 3 reintroduced; £30k Excess charge shortfall; £20k shortfall in season tickets; £20k specialist consultancy to inform car parking strategy in 2017/18 Action on Overspend Introduction of revised fees and charges anticipated 1st April 2017 |
| | 3,967,914 | 3,961,061 | (6,853) | |
| Head of Resources | | | | |
| Head of Resources | 88,022 | 93,229 | 5,207 | |
| Corporate Finance | 4,413,876 | 4,066,255 | (347,621) | Apprentice Levy not required in 16/17 (73k), CIS interest income (101k), MRP (180k) and temporary loan interest (10k) |
| Legal | 214,838 | 223,963 | 9,125 | |
| Audit & Risk Management | 611,141 | 560,512 | (50,629) | Insurance retender lower premiums |
| Procurement | 64,431 | 65,249 | 818 | |
| Finance | 633,049 | 726,316 | 93,267 | Interim staff required for Finance Manager, debt management and cash related work. Action on Overspend The overspend on the Finance Manager interim appointment can be covered from reserves as it is budget development work. However this is not being used as overall underspends within Resources are off-setting these overspends |
| Commercial Estates | (1,556,757) | (2,044,698) | (487,941) | Net off of saving from CIS related MRP (£961k) against reduced CIS income £481k because of delays in CIS programme. Saving on employee budget (£31k) due to 0.8 FTE vacant post. Lost Commercial Estate income due to vacancy of nightclub £18k. |
| | 4,468,600 | 3,690,826 | (777,774) | |
| Corporate Team Manager | | | | |
| Democratic & Elections | 733,932 | 725,704 | (8,228) | |
| Directors | 468,855 | 509,414 | 40,559 | £25k excess of AK over salary budget; £13k Recruitment costs |
| Corporate Team | 1,097,706 | 1,129,257 | 31,551 | £20k Devolution; £25k Tupe consultancy; £11k OH increase due to Sick policy; (£22k) general savings Action on Overspend £20k Devolution and TUPE consultancy to be funded from reserves |
| | 2,300,493 | 2,364,375 | 63,882 | |
| HDC Totals | 17,912,786 | 17,063,013 | (849,773) | |

4. Capital Programme

The table below shows the position on the capital programme as at quarter 2. As can be seen the spend to date is only £1.492m (13.5% of budget) but the capital programme is forecast to only have an underspend this year of £1.517m. There is a risk that this spend will not happen as the majority of schemes are still waiting to be started, even though plans are in place, contracts let etc. with a number of these.

The net spend on the Council's capital programme is financed via borrowing which has a revenue implication through the Minimum revenue Provision (MRP) the MRP budget will be set based on the period 6 or 7 forecast outturn, therefore any significant further slippage will result in a higher budget for the 2017/18 MRP being set.

| Budget Summary | Revised Net Budget | Actual | Forecast Outturn | Variance |
|------------------------------------|--------------------|--------------|------------------|----------------|
| | £000s | £000s | £000s | £000s |
| Services | | | | |
| Community Services | 1,088 | 1 | 879 | (209) |
| Development Services | 406 | (451) | 412 | 6 |
| Leisure & Health | 1,547 | 187 | 756 | (790) |
| Resources | 3,857 | 1,408 | 3,867 | 10 |
| Customer Services | 161 | 28 | 31 | (130) |
| ICT | 370 | 0 | 436 | 66 |
| Operational Services | 3,559 | 318 | 3,089 | (470) |
| TOTAL | 10,987 | 1,492 | 9,470 | (1,517) |
| Reason for Variances | | | | |
| Rephasing to 2017/18 | | | | (1,346) |
| Overspend | | | | 36 |
| Underspends | | | | (151) |
| Cancelled | | | | (117) |
| Other | | | | 117 |
| Increased Grants and Contributions | | | | (56) |
| | | | | (1,517) |

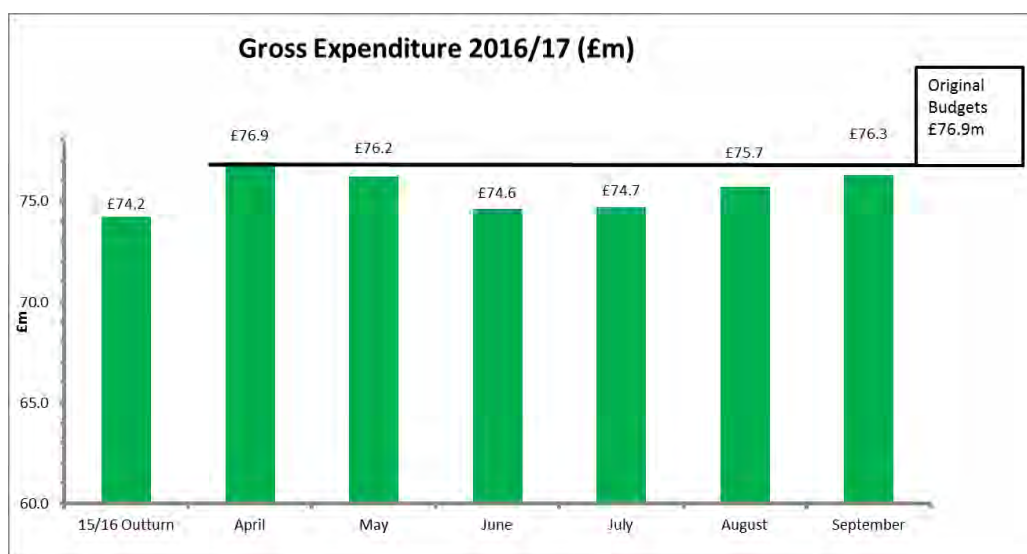
| Variation Commentary | | £000s |
|-----------------------------|---|--------------|
| 1 | Underspends | |
| | Eforms The contract with the supplier is now agreed and is less than that estimated. | (13) |
| | One Leisure Replacement Equipment This scheme is now complete, the equipment cost less than anticipated. | (23) |
| | CCTV Camera Replacements The expected expenditure has been reduced because, there has been no need to replace cameras so far this year. | (10) |
| | Wheeled Bins Increase use of returned bins, smaller bins for trade waste customers, and less demand as a result of a reduced number of new developments, have reduced expenditure. | (44) |
| | Vehicle Fleet Replacement A saving as a result of the estimated pre-tender cost being less than the budget. | (26) |
| | Play Equipment The condition of the equipment has been assessed, and as a result the need for replacements has been reduced. | (5) |
| | Flexible Working The procurement of this software has been on a cost model that has a higher revenue cost but as a result reduces the upfront capital costs. | (30) |
| | Total | (151) |
| 2 | Cancelled Schemes | |
| | CRM Software Upgrade The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership. | (117) |
| | Total | (117) |
| 3 | Potential Rephasing to 2017/18 | |
| | Huntingdon West Development The amount to be paid in compensation has slipped and is likely to remain unpaid until 2017/18. | (199) |
| | Alconbury Weald Remediation – Expenditure The planned project will not now proceed, and a new partner is being sought. The most likely partner is Urban and Civic and the expenditure will probably be a loan. In this instance capital sum repayments would still be governed by the grant determination letter. Alconbury Weald Remediation – Grant The planned project will not now proceed, and a new partner is being sought. | 0 |
| | One Leisure Huntingdon Development Lease negotiations with regard to the Leisure centre site have delayed the start of the project. | (666) |
| | One Leisure Improvements Bookings for Burgess Hall mean work cannot be undertaken in 2017/18, and in addition works at St Neots Pool are delayed due to programming issues. | (107) |
| | Building Efficiencies – Salix Savings to the fund have been at a reduced rate, as a result the amount available to spend has been reduced in this year. | (36) |
| | Retro-Fitting Buildings Delays to the installation of the energy saving equipment have | (120) |

| Variation Commentary | | £000s |
|-----------------------------|---|----------------|
| | resulted from protracted lease negotiations at One Leisure buildings, so some expenditure has been delayed to 2017-18. The sites to be completed in 2016-17 are OL St Ives, Huntingdon, and Sawtry. An exclusion clause is to be included in the contract to deal with unresolved site leases, once this is agreed work can commence at these sites. | |
| | Bridge Place Car Park An analysis of the requirements for parking in Huntingdon is underway, until the results of this are known this scheme will not proceed. Whilst there is still time for the scheme to proceed, it will not complete this year. | (218) |
| | Total | (1,346) |
| 4 | Overspends | |
| | One Leisure St Ives String Bowling The whole life costs of the scheme have been assessed, there is a cost benefit in spending more on the equipment which will result in lower on-going revenue costs. | 6 |
| | Virtual Server Tenders have been received and have been assessed, the costs indicated in the tender are higher than the budget. There are though anticipated saving in the flexible working budget not in the underspends above. | 30 |
| | Total | 36 |
| 5 | Other | |
| | Private Sector Grants (Housing) This scheme of grants is now complete, the expenditure for the remaining commitments exceeds the budget. Whilst there was an underspend in 2015-16 this was not rephased due the small amount. | 6 |
| | Capita Software Upgrade Extra work has been identified in addition to the Capita upgrade. This work is required to move interfaces from an in-house system to Capita AIM, and make more efficient use of this software. In addition Capita will train up in-house staff so that they are able to carry out future works. | 23 |
| | Doorstep Greens and Neighbourhood Gardens Funds were allocated in accordance with a supplementary planning agreement to provide neighbourhood gardens as a result of the Oxmoor Estate action plan which finished in 2010. Whilst some of the scheme has been funded from an earmarked reserve the remainder of the cost need to be funded from the capital programme. There are sufficient savings in the programme in 2016-17 to fund this expenditure. | 22 |
| | Telephony Switches The capital programme includes a scheme to replace telephony switches and infrastructure. This was split £0.100m in 2016-17 and £0.100m in 2017-18. Now that the procurement process has been undertaken, there would be a significant saving if the purchase of the equipment was made in one phase instead of split across two years. The total expenditure will be £0.166m, as opposed to the budget of £0.200m. If the expenditure were phased across two years it would total £0.187m. There are sufficient savings in the programme in 2016-17 to fund this expenditure. | 66 |
| | Total | 117 |
| | | |

| Variation Commentary | | £000s |
|----------------------|---|-------------|
| 6 | Contributions and Grants | |
| | Increased contributions from developers for wheeled bins. Receipts from developers are exceeding that expected. | (4) |
| | Land Sales The pieces of land identified for sale have achieved higher selling prices than expected. | (13) |
| | Loves Farm Community Centre Additional s106 contributions have been received for the construction of this facility. | (39) |
| | Total | (56) |

Financial Dashboard

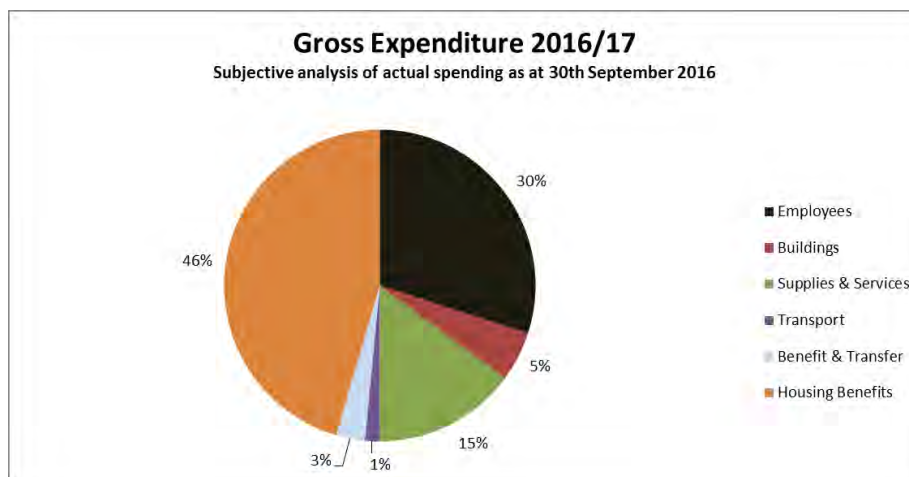
Revenue Expenditure



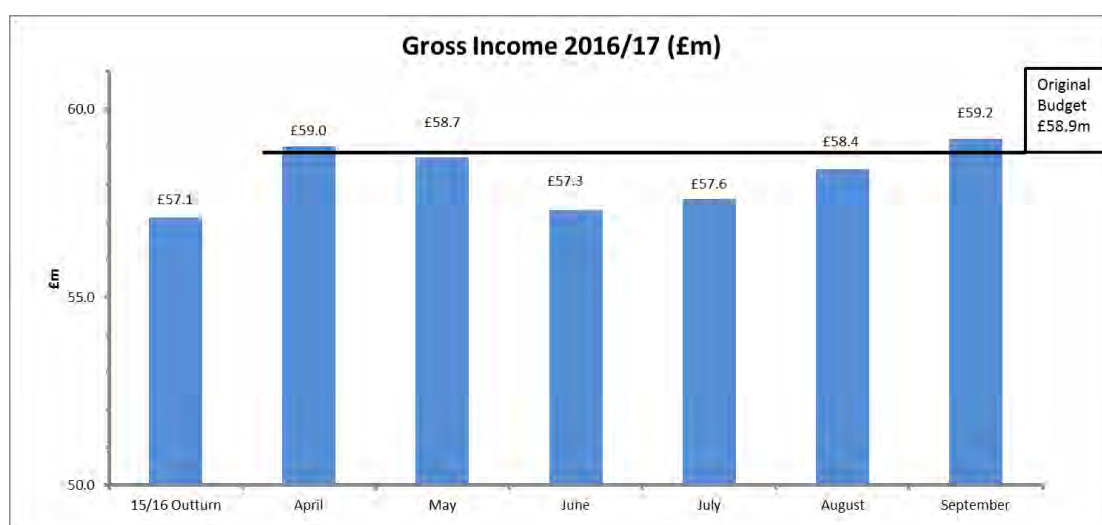
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted increase to the Minimum Revenue Provision (£1m) mainly due to the Commercial Investment Strategy. These increases have been off-set by savings that services are expected to generate following service reviews.

Currently, expenditure is forecast to be £76.3m which is £0.6m below the budget target. This is £1.7m higher than the June forecast. The main reason for the increase in the forecast since June is that housing benefits payments have increased by £0.85m (the June forecast was based on the Government's expected trend of a 3.5% reduction in expenditure which has not been seen in the first half yearly payments). The ICT Shared Service is also expected to spend £0.43m more than the budget. Both of these items are mostly off-set by higher income (subsidy and partner contributions). The remaining variation is down to general variations across other services, some of the increased costs are matched by higher income.

As shown below the main area of expenditure is Housing Benefits and employees.

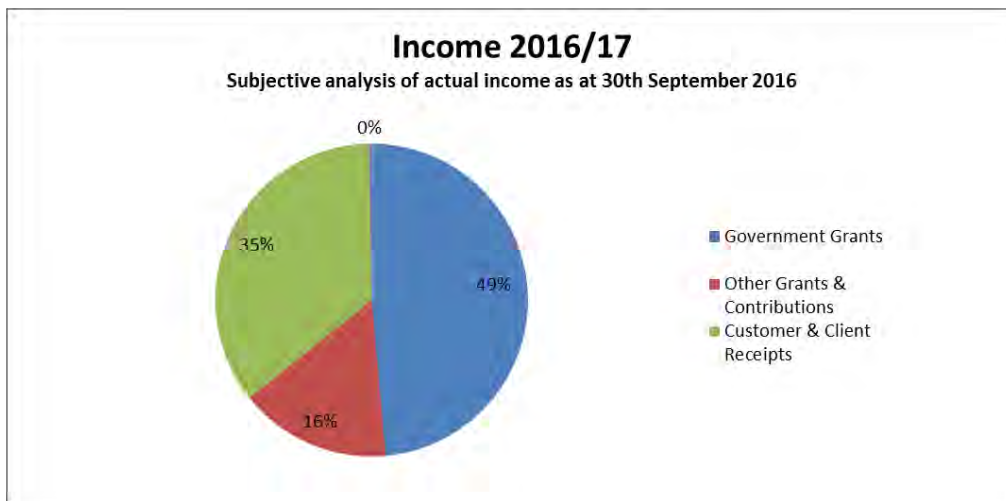


Revenue Income

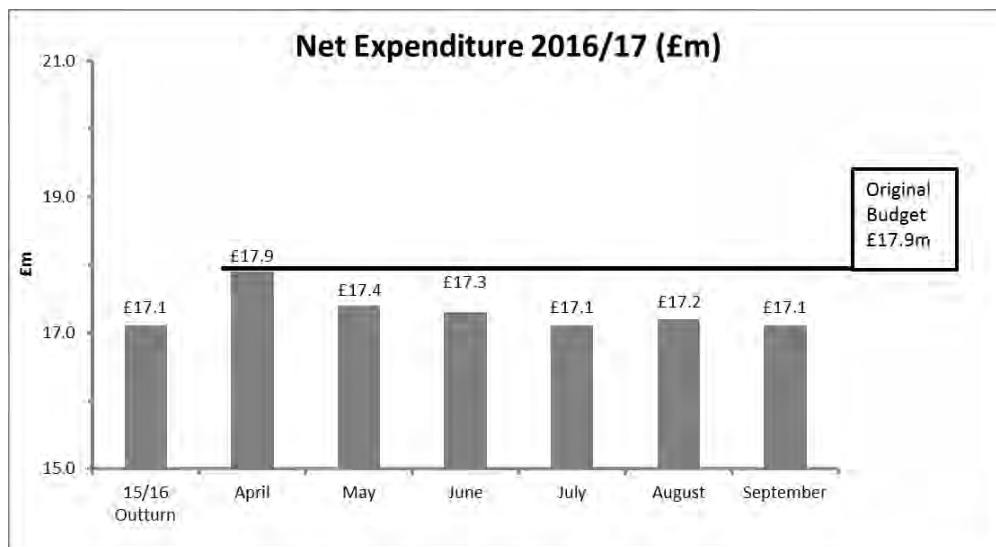


The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City Council. Additional income will also be generated by the CIS acquisitions but some one-off income items in 2015/16 have not been budgeted for in 2016/17.

Currently, income is expected to be £0.3m above the budget target. This is £1.9m higher than forecast in June. As previously mentioned, part of this increase is as a result of higher subsidy receipts (£0.82m) expected on housing benefits payments, higher contributions from partners for shared services (£0.28m). Other areas of higher income include CIL admin receipts (£0.21m) and planning fees (£0.37m). The CIS rental income (£0.48m) and One Leisure income (£0.16m) is expected to be below budget.



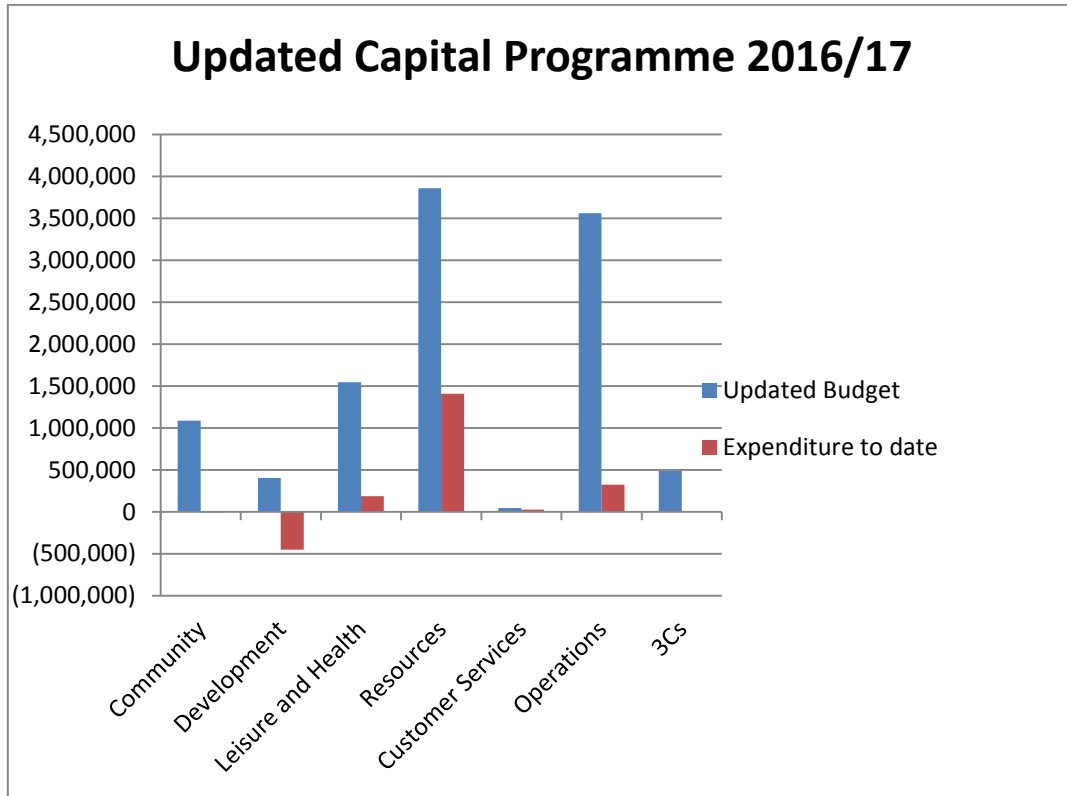
Revenue Net Position



At the end of September 2016 the net revenue expenditure is forecast to be at £17.1m, £0.8m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.9m by the year end.

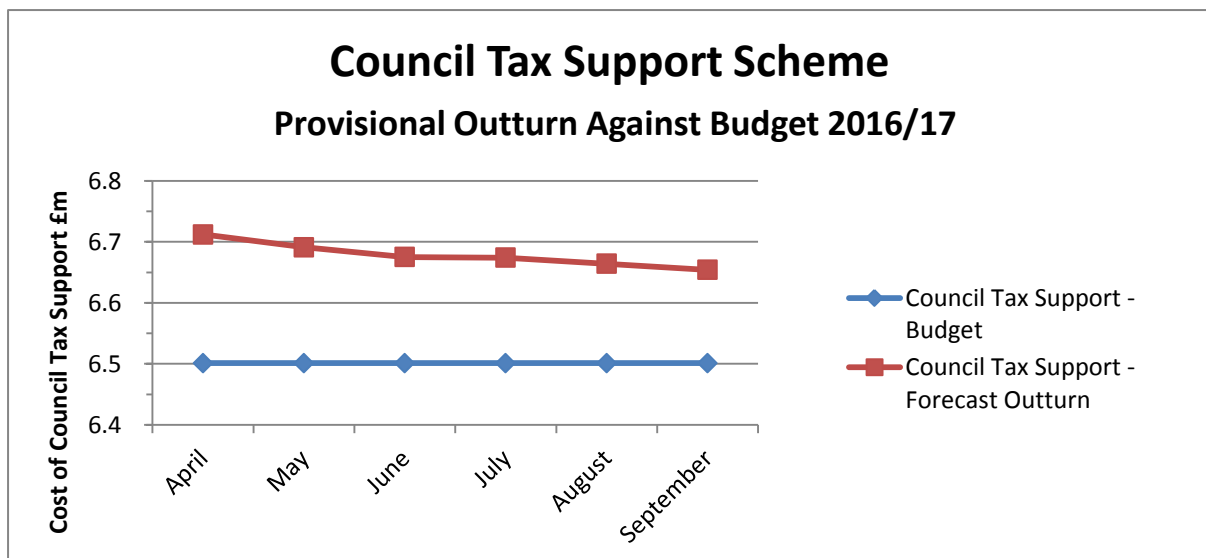
Capital Programme

Budget and Expenditure Update



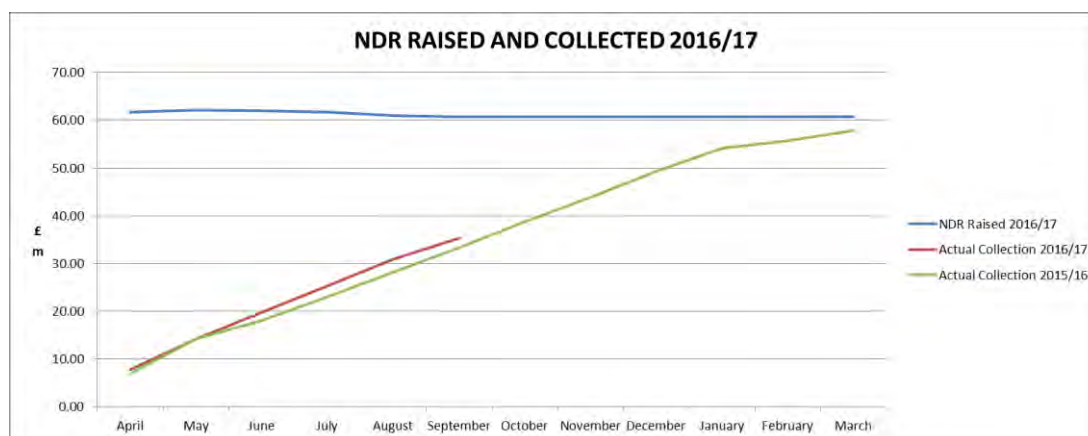
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.2m above the budgeted £6.5m. Any 2016/17 increase in Council Tax Support will impact in 2017/18.



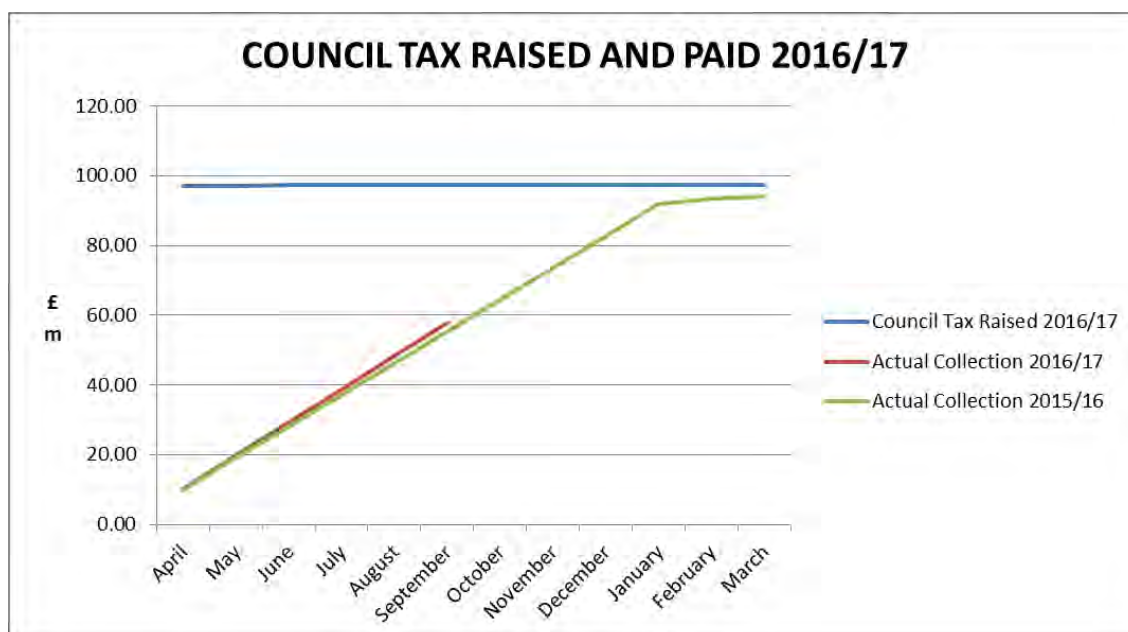
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



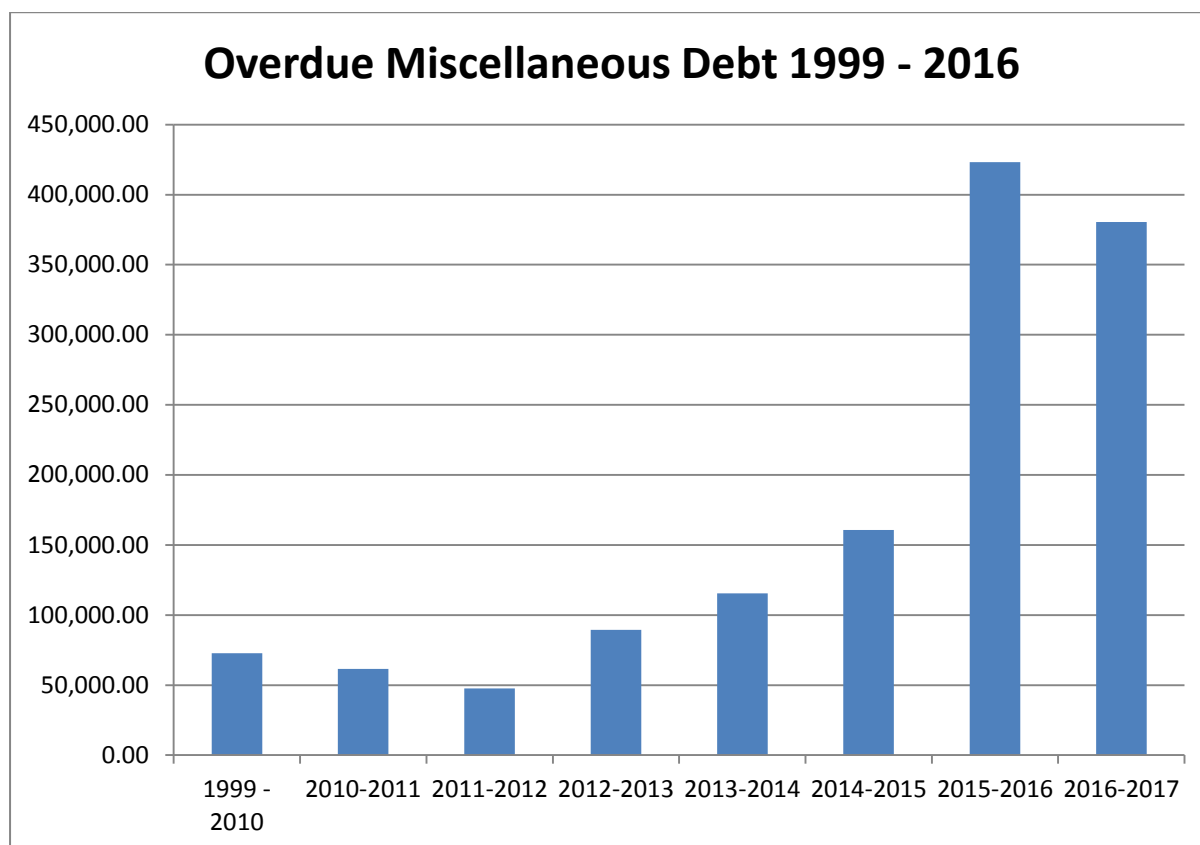
The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.63m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.50m.

Miscellaneous Debt



The total outstanding debt as at 30 September 2016 is £1.351m of which £0.970m is prior year debt, down from £1.797m as at 31 March 2016.

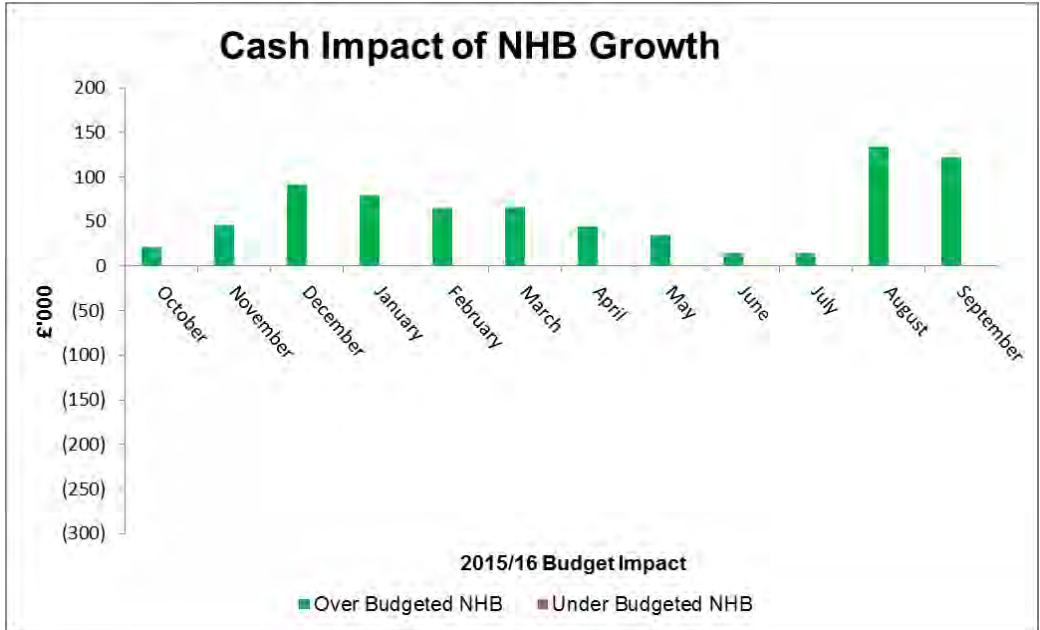
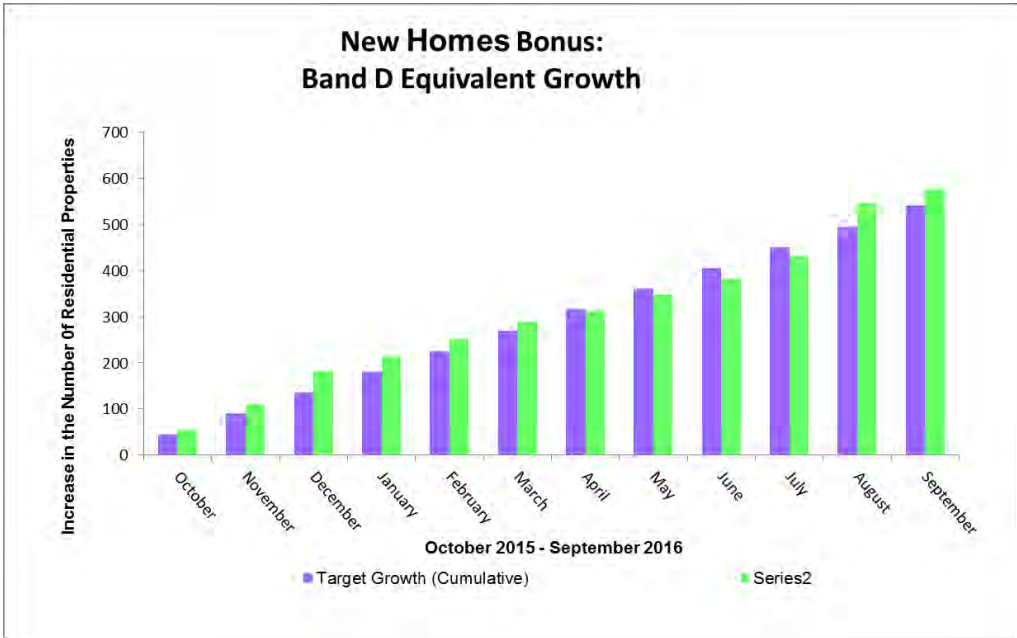
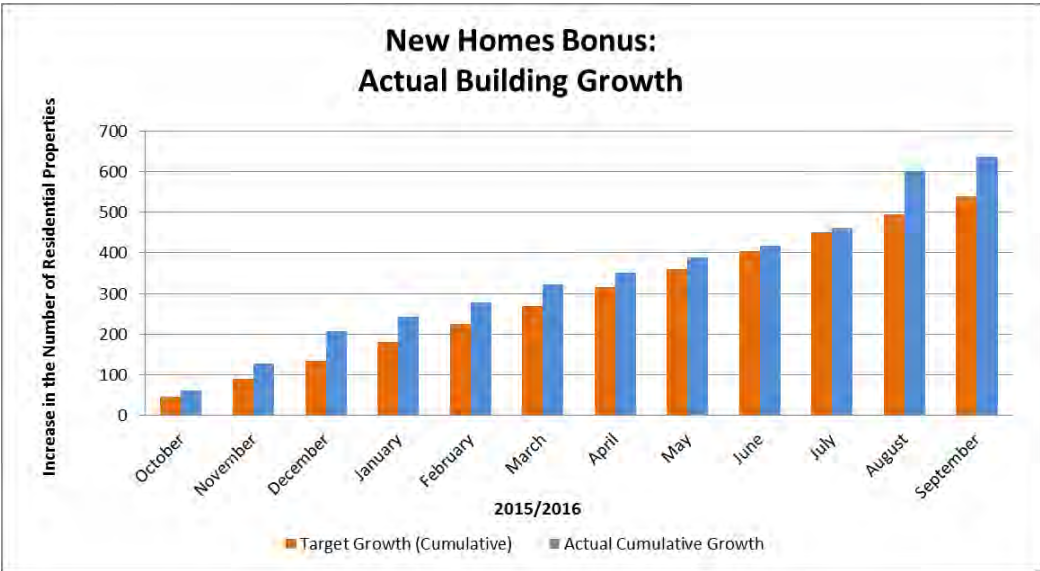
The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). Even though the 2015/16 debt position is currently showing a large outstanding amount the majority of this (£315k) is being collected via direct debit and will be paid by the end of the current financial year.

New Homes Bonus

The New Homes Bonus reporting cycle is October to September; consequently any variation in income will be attributable to 2017/18. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

In the 12 months to September 2015, 583 new homes were completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541, a reduction of 6, and this figure has been used to assess the impact actual completions will have on NHB receipts.

We are now at the end of the current reporting cycle, and we are 36 units ahead of the target of 541 completions with a total of 577 new homes having been completed to the end of September. The impact of these additional units will come through in 2017/18 however any growth may be tempered by potential changes to the New Homes Bonus scheme that the Government will be introducing.



| ZBB Savings Agreed 2016/17 Budget Setting - RAG Status | | | | | | Appendix E |
|--|--|--------------------|----------------------|-----------------------------|---|------------|
| Service | Recommendation | 2016/17 (£'000) | RAG Status (Savings) | RAG Status (Implementation) | Comments | |
| Operational Services | | | | | | |
| Waste Management | Reconfiguration of rounds for residual waste, green waste & recycling to bring about more efficient collection | (207) | AMBER | AMBER | Delayed implementation - now starts february 2017 - reduced saving in 2016/17 £136k. Full saving achieved in 2017/18. | |
| Whole Service | Staff Restructuring | (300) | GREEN | GREEN | | |
| Whole Service | Income Generation and full cost recovery - Parking Services Trade Waste - Grounds Maintenance - Street Cleansing - Countryside Service | (300) | RED | RED | Car Parking (£120k) proposals for increased fees and charges deferred at members request with anticipated implementation of 1 April 2017. Delays in increases in ECN income due to staff shortages and delays in the introduction of other parking related income. £70k additional income from CCC for grass cutting forgone due to member decisions not to pursue. Additional income for trade waste and GM from Luminous achieved but only accounts for £50k of overall target. | |
| Grounds Maintenance | Operational efficiencies in the provision of the grounds maintenance service | (50) | GREEN | GREEN | | |
| Facilities | Additional income from external lettings at PFH and EFH | (3) | GREEN | GREEN | | |
| TOTAL OPERATIONAL SERVICES | | (860) | | | | |
| Customer Services | | | | | | |
| Customer Services | Reductions in Service offer | (39) | GREEN | GREEN | | |
| | Restructure of Customer Services and relocation of Call Centre to Pathfinder House | (183) | GREEN | GREEN | | |
| | Creation of Multi-Agency Customer Service HUB at Pathfinder House | (17) | GREEN | GREEN | Work looking at potential commercial partnership progressing | |
| Document Centre | Re-procurement and rationalisation of print and postage services | (31) | GREEN | GREEN | | |
| | Increased income generation from external customers | (60) | AMBER | GREEN | | |
| Housing Needs | Re-procurement of Information Technology Systems | (10) | GREEN | GREEN | | |
| | Reduction in Homelessness Prevention Budget | (20) | GREEN | GREEN | | |
| | Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation | (60) | RED | GREEN | 2016/17 has seen an increase in homelessness and use of temporary accommodation. | |
| Local Taxation | Changes to billing - single bills with HB and e-billing | (2) | GREEN | GREEN | | |
| | Online self service for customers | (21) | GREEN | GREEN | | |
| | Changes to telephone answering standards | (21) | GREEN | GREEN | | |
| Housing Benefits & Fraud | Online self service for customers | (55) | GREEN | GREEN | Technical issues have delayed start of project, saving should still be achievable | |
| | Send single annual bill and benefit entitlement | (12) | GREEN | AMBER | | |
| | Review of benefits surgery in St Ives | (5) | GREEN | GREEN | | |
| | Increased recovery of HB Overpayments | (7) | GREEN | GREEN | | |
| TOTAL CUSTOMER SERVICES | | (543) | | | | |
| Leisure & Health | | | | | | |
| Leisure & Health | Budget realignment of prior year budget error | (51) | GREEN | GREEN | | |
| Sports & Leisure | Income generation from activities | (8) | GREEN | GREEN | | |
| | Staffing efficiencies through better balance of permanent and casual staffing | (21) | GREEN | GREEN | | |
| | general efficiency savings and savings following ending of DAS rproject | (22) | GREEN | GREEN | | |
| TOTAL LEISURE & HEALTH SERVICES - ALL ZBB HEAVY REVIEWS | | (102) | | | | |
| Community Services | | | | | | |
| Strategic Assets & Projects | Restructuring | (88) | AMBER | GREEN | Slippage in delivery, project completion 28th November 2016; £10k reserve to Development Management from 2016/17 (£5k) and 2017/18 (£5k); and 0.5 FTE Grade G permanent post being created in Operations (£18.5k) | |
| | Reductions in Environmental Improvement Budgets | (10) | GREEN | GREEN | | |

| Service | Recommendation | 2016/17 (£'000) | RAG Status (Savings) | RAG Status (Implementation) | Comments |
|---|---|--------------------|----------------------|--------------------------------|---|
| Licensing | Removal of vacant post | (12) | RED | GREEN | This was not delivered as intended, £12k funded from elsewhere in Community salary budgets as part of restructure |
| | Wireless CCTV cameras | (25) | AMBER | AMBER | Some slippage in the delivery of this project due to delays in the capital programme spend, may not save the full £25k in 2016/17. |
| TOTAL COMMUNITY SERVICES | | (135) | | | |
| Development Services | | | | | |
| Economic Development | Various Grants | (30) | GREEN | GREEN | |
| Development Management & Planning Policy | Changes to working practices | (80) | GREEN | GREEN | |
| | Pre-Planning Application fee increases | (10) | GREEN | GREEN | |
| | Reduction in Consultants budgets for redevelopment proposals | (140) | GREEN | GREEN | |
| Housing Strategy | Changes to working practices | (34) | GREEN | GREEN | |
| | Procurement Savings | (20) | GREEN | GREEN | |
| TOTAL DEVELOPMENT SERVICES | | (314) | | | |
| Resources | | | | | |
| Estates | Reduced Repairs & Maintenance | (8) | GREEN | GREEN | |
| | Increased and new fees and charges | (77) | GREEN | GREEN | |
| TOTAL RESOURCES | | (85) | | | |
| Corporate Services | | | | | |
| | Improved efficiencies within team, through deleting vacant posts and realignment of duties. | (127) | GREEN | GREEN | |
| | Miscellaneous savings across supplies and services | (30) | AMBER | GREEN | Budget that were due to have savings moved to IMD shared service therefore £10k not achievable in current year. Full £30k will be made in future years. |
| | Review of LGSS Contract | (4) | GREEN | GREEN | |
| | Efficiencies through the centralisation of training across the Council. | (60) | GREEN | GREEN | |
| TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS | | (221) | | | |
| TOTAL SAVINGS | | (2,260) | | | |

Appendix F

CIS Investment Investigations

The following table is a summary of the reasons for rejecting investment opportunities that arose between April and September 2016:-

| | |
|---|-----------|
| Rejected because; | |
| Already under offer | 5 |
| Yield too low | 6 |
| Leasehold and not freehold | 2 |
| Distance too great | 3 |
| Risk too high | 4 |
| Lack of diversity against current portfolio | 1 |
| Too management intensive | 1 |
| Concerns about condition | 2 |
| Concerns about flats above | 1 |
| Concerns about the tenant's business model | 1 |
| Too geographically diverse | 4 |
| Other | 2 |
| Total | 32 |

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|------------------------------|--|
| Title/Subject Matter: | Cambridgeshire and Peterborough East Anglia Devolution |
| Meeting/Date: | Cabinet – 17th November 2016 |
| Executive Portfolio: | Executive Leader (RH) |
| Report by: | Managing Director (JL) |
| Ward(s) affected: | All Wards |

1. Executive Summary:

- 1.1 This report sets out the next stage in the devolution process and seeks consent to the Cambridgeshire and Peterborough Combined Authority draft Order.

2. Recommendations:

- 2.1 Following the Council's deliberations on 16th November 2016 on (i) – (xii) below, the Cabinet is recommended to -
- (i) consent to the Secretary of State making an Order to establish the Cambridgeshire and Peterborough Combined Authority (Appendix A);
 - (ii) consent to the Council being a constituent member of the Cambridgeshire and Peterborough Combined Authority with effect from the commencement date determined by the final Order;
 - (iii) authorise the Managing Director, in consultation with the Leader of the Council, to consent to the final draft Order and associated documents, specifically:
 - to agree minor drafting amendments to the Combined Authority Order to be laid before Parliament;
 - to consent to the Council being included within the draft Parliamentary Order thereby reflecting this Council's decision;
 - (iv) authorise the Combined Authority to have a power to issue a levy to the constituent Councils in respect of any financial year. (This will be subject to the inclusion of a unanimity clause in the Combined Authority constitution on this specific matter);
 - (v) recommend to the Combined Authority that the costs of establishing the Combined Authority, holding the elections in May 2017 and running the Combined Authority (including Mayoral Office) for 2016/17 and 2017/18 are funded from the gain share grant provided by Government (as outlined in para 10.11);
 - (vi) appoint the Executive Leader of Council to act as Council's appointee to the Shadow Combined Authority and once established, to the Combined Authority;
 - (vii) appoint Councillor D Brown to act as the substitute to the above (ref (vi));

- (viii) note the outcome of the public consultation on the establishment of the Cambridgeshire and Peterborough Combined Authority as outlined in paragraph 6.1 and 6.2 and Appendices 2A - 2D;
- (ix) note the timetable for the implementation of the Cambridgeshire and Peterborough devolution Order as summarised in paragraph 7.1;
- (x) note the Government's response to the outline business case for Housing capital investment funds secured as part of the devolution deal as set out in Appendix 3;
- (xi) agree in principle, for a protocol requiring the Council Executive Leader and the representative on the Overview and Scrutiny Committee to report to each meeting of Council setting out the activities and decisions related to their respective roles within the Combined Authority;
- (xii) request that the Chairman and Vice Chairman of the Corporate Governance Committee engage their fellow committee members with a view to devising and agreeing the wording of a protocol for inclusion in the Council's constitution.

3. ORIGIN OF REPORT

- 3.1 This report is submitted to the Cabinet following a referral from the Full Council meeting held on 16th November 2016.

4. PURPOSE AND REASON FOR REPORT

- 4.1 The purpose of this report is for the Cabinet to consider the outcomes of discussions held at the meeting of Full Council, prior to determining a number of recommendations as detailed above relating to a combined authority for the Cambridgeshire and Peterborough area, with a directly elected Mayor.

5. PROPOSALS - ARGUMENT/CONCLUSIONS

- 5.1 The proposed Cambridgeshire and Peterborough Devolution Deal was presented to Council on 29th June 2016. In summary the deal delivers:

- A new £20 million annual fund for Cambridgeshire and Peterborough for the next 30 years (£600 million), to support economic growth, development of local infrastructure and jobs.
- £100 million for non-Housing Revenue Account (HRA) affordable, rent and shared ownership across Cambridgeshire and Peterborough including Community Land Trusts.
- An additional £70 million fund specifically for affordable housing in Cambridge which will be used in its entirety to build new council homes.
- Devolved skills and apprenticeship budget – to give more opportunities to our young people.
- The potential to accelerate transport infrastructure improvements such as the A14/A142 junction and upgrades to the A10 and the A47 as well as Ely North Junction. Also it would support development at Wyton and St Neots and Wisbech Garden Town and the Wisbech Cambridge rail connections.
- Government support for developing a Peterborough University with degree-awarding powers
- Working with government to secure a Peterborough Enterprise Zone.
- A local integrated job service working alongside the Department of Work and Pensions.
- Co-design with government a National Work and Health Programme focussed on those with a health condition or disability, as well as the long-term employed.
- The further potential for rail improvements (new rolling stock, improved King's Lynn, Cambridge, London rail).
- Further integration of local health and social care resources to provide better outcomes for residents.

- 5.2 There will also be significant opportunities for future devolution deals, to extend the transfer of powers and resources and the redesign of the delivery of public services. Devolution deal 2 will focus on deprived areas including, for example, health and social care, new homes and infrastructure and community safety. It is proposed that Devolution deal 2 will be drafted in January 2017 for submission to Government prior to the Spring budget.

6. CONSULTATION

- 6.1 Consultation on the devolution proposals commenced on 8th July and concluded on 23rd August 2016. Specific consultation included:

- Business engagement led and conducted by the GCGP Local Enterprise Partnership (LEP);
- Meetings and engagement with community, voluntary and local public sector stakeholders, including local Town and Parish Councils;
- Independent Ipsos MORI survey of residents - 2,280 residents contacted by telephone across Cambridgeshire and Peterborough. The phone poll gained views from a representative cross section of people, reflecting the wider population of Cambridgeshire and Peterborough.
- Online consultation generating over 1,500 responses from residents across Cambridgeshire and Peterborough. The online poll was open to all residents - but the results show that certain groups and council areas were better represented than others.

There has been a positive response from residents and businesses to devolution for Cambridgeshire and Peterborough. In particular:

Business Engagement

- The overwhelming response from this was that businesses strongly support the devolution proposals and are very keen that the opportunities these present are taken up. There was a general consensus across different audiences in favour of devolution, with a strong Mayor (who could provide the right leadership and strategic focus).

Local Stakeholders

- Community and voluntary sector groups and local Parish and Town Councils made direct submissions to the consultation. Overall these demonstrated support for the opportunity that the proposals represented and a strong desire for ongoing engagement.
- There was also a clear steer that in practice devolution should not mean an extra layer of government and bureaucracy and it should mean further powers being devolved down to the most appropriate local level.

Independent Survey of Residents

- The MORI telephone poll of 2,280 residents across Cambridgeshire and Peterborough showed that 55% of all respondents supported devolution with only 15% of residents being opposed.

- In every authority area for Cambridgeshire and Peterborough significantly more people supported the principle of devolution than opposed it.
- Over 80% of residents felt that decisions are better made locally with generally three quarters supporting the range of devolved housing, transport and infrastructure powers and budgets contained in the proposals.
- In the same survey 57% of 2,280 residents supported the election of a Mayor to access the devolution deal (25% opposed) and 61% supported a Combined Authority involving the Mayor and Cambridgeshire and Peterborough councils (23% opposed).
- In the MORI poll 57% of Huntingdonshire residents (380 people) supported the principle of devolution with only 16% opposing.
- As with the county-wide poll, 61% of Huntingdonshire residents supported the election of a Mayor to access the devolution deal (25% opposed). While 63% supported a Combined Authority, chaired by a Mayor, for Cambridgeshire and Peterborough councils (23% opposed).

On-line Consultation

- From the online poll 55% of the 1,500 respondents from across Cambridgeshire and Peterborough supported the general principle of devolving powers down from central government to the local area. In every authority area for Cambridgeshire and Peterborough more people supported the principle of devolution than opposed it.
- Online, just under a third of 1,500 respondents from across Cambridgeshire and Peterborough (31%) supported having an elected Mayor for the local area with 59% opposed.
- Of the 452 Huntingdonshire residents that chose to respond to the online survey - 47% of respondents supported the principle of transferring powers down from central government to Cambridgeshire and Peterborough.
- A majority of Huntingdonshire respondents to the online survey supported all the key policy areas and specific measures proposed in the deal - housing, transport, funding. There were also clear majorities in support of governance, scrutiny and accountability proposals put forward .

Public Sector

- There is widespread support for devolution from across the public sector including Police, Fire, Health and Education, including Cambridge University. A number of organisations highlighted the opportunities that they felt devolution represented for public service reform, given the high-level of co-terminosity across Cambridgeshire and Peterborough.

6.2 The consultation summary documents submitted to the Secretary of State are included in the Appendices. There is Huntingdonshire District Council area specific results from the IPSOS MORI telephone survey and online survey, summarised below against the whole area.

Table 1 – IPSOS MORI telephone survey

| | HDC (%) | Cambs and P'boro total (%) |
|---|----------|----------------------------|
| Principle of Devolution - Strongly/tend to support - Strongly/ tend to oppose | 57 16 | 54 15 |
| Election of Mayor - Strongly/ tend to support - Strongly/ tend to oppose | 61 25 | 58 25 |
| Local council joining Combined Authority - Strongly/ tend to support - Strongly/ tend to oppose | 63 23 | 60 23 |

Table 2 – Online survey

| | HDC (%) | Cambs and P'boro total (%) |
|---|----------|----------------------------|
| Principle of Devolution - Strongly/tend to support - Strongly/ tend to oppose | 47 45 | 55 37 |
| Election of Mayor - Strongly/ tend to support - Strongly/ tend to oppose | 27 63 | 31 59 |
| Local council joining Combined Authority - Strongly/ tend to support - Strongly/ tend to oppose | 41 52 | 44 47 |

- 6.3 In terms of local responses, the following Town and Parish Councils made separate representation; Godmanchester Town Council; Grafham Parish Council; St Ives Town Council; and Warboys Parish Council. Full details of these responses can be found at www.cambridgeshire.gov.uk/devolution. There were differing views expressed over the principles of devolution and a directly elected mayor, but there was some consensus about opposition to “another layer of bureaucracy”. As has been stated in previous reports, the elected mayor/combined authority merely replaces central government decision making and is anyway a non-negotiable element of the deal. On other specific issues raised by local parishes, the detailed Order should now provide the necessary clarity.

7. ANTICIPATED OUTCOMES

- 7.1 The Council is also requested to approve the draft Combined Authority Order as detailed in Appendix 1, with appropriate authorisation given to the Managing Director (in consultation with the Executive Leader of Council) to agree minor amendments and send written consent to Government to the final draft Order.
- 7.2 The Order will require the appointment of one representative from each Council to the Combined Authority and one substitute. Paragraph 2.1 (vi) recommends the appointment of the Executive Leader of Council to the Combined Authority with Councillor D Brown, Portfolio Holder for Strategic Partnerships and Shared Services acting as the substitute. These arrangements will also be put into place for the formation of a Shadow Combined Authority, subject to the

approval of all Cambridgeshire and Peterborough Councils to these recommendations.

7.3 Appendix 1B is the draft Order for the Overview and Scrutiny and Audit Committees, which sets out the Government's requirements that 'there should be an Overview and Scrutiny Committee of the Combined Authority pursuant to Schedule 5A of the Local Democracy, Economic Development and Construction Act (2009) (LDEDCA). The order is in draft and has not yet been laid before Parliament.

7.4 The Overview and Scrutiny and Audit Committee Order applies to all Combined Authorities and is not specific to Cambridgeshire and Peterborough. A guidance note attached as Appendix 1C outlines the draft arrangements for the Overview and Scrutiny Committee within the Cambridgeshire and Peterborough Combined Authority, and explains:

- the structure of the Overview & Scrutiny Committee, specifically retaining flexibility on the number of members to ensure political balance across the area;
- requirements for the Chairman of the Overview & Scrutiny Committee, including that they are of a different political party to the Mayor;
- operational arrangements specifically:-
 - call-in powers
 - duty to respond
 - key decisions and forward planning;
- appointment of Scrutiny Officer.

Scrutiny procedure rules will be included in the constitution of the Combined Authority.

8. TIMETABLE AND PROCESS

8.1 The timetable for the establishment of the Shadow and formal Combined Authority is summarised below, specifically:

| | | |
|--------------------------------|--|---|
| August 2016 | Consultation exercise completed | ✓ |
| September 2016 | Consultation submitted to Secretary of State (Appendix 3A) | ✓ |
| November 2016 | Full Council and GCGP Board meetings to consent to draft order. Chief Executives/Managing Director to provide final written consent to Order Draft Parliamentary Order laid Shadow Combined Authority established | |
| December 2016/ January 2017 | Parliamentary Order approved | |

| | | |
|---------------|--------------------------------|--|
| February 2017 | Combined Authority established | |
| May 2017 | Election of Mayor | |

- 8.2 Once the draft Order is approved by all Councils in Cambridgeshire and Peterborough, it will enter the Parliamentary scrutiny process. The Parliamentary Joint Committee for Statutory Instruments reviews the Order and this may result in drafting changes.
- 8.3 It has not been the practice of Parliament to make substantive changes at this stage. Therefore consent by Council is requested to delegate to the Managing Director the authority to agree any minor drafting changes.
- 8.4 If exceptionally these changes are of a substantive nature, the Order must return to Council for consent. The Managing Director's delegated power is therefore limited to minor drafting changes and to confirming to Government the consent of this Council to the final draft Order laid before Parliament.

9. ACCOUNTABILITY

- 9.1 Consideration has also been given to the need to have a mechanism whereby this Council might receive reports from the Combined Authority and be able to examine, challenge and question the Combined Authority's work and decisions.
- 9.2 As such it is recommended that consideration be given to a proposed reporting protocol whereby the Council Leader provides a report to each meeting of Full Council, setting out the work and actions of the Combined Authority since the preceding report. It is suggested that, as part of this agenda item, the opportunity to ask questions to the Leader on their report be provided.
- 9.3 A similar arrangement could also apply to the scrutiny function of the Combined Authority which could, through the nominated Council representative on that Committee, also report to Full Council.
- 9.4 The above arrangements would need to be in place and ready to commence by the time the Combined Authority is established. In order to agree the detail of the reporting protocol it is suggested that the Chairman and Vice Chairman of the Corporate Governance Committee consider and recommend how to incorporate these arrangements into the constitution.

10. EQUALITY IMPACT ASSESSMENT

- 10.1 The Equality Impact Assessment is attached as Appendix 4.
- 10.2 The Assessment demonstrates that the Council has considered its public sector equality duty as set out at section 149 Equality Act 2010 and has had due regard to all relevant factors in making these decisions.

11. REASONS FOR RECOMMENDATIONS

- 11.1 To consult on a scheme for the Cambridgeshire and Peterborough area with a directly elected Mayor, in order to devolve powers from Government to a Combined Authority.
- 11.2 To bring additional new funding to the Cambridgeshire and Peterborough area with local decision making for these funds.

12. ALTERNATIVE OPTIONS CONSIDERED

- 12.1 The Governance Review reported to the Council on 29th June 2016 considered a number of alternative options and concluded that the most appropriate option for Cambridgeshire and Peterborough is to establish a Mayoral Combined Authority.
- 12.2 If the Combined Authority is not established the Council will lose the opportunities made available through the devolution agreement, including:
- Funding for Housing development
 - Funding for Infrastructure growth
 - Additional powers to make decisions locally
 - Government commitment to work with Peterborough to develop a Peterborough University and an Enterprise Zone

13. IMPLICATIONS

- 13.1 As reported to June Council, the Devolution area including Peterborough will benefit financially from the proposed devolution deal, specifically:
- £20m per annum (£600m over 30 years) single pot for infrastructure investment funding to invest in economic growth, accelerate housing delivery and job creation. This annual investment fund is split 60:40 between capital and revenue grant, enabling flexibility in its use;
 - £100m capital over five years to help to deliver infrastructure for housing and growth and at least 2000 affordable homes for Cambridgeshire and Peterborough;
 - £70m capital over five years ring fenced to meet Cambridge housing needs (delivery 500 affordable homes).

Further benefits from the scheme are outlined in para 5.1 above.

- 13.2 An outline business case for both capital grants has now been developed and agreed with Government. A letter from the Secretary of State for Communities and Local Government setting out his support for the business case and commitment to the early release of capital funds is contained in Appendix 3.
- 13.3 The Mayor and Combined Authority will be governed by a constitution similar to the usual local authority standing orders relating to the approval of the budget. Details are contained in the Combined Authority Order and Finance Order currently being drafted by the Department of Communities and Local Government. At the time of writing this has not been received, however discussions have indicated that this will include the following:

Precept

- The main purpose of the Finance Order is to create the Mayor as a major precepting authority.
- The Mayor will be subject to precept limitations – at a level yet to be decided by Government.
- It is normal that precept limitations are only set in the preceding months to the new financial year. The precept will take effect from 2018/19.

Levy

- Only a Combined Authority can levy.
- The primary legislation says that a Mayor cannot levy for anything.
- The Combined Authority can levy constituent councils for the discharge of its transport functions under primary legislation.
- The Finance Order is expected to extend that power to other functions of the Combined Authority.
- A unanimous decision will be required for the Combined Authority to impose that levy on constituent councils (in other words individual council representatives have the power of veto over any levy).
- The Mayor will not be able to unilaterally impose costs upon the constituent councils.

Borrowing

- The primary legislation will allow the Combined Authority to borrow for its transport functions.
- There is an outstanding issue with the Treasury about whether the Finance Order will extend the ability to borrow for the discharge of the other Combined Authority functions.

Contributions

- If Mayor's costs cannot be met through the precept and/or the cost of the Combined Authority cannot be met through the gain share or levy, the constituent councils have the power to make contributions to the Mayor and Combined Authority
- Contributions cannot be unilaterally imposed by the Mayor on the Combined Authority. They can however request the constituent councils to pay a contribution and include this contribution within the budget.
- If the Combined Authority does not agree to making contributions to meet the additional costs, they vote against the budget.
- If the Combined Authority does approve the budget the contributions must be paid by the constituent councils.

13.4 As can be seen, the proposed Combined Authority will bring considerable financial benefit to the area. There will be costs incurred in establishing and running the Combined Authority, but the aim will be

- to keep costs at an absolute minimum, using existing resource where possible
- to look to generate savings and efficiencies through public service reform.

The costs of setting up and running the Combined Authority will largely be covered by the funding provided by Government. This is covered in more detail below.

Interim Arrangements

13.5 The cost of the interim arrangements leading up to the election of the Mayor in May 2017 have now been finalised at £146,036 covering the employment of statutory officers and external consultancy support. These costs will be funded from the first year of the gain share grant provided by Government (the revenue element of the £20m per year fund).

13.6 The on-going costs of running the Combined Authority are split into two:

- Combined Authority costs – including the required roles of Head of Paid Service, Chief Finance Officer and Monitoring Officer and Scrutiny Officer
- Mayoral office costs – The exercise of mayoral functions can be met by precepts. This would include cost of those functions, the mayor's remuneration, and that of any political assistant and of the mayor's 'office'

A breakdown of these costs for 2017/18 is included in Appendix 5, along with a forecast for 2018/19 (these remain a matter for the Mayor and Combined Authority to finalise).

13.7 These running costs will be funded as follows:

- The Combined Authority costs will be funded from the gain share grant. There will be no charge to member bodies or local taxpayers for this.
- In 2017/18 Mayoral office costs will also be covered by the gain share grant. In future years, the Mayor will determine whether the mayoral office costs continue to be funded from gain share grant, or that a precept i.e. a separate element of council tax, funds these costs.

13.8 In addition, there will be the costs of the Mayoral elections in May 2017. These are forecast to be approximately £756,000 across the Combined Authority area (£150,000 in Huntingdonshire). These costs will be met from the first years gain share grant.

13.9 The total costs of establishing the Combined Authority, holding the elections and running the Combined Authority (including Mayoral Office) for 2017/18 are outlined below:

| | 2017/18 £000's |
|-----------------------------------|-------------------|
| set up costs | 146 |
| Combined Authority Costs – year 1 | 674 |
| Mayoral office costs – year 1 | 135 |
| Election costs | 756 |
| total costs | 1,711 |

Council are asked to recommend that these costs are funded from the gain share grant.

13.10 Certain other funding streams will now be channelled via the Combined Authority. The main source initially is the Local Transport Plan capital grant (both the maintenance and integrated transport elements). The Combined Authority will allocate these funds in line with its transport plan to the highways authorities.

13.11 The original devolution scheme in Cambridgeshire and Peterborough included additional flexibility on business rates in para 12.6 as follows:

‘Subject to the making of enabling legislation, the Mayor shall have power to place a supplement of 2p per pound of rateable value on business rates to fund infrastructure and Mayoral costs with the agreement of the local business community through the LEP’

The enabling legislation will be driven by the broader work on the localisation of business rates underway with the Department of Communities and Local Government, and not within the Finance Order itself (and as such will be driven by the timescales for that broader piece of work).

13.12 The estimated running costs of the Mayor's office and Combined Authority over the next five years (including elections costs) is likely to total around £6m. This will be funded from the gain share grant as outlined earlier. For that investment, £270m of funding will be generated for the area as follows:

- £100m of infrastructure investment funding (£20m per annum)
- £100m over five years to help to deliver infrastructure for housing and growth
- £70m capital over five years ring fenced to meet Cambridge housing needs

In other words, each £1 spent on running the Combined Authority for the next 5 years will generate income of £45 to be invested in our areas.

14. APPENDICES

- 14.1 Appendix 1A - Draft Order – Cambridgeshire and Peterborough Devolution (Combined Authority) **(TO FOLLOW)**
- Appendix 1B - Draft Order – Cambridgeshire and Peterborough Devolution (Scrutiny and Audit)
- Appendix 1C - Guidance Note: Scrutiny arrangements for Combined Authority
- Appendix 2A - Letter to Rt Hon Sajid Javid MP, Secretary of State
- Appendix 2B - Cambridgeshire and Peterborough East Anglia Devolution Consultation
- Appendix 2C - East Anglia Devolution Research – Cambridgeshire and Peterborough IPSOS MORI
- Appendix 2D - Cambridgeshire and Peterborough Online Results
- Appendix 3 - Letter from Rt Hon Sajid Javid MP, Secretary of State
- Appendix 4 - Equality Impact Assessment
- Appendix 5 - Outline Costs and Funding

BACKGROUND PAPERS

Council – 29th June 2016 Agenda Item No. 17 The Cambridgeshire and Peterborough Devolution Proposal, Governance Review and Scheme

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=322&MId=6033>

Cabinet – 29th June 2016 Agenda Item No.2 The Cambridgeshire and Peterborough Devolution Proposal, Governance Review and Scheme

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=322&MId=6033>

Extraordinary Council – 16th November 2016 Agenda Item No. 2 Cambridgeshire and Peterborough Devolution

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=322&MId=7192>

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Draft Order laid before Parliament under section 117(2) of the Local Democracy, Economic Development and Construction Act 2009, for approval by resolution of each House of Parliament.

D R A F T S T A T U T O R Y I N S T R U M E N T S

2016 No.

LOCAL GOVERNMENT, ENGLAND

**The Combined Authorities (Overview and Scrutiny Committees,
Access to Information and Audit Committees) Order 2016**

Made - - - -

Coming into force in accordance with article 1

The Secretary of State makes the following Order in exercise of the powers conferred by section 114 of, and paragraphs 3 and 4(3) of Schedule 5A to, the Local Democracy, Economic Development and Construction Act 2009(a).

A draft of this instrument has been laid before, and approved by a resolution of, each House of Parliament pursuant to section 117(2) of the Local Democracy, Economic Development and Construction Act 2009.

PART 1

General

Citation and commencement

1. This Order may be cited as the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016 and shall come into force on 8th May 2017.

Interpretation

2.—(1) In this Order—

“the 2009 Act” means the Local Democracy, Economic Development and Construction Act 2009;

“excluded matter” means any matter which is a local crime and disorder matter within the meaning of section 19 of the Police and Justice Act 2006(b) or a matter of any description

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- (a) 2009 c. 20. Section 114 was amended by section 23 of and paragraphs 17 and 26 of Schedule 5 to the Cities and Local Government Devolution Act 2016 (c. 1). Schedule 5A was inserted by section 8 of, and Schedule 3 to, the Cities and Local Government Devolution Act 2016. Section 117(2), (2A) and (3) was substituted by section 13 of the Localism Act 2011 (c. 20). Section 117 was amended by paragraph 24 of Schedule 5 to the Cities and Local Government Devolution Act 2016.
- (b) 2006 c. 48. Section 19 was amended by section 126 of the Local Government and Public Involvement in Health Act 2007 (c. 28) and by paragraph 80 of Schedule 3 to and paragraph 1 of Part 4 of Schedule 25 to the Localism Act 2011 (c. 20).

specified in an order made by the Secretary of State for the purposes of section 9FC of the Local Government Act 2000(a);

“member” in relation to membership of an overview and scrutiny committee includes the chair of that overview and scrutiny committee;

“non constituent council” means a council designated as a non constituent council in an order made under section 103(1) of the 2009 Act;

“principal authority” means in the case of a parish council for an area in a district that has a district council, that district council, and in the case of a parish council for any other area, the county council for the county that includes that area; and

“registered political party” means a party registered under Part 2 of the Political Parties, Elections and Referendums Act 2000(b).

- (2) For the purposes of this Order a person (“R”) is a relative of another person if R is—
- (a) the other person’s spouse or civil partner,
 - (b) living with the other person as husband and wife or as if they were civil partners,
 - (c) a grandparent of the other person,
 - (d) a lineal descendant of a grandparent of the other person,
 - (e) a parent, sibling or child of a person within paragraph (a) or (b),
 - (f) the spouse or civil partner of a person within paragraph (c), (d) or (e), or
 - (g) living with a person within paragraph (c), (d) or (e) as husband and wife or as if they were civil partners.

PART 2

Overview and scrutiny: general provisions

Overview and scrutiny committees

3.—(1) The majority of members of a combined authority’s overview and scrutiny committee must be members of that combined authority’s constituent councils.

(2) At least two-thirds of the total number of members of the overview and scrutiny committee must be present at a meeting of the overview and scrutiny committee before business may be transacted.

(3) Each member of the overview and scrutiny committee appointed from the constituent councils is to have one vote and no member is to have a casting vote.

(4) Members of the overview and scrutiny committee who are appointed other than from the constituent councils shall be non-voting members of the committee but may be given voting rights by resolution of the combined authority(c).

(5) Any questions that are to be decided by the overview and scrutiny committee are to be decided by a simple majority of the members present and voting on that question at a meeting of the overview and scrutiny committee.

(6) If a vote is tied on any matter it is deemed not to have been carried.

(7) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

(a) 2000 c. 22. Section 9FC was inserted by section 21 of and Schedule 2 to the Localism Act 2011.

(b) c. 41.

(c) Paragraph 2(5) of Schedule 5A to the 2009 Act applies section 102 (2) to (5) of the Local Government Act 1972 to combined authorities.

Appointment of members

- 4.—(1) The combined authority must—
- (a) appoint such a number of members of each of the constituent councils to an overview and scrutiny committee, so that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together; and
 - (b) within the period of 28 days beginning with the day on which an appointment is made to the overview and scrutiny committee, publish a notice that—
 - (i) states that it has made an appointment;
 - (ii) identifies each member of the committee who has been appointed; and
 - (iii) specifies the period for which the members of the committee have been appointed.
- (2) The notice mentioned at paragraph (1)(b) must be published—
- (a) if the combined authority has a website, on its website; or
 - (b) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area.

Appointment of chair

5.—(1) — Paragraphs (2) to (4) apply where the chair of an overview and scrutiny committee is to be an independent person in accordance with provision made under paragraph 3 of Schedule 5A to the 2009 Act^(a).

- (2) A person is not independent if the person—
- (a) is a member, co-opted member or officer of the combined authority;
 - (b) is a member, co-opted member or officer of a constituent council or a parish council of which a constituent council is the principal authority;
 - (c) is a relative, or close friend, of a person within sub-paragraph (a) or (b);
 - (d) was at any time during the 5 years ending with an appointment as chair of the overview and scrutiny committee under arrangements made by the combined authority in accordance with paragraph 3(4)(a) of Schedule 5A to the 2009 Act—
 - (i) a member, co-opted member or officer of the combined authority; or
 - (ii) a member, co-opted member or officer of a constituent council or a parish council of which a constituent council is the principal authority.
- (3) A person may not be appointed as independent chair of the overview and scrutiny committee unless—
- (a) the vacancy for a chair of the overview and scrutiny committee has been advertised in such manner as the combined authority considers is likely to bring it to the attention of the public;
 - (b) the person has submitted an application to fill the vacancy to the combined authority, and
 - (c) the person's appointment has been approved by a majority of the members of the combined authority.
- (4) A person appointed as independent chair of the overview and scrutiny committee does not cease to be independent as a result of being paid any amounts by way of allowances or expenses in connection with performing the duties of the appointment.

(a) Paragraph 3(4) of Schedule 5A to the 2009 Act requires the Secretary of State to make provision that the chair of an overview and scrutiny committee is an independent person, as defined by the order (paragraph 3(4)(a) of Schedule 5A) or an appropriate person who is a member of one of the combined authority's constituent councils (paragraph 3(4)(b) of Schedule 5A).

(5) Paragraph (6) applies where the chair of an overview and scrutiny committee is to be an appropriate person in accordance with provision made under paragraph 3(4)(b) of Schedule 5A to the 2009 Act.

(6) Where the mayor for the area of a combined authority is not a member of a registered political party, a person may not be appointed as chair of the overview and scrutiny committee if that person is –

- (a) a member of the registered political party which has the most representatives among the members of the constituent councils on the combined authority, or
- (b) where two or more parties have the same number of representatives, a member of any of those parties.

Reference of matters to overview and scrutiny committees

6.—(1) The combined authority must ensure that it enables—

- (a) any member of an overview and scrutiny committee to refer to the committee any matter which is relevant to the functions of the committee;
- (b) any member of a sub-committee of an overview and scrutiny committee to refer to the sub-committee any matter which is relevant to the functions of the sub-committee;
- (c) any member of the combined authority to refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter; and
- (d) any member of a constituent council or a non-constituent council^(a) of a combined authority to refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter.

(2) For the purposes of paragraph (1), a combined authority enables a member mentioned in paragraph (1)(a) to (d) to refer a matter to a committee or sub-committee if it enables that member to ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.

(3) Paragraphs (4) to (7) apply where a matter is referred to an overview and scrutiny committee by a member of a combined authority or a member of a constituent council or a non-constituent council in accordance with arrangements made by the combined authority pursuant to paragraph (1)(c) or (d).

(4) In considering whether or not to exercise any of the powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to a matter referred to the committee, the committee must have regard to any representations made by the member as to why it would be appropriate for the committee to exercise any of these powers in relation to the matter.

(5) If the committee decides not to exercise any of its powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to the matter, it must notify the member of—

- (a) its decision; and
- (b) the reasons for it.

(6) The committee must provide the member with a copy of any report or recommendations which it makes under paragraph 1(2)(b) or (3)(b) of Schedule 5A to the 2009 Act in connection with the matter referred to it by the member.

(7) Paragraph (6) is subject to article 8 (confidential and exempt information).

(a) Orders establishing a combined authority may provide for there to be non constituent councils of a combined authority (see article 2 of S.I. 2014/864).

Duty of combined authority and mayor for the area of the combined authority to respond to overview and scrutiny committee

7.—(1) Where an overview and scrutiny committee or a sub-committee of such a committee makes a report or recommendations the committee may—

- (a) publish the report or recommendations;
- (b) by notice in writing require the combined authority or the mayor for the area of the combined authority to—
 - (i) consider the report or recommendations;
 - (ii) respond to the overview and scrutiny committee indicating what (if any) action the combined authority proposes to take;
 - (iii) if the overview and scrutiny committee has published the report or recommendations under paragraph (a), publish the response.

(2) A notice given under paragraph (1)(b) must require the combined authority or the mayor for the area of the combined authority to comply with it within two months beginning with the date on which the combined authority or the mayor for the area of the combined authority received the reports or recommendations or (if later) the notice.

(3) The combined authority or the mayor for the area of the combined authority must respond to a report or recommendations made by an overview and scrutiny committee, or a sub-committee of such a committee, as result of a referral made in accordance with article 6 within two months beginning with the date on which the combined authority or the mayor for the area of the combined authority received the notice.

(4) Where an overview and scrutiny committee exercises any of its powers under arrangements made in accordance with paragraph 1(2) or 1(3) of Schedule 5A to the 2009 Act in relation to a decision made but not implemented—

- (a) where recommendations have been made under paragraph 1(4)(b) of Schedule 5A to the 2009 Act, the combined authority or the mayor for the area of the combined authority must hold a meeting to reconsider the decision no later than 10 days after the date on which the recommendations of the overview and scrutiny committee were received by the combined authority; and
- (b) any direction under arrangements made in accordance with paragraph 1(4)(a) of Schedule 5A to the 2009 Act may have effect for a period not exceeding 14 days from the date on which the direction is issued.

Confidential and exempt information

8.—(1) This article applies in relation to—

- (a) the publication of any document as a result of a reference made in accordance with article 7 (duty of combined authority and the mayor for the area of the combined authority to respond to overview and scrutiny committee) comprising—
 - (i) a report or recommendations of an overview and scrutiny committee; or
 - (ii) a response of a combined authority or the mayor for the area of the combined authority to any such report or recommendations; and
- (b) the provision of a copy of such a document to a member of a combined authority or to a member of a constituent council or a non-constituent council, by an overview and scrutiny committee or a combined authority or the mayor for the area of a combined authority.

(2) The overview and scrutiny committee or the combined authority, or the mayor for the area of a combined authority in publishing the document—

- (a) must exclude any confidential information; and
- (b) may exclude any relevant exempt information.

(3) The overview and scrutiny committee, or the combined authority, or the mayor for the area of the combined authority, in providing a copy of a document to a member of the combined authority or to a member of a constituent council or a non-constituent council, may exclude any confidential information or relevant exempt information.

(4) Where information is excluded under paragraph (2) or (3), the overview and scrutiny committee or the combined authority, or the mayor for the area of the combined authority, in publishing, or providing a copy of, the document—

- (a) may replace so much of the document as discloses the information with a summary which does not disclose that information; and
- (b) must do so if, in consequence of excluding the information, the document published, or copy provided, would be misleading or not reasonably comprehensible.

(5) If by virtue of paragraph (2), (3) or (4) an overview and scrutiny committee or the combined authority, or the mayor for the area of the combined authority, in publishing or providing a copy of a report or recommendations—

- (a) excludes information; or
- (b) replaces part of the report or the recommendations with a summary,

it is nevertheless to be taken to have published the report or recommendations.

(6) In this article—

“confidential information” has the meaning given by section 100A(3) of the Local Government Act 1972(a) (admission to meetings of principal councils);

“exempt information” has the meaning given by section 100I of that Act(b); and

“relevant exempt information” means—

- (a) in relation to a report or recommendations of an overview and scrutiny committee, exempt information of a description specified in a resolution of the overview and scrutiny committee under section 100A(4) of the Local Government Act 1972 which applied to the proceedings, or part of the proceedings, at any meeting of the overview and scrutiny committee at which the report was, or recommendations were, considered; and
- (b) in relation to a response of the authority or of the mayor for the area of a combined authority, exempt information of a description specified in such a resolution of the authority which applied to the proceedings, or part of the proceedings, at any meeting of the authority at which the report or response was, or recommendations were, considered.

(7) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

Scrutiny officer

9.—(1) A combined authority must designate one of its officers as the scrutiny officer of the overview and scrutiny committee to discharge the functions in paragraph (2).

(2) Those functions are—

- (a) to promote the role of the overview and scrutiny committee;
- (b) to provide support and guidance to the overview and scrutiny committee and its members;
- (c) to provide support and guidance to members of the combined authority and to the mayor for the area of a combined authority in relation to the functions of the overview and scrutiny committee.

(3) A combined authority may not designate as the scrutiny officer any officer of a constituent council of the combined authority.

(a) Section 100A was inserted by section 1 of the Local Government (Access to Information) Act 1985 (c. 43) and amended by S.I. 2002/715 and by S.I. 2014/2095.

(b) Section 100I was inserted by section 1 of the Local Government (Access to Information) Act 1985 and amended by S.I. 2006/88.

(4) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

Additional rights of access to documents for members of overview and scrutiny committees

10.—(1) Subject to paragraph (3), a member of an overview and scrutiny committee or a sub-committee of such a committee is entitled to a copy of any document which—

- (a) is in the possession or under the control of the combined authority or the mayor for the area of the combined authority; and
- (b) contains material relating to—
 - (i) any business that has been transacted at a meeting of a decision-making body of that authority; or
 - (ii) any decision that has been made by an individual member of that combined authority.

(2) Subject to paragraph (3), where a member of an overview and scrutiny committee or a sub-committee of such a committee requests a document which falls within paragraph (1), the combined authority or the mayor for the area of the combined authority must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the combined authority receives the request.

(3) No member of an overview and scrutiny committee is entitled to a copy—

- (a) of any such document or part of a document as contains exempt or confidential information unless that information is relevant to—
 - (i) an action or decision that that member is reviewing or scrutinising; or
 - (ii) any review contained in any programme of work of such a committee or sub-committee of such a committee; or
- (b) of a document or part of a document containing advice provided by a political adviser (a).

(4) Where the combined authority or the mayor for the area of the combined authority determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document for a reason set out in paragraph (3), it must provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.

(5) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

PART 3

Key decisions

Key decisions

11.—(1) In this Order—

- (a) a “key decision” means a decision of a decision maker, which in the view of the overview and scrutiny committee for a combined authority is likely—
 - (i) to result in the combined authority or the mayor for the area of the combined authority incurring significant expenditure, or the making of significant savings, having regard to the combined authority’s budget for the service or function to which the decision relates; or

(a) Section 107D(7)(d) of the 2009 Act allows for provision to be made by order for the mayor for the area of a combined authority to appoint a political adviser.

- (ii) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority;
 - (b) “decision maker” includes a mayor for the area of the combined authority or a person exercising functions pursuant to arrangements under sections 107D(3)(a) or (b) of the 2009 Act.
- (2) Where a decision maker intends to make a key decision, that decision must not be made until a notice has been published which states—
- (a) that a key decision is to be made in relation to the discharge of functions which are the responsibility of the combined authority;
 - (b) the matter in respect of which the decision is to be made;
 - (c) the decision maker’s name, and title if any;
 - (d) the date on which, or the period within which, the decision is to be made;
 - (e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the key decision is to be made;
 - (f) the address from which, subject to any prohibition or restriction on their disclosure under article 8(2), copies of, or extracts from, any document listed is available;
 - (g) that other documents relevant to those matters may be submitted to the decision maker; and
 - (h) the procedure for requesting details of those documents (if any) as they become available.
- (3) At least 28 clear days before a key decision is made, the notice referred to in paragraph (2) must be—
- (a) published—
 - (i) if the combined authority has a website, on its website; or
 - (ii) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area; and
 - (b) made available for inspection by the public at the offices of the combined authority.
- (4) Where, in relation to any matter—
- (a) the public may be excluded under section 100A of the Local Government Act 1972 from the meeting at which the matter is to be discussed; or
 - (b) documents relating to the decision need not, because of article 8 (confidential information), be disclosed to the public,
- the document referred to in paragraph (2) must contain particulars of the matter but may not contain any confidential or exempt information as defined at article 8(6) or particulars of the advice of a political adviser.

General exception

12.—(1) Subject to article 13, where the publication of the intention to make a key decision under article 11 is impracticable, that decision may only be made—

- (a) where the proper officer has informed the chair of the relevant overview and scrutiny committee or, if there is no such person, each member of the relevant overview and scrutiny committee by notice in writing, of the matter about which the decision is to be made;
- (b) where the proper officer has made available to the public at the offices of the combined authority for inspection by the public and published on the combined authority’s website, if it has one, a copy of the notice given pursuant to sub-paragraph (a); and
- (c) after five clear days have elapsed following the day on which the proper officer made available the copy of the notice referred to in sub-paragraph (b).

(2) Where paragraph (1)(a) or (b) applies to any matter, article 11 need not be complied with in relation to that matter.

(3) As soon as reasonably practicable after the proper officer has complied with paragraph (1), he or she must—

- (a) make available to the public at the offices of the combined authority a notice setting out the reasons why compliance with article 11 is impracticable; and
- (b) publish that notice on the combined authority's website, if it has one.

Cases of special urgency

13.—(1) Where the date by which a key decision must be made makes compliance with article 12 impracticable, the decision may only be made where the decision maker has obtained agreement from—

- (a) the chair of the relevant overview and scrutiny committee; or
- (b) if there is no such person, or if the chair of the relevant overview and scrutiny committee is unable to act, the chair of the combined authority; or
- (c) where there is no chair of either the relevant overview and scrutiny committee or of the combined authority, the vice-chair of the combined authority,

that the making of the decision is urgent and cannot reasonably be deferred.

(2) As soon as reasonably practicable after the decision maker has obtained agreement under paragraph (1) that the making of the decision is urgent and cannot reasonably be deferred, the decision maker must—

- (a) make available to the public at the offices of the combined authority a notice setting out the reasons why the meeting is urgent as agreed by the persons from whom agreement is required under paragraph (1) and cannot reasonably be deferred; and
- (b) publish that notice on the combined authority's website, if it has one.

PART 4

Audit committees

Audit committees

14.—(1) In appointing members to an audit committee a combined authority must ensure that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together.

(2) An audit committee appointed by the combined authority may not include any officer of the combined authority or of a constituent council.

(3) A combined authority must appoint to an audit committee at least one independent person.

(4) For the purposes of appointments under paragraph (3), a person is not independent if the person—

- (a) is a member, co-opted member or officer of the authority;
- (b) is a member, co-opted member or officer of a parish council of which the authority is the principal authority;
- (c) is a relative, or close friend, of a person within sub-paragraph (a) or (b); or
- (d) was at any time during the 5 years ending with an appointment under paragraph (3) —
 - (i) a member, co-opted member or officer of the authority; or
 - (ii) a member, co-opted member or officer of a parish council of which the authority is the principal authority.

- (5) A person may not be appointed under paragraph (3) unless—
- (a) the vacancy for the audit committee has been advertised in such manner as the combined authority considers is likely to bring it to the attention of the public;
 - (b) the person has submitted to the combined authority an application to fill the vacancy, and
 - (c) the person's appointment has been approved by a majority of the members of the combined authority.

(6) A person appointed under paragraph (3) does not cease to be independent as a result of being paid any amounts by way of allowances or expenses in connection with performing the duties of the appointment.

(7) The combined authority must determine a minimum number of members required to be present at a meeting of the audit committee before business may be transacted, to be no fewer than two-thirds of the total number of members of the audit committee.

Signed by authority of the Secretary of State for Communities and Local Government

Name
Parliamentary Under Secretary of State

Date Department for Communities and Local Government

EXPLANATORY NOTE

(This note is not part of the Order)

Part 6 of the Local Democracy, Economic Development and Construction Act 2009 (“the 2009 Act”) provides for the establishment of combined authorities for the areas of two or more local authorities in England. Combined authorities are bodies corporate which may be given power to exercise specified functions.

Paragraph 3(1) of Schedule 5A to the 2009 Act provides that the Secretary of State may make provision for overview and scrutiny committees of a combined authority. Paragraph 4(3) of Schedule 5A to the 2009 Act provides that the Secretary of State may make provision for the membership of a combined authority's audit committee and the appointment of the members.

Part 1 makes general provision for overview and scrutiny provisions of a combined authority. *Article 3* makes provision for the membership of the overview and scrutiny committee. *Article 4* makes provision for the appointment of members to an overview and scrutiny committee and to a sub-committee of such a committee. *Article 5* makes provision for the persons who may be chair of an overview and scrutiny committee.

Article 6 makes provision for dealing with references of matters to overview and scrutiny committees by members of the combined authority, including those who are not members of that overview and scrutiny committee and members of constituent and non-constituent councils, including those who are not members of the combined authority.

Article 7 imposes a duty on a combined authority to respond to reports and recommendations of overview and scrutiny committees and *article 8* prevents the publication or supply of any information which contains confidential or exempt information by overview and scrutiny committees or the combined authority.

Article 9 imposes a duty on combined authorities to designate a scrutiny officer, where that authority has appointed one or more overview and scrutiny committees.

Article 10 sets out additional rights of members of overview and scrutiny committees in relation to decisions that the committee is scrutinising and provides that in certain circumstances the committee can access exempt or confidential information.

Part 3 provides for specific requirements relating to decisions which are key decisions. *Article 11* sets out the meaning of key decisions to be subject to specific overview and scrutiny requirements

and the publicity requirements in relation to key decisions. *Articles 12 and 13* allow exceptions to these requirements.

Part 4 concerns the audit committees to be appointed by combined authorities. *Article 14* provides for the membership requirements of an audit committee.

A full regulatory impact assessment has not been prepared as this instrument will have no impact on the costs of business and the voluntary sector.

CONFIDENTIAL - DRAFT

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Scrutiny arrangements for Combined Authority

The arrangements for the Overview & Scrutiny Committee for a combined authority are largely similar to the scrutiny arrangements for a local authority. Many of the processes will therefore be familiar with a couple of notable differences.

Structure of the scrutiny committee (article 3)

The size of the scrutiny committee will be determined annually by the Combined Authority. The majority must be members of the constituent authorities. The Committee will comprise at least 1 member from each of the constituent councils, with the size of the committee being appropriate to reflect political balance across Cambridgeshire and Peterborough. Members have indicated a preference for a committee comprising at least 11 members.

Members of the scrutiny committee cannot hold executive positions within the constituent councils. Members will already be familiar with the concept that executive members and scrutiny members should remain separate.

The Chair of the scrutiny committee must be a member of an opposing political party to the Mayor. The scrutiny arrangements for the combined authority contain an additional provision that if the Mayor is independent and not aligned to any political party, the Chair of the scrutiny committee cannot be a member of the majority party.

The Chair of the scrutiny committee does not have a casting vote and all matters are decided by simple majority. Each member appointed by constituent councils has one vote. Other members have no voting rights.

The quorum is at least two thirds of the membership.

Functions of the scrutiny committee (article 4)

Similarly to a local authority scrutiny committee, any matter (other than an excluded matter) which is relevant to the scrutiny committee's functions, can be referred there for discussion.

Those who can refer matters include:

- Any scrutiny member of the combined authority
- Any member of the combined authority (including, therefore, the LEP)
- Any member of a constituent council or a non-constituent council

The scrutiny committee will be able to require members and officers of the authority to attend to answer questions.

Call-in

A power of call-in applies to the decisions of the mayor and the combined authority and operates in a similar manner, but with some important differences, to local authority call in arrangements.

The power is to review or scrutinise any decision of the mayor or the combined authority. Where the decision has been made but not implemented, the scrutiny committee can direct that the decision is not implemented whilst it is under review by the scrutiny committee.

This direction lasts for a maximum of 14 days from the date it is issued.

Within that period of 14 days the scrutiny committee must meet to decide if it wants to recommend that any decision is reconsidered by the mayor or the combined authority. The Mayor or Combined authority must meet to reconsider the decision no later than 10 days after receiving the scrutiny committees' recommendations.

Duty to respond

The scrutiny committee has a number of options regarding any reports or recommendations it makes. It can:

- Publish its report or recommendations
- Ask that the combined authority or Mayor to consider and respond to the report or recommendations

These procedure rules are to be set out within the constitution.

Key decisions & forward planning

Key decisions to be made by the combined authority and the mayor are to be listed within a forward plan at least 28 clear days before being made.

The definition of a key decision relates to significant spend or savings above a particular level or impact on two or more wards. The level of what amounts to 'significant' is to be determined within the constitution.

There are also provisions for urgency and special urgency either where it is impractical to include a decision within the forward plan or where no prior notice can be given before making the decision. Urgency and special urgency provisions require sign off according to a hierarchy of decision makers.

Scrutiny officer

Although scrutiny officers must be appointed in any council operating executive arrangements, a scrutiny officer appointed by the combined authority cannot come from the officers of the constituent councils. The appointment has to be independent, which differs from the practice within councils who usually designate an existing officer with the title of 'scrutiny officer'. This dedicated resource would tend to enhance the role of scrutiny within the combined authority.

The role and purpose of scrutiny

The Overview and Scrutiny Committee is seen as a key component to good governance of the new combined authorities as they provide the necessary element of transparency and accountability.

At the Governance workshop on 5 September, Leaders were keen to emphasise the role of scrutiny as part of the design and development of services, to build upon the positive and proactive contribution early scrutiny can add.

In brief the Overview and Scrutiny Committee will have three main functions to perform:

- (1) The traditional accountability role through call-in and review powers
- (2) Actively assisting in the design and implementation of services by contributing to the policy development, performance management and monitoring of commissioned services
- (3) Working in partnership with the constituent council's scrutiny arrangements and within the partnership network of the combined authority to ensure effective delivery of services at all levels reflecting the principle of subsidiarity

Combined authorities, as new authorities, expects that aspects of the devolution deals will also grow and evolve. Devolution, after all, is a process, not an event. Leaders will be thinking flexibly about different opportunities – not least the prospect for further fiscal devolution, but also changing demographics, the development of new technologies and changing organisational, and area, priorities. Alongside fiscal devolution will come the freedom for combined authorities to design more innovative approach to service delivery, and achieve outcomes for local people, in new and different ways. It presents a key opportunity to develop a key role for the scrutiny committee.

These key roles for scrutiny would be developed through the constitutional arrangements approved by the Combined Authority.

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Date:- 7th September 2016

Please reply to:- Box SH1104, Shire Hall, Castle Hill, Cambridge, CB3 0AP

Telephone:- (01223) 699188 (office)

Rt Hon Sajid Javid MP
Secretary of State for Communities and Local Government
Department for Communities and Local Government
4th Floor, Fry Building
2 Marsham Street
London, SW1P 4DF

Dear Sajid,

Cambridgeshire and Peterborough East Anglia Devolution Consultation

We are writing to you with the results of the comprehensive consultation carried out into the devolution proposals for Cambridgeshire and Peterborough.

Cambridgeshire and Peterborough is a vital economic area for the UK and is a driving force in the continuing prosperity of the nation. It is a world leader in science and technology, with unparalleled levels of cutting edge research, growth businesses and highly skilled jobs. The area has seen significant growth in the last five years and is internationally renowned for its low-carbon, knowledge based economy, with key sectors including life sciences, information and communication technologies, creative and digital industries, clean tech, and high value engineering and agri-businesses. The area is already a significant net contributor to the UK economy.

It is clear from the consultation that our communities believe the best way forward to continue to grow that prosperity is by devolving powers and funding from Government so decisions can be made locally. There is also widespread support for the proposals suggested in the deal around transport, jobs, housing and skills.

The consultation ran from the 8th July to the 23rd August 2016. The attached report brings together the findings, the methods and scope of the consultation and the responses received.

As you will see not only did the response far surpass other larger devolution areas but combined various surveys from Ipsos MORI, online and a dedicated business consultation. Indeed, including MORI, online, face to face, social media, business, and other stakeholder groups, our engagement meant that more than 4,000 people had their say. We would invite you to join us in thanking all those who took the time to respond on these devolution proposals.

While the statistically more accurate Ipsos MORI poll and the business communities have shown a strong preference for there to be a directly elected Mayor the online poll has

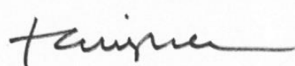
concerns about this aspect and over a perceived increasing of bureaucracy. This is an important issue that we will address as part of our drive to deliver public service reform.

We therefore ask you to consider the findings of this consultation and look forward to receiving your response so that we can continue to progress these proposals through our full Councils and the GCGP Board.

We would also warmly invite you to visit the Cambridgeshire and Peterborough area at your earliest convenience. As well as discussing devolution and our ambitious plans for economic growth, we would welcome the opportunity to talk to you about how we intend to tackle our housing issues and transform public service delivery.

Our main concern, as always, is the prosperity of communities in Cambridgeshire and Peterborough, but we would also like to thank you for your continuing support to a deal which could lead to major benefits locally, nationally and internationally.

Yours sincerely



Cllr Lewis Herbert
Leader – Cambridge City Council



Cllr Steve Count
Leader – Cambridgeshire County Council



Cllr James Palmer
Leader – East Cambridgeshire District Council



Cllr John Clark
Leader – Fenland District Council



Cllr Robin Howe
Executive Leader – Huntingdonshire District Council



Mark Reeve
Chairman – Greater Cambridge Greater Peterborough L



Cllr John Holdich
Leader – Peterborough City Council



Cllr Peter Topping
Leader – South Cambridgeshire District Council

Cambridgeshire and Peterborough East Anglia Devolution Consultation

7th September 2016

Final



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Executive Summary

The seven Local Authorities of Cambridgeshire and Peterborough, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership have undertaken an extensive consultation exercise with residents and businesses about the proposals for devolution of powers and funding from central government to the local area.

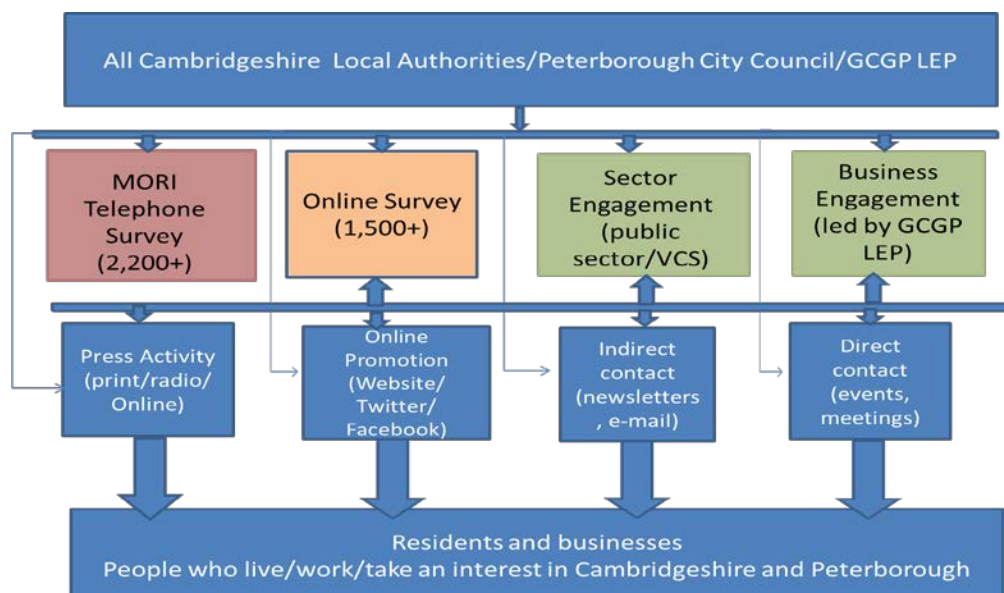
The consultation ran from 8 July to 23 August 2016. This paper brings together the findings, it summarises the methods and scope of the consultation, and the responses received.

Background to the Consultaion

Cambridgeshire and Peterborough have been developing their proposals for devolution with local and national stakeholders for many months. In June 2016, Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, and South Cambridgeshire District Council, all agreed at full council meetings, to take the Cambridgeshire and Peterborough Devolution Proposal, with accompanying Governance Review and Governance Scheme out for public consultation. Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP) Board also agreed this.

The Methods and Scope of the Consultation

The Cambridgeshire and Peterborough Devolution Consultation exercise was planned to provide comprehensive engagement with residents and businesses. An overview of the approach is shown in the diagram below.



Specifically consultation included:

- **Business engagement** led and conducted by the GCGP Local Enterprise Partnership. This involved tailored events with business groups from Cambridge, Huntingdonshire and Peterborough. There was on-going dialogue

with representative bodies such as the Federation of Small Businesses, local Chambers of Commerce, Cambridge Ahead, Opportunity Peterborough and Cambridge Network. Key areas such as Housing, Transport and Skills provision were directly targeted.

- Meetings and engagement with **community, voluntary and local public sector stakeholders**, including our important network of almost 250 local Town and Parish Councils and over 100 organisations and networks, including Peterborough Disability Forum, Cambridge Pinpoint, Peterborough Youth Council, and Cambridgeshire Alliance.
- An **independent survey of residents** was commissioned and undertaken by MORI. The statistically valid telephone poll saw over 2,200 residents contacted and asked for their views on the full range of the devolution proposals.
- **Online consultation** was a prominent feature of all seven Councils and the LEP's websites, generating over 1,500 responses. (in comparison, Greater Manchester's equivalent consultation received 240 responses, covering a population of 2.8m people)
- **Engagement with the public sector** and higher education establishments, including the Police and Crime Commissioner, the Clinical Commissioning Group and health organisations, Cambridge University, Anglian Ruskin University, and Schools.

This activity was generated through a full range of communications channels and regular promotion activities including press releases and use of social media to further encourage participation in the exercise. The aim of the process was to enable all Cambridgeshire and Peterborough residents and stakeholders to have a say on the devolution proposals.

The Response

There has been a positive response from residents and businesses to devolution for Cambridgeshire and Peterborough. In particular:

Business Engagement

- The overwhelming response from this was that **businesses strongly supports the devolution proposals** and are very keen that the opportunities these present are taken up. There was a general consensus across different audiences in favour of devolution, with a strong Mayor (who could provide the right leadership and strategic focus).

Local Stakeholders

- Community and voluntary sector groups and local Parish and Town Councils made direct submissions to the consultation. Overall these demonstrated

support for the opportunity that the proposals represented **and a strong desire for ongoing engagement.**

- There was also a clear steer that in practice devolution should not mean an extra layer of government and bureaucracy and it should mean further powers being devolved down to the most appropriate local level.

Independent Survey of Residents

- The MORI telephone poll of over 2,200 residents showed that **55% of all respondents in the local community support devolution with only 15% of residents being opposed.** Over 80% of residents felt that decisions are better made locally with generally three quarters supporting the range of devolved housing, transport and infrastructure powers and budgets contained in the proposals.
- In every authority area for Cambridgeshire and Peterborough significantly more people supported the principle of devolution than opposed it.
- In the same survey 57% of residents supported the election of a Mayor to access the devolution deal (with 25% opposed) and 61% supported a Combined Authority involving that Mayor and Cambridgeshire and Peterborough Councils (with 23% opposed).

Online Consultation

- From the online poll **55% supported the general principle of devolving powers down from central government** to Cambridgeshire and Peterborough. In every authority area for Cambridgeshire and Peterborough more people supported the principle of devolution than opposed it.
- Online, just under a third of respondents (31%) supported having an elected mayor for Cambridgeshire & Peterborough with 59% opposed.

Public Sector

- There is **widespread support for devolution from across the public sector** including Police, Fire Health and Education, including Cambridge University. A number of organisations highlighted the opportunities that they felt devolution represented for public service reform, given the high-level of co-terminosity across Cambridgeshire and Peterborough.

1 The Business Voice

- 1.1 The Local Enterprise Partnership brought together members of the business community at a series of local events and also gathered views through social media engagement (see section five). They then submitted a response to the consultation, bringing together all the views expressed by local businesses (including Cambridge Ahead, the Federation of Small Businesses, Cambridgeshire Chamber of Commerce, and Cambridge Network).
- 1.2 The overwhelming response from this is that **businesses strongly support the devolution proposals** and are very keen that the opportunities these present are taken up. There was a general consensus across different audiences in favour of devolution, with a strong Mayor (who could provide the right leadership and strategic focus).
- 1.3 Not only did they support the additional powers and funding coming for much needed investment in areas like infrastructure. They also recognised the opportunity to improve local governance and decision-making through the new structures, including the leadership role a Directly-Elected Mayor could provide in lobbying government for further funding on behalf of the area.
- 1.4 Concerns that were voiced about the devolution proposals covered the level of funding on offer, compared to the scale of investment required in both infrastructure and skills across the Cambridgeshire and Peterborough area.
- 1.5 A separate submission from the CBI supported the principle of devolution and also welcomed the clear terms within the Cambridgeshire and Peterborough Deal. However there was also a call to *“sustain visible, accessible leadership over the long term, executing the plan as outlined”* together with a focus on improvements to local education, in-work training and business practices as being keys to the region’s success. The submission also called for on-going in-depth engagement with the business community.

2 The response to the consultation from stakeholders (including the public sector)

- 2.1 These responses are particularly informative regarding views as to whether the devolution deal and proposed scheme would improve the delivery of statutory functions, as they include larger organisations with particular expertise in delivery of areas of the devolution deal.
- 2.2 In terms of public services, a number of organisations highlighted the opportunities that they felt devolution represented for public service reform, given the high-level of co-terminosity across Cambridgeshire and Peterborough public services. Which it was felt could be built upon to further increase co-operation and reduce duplication and operational costs. Many also indicated a desire for further devolution in areas like health and social care, policing, and fire services to enable more of a whole-system approach. Greater devolution in this way would enable more successful upfront preventative activity that would reduce longer-term costs.
- 2.3 Specifically, the Cambridgeshire and Peterborough Police and Crime Commissioner expressed his support for the proposals, specifically around the ability to access devolved funding and make more decisions locally. Which he felt would provide opportunities for public sector reform, including more integrated approaches to community safety. Cambridgeshire Constabulary and Cambridgeshire and Peterborough Fire Authority also expressed their support for Cambridgeshire and Peterborough devolution, highlighting the opportunities it would offer for new, innovative, and collaborative approaches to supporting communities, and for drawing down additional powers to ensure a more cohesive approach to community safety.
- 2.4 Cambridgeshire and Peterborough Clinical Commissioning Group also expressed their support for the proposals, highlighting the co-terminosity of the local health and social care sector and the opportunities for close working through devolution across the local health system.
- 2.5 The Greater London Authority also stated their desire to work with the devolution proposals, to support the London-Stansted-Cambridge-Peterborough growth corridor, and welcomed the opportunities for collaboration between London and the Wider South East on strategic infrastructure issues.
- 2.6 Cambridgeshire and Peterborough's network of community and voluntary sector and local Parish and Town Councils also made direct submissions to the consultation. Overall these demonstrated support for the opportunity that the proposals represented and a strong desire for ongoing engagement in how the devolution proposals are delivered in practice. There was also a clear steer that devolution should not mean an extra layer of government and bureaucracy and it should mean further powers being devolved down to the most appropriate local level. These concerns were relayed in submissions from Caxton and Histon and Impington Parish Councils amongst others.
- 2.7 In their response UNISON acknowledged that the overarching aims of devolution to a combined authority are, in principle, positives for both UNISON

and its members. However concerns were expressed about the initial development of the Combined Authority, its future financing and structure. Unison expressed the wish to work closely with any future authority on matters concerning employees through a joint protocol agreement and the creation of a Workforce Engagement Board. This would be in line with arrangements that have been successfully implemented in the Greater Manchester Combined Authority.

- 2.8 From the Higher Education sector, Cambridge University also expressed their support for devolution as a means of enhancing the area's competitiveness, including the proposed powers and funding around housing, infrastructure and skills. They did however want to see measures to ensure that opportunities for joint-working across East Anglia in areas like transport, academic and business links were maximised and also commented upon the governance changes, the role of GCGP LEP and the need to address inequality and deprivation.

3 Responses received from the surveys

MORI Survey

3.1 Who was surveyed?

3.1.1 MORI surveyed 2,280 Cambridgeshire and Peterborough residents using questions developed by the partners, and quality assured by MORI. The respondents were chosen according to MORI's criteria (not self-selecting as in the online poll).

3.1.2 MORI completing 380 telephone interviews per district, giving statistical robustness to the consultation, with sound confidence levels of +/- 5 per cent from the 'true' value. This is generally an accepted level of confidence used within the research industry.

3.1.3 It is also worth noting that changing the sample from 380 per district/ city area to 1000 only changes the level of confidence to +/-3 percent.

3.1.4 The detailed responses are set out in annexes but in summary, of Cambridgeshire and Peterborough respondents, the survey demonstrated:

- 89% of respondents identified themselves as English/Welsh/Scottish/Northern Irish/British.
- Almost half of respondents (48%) owned their own homes outright, followed by those buying with a mortgage (38%).
- 83% of respondents did not identify themselves as having a health problem or disability lasting, or expecting to last, over a year.
- With a view to the public sector equality duty MORI were instructed to interview a demographic representative sample of the population.

3.2 What did the responses to the survey say?

Understanding and support for devolution

3.2.1 MORI initially asked about the level of understanding of respondents of devolution in England with 63% stating that they knew at least 'a little bit' about devolution. Respondents were then asked the extent to which they supported or opposed the principle of devolution and 55% either tended to support or strongly support it with only 15% opposed. Support within each of the local authorities was strong, ranging from 57% support (and 17% opposed) in Huntingdonshire to 48% support (15% opposed) in Peterborough.

Devolution of powers and funding

3.2.2 On the proposals for particular powers to be devolved from Westminster to a Cambridgeshire and Peterborough Combined Authority and Mayor, the survey of respondents showed that:

- In relation to **housing**, over 80% (83%) supported this for decisions on housing and development strategy, almost three quarters (73%)

supported this for the proposed £100m fund for new housing and affordable homes and over 80% (83%) supported this for the proposed £70m fund for council rented homes in Cambridge.

- In relation to **transport and infrastructure**, almost three quarters (73%) supported this for decisions on transport planning (to better co-ordinate road, rail and bus services), over 80% (85%) supported this for decisions on road maintenance and over two thirds (68%) supported this for the annual £20m fund to improve local infrastructure, such as road and rail improvements.
- In relation to **education and skills**, (70%) supported this for reviewing 16+ Further Education provision, over three quarters (79%) supported this for apprenticeship funding and training, around three quarters (76%) supported this for 19+ adult education and skills training.
- In other areas of **public services**, (63%) supported this for joining up health and social care services and over two thirds (69%) supported this for reviewing all public sector land and property for development.
- Just over half (52%) did however think that programmes to help people with health conditions or disability and the long-term unemployed back into work should be done nationally.

Governance, scrutiny and accountability issues

3.2.3 On the proposals in relation to questions governance, the survey of respondents showed:

- In regard to the **Mayor and Combined Authority**, 57% either strongly or tended to support the election of a mayor (25% opposed) in order to access the powers and funding in the devolution deal and 61% either strongly or tended to support (23% opposed) an elected Mayor becoming part of a Combined Authority with other councils and Charing that Authority.
- In regard to **decision making**, around three quarters (77%) either strongly or tended to agree that decisions should be made by everyone, including the Mayor, having a vote, 90% either strongly or tended to agree that the Mayor should require the support of a number of Combined Authority members to progress proposals and almost three quarters (71%) strongly or tended to agree that some decisions, such as seeking new powers from Government or funding the authority's running costs, should require a majority of members to agree, including the Mayor.
- In regard to **scrutiny and accountability**, 67% thought an independent scrutiny committee was either essential or very important, around two thirds (63%) thought that the scrutiny committee being able to review Combined Authority decision was either essential or very important, 83% thought that having an audit committee to hold the Combined Authority's finances to account was either essential or very important, 81% thought that residents' ability to directly-elect a mayor was either essential or very important means of accountability and over two thirds thought that a Government Assessment every five years was either essential or very important for accountability.

3.2.4 Overall the MORI telephone poll showed clear majorities amongst respondents in favour of the overall combination of funding, powers, governance, scrutiny and accountability proposals being put forward by Cambridgeshire and Peterborough.

4.3 Online Poll

4.3.1 Who was surveyed?

4.3.2 The promotional activity outlined later on in this report drove people towards the online survey, which yielded over 1,500 results across Cambridgeshire and Peterborough. Hard copy versions sent in were also inputted into the survey.

4.3.3 While this response is significantly greater than responses generated by other areas in their devolution consultations and demonstrates the reach of the consultation work, this is still **a self-selecting sample of people** and hence much less representative of the population as a whole compared to the MORI survey.

4.3.4 The full survey results will be published in a separate annex but in terms of the respondents:

- 61% of respondents were male, over 79% were local residents, and almost half of respondents (48%) were 45-64 year-olds with a further 25% being over 64.
- Over 90% (91%) of respondents who disclosed their ethnic identity identified as British.
- The highest response rate to the on-line survey was from Huntingdonshire with 452 people responding (2.57 per 1000) and the lowest response rate was for Fenland with 127 people responding (1.33 per 1,000). Response numbers are included in the table in Annex B.

4.4 What did the responses to the survey say?

Support for devolution

4.4.1 Initial questions focused upon the principle of devolution, with 55% either strongly or tended to support the general principle of devolving powers down from central government to Cambridgeshire and Peterborough. In every authority area for Cambridgeshire and Peterborough more people supported the principle of devolution than opposed it.

Governance, scrutiny and accountability issues

4.4.2 The second set of questions focused upon the proposed governance, decision-making and accountability questions and here the answers were mixed, specifically:

- In regard to the **Mayor and Combined Authority** 44% of respondents either strongly or tended to support the transfer of powers from central

government and then District, City and County Councils becoming part of a Combined Authority.

- Just under a third of respondents (31%) supported having an **elected mayor** for Cambridgeshire & Peterborough, with 59% opposed.
- In regard to **decision-making**, over two thirds (68%) of respondents strongly or tended to agree with the proposal that decisions by the Mayor should require the support of Combined Authority members, around three fifths (59%) strongly or tended to support the proposal that a majority of the Combined Authority members, including the Mayor, must agree to proposals around borrowing, funding and costs of the Combined Authority.
- In regard to **scrutiny and accountability**, 83% of respondents thought having an independent scrutiny committee to hold the Mayor and Combined Authority to account was essential or very important, 81% thought that the ability for a scrutiny committee to review Combined Authority decisions was essential or very important, 89% thought an audit committee to monitor Combined Authority finances was essential or very important, about three quarters (74%) thought it was essential or very important to have accountability through regular Mayoral elections, 93% thought that open and transparent decision-making with mostly public meetings was essential or very important for accountability and 68% thought that Government Assessments every five years were essential or very important for accountability.

Devolution of powers and funding

4.4.3 The final set of content questions focused on views about the key policy areas and specific measures proposed in the deal to be devolved from a central government to a Cambridgeshire and Peterborough Mayoral Combined Authority. These all showed a majority of respondents supporting devolution of these proposals, varying from very strong to simple majorities.

- In relation to **housing**, 67% either strongly or tended to support devolved decision-making around building new and affordable homes, (69%) strongly or tended to support it for devolution of housing and development strategy, 52% for devolution of the housing infrastructure fund (£100m) and 56% for devolution of the additional housing fund for council rented homes in Cambridge.
- In relation to **transport** 65% either strongly or tending to support devolved infrastructure project funding (such as road and rail), nearly three quarters of respondents 71% either strongly or tended to support devolution of area wide transport planning, 69% strongly or tended to support devolution of road maintenance budgets and 53.2%% strongly or tended to support devolution of the infrastructure funding pot (£20m x 30 years).
- In relation to **skills**, 57% either strongly or tended to support devolution of apprenticeship funding, 61%.strongly or tended to support devolution of 16+ skills provision, and 61% strongly or tended to support devolution of adult skills funding.
- In relation to **public services**, 58% either strongly or tended to support devolution of joined-up health and social care services and (62%) of

respondents either strongly or tended to support devolution of powers to review public sector land.

- In relation to **employment** 56% either strongly or tended to support devolution of powers to helping people with health conditions or a disability back into work and 57% either strongly or tended to support devolution of employment service provision.

Summary of comments

4.4.4 The survey contained two sets of open questions where respondents could explain their answers. The first question asked for further explanation of the views on the principle of devolution. Of those supporting devolution these comments tended to broadly focus on the “benefits of local control and decisions being taken closer to local communities”. In the negative comments there was a strong consistency in the language about “not wanting another layer of government”.

4.4.5 The second open text question was a broad request for further comments, did not have the same consistency in responses. Positive comments tended to focus on the potential benefits of more local devolution and mentioned specific positive benefits of the deal like local infrastructure and housing funds. On the other side, a number of negative comments mentioned the directly elected Mayor, and perceived extra bureaucracy and costs of the proposals.

4.4.6 Overall, these online survey results demonstrated majority support for most of the aspects Cambridgeshire and Peterborough devolution proposals. There were however a majority of respondents who did not express support for a directly elected Mayor in this survey (unlike the MORI poll), which has been a long-standing requirement of Government for this deal. There were also, for some, strongly-felt concerns that devolution might mean another layer of government, bureaucracy and cost.

5 The Methods and Scope of the Consultation (detail)

5.1 Introduction

5.1.1 It is a legal requirement that public consultation is undertaken in relation to the creation of a Combined Authority and the receiving of devolved powers and functions to that body. The consultation was co-ordinated by Cambridgeshire County Council and Peterborough City Council in conjunction with Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP), and South Cambridgeshire District Council.

5.1.2 The consultation was launched on 8 July and ran over six weeks until 23 August. It aimed to offer the opportunity for every Cambridgeshire and Peterborough resident, business and stakeholder to respond if they wished to do so regarding the proposed devolution of powers and functions and governance changes set out in the scheme.

5.1.3 The consultation process included the following key elements:

- Business engagement – led by GCGP.
- Stakeholder engagement (including key public sector delivery agencies, parish and town councils and the community and voluntary sector).
- An independent telephone survey of residents conducted by MORI.
- An online survey across all eight partners:

5.1.4 The following communications channels were used to promote these elements:

- Pro-active media releases and engagement with local and regional media.
- Social media promotion using all channels of local authorities in Cambridgeshire and Peterborough and GCGP.
- Online information/links, newsletters, articles.
- Stakeholder events and meetings
- Staff messaging, employee engagement.
- E-mails to stakeholders organisations and networks.
- Specific meetings with organisations and groups.

5.1.5 These different mechanisms enabled stakeholders and the public to enter submissions, make comments and answer questions to the extent that they wished. Digital responses were encouraged but hard copies and alternative formats/language versions of the consultation were available on request and information provided at locations across Cambridgeshire and Peterborough e.g. Libraries, community hubs, business centres. Results for the on-line survey were checked to ensure that specific parts of the Community had been reached. Older people (aged 65+) formed 23% of the sample, people of a non-white British ethnicity formed 7.2% of the sample and those with a disability or limiting health condition formed 6.7% of the sample.

5.2 Press and Media Promotion

Press activity

- 5.2.1 A co-ordinated media strategy across Cambridgeshire and Peterborough was developed and delivered to inform the public and stakeholders through the press and media about the devolution consultation and survey.
- 5.2.2 A shared press release on the launch of the consultation exercise across all the organisations involved was issued on 8 July, which generated significant coverage across web, radio, TV and appeared in print, including links to the online survey. A subsequent reminder release was also launched on 5th August. Alongside the GCGP/Cambridge Ahead event, this generated coverage, and the print, online and broadcast media ran stories just before the close of the consultation. In total more than 30 media stories were run during the period about devolution and that a consultation was being held.

Examples include:

- Articles in the Peterborough Telegraph, EDP, the Ely News, Archant titles such as the Cambs Times, Wisbech Standard, Ely Standard, Hunts post.
- Coverage on Radio Cambridgeshire, Cambridge News as well as Look East, Anglia TV.
- The Leader of Peterborough Council also highlighted the devolution consultation in three Leaders Columns in the Peterborough Telegraph.
- The Leader of Cambridge City Council contributed an article in The Guardian around the Devolution proposals.
- An article in the CambsTimes featuring the Leader of Fenland on 19 July.
- The Leader of Cambridgeshire County Council was interviewed on BBC Radio Cambridgeshire.
- The Leader of South Cambridgeshire District Council was featured in a BBC Look East news feature on devolution.
- Cambridge News covered the GCCP business devolution event and wrote a feature on it.

Social Media

- 5.2.3 All seven Cambridgeshire and Peterborough Local Authorities and the LEP used social media promotion, particularly Twitter, to increase awareness of the consultation and online survey with stakeholders and the public. Partners in the proposed deal used Social Media and supported each other's campaigns as well as using a range of online materials such as animations, films and Gifs. In the last week alone of the survey the phrase Cambridgeshire and Peterborough Devolution had an estimated reach of 71,499 Twitter Accounts and 179,282 Impressions.

5.2.4 Facebook adverts were also produced and published by Cambridgeshire and Peterborough, directing people to the online survey. This went out to a potential audience of over 11,000 but reached 32,531 and had received over 1,102 post clicks by the 23 August.

5.2.5 Individual councils conducted their own local approaches to this activity, including:

- Peterborough City Council posted 14 tweets which generated 18,947 impressions. Peterborough's Facebook adverts directly generated 443 clicks, with a reach of over 21,000 people.
- Huntingdonshire District Council posted five tweets between the 5th July and the 3rd August either specifically about the survey or linking to other articles that linked to the survey to their almost 3,000 followers. They also posted four Facebook posts to their over 1,000 followers. They hosted a banner constantly showing the devolution page links and their devolution webpage had around 600 unique page views.
- Cambridge City Council created and promoted Youtube videos they produced of their Leader and Deputy Leader and a presentation summarising devolution highlights to drive up interest.
- East Cambridgeshire District Council tweeted the launch of the consultation, including tweets from all the Senior Directors, as well as keeping the consultation on the front of their website.
- Cambridgeshire County Council sent out 17 Tweets to its 24,000 followers producing 35,968 impressions. In addition the Council Retweeted partner and residents tweets.
- South Cambridgeshire District Council produced animated Gifs and Tweets that was shared across Social media channels reminding people to have their say.
- Fenland District Council posted 9 tweets generating 6,297 impressions. There were also 7 posts on Facebook which reached nearly 700 people.

Online activity

5.2.6 All Cambridgeshire and Peterborough Local Authorities and the LEP shared joint lines, information and questions and answers around the consultation, tailoring it to their own local approach, but pointing people towards the online consultation via their own websites. Pages with shared information were set up on partner websites to explain the proposals and point people to the online survey.

5.2.7 Shared materials and templates were also provided for District Councils to share with their Parish and Town Councils for their own newsletters. This resulted in a range of activity and results including:

- All councils disseminated information and the survey to their network of around 240 Parish and Town Councils.
- Messages and briefings to council staff, articles for council stakeholders to share with their staff, information to schools, community connectors, e-mails to key contacts and people who have responded to earlier survey work on devolution.

- Cambridgeshire County Council received over 2,000 unique page views for its Devolution web pages.
- GCGP sent their newsletter out to approximately 900 people receiving over 130 click-throughs, posted 31 consultation and related tweets with 23,518 impressions and had 500 visits to devolution articles on their website.

Additional promotional activity

5.2.8 Hard copies of information and the survey were also made available across Cambridgeshire and Peterborough on Council premises. For example Fenland District Council made paper copies of the survey available in all their one-stop shops, community hubs and libraries in the following locations:

- March @ your service shop.
- March Library.
- Wisbech @ your service shop.
- Wisbech Library.
- Chatteris Community Hub.
- Whittlesey Community Hub.
- South Fens business centre.
- Boathouse business centre.
- Fenland District Council business reception.
- Rosmini Centre
- Oasis Centre.

This helped to ensure that people without access to the internet across the entire geography were able to be informed and have their say.

5.3 Business Engagement

5.3.1 The LEP led and conducted a process of business engagement that:

- Targeted companies with specific sectoral interests of particular relevance to the devolution deal i.e. housing, development, construction, transport, digital and technology, skills and education.
- Utilised existing business networks to disseminate and gather opinion, such as the Federation of Small Business, Cambridgeshire Chamber of Commerce, Opportunity Peterborough and Cambridge Network.
- Contacted large, small and medium-sized businesses to ensure companies of all sizes of companies could share their views.
- Sought to share information and seek views from businesses right across the entire Cambridgeshire and Peterborough geography.

This approach sought to ensure that all types of local firms were approached with information and invited for their thoughts.

5.3.2 The LEPs engagement took the form of:

- Encouraging the GCGP Business Representatives Group, to disseminate the online survey link to their members.
- Encouraging businesses to complete the online survey through direct contact (e-mail, face-to-face, Twitter and website).
- Hosting a Devolution business engagement event on 4th August, with Cambridge Ahead.
- Hosting a Devolution business engagement event on 9th August, with Opportunity Peterborough.
- Supporting a Devolution engagement event on 16th August for local businesses and voluntary organisations with Huntingdonshire District Council.

This combination of channels sought to enable businesses that wished to be informed or have their say to do so through their preferred means of communication.

5.3.3 Other partners also carried out business engagement as part of this consultation. For example, Huntingdonshire District Council held a business breakfast meeting on 16 August.

5.4 Stakeholder Engagement

5.4.1 Key public sector stakeholder organisations were targeted as having particular expertise and understanding of the needs of their particular sectors in regard to Cambridgeshire and Peterborough and how they might relate to whether the Devolution proposals would improve local delivery and decision-making in the area. Submissions were sought from Cambridgeshire's Public Service Network (including (including the Police and Crime Commissioner, Clinical Commissioning Group, Constabulary, Fire and Rescue Service, Fire Authority), important public sector organisations like the Environment Agency and Homes and Communities Agency, and organisations in Higher Education, such as Cambridge University.

5.4.2 Over 100 stakeholders were contacted directly across Cambridgeshire and Peterborough. This was a combination of face-to-face meetings, e-mail, and invitations to events and briefings. A number of these submitted written submissions to the consultation.

5.4.3 In addition the views of local public, community and voluntary sector organisations, including Parish Councils were sought via direct contact, e-mail and local community meetings. This included:

- All councils disseminated information and the survey to their Parish and Town Councils (around 240).
- Presentations given to stakeholder forums e.g. Peterborough is/has engaged the Peterborough City Leaders Forum, Parish Council Forum, Peterborough Youth Council, Peterborough Disability Forum and Connect Group (church and faith groups).
- Huntingdonshire District Council held a briefing with their Huntingdonshire Voluntary Sector Forum on 6 July, and a briefing for Town and Parish Councils on 9 August.

5.5 The Methods and Scope of the Consultation Conclusion

5.5.1 The methods and scope of the consultation sought to comply with the Cabinet Office Statement of Consultation Principles 2016. It was designed to be clear, concise and informative, facilitate scrutiny, take into account stakeholders, and be part of an ongoing engagement process with the public and stakeholders on devolution for Cambridgeshire and Peterborough.

5.5.2 The results of the process conducted were as follows:

- Media coverage across all local newspapers in Cambridgeshire and Peterborough.
- Social Media work with a reach of over 500,000 people.
- Over 3,000 hits on Devolution web pages of the Cambridgeshire and Peterborough Local Authorities and LEP.
- In the last week alone of the survey the phrase Cambridgeshire and Peterborough Devolution had an estimated reach of 71,499 Twitter Accounts and 179,282 Impressions.
- Business engagement through different channels conducted by GCGP.
- Over 100 stakeholder organisations directly contacted about the consultation, including the key public sector agencies in Cambridgeshire and Peterborough and a network of around 240 Parish and Town Councils.
- Over 2,500 responses to the MORI online poll.
- Over 1,500 responses to the online survey.

6 Conclusion

6.1 Cambridgeshire and Peterborough Local Authorities and GCGP will collectively reflect on all the comments included in these responses and continue to communicate with residents and partners on the development and implementation of devolution and wider reforms.

6.2 The feedback from stakeholders, including the business community and public sector agencies, indicates very strong support for the devolution deal and a Mayoral Combined Authority on a Cambridgeshire and Peterborough geography. This provides extensive evidence that important local stakeholders believe that devolving the powers as set out in the Scheme will lead to both an improvement in the exercise of functions in relation to the area of the Combined Authority and more effective and convenient local government.

6.3 Additionally, the extensive engagement and polling activity with local residents also demonstrates a solid level of support for the devolution proposals amongst the local community. The telephone and online polls provides sufficient indicative data that local residents support the direction of travel towards greater devolution of powers for Cambridgeshire and Peterborough and believe it will reflect the identity and interests of their community.

6.4 That is not to say that support for the proposals is unanimous. The consultation does also demonstrate concerns about the proposed changes

which also need to be considered. One clear concern that comes through from some residents and stakeholders is that the new governance arrangements and Mayor will mean an extra layer of government, cost and bureaucracy. In order for the proposals to be successful and command local support it will therefore be important for Cambridgeshire and Peterborough Leaders to ensure the changes can bring about better arrangements which reduce costs and bureaucracy.

7. Next Steps.

- 7.1 Responses to the Cambridgeshire and Peterborough Devolution consultation will continue to inform the development and approach of the Cambridgeshire and Peterborough Combined Authority, as well as the strategies of the constituent members of the Combined Authority. The views expressed will support the work to strengthen transparency and accountability, ensuring that statutory duties are exercised in ways that support the diversity of communities in Cambridgeshire and Peterborough.
- 7.2 The consultation process is only part of an ongoing process of ensuring that local businesses, stakeholders and residents are kept informed and involved. As further moves are made towards devolution in Cambridgeshire and Peterborough the organisations involved will further strengthen our stakeholder engagement, engage with our parish councils and community and voluntary groups and pursue our ongoing communications activity with residents.
- 7.3 In shaping the Cambridgeshire and Peterborough Devolution Agenda and the move towards a Combined Authority, drawing on the support of the different assets within local communities is paramount and decisions need to be taken at the most appropriate spatial level to support growth and reform public services. An initial Community Impact Assessment has been undertaken alongside the Devolution Proposal, Governance Review and Governance Scheme and the results of this consultation will be used to help inform a further Community Impact Assessment on the Devolution Deal, with individual specific projects that result from Devolution having their own detailed assessments.

Appendixes to follow (MORI Poll, Online Poll, Compilation of Responses)

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Ipsos MORI
Social Research Institute

September 2016

East Anglia Devolution Research

Cambridgeshire & Peterborough

Ipsos MORI

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Executive Summary

Executive Summary

This report summarises the findings of a representative telephone survey conducted by Ipsos MORI on behalf of the five District Councils in Cambridgeshire, Cambridgeshire County Council and Peterborough City Council.

The table below provides a summary overview of key findings from the survey.

Table 1.1: Summary of responses to key questions

| <i>Responses include Don't knows unless specified</i> | Residents |
|--|------------------|
| <i>Number of responses</i> | 2280 |
| Devolution | |
| Awareness % (a great deal/fair amount) | 22% |
| Support % (strongly and tend to) | 55% |
| Decisions are better made locally | |
| % agree (Excludes Don't knows) | |
| Strategy for housing and development plans | 84% |
| Deciding how £100m of new funding is spent to support the building of new homes | 74% |
| Allocating £70 million to build more council rented homes in Cambridge | 83% |
| Creating a transport plan for Cambridgeshire and Peterborough | 76% |
| Deciding how the budget is spent for maintaining roads in Cambridgeshire and Peterborough | 84% |
| Deciding how to spend on improving local infrastructure | 70% |
| Reviewing further education to help provide young people with the skills that local employers need | 74% |
| Deciding how funding is spent on apprenticeships and training | 79% |
| Deciding how funding is spent on adult education and skills training | 78% |
| Joining up health and social care services | 65% |
| Designing a new programme to support those with a health condition or disability and long-term unemployed back into work | 48% |
| Mayor/Combined Authority | |
| % support | |
| The election of a Mayor | 57% |
| Participating councils becoming part of a Combined Authority | 61% |

| Mayor/Combined Authority decision-making | |
|--|-----|
| % agree | |
| Each member of the Combined Authority, including the Mayor has a vote | 77% |
| The Mayor cannot make decisions alone | 90% |
| Some decisions would require a majority of members to agree, including the Mayor | 71% |
| Accountability | |
| % Essential | |
| An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend meetings to answer questions | 36% |
| A scrutiny committee having the power to review any of the decisions made by the Combined Authority | 32% |
| An audit committee which would monitor the Combined Authority's finances | 50% |
| Residents living in the Combined Authority being able to directly elect the Mayor | 48% |
| A Government assessment every five years | 36% |

Headline Findings

One fifth of residents within the Deal area (22%) know a great deal or a fair amount about devolution. It is interesting to note that the degree of knowledge has not moved on significantly in a year. In 2015 Ipsos MORI undertook a National survey¹ which measured public awareness, and recorded 21% in the East of England to the same question. A further 18% of residents have never heard of the concept or state that they 'don't know'.

At a county level, residents in Cambridgeshire are more knowledgeable about devolution than those in Peterborough (24% vs. 15% respectively know a great deal or a fair amount) – overall, three in five (63%) know at least a little on the subject.

More than half of residents in the Deal area (55%) support the principle of devolution (17% 'strongly' support), a further 15% oppose the principle of devolution (7% 'strongly' oppose).

Six in ten residents (61%) support their Council becoming part of a Combined Authority (24% 'strongly' support), and this support is consistent across the county. A further 23% oppose this idea (13% 'strongly' oppose).

Residents were asked whether they felt decisions about a variety of services would be better made nationally by the Government in Westminster or locally by the proposed Mayor and Combined Authority. There is greatest support for local decision-making around road maintenance spending (84%), housing strategy (84%) and house building (83%). The only service where a majority (52%) feel it is better suited to national decision-making is designing a back to work programme to help those with a health condition or disability and the long-term unemployed.

¹ Ipsos MORI surveyed a representative sample of 3,831 adults aged 16+ across England (413 East of England). Surveys were conducted online between 18th September and 29th September 2015.

Whilst it is thought by the majority that almost all decisions should be made locally rather than by Westminster, there are some differing levels of sentiment in the Deal area. For example, there is stronger support in the County of Cambridgeshire than in Peterborough for local decision-making around how to spend an annual £20 million fund to improve local infrastructure such as road and rail improvement (71% in Cambridgeshire believe this should be a local decision rather than by Westminster vs. 63% in Peterborough), these results will therefore provide the Councils with insight into the priorities for residents at a local authority level.

It is interesting to note that whilst women are significantly less likely to strongly support the principle of devolution (14% vs. 20% of men) they are significantly more likely in many cases to think decisions on various services are better made locally. However, we know from our wider polling work that there is generally a paradoxical view among the general public where the majority want both 'more local control' of public services, but also, in the interest of perceived fairness, service standards to be the same across the country.

In total, 57% of residents in the Deal area support the election of a Mayor in order to access decision-making powers and/or funding (23% strongly support). A further 25% oppose the election of a Mayor (14% strongly).

Whilst there is a majority support for an elected Mayor, there is agreement that there needs to be checks and balances in place to ensure fair decision-making, specifically that a Mayor cannot make decisions alone (90%), that each member of the Combined Authority, including the Mayor, has a vote (77%) and that some key decisions such as new powers and running costs would require a majority of members to agree (71%).

Residents were also asked how important certain elements of the proposed plan were in being able to hold the Combined Authority to account. The most 'essential' elements were considered to be an audit committee which would monitor the Combined Authority's finances (50% stated this was essential), followed by residents in the Deal area being able to directly elect the Mayor (48%).

It should be noted that in all cases, it is older respondents who see various elements of accountability as being essential, and providing reassurance around financial accountability and regular Government assessment would go some way towards providing reassurance to this age group, as there is resistance among older residents to new ways of governance. It is the young who are more likely to support their Council becoming part of a Combined Authority (70% 18 – 34 year olds support vs. 56% of those aged 65+).

Introduction & Methodology

Introduction

Background

In his budget speech in March 2016, the then Chancellor George Osborne proposed a devolution deal for East Anglia. Since then, discussions with the Government have led to the proposal of two separate deals, one for Norfolk and Suffolk and one for Cambridgeshire and Peterborough.

These two proposed deals are worth more than £1.5bn and have been drawn up between Central Government and councils across Suffolk, Norfolk, Cambridgeshire and Peterborough, the New Anglia Local Enterprise Partnership (LEP) and the Greater Cambridge/Greater Peterborough LEP.

As part of the proposed deals, two new East Anglia Combined Authorities would be created, chaired by directly-elected Mayors. If the deals are agreed, elections for the directly-elected Mayor would take place in May 2017. If approved, the deals would see more decisions on areas like infrastructure, growth, employment and skills being made locally, rather than by Central Government - signalling the start of a fundamentally different relationship between government and local public services. As part of the deal process, a governance review and preparation for a scheme of governance must be undertaken. This has to be approved by public consultation.

The five district Councils in Cambridgeshire, Peterborough City Council and Cambridgeshire County Council wanted to formally consult local residents on the proposed governance scheme for East Anglia devolution. In order to understand the views of the entire population, Ipsos MORI recommended a representative telephone survey to be undertaken with Cambridgeshire and Peterborough residents. Alongside this, both Cambridgeshire County and Peterborough City councils ran an online consultation between 8th July and 23rd August. This consultation could be responded to via an open online survey on the Council websites, by email, or by paper survey. This consultation was run and analysed independently by the two Councils.

Purpose of Report

This report summarises the key findings of the representative telephone survey of residents conducted by Ipsos MORI on behalf of the five District Councils in Cambridgeshire, Cambridgeshire County Council and Peterborough City Council.

The main objective of the research was to understand residents' views on the proposals for devolved powers and how decision-making should be organised.

Publication of data

The research has been conducted in accordance with the ISO 20252 business quality standard that Ipsos MORI holds. As the Councils have engaged Ipsos MORI to undertake an objective programme of research, it is important to protect the organisations' interests by ensuring that the findings are accurately reflected in any press release or publication. As part of our standard terms and conditions, the publication of the findings of this report is therefore subject to the advance approval of Ipsos MORI. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.

Methodology

Representative survey

Ipsos MORI were commissioned to conduct a representative telephone survey; this survey is independent to the Council run online consultation which was open to all members of the public, and was undertaken to enable the Councils to extrapolate the results to the adult populations of Cambridgeshire and Peterborough as a whole; important given the universe of the issues and services under scrutiny. Whilst an open consultation will permit any local resident to give their views, it will not necessarily compromise the responses of a representative sample of local residents; only those who choose to respond to the consultation. As such, it may over or under-represent a particular point of view if those people holding these views are disproportionately likely to respond; similarly, particular sub-groups may be under or over-represented. Running a representative survey permits measurements of residents' overall opinion and ensures the results are reflective of Cambridgeshire County and Peterborough City overall.

The methodology consisted of a 10-minute telephone survey of 2280 residents of Cambridgeshire and Peterborough aged 18+, conducted using Computer Assisted Telephone Interviewing (CATI). Fieldwork took place from 13th July to the 22nd August.

A copy of the questionnaire is provided in Appendix 1.

Sampling approach and Quotas

The resident telephone sample frame was stratified by Local Authority using postcode data to cover each local authority area. The sample was designed disproportionately to achieve 380 interviews in each local authority. The sample was carefully controlled with fixed quotas set within the county of Cambridgeshire and Peterborough City on gender, age, and work status, based on updated Census profile information. Random Digit Dialling (RDD) was undertaken to achieve a random selection of households within these contact areas. Further information about Random Digit Dialling can be found in Appendix 2.

Table 1.2: Disproportionate sample quotas

| County | Local authority area | Number of interviews | Total |
|-------------------------------|---------------------------------------|----------------------|-------|
| Peterborough City Council | Peterborough City Council | 380 | 380 |
| Cambridgeshire County Council | Cambridge City Council | 380 | 1900 |
| | South Cambridgeshire District Council | 380 | |
| | Huntingdonshire District Council | 380 | |
| | Fenland District Council | 380 | |
| | East Cambridgeshire District Council | 380 | |

Weighting

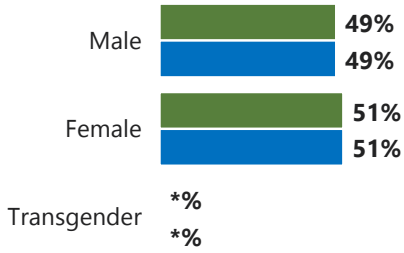
Data are weighted back to the known population profile of the county to ensure that the results are as representative as possible. Data are weighted by age within gender, and working status, as well as being balanced by local authority to reflect the distribution of the population across the county. As with sample quotas, the weighting profile is based on latest census mid-year estimates.

Sample profile

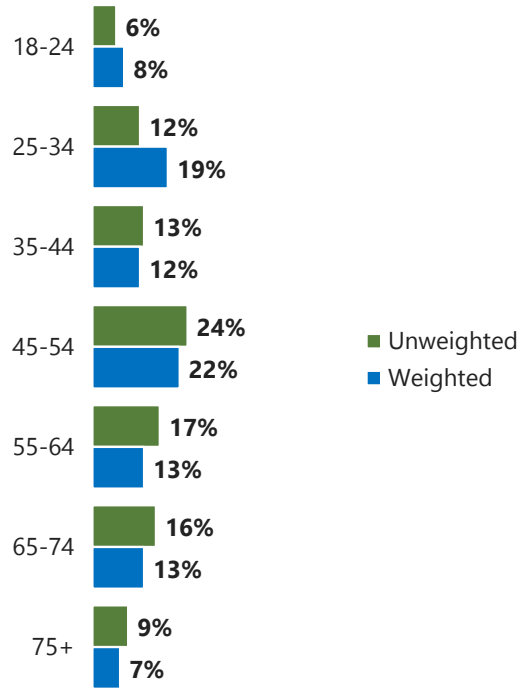
In total 2,280 residents were interviewed. The charts below show the demographic profile of the sample. The sample was designed so sub-group analysis can be undertaken at Local Authority level. Weighting has been used to ensure the sample is representative.

Demographics (1)

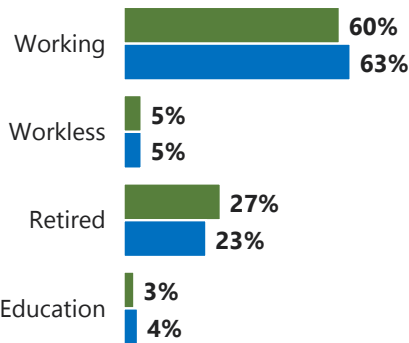
Gender



Age



Employment status

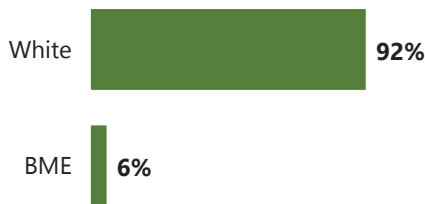


Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

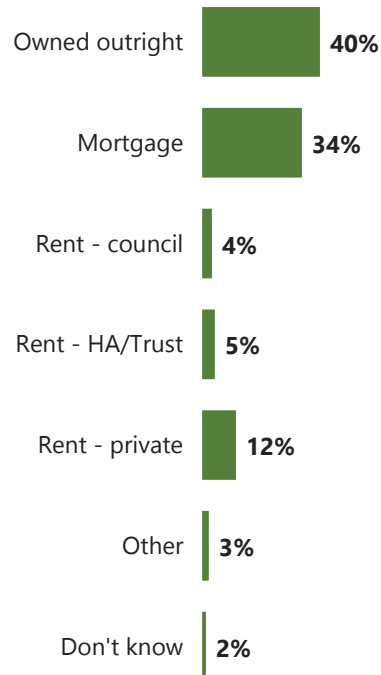
Source: Ipsos MORI

Demographics (2)

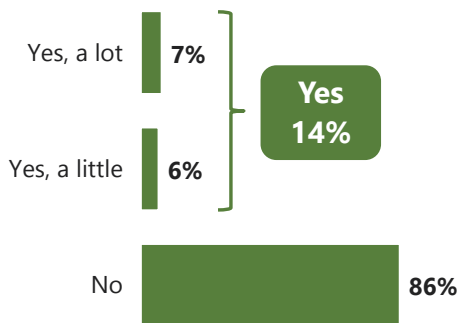
Ethnicity



Tenure



Disability



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Statistical reliability and margins of error

The residents and businesses who took part in the survey are only a sample of the total 'population' of residents in Cambridgeshire and Peterborough, so we cannot be certain that the figures obtained are exactly those that would have been reached had everyone responded (the 'true' values). We can, however, predict the variation between the sample results and the 'true' values from knowledge of the size of the samples on which the results to each question is based, and the number of times a particular answer is given. The confidence with which we can make this prediction is usually chosen to be 95% - that is, the chances are 95 in 100 that the 'true' value will fall within a specified range. The following illustrates the predicted ranges for different sample sizes and percentage results at the '95% confidence interval':

The following table illustrates the predicted ranges for different sample sizes and percentage results at the "95% confidence interval". Strictly speaking, however, the tolerances shown here apply only to random samples, so the comparison with quota sampling is indicative. In practice, good quality quota sampling has been found to be very accurate.

Table 1.3: – Sampling tolerances – overall level

| Size of sample on which survey result is based | Approximate sampling tolerances applicable to percentages at or near these levels | | |
|--|---|-----------------|----------|
| | 10% or 90% ± | 30% or 70% ± | 50% ± |
| 380 responses | 3.0 | 4.6 | 5.0 |
| 1,900 responses | 1.3 | 2.1 | 2.2 |
| 2,280 responses | 1.2 | 1.9 | 2.1 |

For example, with a sample size of 380 where 10% give a particular answer, the chances are, 19 in 20 that the 'true' value (i.e. the one which would have been obtained if all residents aged 18+ living in the Deal area had been interviewed) will fall within the range of +/-3.0 percentage points from the survey result (i.e. between 7 and 13%).

When results are compared between separate groups within a sample (e.g. Peterborough versus Cambridgeshire) different results may be obtained. The difference may be 'real', or it may occur by chance (because not everyone in the population has been interviewed). To test if the difference is a real one - i.e. if it is 'statistically significant' - we again have to know the size of the samples, the percentage giving a certain answer and the degree of confidence chosen. If we once again assume a '95% confidence interval', the differences between the results of two separate groups must be greater than the values given in the following table:

Table 1.4: Sampling tolerances – sub-group level

| Size of sample on which survey result is based | Differences required for significance at or near these percentage levels | | |
|--|--|-----------------|----------|
| | 10% or 90% ± | 30% or 70% ± | 50% ± |
| 380 vs. 380 | 4.3 | 6.5 | 7.1 |
| 380 vs. 1900 | 3.3 | 5.1 | 5.5 |

Again, it is important to note that, strictly speaking, the above confidence interval calculations relate only to samples that have been selected using strict probability sampling methods. However, in practice it is reasonable to assume that these calculations provide a good indication of the confidence intervals relating to this survey.

Geographical analysis

Throughout the report, the results are analysed at three tiers:

- Tier 1: The Deal Area (Cambridgeshire County and Peterborough City combined)
- Tier 2: Individual level (Cambridgeshire County and Peterborough City)
- Tier 3: Local authority level

Technical Summary

Key lines of questioning

The representative telephone survey was designed to ask questions about the proposed devolution deal. A mix of both closed and open questions were included, which sought specific responses about the proposed Combined Authority Governance Review and Scheme documents. Key lines of questioning aimed to:

- Measure awareness of devolution as a principle;
- Understand to what extent, if at all, residents support or oppose the principle of devolution;
- Understand to what extent, if at all, residents support or oppose the principle of decision-making powers being transferred from the Government in Westminster to groups of local councils, such as is being proposed with the new Combined Authority;
- Understand to what extent, if at all, residents support or oppose the election of a Mayor in order to access the decision-making powers and funding in the proposed devolution deal;
- Understand to what extent, if at all, residents support or oppose their local council becoming part of this Combined Authority;
- Test opinions about how decision-making between a directly-elected Mayor and the Combined Authority should be made;
- Test opinions about how the new Combined Authority should be held to account and give residents and stakeholders the opportunity to propose ways in which it should be held to account;
- Give residents and stakeholders the opportunity to provide any further thoughts on the proposals included in the devolution agreement.

The survey also gathered a range of information from residents including:

- Name (this was optional);
- Postcode (optional);
- Which local authority the participant was based in;
- Gender;
- Age;
- Whether the participant has a long term health problem;
- Employment status;

- Type of accommodation; and
- Ethnic group.

These details were used as cross tabulations for analysis purposes.

Interpreting the findings

The sample survey has been designed to provide a representative picture of the views of Cambridgeshire and Peterborough residents aged 18 and over. Thus, results are presented as percentages. Unless otherwise indicated, results from the sample survey are based on all 2280 respondents. Please treat answers with a base size of less than 100 with caution.

Where figures do not add up to 100%, this is the result of computer rounding or multiple responses. An asterisk (*) indicates a score less than 0.5%, but greater than zero.

The responses to the open-ended questions were coded and added to the data tables. For further information about coding please see Appendix 3.

Results are subject to statistical tolerances. Not all differences between the overall County level results and those for individual sub-groups will be significant.

Survey Findings

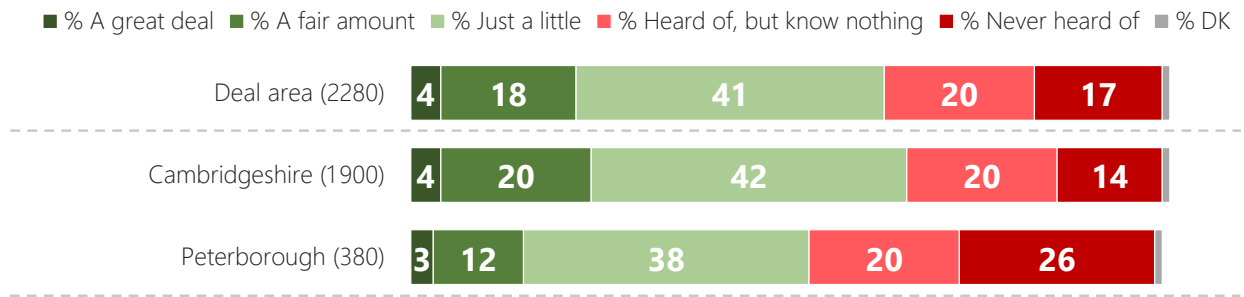
1. Awareness of devolution

Firstly, the survey sought to understand whether residents had heard of devolution before the interviews took place – and if so, how much they felt they knew about the principles underpinning it.

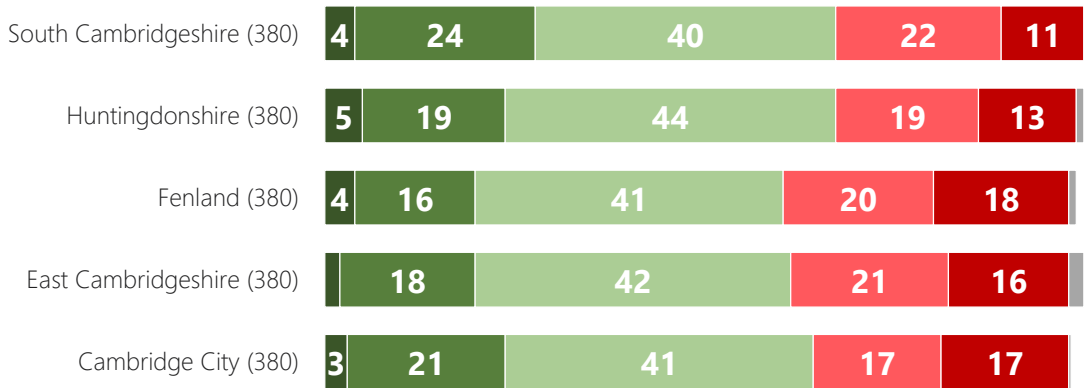
Overall, four in five residents (82%) have heard of devolution, and three in five (63%) say they know something about it. This falls to around one in five (22%) who say they know at least a fair amount about devolution within England – and just 4% who say they know a great deal.

One in five residents (20%) have heard of devolution but know nothing about it, and around one in six (17%) say they have never heard of it.

Q1. Before today, how much, if anything, would you say you knew about devolution within England?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

At county level, residents in Cambridgeshire are significantly more likely than those in Peterborough to say they know at least a fair amount about devolution (24% vs. 15%). Within Cambridgeshire, residents in South Cambridgeshire are more likely than average to say they know a great deal or a fair amount (28% vs. 22% overall).

There are a number of significant differences by demographic sub-groups. Men are more likely than women to say they know at least a fair amount about devolution (29% vs. 15%) – a pattern that is often the case across social research studies. Those aged 45-64 are more likely than average to say they know at least a fair amount about devolution (28% vs. 15% of those aged 18-44), as are owner occupiers (25% vs. 12% of social tenants and 12% of private renters).

Perhaps intuitively, those who either support *or* oppose devolution are both more likely than average to say they know a great deal or a fair amount about it (24% and 35% respectively vs. 22% overall).

2. Attitudes to devolution

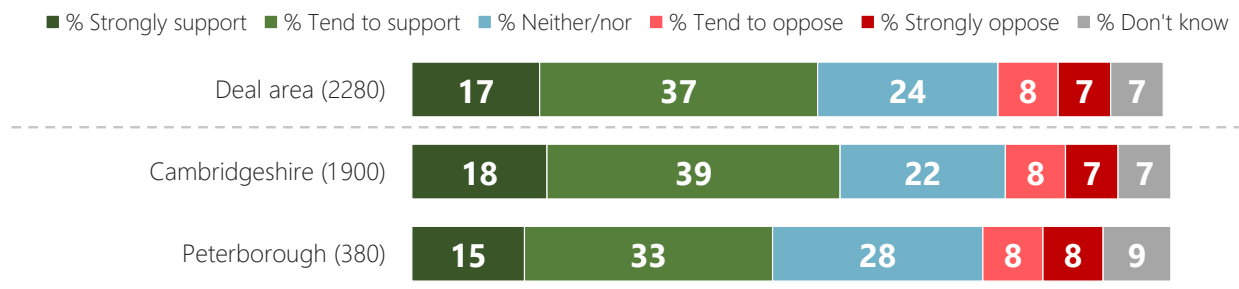
Survey participants were provided with the information below outlining the basic ideas behind devolution:

“Devolution is when certain decision-making powers, as well as funding, are transferred down from Central Government to a local area. In this instance the area is Cambridgeshire and Peterborough. It means that decisions are taken close to where they have an effect.”

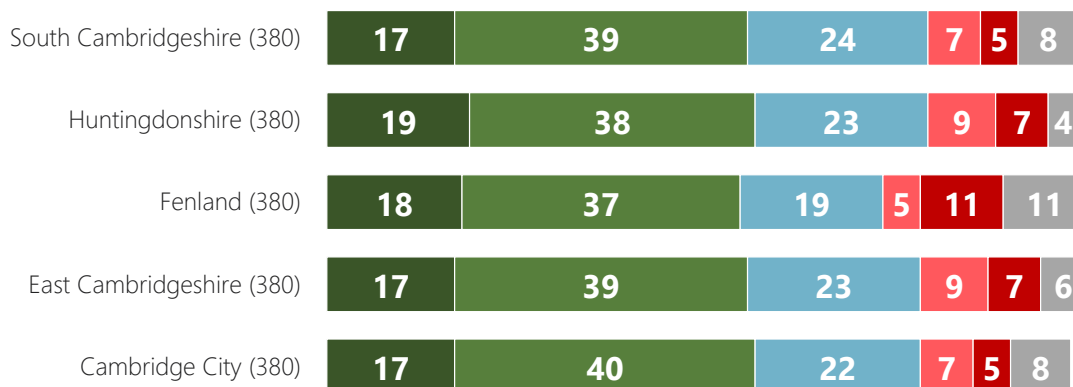
Residents were then asked about the extent to which they support or oppose the principle of devolution.

Overall, over half (55%) say they support the principle of devolution, with 17% saying they *strongly* support it. Around one in seven (15%) oppose the principle of devolution, with 7% saying they *strongly* oppose it. Around a quarter say they neither support nor oppose devolution (24%), with 7% saying they ‘don’t know’.

Q2. To what extent, if at all, do you support or oppose the principle of devolution?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Residents in Cambridgeshire are significantly more likely to be supportive of devolution than those in Peterborough (56% vs. 48%). Despite this, *opposition* is not significantly higher in Peterborough than Cambridgeshire – rather, it is the proportion who ‘Neither agree nor disagree’ that is higher in Peterborough (28% vs. 22% in Cambridgeshire). Within Cambridgeshire, findings are broadly consistent at district level.

Looking at the results by demographic groups, men are more likely than women to *strongly* support the principle of devolution (20% vs. 14%). By age, the proportion who either strongly support or tend to support devolution is higher than average amongst the middling age groups (58% of those aged 45-64 vs. 55% overall). But despite this, *opposition* to devolution appears to increase with age – 10% of those aged 18-44 either tend to oppose or strongly oppose devolution, compared to 16% of those aged 45-64, and 18% of those aged 65+.

Workless residents – that is, those who are unemployed and available for work, or those who are permanently sick or disabled – are less likely than average to be supportive of devolution (43% vs. 55% overall), as are social tenants (40% vs. 56% of owner occupiers and 61% of private renters). Levels of *opposition* are higher than average amongst those with a disability or long-term health condition (19% vs. 15% overall).

Intuitively, those with at least a fair amount of knowledge about devolution are also more opinionated on the topic – 60% say they support devolution (vs. 55% overall), while 23% oppose it (vs. 15% overall). Of those who know just a little about devolution – the largest group in the survey – almost three in five (57%) support devolution, while 14% oppose it.

Those who are supportive of the election of the Mayor and of their Council joining a Combined Authority are both more likely to support devolution, while those who oppose these proposals are more likely to oppose devolution more generally.

3. Local vs. national

Residents were asked whether they felt decisions about a variety of services would be better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority. To ensure participants gave an informed answer to these questions, they were first provided with the following information about the proposals to establish a Combined Authority in Cambridgeshire and Peterborough:

"In Cambridgeshire and Peterborough the proposed devolution agreement includes the creation of a Combined Authority.

This would consist of the five Councils in Cambridgeshire, as well as Cambridgeshire County Council, Peterborough City Council and the Local Enterprise Partnership, which represents the view of local businesses.

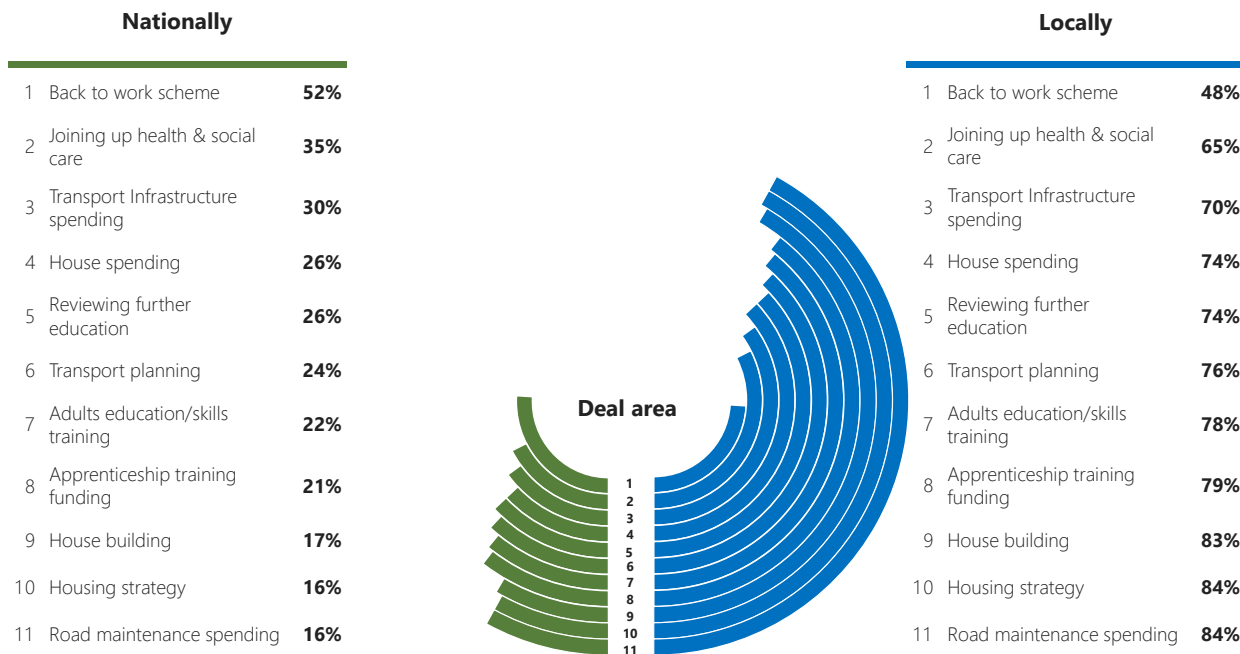
The new Combined Authority would not replace any existing Councils, or any existing Town or Parish Councils.

The proposed agreement would also create the role of a Mayor, who would be directly elected by residents in Cambridgeshire and Peterborough"

For ten out of the eleven services included in the question, a majority of those giving an opinion (i.e. excluding 'Don't know' responses) think that decisions are better made locally than nationally. Residents are most likely to think decisions should be made locally with regard to spending on road maintenance (84% think that decisions are better made locally), developing a new housing and development strategy (84%), and allocating a £70 million fund to build more Council rented homes in Cambridge (83%).

The only service where a majority feel it is better suited to national decision-making is designing a back to work programme to help those with a health condition or disability and the long-term unemployed (52% think decisions are better made nationally). After this, the services thought to be best-suited to national decision-making are joining up health and social care services (35% think decisions are better made nationally) and deciding how to spend an annual £20 million fund to improve local infrastructure (30%) – however, it should be noted that for both of these services, a majority of those giving an opinion still prefer local decision-making.

Q3. For each of the following, do you think decisions are better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority I have just described?



Base: All valid responses (excluding DK's) (ranging from 2173 to 2227) : Fieldwork dates: 13th July to 22nd August 2016

Source: Ipsos MORI

Ipsos MORI –Public Affairs

Findings tend to be fairly consistent at county level, with one exception: Cambridgeshire residents are more likely than average to think decisions are better made *locally* when it comes to spending a £20 million infrastructure fund (71% vs. 63% of Peterborough residents).

At district level, there are a number of significant differences:

- Those in South Cambridgeshire tend to prefer *local* decision-making with regard to developing a housing strategy (89% vs. 84% overall), and deciding how funds are spent on support to build new homes (79% vs. 74% overall), road maintenance (88% vs. 84% overall) and apprenticeships and training (83% vs. 79% overall);
- Those in Fenland are more likely to think decisions are better made *locally* with regard to reviewing further education (80% vs. 74% overall), joining up health and social care services (72% vs. 65% overall), and designing a back to work programme for those with disabilities and the long-term unemployed (54% vs. 48% overall); and
- Those in East Cambridgeshire are more likely to prefer *national* decision-making with regard to developing a housing strategy (21% vs. 16% overall) and creating a transport plan (29% vs. 24% overall), while those in Cambridge City favour *national* decision-making when reviewing further education (34% vs. 26% overall).

There is a clear gender dimension at this question: for six of the eleven services mentioned, women are significantly more likely than men to think decisions are better made locally – this is despite the fact that men are more likely to say they strongly support the principle of devolution, and that women are more likely to say that they ‘don’t know’. It should be

noted that this question offered no 'neutral' or 'mid-point' option, so it is interesting to observe which side of the debate women tend to come down on when presented with the dichotomy between local and national decision-making.

Other notable sub-group differences include the findings that:

- Those aged 65+ are more likely than average to think decisions should be taken *locally* with regard to joining up health and social care services (74% vs. 65% overall), designing a new programme to help those with disabilities and the long-term unemployed back to work (57% vs. 48% overall) and deciding how funding is spent on apprenticeships and training (83% vs. 79% overall).
- Social tenants (61%) and those with a disability or long-term health condition (55%) are both more likely than average to prefer *local* decision-making when it comes to designing a back to work programme for those with a health condition or disability and the long-term unemployed (vs. 48% overall).
- Owner occupiers are more likely to think decisions should be taken *locally* with regard to spending on road maintenance (85% vs. 84% overall).

4. Directly-elected Mayor

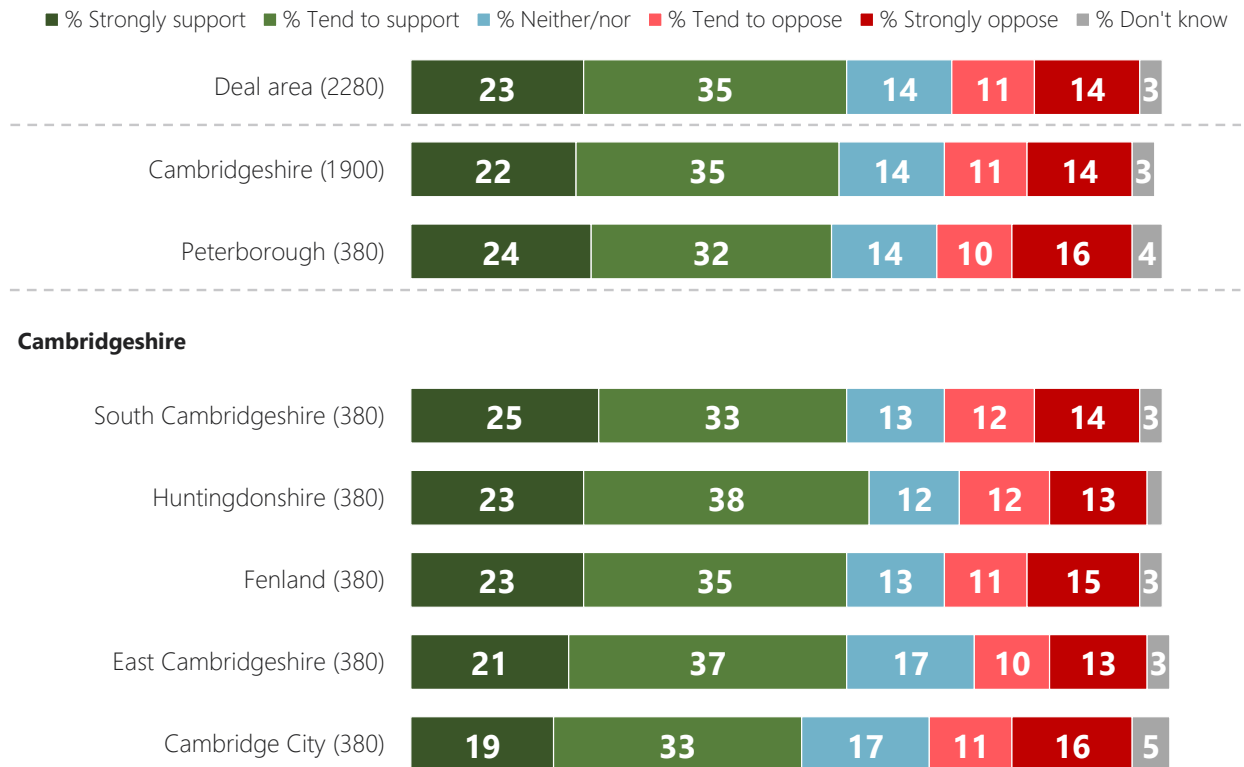
Participants were asked about the extent to which they support or oppose the election of a Mayor in order to access the decision-making powers and funding that have been outlined in the proposed devolution deal.

Again, to ensure an informed answer could be given, participants were provided with the following information:

"The Government has said that a Mayor for Peterborough and Cambridgeshire would need to be elected for any new local decision-making powers and/or funding as part of this devolution agreement to be transferred from the Government to the Mayor and/or Combined Authority. The Mayor would work with existing elected members from the District, County and City Councils and a business representative appointed by the Local Enterprise Partnership."

Almost three in five residents (57%) support the election of a Mayor in order to access the decision-making powers and funding – however, more say they *tend to support* (35%) than *strongly support* this proposal (23%). A quarter (25%) say they oppose the election of a Mayor, with 14% saying they strongly oppose. The remainder say they neither agree nor disagree (14%) or that they ‘don’t know’ (3%).

Q4. To what extent, if at all, do you support or oppose the election of a mayor in order to access the decision making powers and funding in the proposed devolution deal?



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Opinion is relatively consistent at a county level between Cambridgeshire and Peterborough, and at district level within Cambridgeshire.

At sub-group level, those aged 18-44 are more likely to be supportive of the proposal to directly elect the Mayor (65% vs. 55% of those aged 45-64, and 52% of those aged 65+). Notably, those in the youngest age group are particularly positive in this regard – 71% of those aged 18-24 support the election of a Mayor vs. 57% overall.

Reflecting the age profiles of each tenure type, support is also higher amongst private renters than owner occupiers (71% vs. 55%). BME residents are more likely to support the election of a Mayor (71% vs. 57% overall) – although again, this reflects the younger age profile of this group. Men are more likely than women to *strongly* support the election of a Mayor (25% vs. 21%).

Looking at residents' perceived knowledge of devolution, support falls and opposition increases the more that residents say they know about devolution in general – for example, two in five (41%) of those who say they know a great deal about devolution say they oppose the election of a Mayor, compared with just under one in five (18%) of those who have heard of devolution, but know nothing about it.

Those who oppose devolution in principle and those who oppose their Council becoming part of a Combined Authority are both more likely to oppose the election of a Mayor (70% and 78% respectively vs. 25% overall).

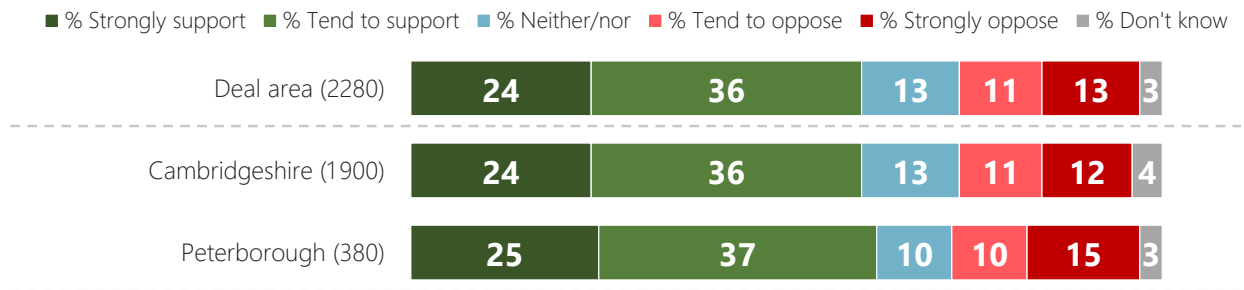
5. Setting up a Combined Authority

Residents were then asked whether they would support or oppose their local Council becoming part of a Combined Authority, and were given the following background information by way of context:

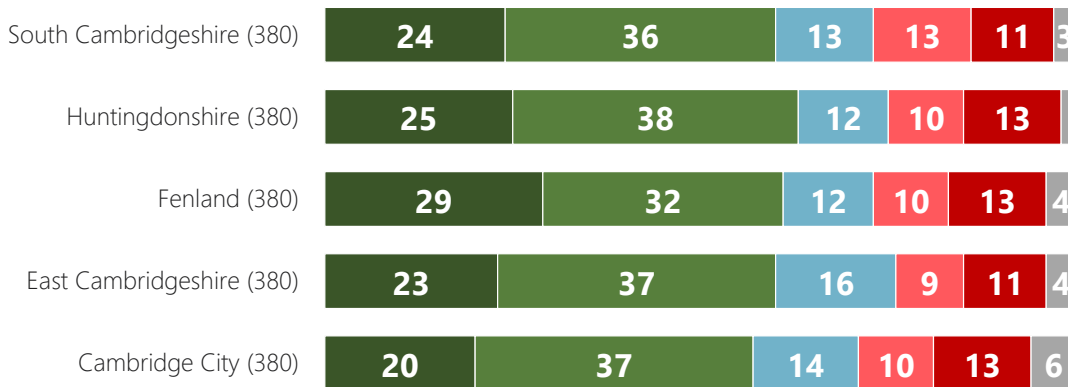
“In Cambridgeshire and Peterborough, the Combined Authority would be made up of the directly-elected Mayor, a Councillor from each District, County and City Councils, and an appointed business representative.”

Overall, three in five residents (61%) support their Council becoming part of a Combined Authority. Around a quarter oppose (23%) the idea, while the remainder either say they are neutral (13%) or that they ‘don’t know’ (3%).

Q5. To what extent, if at all, do you support or oppose your local council becoming part of a Combined Authority along with other councils in Cambridge and Peterborough, which is chaired by a directly elected Mayor?



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Findings are consistent at county level, and are broadly similar at district level within Cambridgeshire – although those in Fenland are more likely to say they *strongly* support their Council becoming part of a Combined Authority (29% vs. 24% overall).

Men are more likely than women to oppose joining a Combined Authority (25% vs. 21%), and – as seen with attitudes to the election of a Mayor – opposition also increases with age. For example, 30% of those aged 65+ oppose their local Council joining a Combined Authority compared with 15% of those aged 18-44. Again, it is the youngest age groups who are particularly positive about the idea – seven in ten (70%) of those aged 18-34 support a Combined Authority (vs. 61% overall).

Again, other groups more likely to oppose a Combined Authority include those who tend to have an older profile – owner occupiers (25%), those with a disability (28%) and retired residents (32% vs. 23% overall).

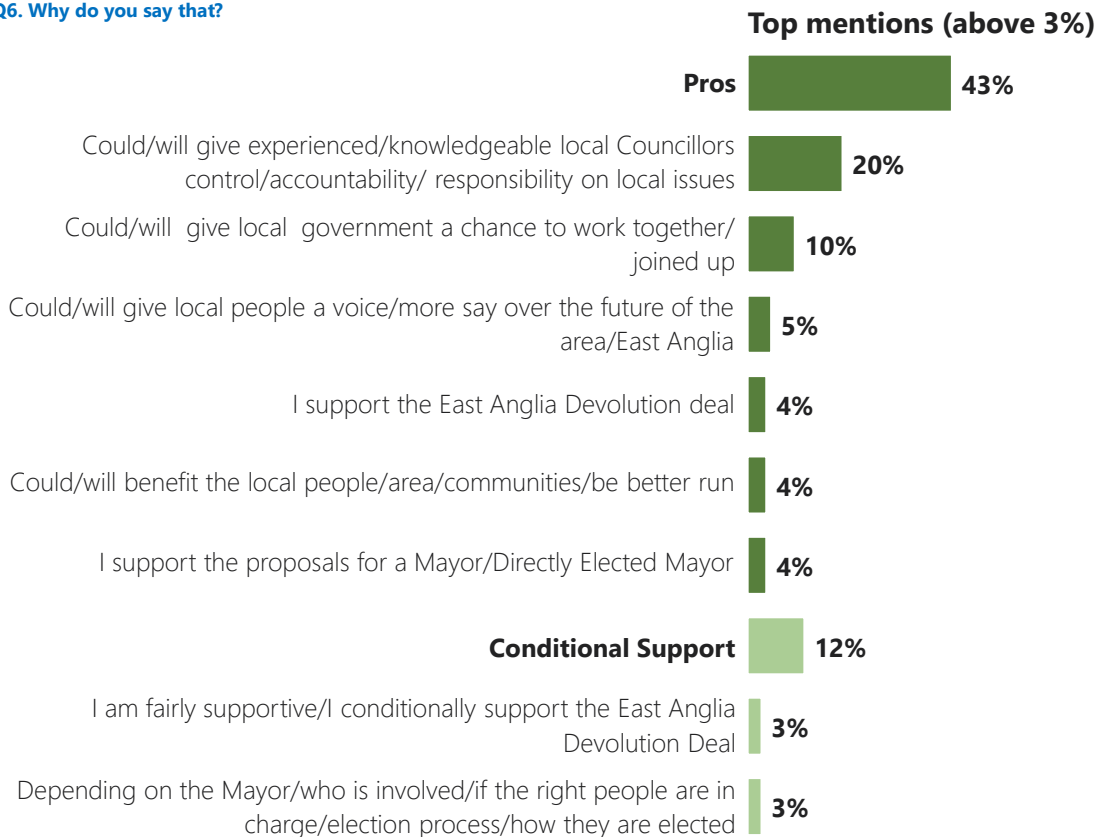
Mirroring views on the election of a Mayor, support falls and opposition increases with self-assessed knowledge of devolution in general – for example, two in five (40%) of those who say they know a great deal about devolution oppose a Combined Authority, compared to 17% of those who have heard of it, but know nothing about it, and 16% of those who have never heard of it.

As may be expected, those who oppose devolution in general and those who oppose the election of a Mayor are significantly more likely to oppose a Combined Authority (70% and 72% respectively vs. 23% overall).

Further to this question, participants were asked to explain the reasoning behind their answer – the answers were coded and the most common themes are outlined in the charts below.

Positive mentions included giving experienced Councillors more control (20%), giving local government a chance to work together (10%) and giving local people more of a say on local issues (5%). Negative comments touched on opposition to the election of a Mayor (7%), creating additional layers of bureaucracy (7%) and different areas having different needs (5%).

Q6. Why do you say that?

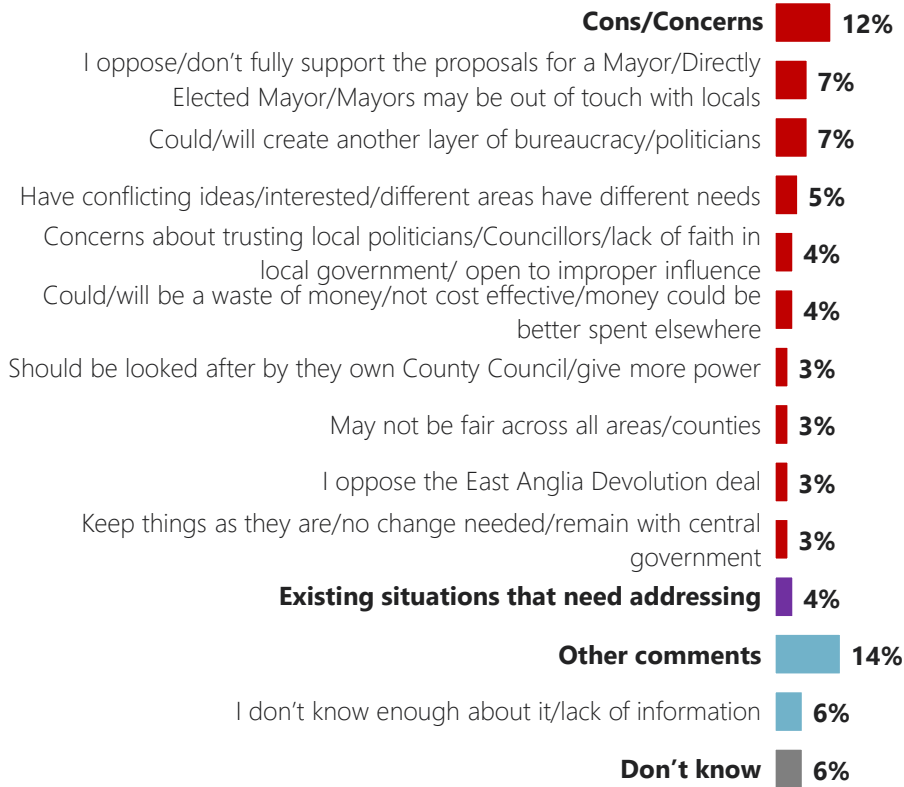


Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Q6. Why do you say that?

Top mentions (above 3%)



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs

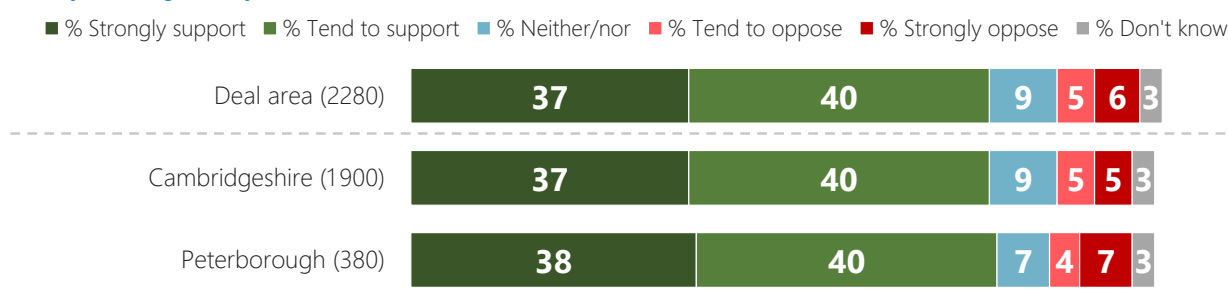
Source: Ipsos MORI

6. Decision-making

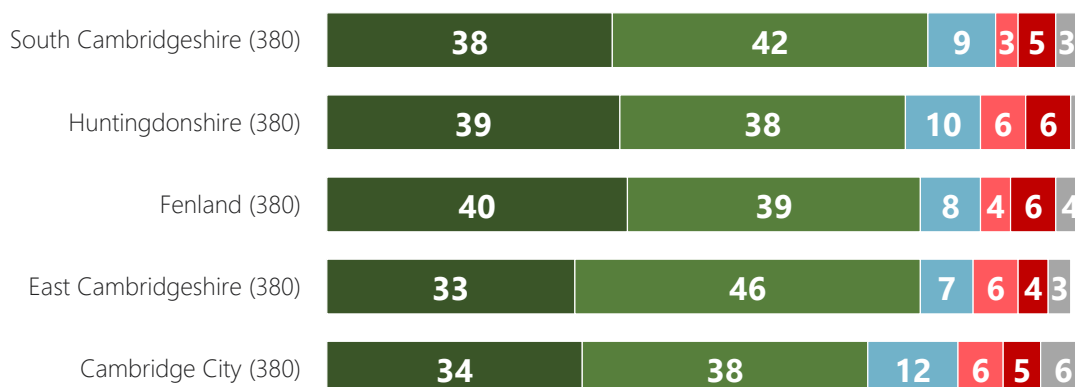
The survey included statements about three aspects of how decisions would be made by the Combined Authority and the directly-elected Mayor. Participants were asked about the extent to which they agree or disagree with each.

Three quarters (77%) of residents agree with the proposal that “each member of the Combined Authority, including the Mayor, has a vote” – with the proportion saying they strongly agree (37%) or tend to agree (40%) being relatively even. One in ten (10%) disagree, with 6% saying they strongly disagree.

Q7a. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? Each member of the Combined Authority, including the Mayor, has a vote



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

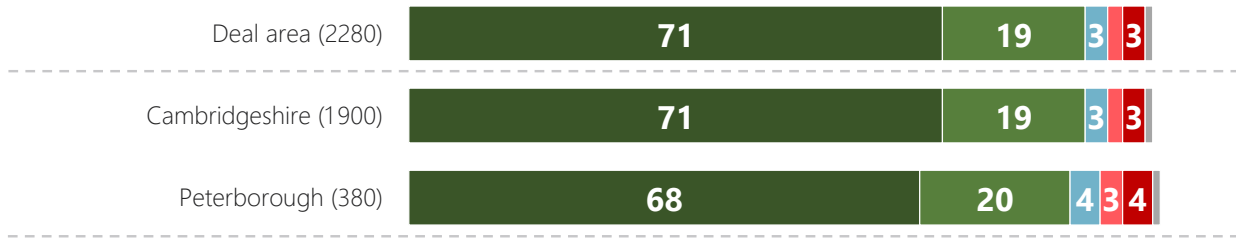
Findings are consistent at county level, and at district level within Cambridgeshire.

As with other areas of the survey, opposition to the statement increases with age, and also with residents’ knowledge of devolution in general. Furthermore, those who are supportive of the proposals in other areas of the survey are more likely to agree with the statement – for example, 90% of those who support their Council becoming part of a Combined Authority, compared to 77% overall.

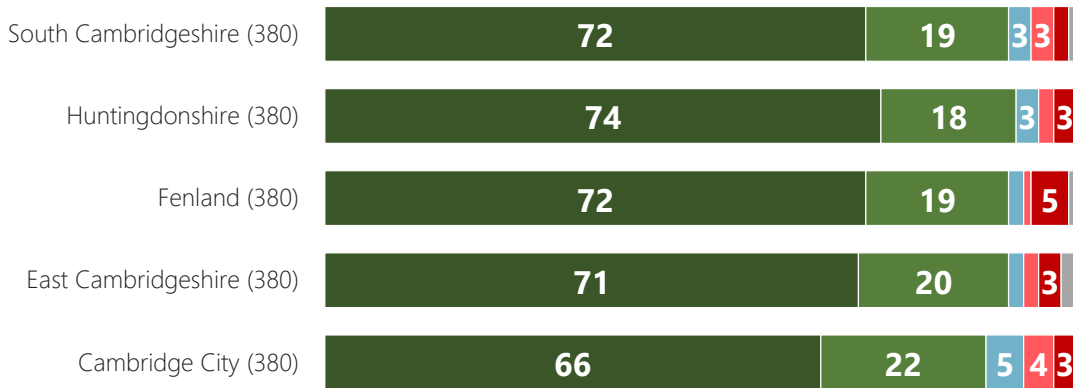
Nine in ten (90%) residents agree with the proposal that “the directly-elected Mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals”. 6% disagree with this aspect of decision-making.

Q7b. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals

■ % Strongly support ■ % Tend to support ■ % Neither/nor ■ % Tend to oppose ■ % Strongly oppose ■ % Don't know



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

At county level, those in Cambridgeshire are more likely than those in Peterborough to agree with the statement (91% vs. 88%). Within Cambridgeshire, district level findings are consistent.

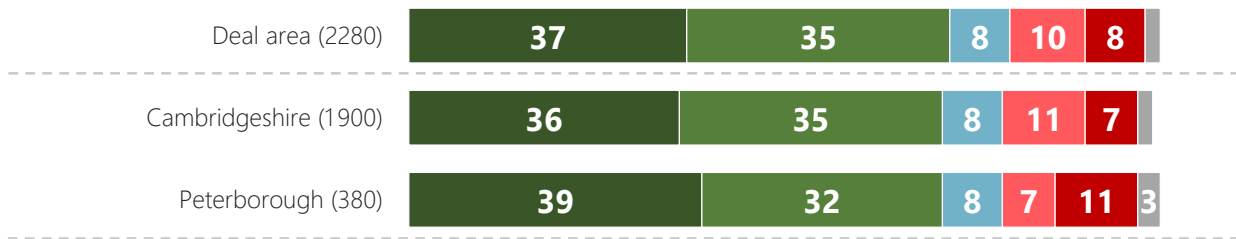
Those aged 45-64 are more likely than average to agree with this statement (92% vs. 90% overall), while those aged 65+ are more likely to disagree (11% vs. 6% overall). As with other areas of the survey, opposition increases with self-assessed knowledge of devolution.

The third aspect covered in this section was the principle of majority decision-making – “some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree”.

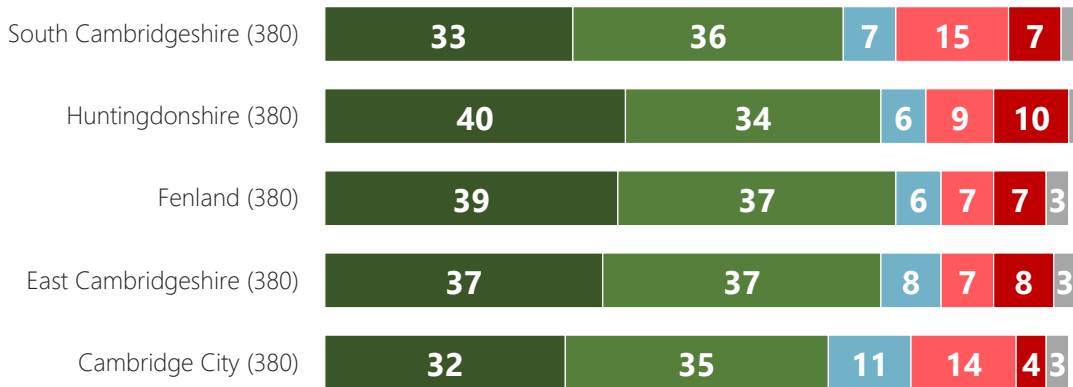
Overall, seven in ten residents (71%) agree with the statement, while 18% disagree. One in ten are either neutral (8%) or say that they ‘don’t know’ (2%).

Q7c. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made? Some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree. That majority must include the Directly Elected Mayor

■ % Strongly support ■ % Tend to support ■ % Neither/nor ■ % Tend to oppose ■ % Strongly oppose ■ % Don't know



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

Opinion on this statement is broadly similar at county level, although those in Peterborough are more likely than average to *strongly* disagree (11% vs. 7% in Cambridgeshire).

Within Cambridgeshire, those in Fenland are more likely to agree with the statement (76% vs. 71% overall), while those in South Cambridgeshire are more likely to disagree (22% vs. 18% overall).

The attitudinal differences echo those seen in other areas of the survey with regard to residents’ attitudes towards devolution in general, the election of a Mayor and the creation of a Combined Authority.

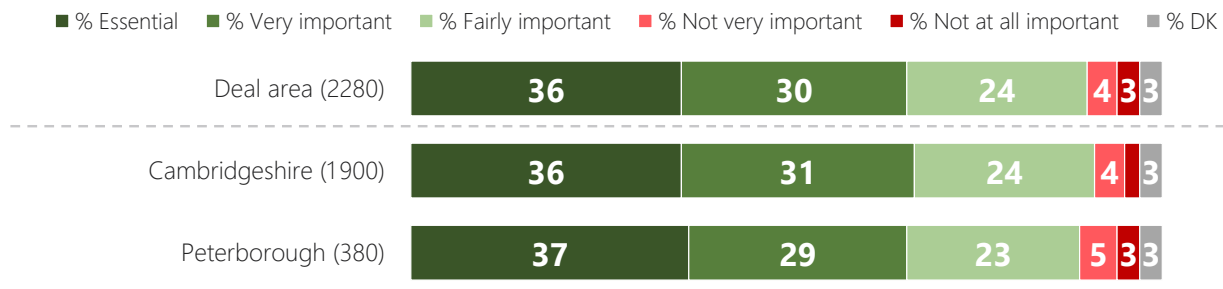
7. Accountability

The Councils of Cambridgeshire and Peterborough wanted to understand residents’ views about how the new Combined Authority should be held to account. Participants were given a list of statements outlining ways in which this may be done and were then asked to rate the level of importance of each aspect of accountability.

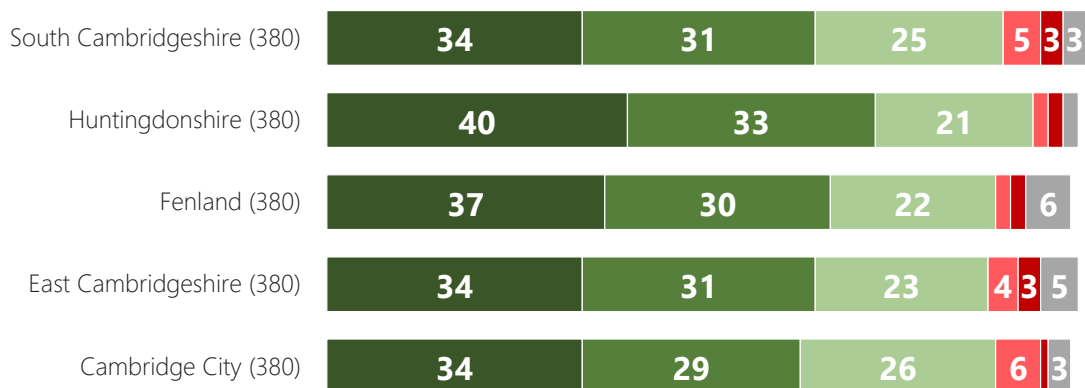
The first statement residents were asked concerned the creation of “an independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions”.

Overall, 36% see this element of accountability as ‘essential’ – 30% think it is ‘very important’ and 24% think it is ‘fairly important’. Less than one in ten (7%) think the creation of a scrutiny committee is not important – either ‘not very’ (4%) or ‘not at all’ (3%).

Q8a. How important, if at all, is each of these in holding the Combined Authority to account? An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

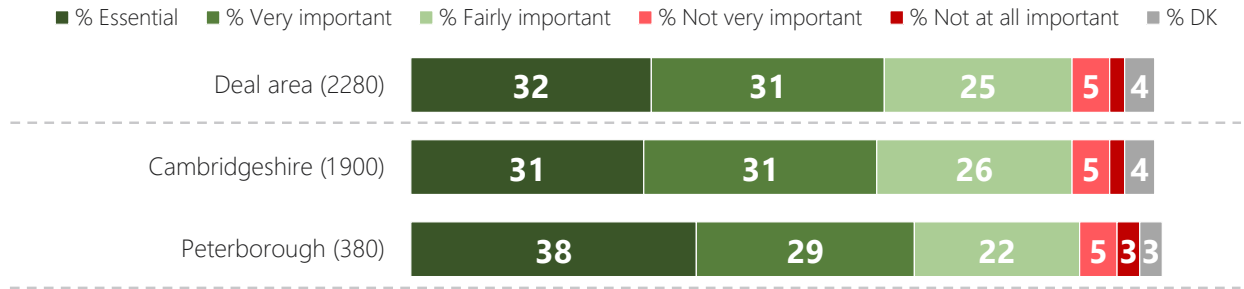
Source: Ipsos MORI

Findings are relatively consistent at county and district level. In terms of age differences, those aged 45+ are more likely to see this form of accountability as ‘essential’ (41% vs. 30% of those aged 18-44).

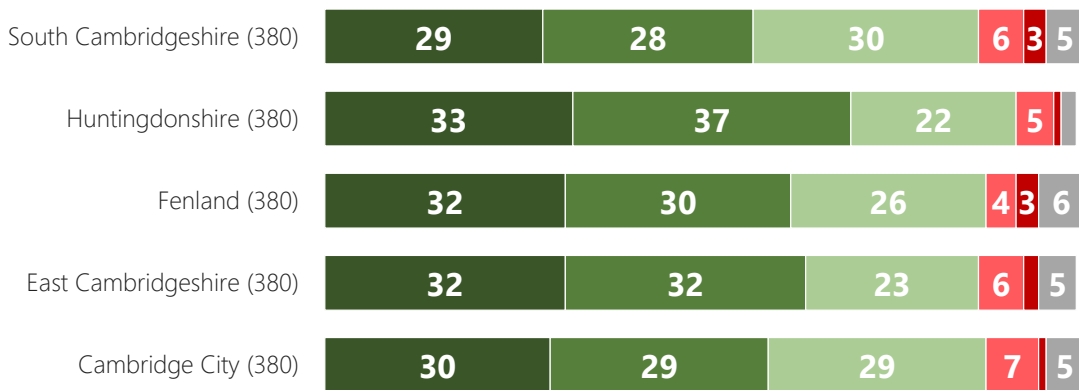
Again, on the theme of scrutiny committees, residents were also asked whether the committee should have “the power to review any of the decisions made by the Combined Authority”.

Three in ten residents (32%) view this as ‘essential’, with a similar proportion (31%) viewing it as ‘very important’ and a quarter (25%) seeing it as ‘fairly important’. Less than one in ten (8%) see this proposal as unimportant.

Q8b. How important, if at all, is each of these in holding the Combined Authority to account? This scrutiny committee having the power to review any of the decisions made by the Combined Authority



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

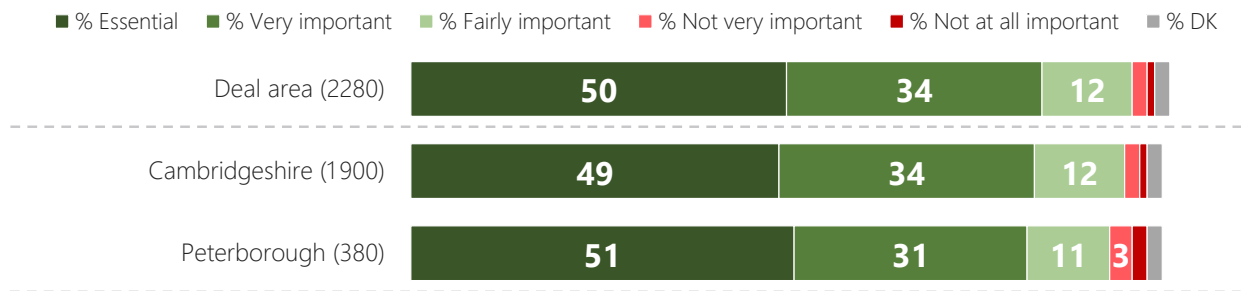
Source: Ipsos MORI

Residents in Peterborough are more likely than those in Cambridgeshire to view this measure as ‘essential’ (38% vs. 31%) – however, findings are broadly consistent at district level within Cambridgeshire.

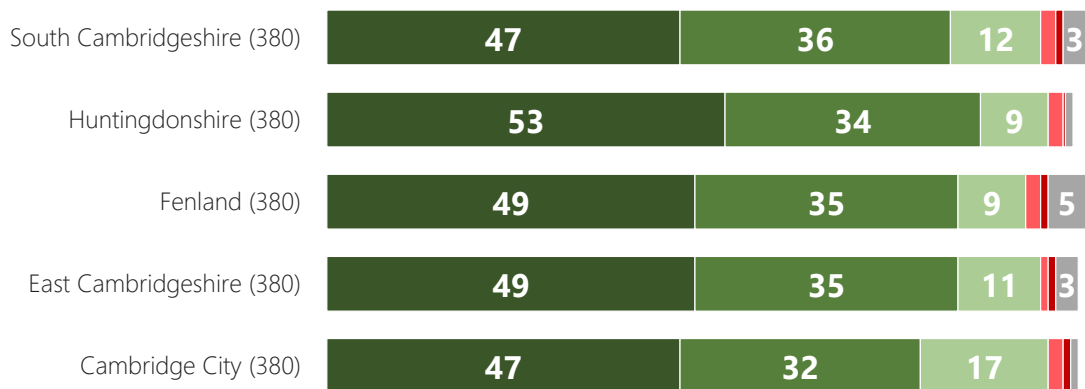
Those aged 45-64 are more likely to see this is an ‘essential’ measure of accountability (38% vs. 26% of those aged 18-44).

Residents were then asked for their views on the importance of “an audit committee which would monitor the Combined Authority’s finances”. Half of residents (50%) see this as ‘essential’ – considerably higher than the equivalent figure with regard to the creation of a scrutiny committee. Around a third (34%) see the establishment of an audit committee as ‘very important’, while 12% see it as fairly important. Just 3% think an audit committee is not important.

Q8c. How important, if at all, is each of these in holding the Combined Authority to account? An audit committee which would monitor the Combined Authority’s finances



Cambridgeshire



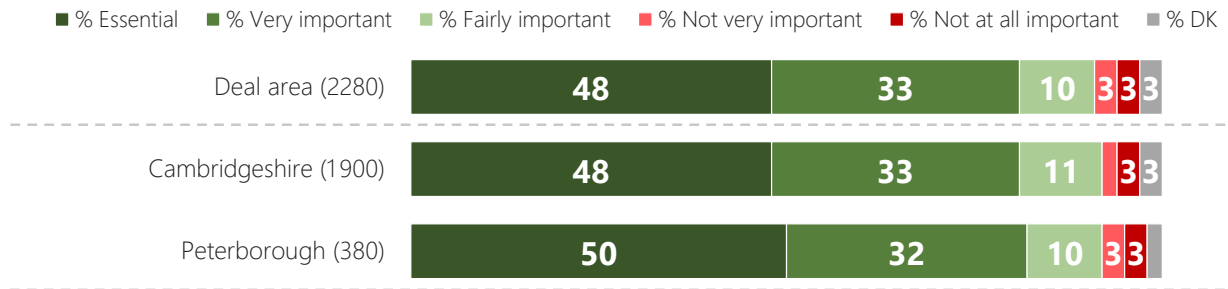
Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

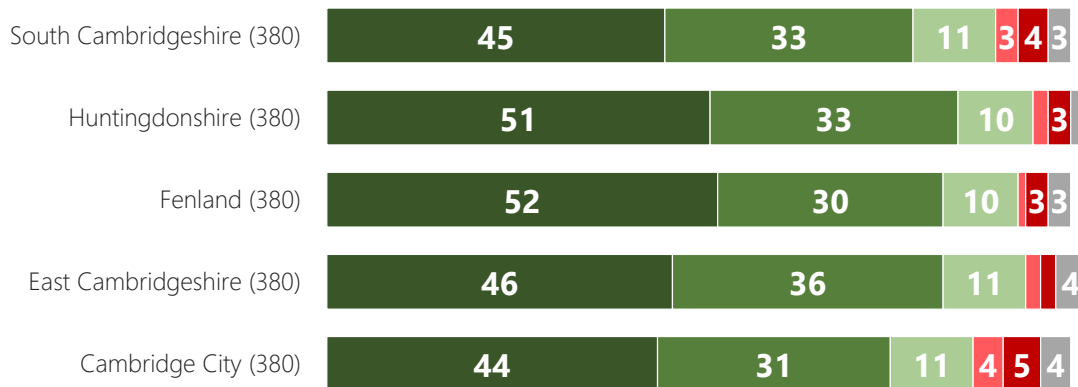
There are no significant differences at either county or district level in terms of the proportion viewing this measure as ‘essential’. As with other accountability measures, those aged 45+ are more likely to think this is an ‘essential’ measure (54% vs. 43% of those aged 18-44).

Looking at more direct forms of accountability, residents were also asked about the importance of “residents living in the Combined Authority area being able to directly elect the Mayor”. Just under half (48%) see this as ‘essential’, with a third (33%) seeing it as ‘very important’ and one in ten (10%) seeing it as ‘fairly important’. As with other aspects of accountability covered in the survey, less than one in ten (6%) see the ability to directly elect the Mayor as unimportant.

Q8d. How important, if at all, is each of these in holding the Combined Authority to account? Residents living in Cambridgeshire/ Peterborough being able to directly elect the Mayor



Cambridgeshire



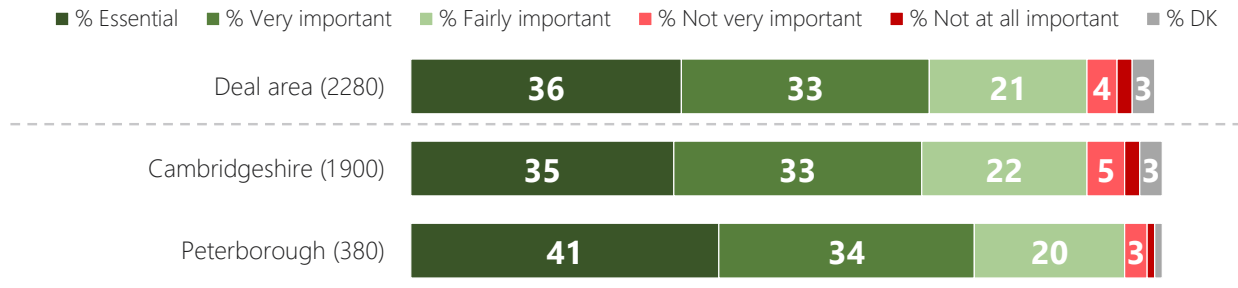
Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

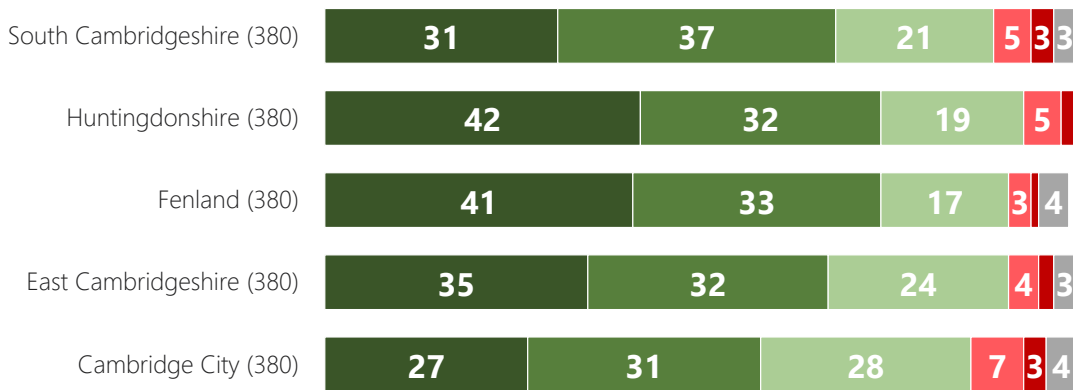
There are no significant differences by county or district in terms of the proportion viewing this measure as ‘essential’.

The final aspect of accountability covered in the survey was the idea of a “government assessment every five years”. 36% of residents see proposal as ‘essential’, with a third (33%) seeing it as ‘very important’ and one in five (21%) seeing it as ‘fairly important’. Again, less than one in ten (6%) view this aspect of accountability as unimportant.

Q8e. How important, if at all, is each of these in holding the Combined Authority to account? A Government assessment every five years



Cambridgeshire



Base: All valid responses (see above) : Fieldwork dates: 13th July to 22nd August 2016
Ipsos MORI –Public Affairs

Source: Ipsos MORI

At county level, residents in Peterborough are significantly more likely than those in Cambridgeshire to view this measure as ‘essential’ (41% vs. 35%). Within Cambridgeshire, the districts of Huntingdonshire (42%) and Fenland (41%) are both more likely than average to view this as ‘essential’, whereas those in South Cambridgeshire are less likely (31% vs. 36% overall).

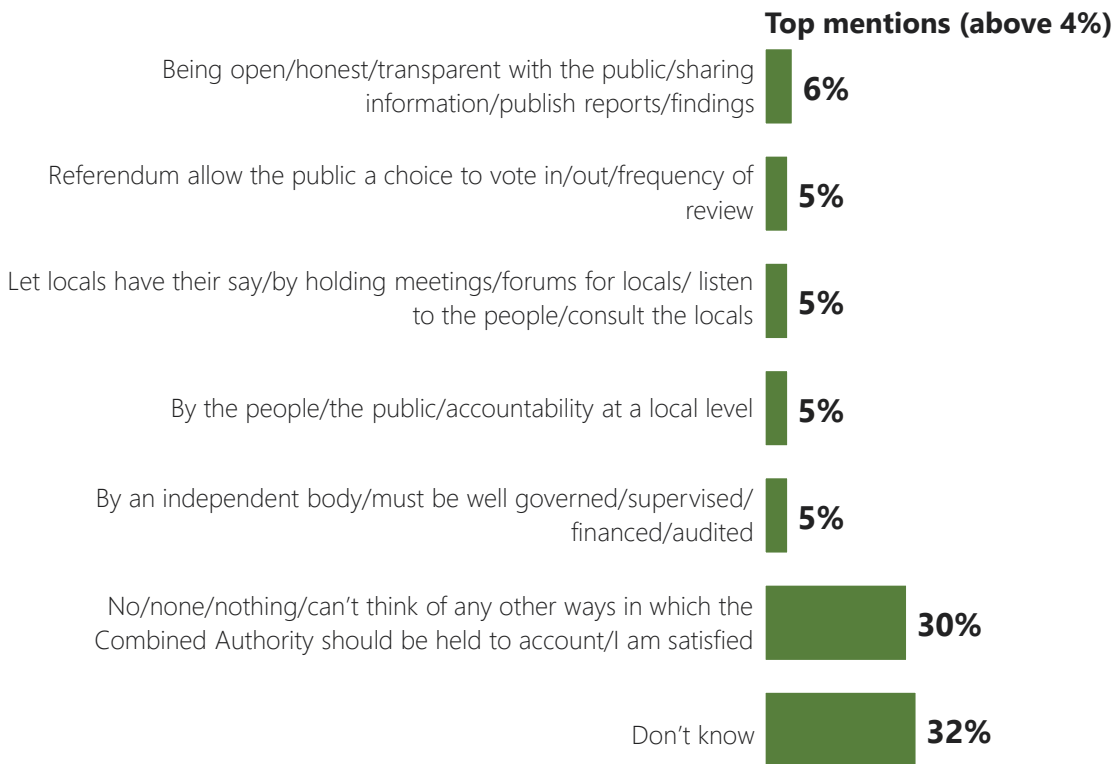
Women are more likely than men to view a five-yearly government assessment as ‘essential’ (39% vs. 34%), and the proportion seeing this as ‘essential’ also increases with age (30% of those aged 18-44 vs. 39% of those aged 45-64, rising to 43% of those aged 65+).

Overall, from the five aspects of accountability included in the survey, the creation of an audit committee is seen as the most ‘essential’ (50%), followed by residents being able to elect the Mayor (48%) and having a government assessment every five years (36%). Establishing an independent scrutiny committee, and this committee having the power to review any decisions made by the Combined Authority are seen as the least essential in this regard (36% and 32% respectively).

Participants were then asked, via an open ended question, if there were any other ways in which they thought the Combined Authority should be held to account. The answers were then coded and the most common themes are shown in the chart below.

The responses to this question were varied and touched on transparency/information sharing (6%), the possibility of holding a referendum (5%), public meetings and forums (5%), accountability by the public (5%) and a well-governed independent body (5%).

Q9. Other than the ways we have just outlined that are already included in the proposed devolution agreement, are there any other ways in which you think the Combined Authority should be held to account?



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs

Source: Ipsos MORI

8. Further comments

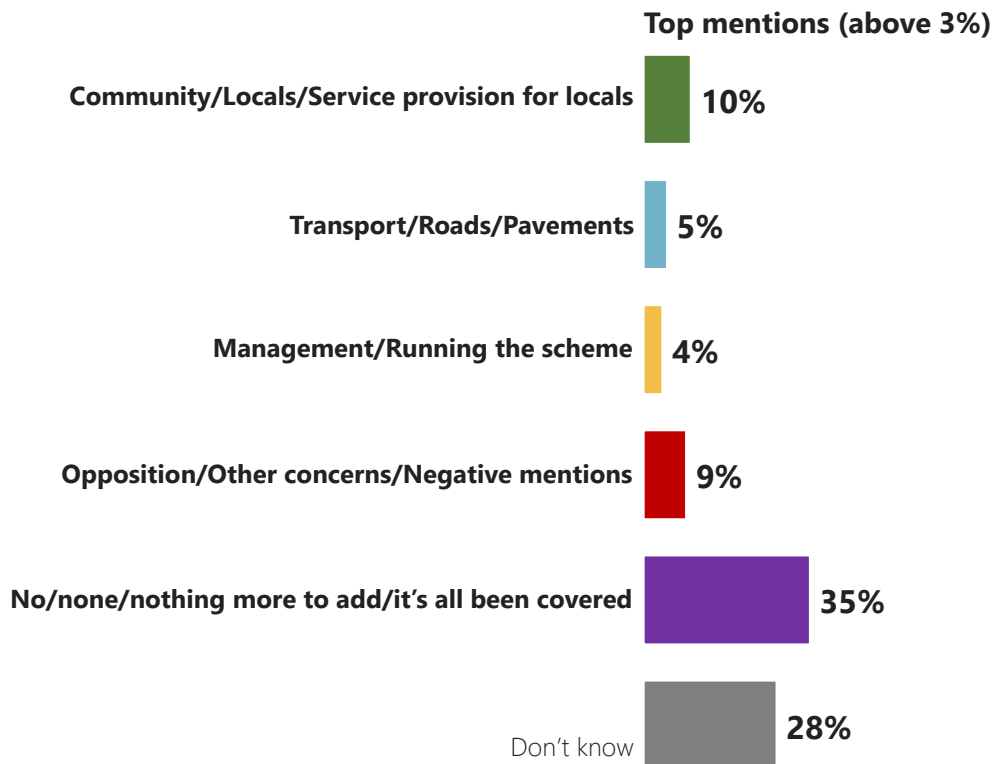
Finally, participants were asked if there was anything else they would like to add in relation to the proposals included in the devolution agreement. Responses were coded and the most common themes are shown in the chart below.

A majority of residents either said they had nothing else to add beyond what had been covered in the survey, or that they didn't know. 10% of residents gave answers referring to their local communities on a variety of services – e.g. healthcare (2%), affordable housing (2%) and education (2%).

Other common themes included comments relating to transport and road maintenance (5%), as well as comments relating to the management of the proposed Combined Authority (4%) – for example, that those in charge need to be experienced and knowledgeable (2%), to ensure councils work well together (1%) and that it is well-governed and financed (1%).

In total, 9% gave negative comments relating to points such as their opposition to the Combined Authority (3%), the cost to taxpayers (2%) and creating an additional layer of bureaucracy (2%).

Q11. The proposals included in the devolution agreement are intended to improve local services in Cambridgeshire and Peterborough. Is there anything else you would like to add to what we have discussed?



Base: All valid responses (2280) : Fieldwork dates: 13th July to 22nd August 2016
 Ipsos MORI –Public Affairs

Source: Ipsos MORI

Appendices

Appendix 1: Sample survey questionnaire

CAMBRIDGESHIRE AND SUFFOLK COUNTY COUNCIL DEVOLUTION SURVEY

FINAL VERSION

TELEPHONE SURVEY Your views on the East Anglia Devolution Deal

Good morning/afternoon/evening. My name is and I'm calling from Ipsos MORI, the research organisation. We are carrying out a survey about some potential changes to local government in Cambridgeshire and Peterborough

Could you help by running through some questions at the moment, please?

The interview will take around 10 minutes, and this research will be conducted in line with the rules of the Market Research Society's Code of Conduct.

Demographics

Firstly I am going to ask a few questions about you and your personal situation.

ASK ALL

S1. In which local authority area do you live?

1. **Norfolk County**
2. Norwich City
3. South Norfolk
4. Great Yarmouth
5. Broadland
6. North Norfolk
7. Breckland
8. Kings Lynn & West Norfolk

9. Suffolk County

10. Ipswich
11. Suffolk Coastal
12. Waveney
13. Mid Suffolk
14. Babergh
15. St Edmundsbury
16. Forest Heath

Cambridgeshire County

17. South Cambridgeshire
18. Huntingdonshire
19. Fenland
20. East Cambridgeshire
21. Cambridge City

Peterborough City
22. Peterborough City

ASK ALL

S2. Are you...?



Male



Female



Transgender

ASK ALL

S3. How old are you?

WRITE IN AND CODE TO RANGE

ASK ALL

S4. Which of these activities best describes what you are doing at present?

1. Employee in full-time job (30 hours plus per week)
2. Employee in part-time job (under 30 hours per week)
3. Self-employed full or part-time
4. On a government supported training programme (e.g. Modern Apprenticeship/Training for Work)
5. Full-time education at school, college or university
6. Unemployed and available for work
7. Permanently sick/disabled
8. Wholly retired from work
9. Looking after the home
10. Doing something else (please specify)

Awareness of devolution

ASK ALL

Firstly, I would like to ask some questions about devolution, which means transferring powers over budgets and services from central government in Westminster to local councils. This could include the transfer of powers to new groups of councils, called 'Combined Authorities'.

1. Before today, how much, if anything, would you say you knew about devolution within England? Please select one only:



A great deal



A fair amount



Just a little



Heard of, but know nothing about



Never heard of









Don't know

The principle of devolution

ASK ALL

Devolution is when certain decision-making powers, as well as funding, are transferred down from Central Government to a local area. In this instance the area is Cambridgeshire and Peterborough. It means that decisions are taken close to where they have an effect.

2. To what extent, if at all, do you support or oppose the principle of devolution? Please select one only:

-  Strongly support
-  Tend to support
-  Neither support nor oppose
-  Tend to oppose
-  Strongly oppose
-  Don't know

New powers and responsibilities

ASK ALL






In Cambridgeshire and Peterborough the proposed devolution agreement includes the creation of a Combined Authority.




























This would consist of the five district councils in Cambridgeshire, as well as Cambridgeshire County Council, Peterborough City Council and the Local Enterprise Partnership, which represents the views of local businesses.

The new Combined Authority would not replace any existing councils, or any existing Town or Parish Councils.

The proposed agreement would also create the role of a Mayor, who would be directly elected by residents in Cambridgeshire/Peterborough.

3. For each of the following, do you think decisions are better made nationally by the government in Westminster, or locally by the proposed Mayor and Combined Authority I have just described?

| | Decisions are better made nationally | Decisions are better made locally | Don't know (DO NOT READ OUT) |
|---|---|---|---|
| Working with local councils to develop a new strategy for housing and development in line with existing local plans |  |  |  |
| Deciding how £100m of new |  |  |  |

| | Decisions are better made nationally | Decisions are better made locally | Don't know (DO NOT READ OUT) |
|---|---|---|---|
| funding is spent to support the building of new homes, including affordable housing | | | |
| Allocating £70million to build more council rented homes in Cambridge |  |  |  |
| Creating a transport plan for Cambridgeshire and Peterborough that helps to better coordinate road, rail and bus services |  |  |  |
| Deciding how the budget is spent for maintaining roads in Cambridgeshire and Peterborough |  |  |  |
| Deciding how to spend an annual £20million fund to improve local infrastructure - such as road and rail improvements |  |  |  |
| Reviewing further education in Cambridgeshire and Peterborough to help provide young people aged 16 and over with the skills that local employers need |  |  |  |
| Deciding how funding is spent on apprenticeships and training in Cambridgeshire and Peterborough to produce a workforce with the skills that local employers need |  |  |  |
| Deciding how funding is spent on adult education and skills training in Cambridgeshire and Peterborough for people aged 19 and over to help produce a workforce with the skills that local employers need |  |  |  |
| Joining up health and social care services so that they better support people and reduce the pressure on existing services |  |  |  |
| Designing a new programme to support those with a health |  |  |  |

Decisions are better made nationally

Decisions are better made locally

Don't know (DO NOT READ OUT)

condition or disability and the long-term unemployed back into work

Reviewing all land and property held by the public sector and creating a list of land and property available for development in Norfolk and Suffolk









To summarise, the proposed devolution deal for Cambridgeshire and Peterborough includes a new annual £20million fund to invest in infrastructure and support economic growth. The government would also provide £100million to invest in building new homes across the county and an additional £70million to build more council rented homes in Cambridge.

**Mayor
ASK ALL**

The Government has said that a Mayor for Peterborough/Cambridgeshire would need to be elected for any new local decision-making powers and/or funding as part of this devolution agreement to be transferred from the Government to the Mayor and/or Combined Authority. The Mayor would work with existing elected members from each of the District, County and City Councils and a business representative appointed by the Local Enterprise Partnership.

4. To what extent, if at all, do you support or oppose the election of a mayor in order to access the decision making powers and funding in the proposed devolution deal?







-  Strongly support
-  Tend to support
-  Neither support nor oppose
-  Tend to oppose
-  Strongly oppose
-  Don't know

A new Combined Authority with an elected mayor

ASK ALL

In Cambridgeshire and Peterborough, the Combined Authority would be made up of the directly-elected Mayor, a Councillor from District, County and City Councils, and an appointed business representative.

5. To what extent, if at all, do you support or oppose your local council becoming part of a Combined Authority along with other councils in Cambridgeshire and Peterborough, which is chaired by a directly elected Mayor?

-  Strongly support
-  Tend to support
-  Neither support nor oppose
-  Tend to oppose
-  Strongly oppose
-  Don't know

ASK ALL

6. Why do you say that?

OPEN ENDED







Decision making

ASK ALL

There are proposals for how the Combined Authority and directly elected mayor would take decisions. I am going to read out a number of statements outlining how it is proposed that this will be done

7. To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made?

1. Each member of the Combined Authority, including the Mayor, has a vote.
2. The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals.
3. Some decisions, such as the Combined Authority asking the Government for new powers and how much the authority would cost to run, would require a majority of members to agree. That majority must include the Directly Elected Mayor.

-  Strongly agree
-  Tend to agree
-  Neither agree nor disagree
-  Tend to disagree
-  Strongly disagree
-  Don't know

Accountability**ASK ALL**

Plans will be put in place for how the new Combined Authority will be held to account. I am going to read out a number of statements outlining how it is proposed this will be done.

8. How important, if at all, is each of these in holding the Combined Authority to account?

1. An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself.
 2. This scrutiny committee having the power to review any of the decisions made by the Combined Authority.
 3. An audit committee which would monitor the Combined Authority's finances.
 4. Residents living in Cambridgeshire/Peterborough being able to directly elect the Mayor.
 5. A Government assessment every five years
1. Essential
 2. Very important
 3. Fairly important
 4. Not very important
 5. Not at all important
 6. Don't know

ASK ALL

9. Other than the ways we have just outlined that are already included in the proposed devolution agreement, are there any other ways in which you think the Combined Authority should be held to account?

OPEN ENDED

Other comments

11. The proposals included in the devolution agreement are intended to improve local services in Cambridgeshire and Peterborough. Is there anything else you would like to add to what we have discussed?

WRITE IN

Demographics

ASK ALL

12. What is your ethnic group?

White – THIS IS A TITLE ONLY

1. English / Welsh / Scottish / Northern Irish / British
2. Irish
3. Gypsy or Irish traveller
4. Eastern European
5. Any other White background

Mixed / multiple ethnic groups – THIS IS A TITLE ONLY

6. White and Black Caribbean
7. White and Black African
8. White and Asian
9. Any other Mixed / multiple ethnic background

Asian / Asian British – THIS IS A TITLE ONLY

10. Indian
11. Pakistani
12. Bangladeshi
13. Chinese
14. Kashmiri
15. Any other Asian background

Black / African / Caribbean / Black British – THIS IS A TITLE ONLY

16. African
17. Caribbean
18. Any other Black / African / Caribbean background

Other ethnic group – THIS IS A TITLE ONLY

19. Arab
20. Other ethnic group

ASK ALL

13. In which of these ways does your household occupy your current accommodation?

1. Owned outright
2. Buying on mortgage
3. Rent from council
4. Rent from Housing Association/Trust
5. Rent from private landlord
6. Other

ASK ALL

14. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

1. Yes, limited a lot
2. Yes, limited a little
3. No

Appendix 2: Random Digit Dialling

Residential landline telephone numbers in the UK are allocated geographically i.e. the first few digits of the telephone number (including the leading zero) are the area code and usually the first 7 digits of the telephone number relate to a specific telephone exchange.

There are 10,000 potential telephone numbers for each 7-digit exchange. Standard Random Digit Dial (RDD) telephone samples area generated by randomly generating the last 4 digits to create a potential telephone number for that particular telephone exchange.

Any particular geographic area e.g. a Ward area, might be covered by a number of different telephone exchanges. If Telephone Exchange "A" serves 20% of households in that Ward and has the prefix 01926 62 then 20% of the RDD sample would comprise telephone numbers starting with 01926 62 followed by 4 random digits. The larger the geographic area specified then the easier it is to be certain that all, or at least most, of the RDD telephone numbers generated are actually located within the specified geographic area.

Appendix 3: Coding Process

Receipt and handling of responses

The handling of responses was subject to a rigorous process of checking, logging and confirmation in order to minimise document loss and to support a full audit trail. All original electronic and hard copy responses remained securely filed within Ipsos MORI, catalogued and serial numbered for future reference.

Development of initial coding frame

Coding is the process by which free-text comments, answers and responses are matched against standard codes from a coding frame Ipsos MORI compiled to allow systematic statistical and tabular analysis. The codes within the coding frame represent an amalgam of responses raised by those registering their view and are comprehensive in representing the range of opinions and themes given.

The Ipsos MORI coding team drew up an initial code frame for each open-ended free-text question using the first thirty to forty response form responses. An initial set of codes was created by drawing out the common themes and points raised across all response channels by refinement. Each code thus represents a discrete view raised. The draft coding frame was then presented to the Ipsos MORI project team to fully approve before the coding process continued. The code frame was continually updated throughout the analysis process to ensure that newly emerging themes within each refinement were captured.

Coding using the Ascribe package

Ipsos MORI used the web-based Ascribe coding system to code all open-ended free-text responses found within completed response forms. Ascribe is a proven system which has been used on numerous large-scale projects. The scanned and electronic verbatim responses (from the online and postal response forms) were uploaded into the Ascribe system, where the coding team worked systematically through the verbatim comments and applied a code to each relevant part(s) of the verbatim comment.

The Ascribe software has the following key features:

- Accurate monitoring of coding progress across the whole process, from scanned image to the coding of responses;
- An “organic” coding frame that can be continually updated and refreshed; not restricting coding and analysis to initial response issues or “themes” which may change as the consultation progresses;
- Resource management features, allowing comparison across coders and question/issue areas. This is of particular importance in maintaining high quality coding across the whole coding team and allows early identification of areas where additional training may be required; and
- A full audit trail – from verbatim response to codes applied to that response.

Coders were provided with an electronic file of responses to code within Ascribe. Their screen was split, with the left side showing the response along with the unique identifier, while the right side of the screen showed the full code frame. The

coder attached the relevant code or codes to these as appropriate and, where necessary, alerted the supervisor if they believed an additional code might be required.

If there was other information that the coder wished to add they could do so in the “notes” box on the screen. If a response was difficult to decipher the coder would get a second opinion from their supervisor or a member of the project management team. As a last resort, any comment that was illegible was coded as such and reviewed by the Coding Manager.

Briefing the coding team and quality checking

A core team of coders worked on the project, all of whom were fully briefed and were conversant with the Ascribe package. This team also worked closely with the project management team during the set-up and early stages of code frame development.

The core coding team took a supervisory role throughout and undertook the quality checking of all coding. Using a reliable core team in this way minimises coding variability and thus retains data quality.

To ensure consistent and informed coding of the verbatim comments, all coders were fully briefed prior to working on this project. The Coding Manager undertook full briefings and training with each coding team member. All coding was carefully monitored to ensure data consistency and to ensure that all coders were sufficiently competent to work on the project.

The coder briefing included background information, the consultation process and the issues involved, and discussion of the initial coding frames. The briefings were carried out by one of Ipsos MORI’s executive team members. All those attending the briefings were instructed to read, in advance, the Consultation Document and go through the response form.

The Ascribe package also afforded an effective project management tool, with the coding manager reviewing the work of each individual coder, having discussion with them where there was variance between the codes entered and those expected by the coding manager.

To check and ensure consistency of coding, 10% of coded responses from the response forms were validated by the coding supervisor team, who checked that the correct codes had been applied and made changes where necessary.

Updating the coding frame

An important feature of the Ascribe system is the ability to extend the code frame “organically” direct from actual verbatim responses throughout the coding period.

The coding teams raised any new codes during the coding process when it was felt that new issues were being registered. In order to ensure that no detail was lost, coders were briefed to raise codes that reflected the exact sentiment of a response, and these were then collapsed into a smaller number of key themes at the analysis stage. During the initial stages of the coding process, meetings were held between the coding team and Ipsos MORI executive team to ensure that a consistent approach was taken to raising new codes and that all extra codes were appropriate and correctly assigned. In particular, the coding frame sought to capture precise nuances of participants’ comments in such a way as to be comprehensive.

A second key benefit of the Ascribe system is that it provides the functionality of combining codes, revising old codes and amending existing ones as appropriate. Thus, the coding frame grew organically throughout the coding process to ensure it captured all of the important “themes”.

Once coding was complete, a series of checks were undertaken to ensure that the data set was comprehensive and complete.

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About Ipsos MORI's Social Research Institute

The Social Research Institute works closely with national governments, local public services and the not-for-profit sector. Its c.200 research staff focus on public service and policy issues. Each has expertise in a particular part of the public sector, ensuring we have a detailed understanding of specific sectors and policy challenges. This, combined with our methods and communications expertise, helps ensure that our research makes a difference for decision makers and communities.

Notes: Cambridgeshire and Peterborough Online Results

The following tables are the results for the on-line devolution consultation survey hosted on two separate websites by Cambridgeshire County Council (on behalf of all Cambridgeshire Districts) and Peterborough City Council. Both sites held the same questions and the tables have been generated by combining the two sets of answers.

There was considerable publicity produced by the sponsoring authorities and their partners to draw people's attention to the surveys. This included use of social media, print media, distribution by e-mail and some active engagement.

The results represent a 'self-selecting' sample, people who were keen to give their views once they had heard about the consultation. Inevitably this means the numbers aren't representative of the population as a whole. In particular only 35% were female and only 10% under the age of 34. Response rates also varied with 1.3 people per 1,000 responding in Fenland compared to 2.6 per 1,000 for Huntingdonshire.

In addition to the quantitative results shown here there were a considerable number of free text comments. In brief the main theme for those supporting the proposals was that they offered the chance to 'take control' and improve local infrastructure and boost the local economy. Those opposing the proposals were concerned about the 'extra layer of bureaucracy' that the proposals could potentially create as well as expressing dissatisfaction with the 'mayor' model of governance. Comments will be looked at in more detail over the coming weeks.

Any further questions about the on-line results should be directed to Research.Group@Cambridgeshire.gov.uk

Cambridgeshire and Peterborough On-line Results Tables.

Table One: To what extent, if at all, do you support or oppose the principle of devolution?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|--------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 182 | 80 | 81 | 101 | 23 | 26 | 54 | | 285 |
| East Cambridgeshire | 76 | 43 | 37 | 39 | 14 | 10 | 33 | | 133 |
| Fenland | 70 | 49 | 33 | 37 | 8 | 16 | 33 | | 127 |
| Huntingdonshire | 214 | 202 | 67 | 147 | 29 | 48 | 154 | 7 | 452 |
| Peterborough | 150 | 95 | 66 | 84 | 21 | 32 | 63 | 8 | 274 |
| South Cambridgeshire | 137 | 102 | 47 | 90 | 19 | 28 | 74 | 6 | 264 |
| Live outside of the area / Unanswered | 37 | 10 | 14 | 23 | 2 | 4 | 6 | | 49 |
| Grand Total | 866 | 581 | 345 | 521 | 116 | 164 | 417 | 21 | 1,584 |
| | | | | | | | | | |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 64% | 28% | 28% | 35% | 8% | 9% | 19% | 0% | 100% |
| East Cambridgeshire | 57% | 32% | 28% | 29% | 11% | 8% | 25% | 0% | 100% |
| Fenland | 55% | 39% | 26% | 29% | 6% | 13% | 26% | 0% | 100% |
| Huntingdonshire | 47% | 45% | 15% | 33% | 6% | 11% | 34% | 2% | 100% |
| Peterborough | 55% | 35% | 24% | 31% | 8% | 12% | 23% | 3% | 100% |
| South Cambridgeshire | 52% | 39% | 18% | 34% | 7% | 11% | 28% | 2% | 100% |
| Live outside of the area / Unanswered | 76% | 20% | 29% | 47% | 4% | 8% | 12% | 0% | 100% |
| Grand Total | 55% | 37% | 22% | 33% | 7% | 10% | 26% | 1% | 100% |

Table Two: To what extent, if at all, do you support or oppose the idea of transferring powers and funding down from Government and then District, City and County Councils becoming part of a Combined Authority for Cambridgeshire and Peterborough?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 111 | 150 | 46 | 65 | 22 | 40 | 110 | 2 | 285 |
| East Cambridgeshire | 68 | 53 | 28 | 40 | 9 | 12 | 41 | 3 | 133 |
| Fenland | 62 | 60 | 27 | 35 | 3 | 21 | 39 | 2 | 127 |
| Huntingdonshire | 186 | 237 | 60 | 126 | 25 | 60 | 177 | 4 | 452 |
| Peterborough | 130 | 103 | 60 | 70 | 17 | 38 | 65 | 24 | 274 |
| South Cambridgeshire | 117 | 128 | 29 | 88 | 17 | 36 | 92 | 2 | 264 |
| Live outside of the area / Unanswered | 28 | 12 | 12 | 16 | 5 | 6 | 6 | | 45 |
| Grand Total | 702 | 743 | 262 | 440 | 98 | 213 | 530 | 37 | 1580 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 39% | 53% | 16% | 23% | 8% | 14% | 39% | 1% | 100% |
| East Cambridgeshire | 51% | 40% | 21% | 30% | 7% | 9% | 31% | 2% | 100% |
| Fenland | 49% | 47% | 21% | 28% | 2% | 17% | 31% | 2% | 100% |
| Huntingdonshire | 41% | 52% | 13% | 28% | 6% | 13% | 39% | 1% | 100% |
| Peterborough | 47% | 38% | 22% | 26% | 6% | 14% | 24% | 9% | 100% |
| South Cambridgeshire | 44% | 48% | 11% | 33% | 6% | 14% | 35% | 1% | 100% |
| Live outside of the area / Unanswered | 62% | 27% | 27% | 36% | 11% | 13% | 13% | 0% | 100% |
| Grand Total | 44% | 47% | 17% | 28% | 6% | 13% | 34% | 2% | 100% |

Table Three: To what extent, if at all, do you support or oppose the election of a mayor in order to access what is in the proposed Cambridgeshire and Peterborough devolution deal?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 81 | 179 | 28 | 53 | 22 | 38 | 141 | 3 | 285 |
| East Cambridgeshire | 45 | 80 | 16 | 29 | 8 | 15 | 65 | 0 | 133 |
| Fenland | 46 | 71 | 25 | 21 | 8 | 16 | 55 | 2 | 127 |
| Huntingdonshire | 122 | 287 | 41 | 81 | 41 | 59 | 228 | 2 | 452 |
| Peterborough | 100 | 130 | 43 | 57 | 19 | 38 | 92 | 25 | 274 |
| South Cambridgeshire | 80 | 167 | 25 | 55 | 13 | 37 | 130 | 4 | 264 |
| Live outside of the area / Unanswered | 17 | 20 | 9 | 8 | 7 | 10 | 10 | | 44 |
| Grand Total | 491 | 934 | 187 | 304 | 118 | 213 | 721 | 36 | 1579 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 28% | 63% | 10% | 19% | 8% | 13% | 49% | 1% | 100% |
| East Cambridgeshire | 34% | 60% | 12% | 22% | 6% | 11% | 49% | 0% | 100% |
| Fenland | 36% | 56% | 20% | 17% | 6% | 13% | 43% | 2% | 100% |
| Huntingdonshire | 27% | 63% | 9% | 18% | 9% | 13% | 50% | 0% | 100% |
| Peterborough | 36% | 47% | 16% | 21% | 7% | 14% | 34% | 9% | 100% |
| South Cambridgeshire | 30% | 63% | 9% | 21% | 5% | 14% | 49% | 2% | 100% |
| Live outside of the area / Unanswered | 39% | 45% | 20% | 18% | 16% | 23% | 23% | 0% | 100% |
| Grand Total | 31% | 59% | 12% | 19% | 7% | 13% | 46% | 2% | 100% |

Table Four: There are proposals for how the Combined Authority and Directly Elected Mayor would take decisions. Each member of the Combined Authority including the Mayor has one vote.

To what extent, if at all, do you agree or disagree with each aspect of how decisions would be made?

4.1: The directly elected mayor cannot make decisions alone and will require the support of a certain number of members of the Combined Authority to progress their proposals, or in certain circumstances the business community.

| Row Labels | Summary Result | | Full Result | | | | | | | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|--------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | | |
| Cambridge | 194 | 47 | 118 | 76 | 31 | 17 | 30 | 13 | 285 | |
| East Cambridgeshire | 94 | 25 | 66 | 28 | 6 | 6 | 19 | 8 | 133 | |
| Fenland | 96 | 22 | 68 | 28 | 5 | 7 | 15 | 4 | 127 | |
| Huntingdonshire | 320 | 78 | 213 | 107 | 31 | 21 | 57 | 23 | 452 | |
| Peterborough | 145 | 31 | 96 | 49 | 8 | 10 | 21 | 90 | 274 | |
| South Cambridgeshire | 197 | 34 | 126 | 71 | 17 | 12 | 22 | 16 | 264 | |
| Live outside of the area / Unanswered | 33 | 6 | 27 | 6 | 3 | 3 | 3 | 2 | 44 | |
| Grand Total | 1,079 | 243 | 714 | 365 | 101 | 76 | 167 | 156 | 1,579 | |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total | |
| Cambridge | 68% | 16% | 41% | 27% | 11% | 6% | 11% | 5% | 100% | |
| East Cambridgeshire | 71% | 19% | 50% | 21% | 5% | 5% | 14% | 6% | 100% | |
| Fenland | 76% | 17% | 54% | 22% | 4% | 6% | 12% | 3% | 100% | |
| Huntingdonshire | 71% | 17% | 47% | 24% | 7% | 5% | 13% | 5% | 100% | |
| Peterborough | 53% | 11% | 35% | 18% | 3% | 4% | 8% | 33% | 100% | |
| South Cambridgeshire | 75% | 13% | 48% | 27% | 6% | 5% | 8% | 6% | 100% | |
| Live outside of the area / Unanswered | 75% | 14% | 61% | 14% | 7% | 7% | 7% | 5% | 100% | |
| Grand Total | 68% | 15% | 45% | 23% | 6% | 5% | 11% | 10% | 100% | |

4.2 Some decisions, such as how much money the Combined Authority wishes to borrow, asking the Government for new powers and how much the authority would cost to run would require a majority of members to agree. That majority must include the Directly Elected Mayor.

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|--------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 165 | 64 | 79 | 86 | 40 | 25 | 39 | 16 | 285 |
| East Cambridgeshire | 77 | 36 | 46 | 31 | 12 | 13 | 23 | 8 | 133 |
| Fenland | 84 | 30 | 52 | 32 | 10 | 9 | 21 | 3 | 127 |
| Huntingdonshire | 268 | 120 | 151 | 117 | 38 | 32 | 88 | 26 | 452 |
| Peterborough | 145 | 42 | 75 | 70 | 28 | 10 | 32 | 59 | 274 |
| South Cambridgeshire | 160 | 59 | 83 | 77 | 31 | 22 | 37 | 14 | 264 |
| Live outside of the area / Unanswered | 34 | 5 | 23 | 11 | 2 | 3 | 2 | 1 | 42 |
| Grand Total | 933 | 356 | 509 | 424 | 161 | 114 | 242 | 127 | 1,577 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 58% | 22% | 28% | 30% | 14% | 9% | 14% | 6% | 100% |
| East Cambridgeshire | 58% | 27% | 35% | 23% | 9% | 10% | 17% | 6% | 100% |
| Fenland | 66% | 24% | 41% | 25% | 8% | 7% | 17% | 2% | 100% |
| Huntingdonshire | 59% | 27% | 33% | 26% | 8% | 7% | 19% | 6% | 100% |
| Peterborough | 53% | 15% | 27% | 26% | 10% | 4% | 12% | 22% | 100% |
| South Cambridgeshire | 61% | 22% | 31% | 29% | 12% | 8% | 14% | 5% | 100% |
| Live outside of the area / Unanswered | 81% | 12% | 55% | 26% | 5% | 7% | 5% | 2% | 100% |
| Grand Total | 59% | 23% | 32% | 27% | 10% | 7% | 15% | 8% | 100% |

Table Five: Plans will be put in place for how the new Combined Authority and Directly Elected Mayor would be held to account. The details of how this will work will be produced if the deal goes forward but could include ideas such as scrutiny by members from various political parties. How important, if at all, is each of these in holding the Combined Authority and Directly Elected Mayor to account?

5.1 An independent scrutiny committee that has the power to ask the Mayor and other members of the Combined Authority to attend a meeting to answer questions. This would be made up of councillors from participating councils who are not members of the Combined Authority itself.

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 220 | 13 | 159 | 61 | 32 | 5 | 8 | 20 | 285 |
| East Cambridgeshire | 109 | 8 | 91 | 18 | 8 | 5 | 3 | 8 | 133 |
| Fenland | 101 | 11 | 79 | 22 | 9 | 6 | 5 | 6 | 127 |
| Huntingdonshire | 378 | 16 | 293 | 85 | 29 | 3 | 13 | 29 | 452 |
| Peterborough | 214 | 10 | 161 | 53 | 10 | 5 | 5 | 40 | 274 |
| South Cambridgeshire | 216 | 7 | 158 | 58 | 21 | 3 | 4 | 20 | 264 |
| Live outside of the area / Unanswered | 32 | 4 | 22 | 10 | 6 | 3 | 1 | 1 | 43 |
| Grand Total | 1,270 | 69 | 963 | 307 | 115 | 30 | 39 | 124 | 1578 |
| Row Labels | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 77% | 5% | 56% | 21% | 11% | 2% | 3% | 7% | 100% |
| East Cambridgeshire | 82% | 6% | 68% | 14% | 6% | 4% | 2% | 6% | 100% |
| Fenland | 80% | 9% | 62% | 17% | 7% | 5% | 4% | 5% | 100% |
| Huntingdonshire | 84% | 4% | 65% | 19% | 6% | 1% | 3% | 6% | 100% |
| Peterborough | 78% | 4% | 59% | 19% | 4% | 2% | 2% | 15% | 100% |
| South Cambridgeshire | 82% | 3% | 60% | 22% | 8% | 1% | 2% | 8% | 100% |
| Live outside of the area / Unanswered | 74% | 9% | 51% | 23% | 14% | 7% | 2% | 2% | 100% |
| Grand Total | 80% | 4% | 61% | 19% | 7% | 2% | 2% | 8% | 100% |

5.2 The scrutiny committee having the power to review any of the decisions made by the Combined Authority

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 215 | 17 | 149 | 66 | 31 | 7 | 10 | 22 | 285 |
| East Cambridgeshire | 108 | 5 | 82 | 26 | 14 | 2 | 3 | 6 | 133 |
| Fenland | 98 | 10 | 78 | 20 | 12 | 4 | 6 | 7 | 127 |
| Huntingdonshire | 366 | 25 | 261 | 105 | 28 | 8 | 17 | 33 | 452 |
| Peterborough | 207 | 13 | 153 | 54 | 13 | 8 | 5 | 41 | 274 |
| South Cambridgeshire | 202 | 17 | 151 | 51 | 23 | 8 | 9 | 22 | 264 |
| Live outside of the area / Unanswered | 36 | 2 | 20 | 16 | 4 | 1 | 1 | 1 | 43 |
| Grand Total | 1,232 | 89 | 894 | 338 | 125 | 38 | 51 | 132 | 1578 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 75% | 6% | 52% | 23% | 11% | 2% | 4% | 8% | 100% |
| East Cambridgeshire | 81% | 4% | 62% | 20% | 11% | 2% | 2% | 5% | 100% |
| Fenland | 77% | 8% | 61% | 16% | 9% | 3% | 5% | 6% | 100% |
| Huntingdonshire | 81% | 6% | 58% | 23% | 6% | 2% | 4% | 7% | 100% |
| Peterborough | 76% | 5% | 56% | 20% | 5% | 3% | 2% | 15% | 100% |
| South Cambridgeshire | 77% | 6% | 57% | 19% | 9% | 3% | 3% | 8% | 100% |
| Live outside of the area / Unanswered | 84% | 5% | 47% | 37% | 9% | 2% | 2% | 2% | 100% |
| Grand Total | 78% | 6% | 57% | 21% | 8% | 2% | 3% | 8% | 100% |

5.3: An audit committee which would monitor the Combined Authority's finances

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 242 | 6 | 182 | 60 | 18 | 3 | 3 | 19 | 285 |
| East Cambridgeshire | 118 | 3 | 106 | 12 | 7 | | 3 | 5 | 133 |
| Fenland | 110 | 5 | 88 | 22 | 6 | | 5 | 6 | 127 |
| Huntingdonshire | 395 | 17 | 330 | 65 | 10 | 7 | 10 | 30 | 452 |
| Peterborough | 214 | 4 | 178 | 36 | 15 | 3 | 1 | 41 | 274 |
| South Cambridgeshire | 226 | 4 | 192 | 34 | 16 | 1 | 3 | 18 | 264 |
| Live outside of the area / Unanswered | 37 | - | 27 | 10 | 5 | 0 | 0 | 1 | 43 |
| Grand Total | 1,342 | 39 | 1103 | 239 | 77 | 14 | 25 | 120 | 1578 |

| Row Labels | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
|---------------------------------------|----------------------------|---------------------------------|------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| Cambridge | 85% | 2% | 64% | 21% | 6% | 1% | 1% | 7% | 100% |
| East Cambridgeshire | 89% | 2% | 80% | 9% | 5% | 0% | 2% | 4% | 100% |
| Fenland | 87% | 4% | 69% | 17% | 5% | 0% | 4% | 5% | 100% |
| Huntingdonshire | 87% | 4% | 73% | 14% | 2% | 2% | 2% | 7% | 100% |
| Peterborough | 78% | 1% | 65% | 13% | 5% | 1% | 0% | 15% | 100% |
| South Cambridgeshire | 86% | 2% | 73% | 13% | 6% | 0% | 1% | 7% | 100% |
| Live outside of the area / Unanswered | 86% | 0% | 63% | 23% | 12% | 0% | 0% | 2% | 100% |
| Grand Total | 85% | 2% | 70% | 15% | 5% | 1% | 2% | 8% | 100% |

5.4: Cambridgeshire and Peterborough electors being able to directly elect their mayor – through the ballot box

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 169 | 62 | 133 | 36 | 29 | 20 | 42 | 25 | 285 |
| East Cambridgeshire | 103 | 17 | 87 | 16 | 2 | 3 | 14 | 11 | 133 |
| Fenland | 97 | 22 | 83 | 14 | 3 | 4 | 18 | 5 | 127 |
| Huntingdonshire | 334 | 46 | 274 | 60 | 29 | 11 | 35 | 43 | 452 |
| Peterborough | 184 | 23 | 148 | 36 | 21 | 8 | 15 | 46 | 274 |
| South Cambridgeshire | 182 | 39 | 146 | 36 | 18 | 17 | 22 | 25 | 264 |
| Live outside of the area / Unanswered | 34 | 1 | 24 | 10 | 7 | 0 | 1 | 1 | 43 |
| Grand Total | 1,103 | 210 | 895 | 208 | 109 | 63 | 147 | 156 | 1578 |

| Row Labels | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
|---------------------------------------|----------------------------|---------------------------------|------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| Cambridge | 59% | 22% | 47% | 13% | 10% | 7% | 15% | 9% | 100% |
| East Cambridgeshire | 77% | 13% | 65% | 12% | 2% | 2% | 11% | 8% | 100% |
| Fenland | 76% | 17% | 65% | 11% | 2% | 3% | 14% | 4% | 100% |
| Huntingdonshire | 74% | 10% | 61% | 13% | 6% | 2% | 8% | 10% | 100% |
| Peterborough | 67% | 8% | 54% | 13% | 8% | 3% | 5% | 17% | 100% |
| South Cambridgeshire | 69% | 15% | 55% | 14% | 7% | 6% | 8% | 9% | 100% |
| Live outside of the area / Unanswered | 79% | 2% | 56% | 23% | 16% | 0% | 2% | 2% | 100% |
| Grand Total | 70% | 13% | 57% | 13% | 7% | 4% | 9% | 10% | 100% |

5.5: The Combined Authority will be open and transparent – where it's expected that most decisions will be made in public

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 256 | 9 | 217 | 39 | 7 | 4 | 5 | 13 | 285 |
| East Cambridgeshire | 121 | 5 | 111 | 10 | 1 | 2 | 3 | 6 | 133 |
| Fenland | 116 | 6 | 95 | 21 | 3 | 2 | 4 | 2 | 127 |
| Huntingdonshire | 405 | 9 | 356 | 49 | 10 | 1 | 8 | 28 | 452 |
| Peterborough | 224 | 1 | 190 | 34 | 6 | 1 | | 43 | 274 |
| South Cambridgeshire | 238 | 3 | 204 | 34 | 8 | 3 | | 15 | 264 |
| Live outside of the area / Unanswered | 40 | - | 30 | 10 | 2 | 0 | 0 | 1 | 43 |
| Grand Total | 1,400 | 33 | 1203 | 197 | 37 | 13 | 20 | 108 | 1578 |

| Row Labels | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
|---------------------------------------|----------------------------|---------------------------------|------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| Cambridge | 90% | 3% | 76% | 14% | 2% | 1% | 2% | 5% | 100% |
| East Cambridgeshire | 91% | 4% | 83% | 8% | 1% | 2% | 2% | 5% | 100% |
| Fenland | 91% | 5% | 75% | 17% | 2% | 2% | 3% | 2% | 100% |
| Huntingdonshire | 90% | 2% | 79% | 11% | 2% | 0% | 2% | 6% | 100% |
| Peterborough | 82% | 0% | 69% | 12% | 2% | 0% | 0% | 16% | 100% |
| South Cambridgeshire | 90% | 1% | 77% | 13% | 3% | 1% | 0% | 6% | 100% |
| Live outside of the area / Unanswered | 93% | 0% | 70% | 23% | 5% | 0% | 0% | 2% | 100% |
| Grand Total | 89% | 2% | 76% | 12% | 2% | 1% | 1% | 7% | 100% |

5.6: A Government assessment every five years

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|----------------------------|---------------------------------|-------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
| Cambridge | 139 | 65 | 95 | 44 | 48 | 33 | 32 | 33 | 285 |
| East Cambridgeshire | 101 | 15 | 71 | 30 | 9 | 3 | 12 | 8 | 133 |
| Fenland | 89 | 16 | 69 | 20 | 19 | 9 | 7 | 3 | 127 |
| Huntingdonshire | 321 | 38 | 240 | 81 | 51 | 22 | 16 | 42 | 452 |
| Peterborough | 168 | 19 | 122 | 46 | 33 | 5 | 14 | 54 | 274 |
| South Cambridgeshire | 178 | 29 | 124 | 54 | 32 | 18 | 11 | 25 | 264 |
| Live outside of the area / Unanswered | 29 | 6 | 20 | 9 | 7 | 3 | 3 | 1 | 43 |
| Grand Total | 1,025 | 188 | 741 | 284 | 199 | 93 | 95 | 166 | 1578 |

| Row Labels | Essential / Very Important | Not Very / Not at all Important | Essential | Very important | Fairly important | Not very important | Not at all important | Don't know / Unanswered | Grand Total |
|---------------------------------------|----------------------------|---------------------------------|------------|----------------|------------------|--------------------|----------------------|-------------------------|-------------|
| Cambridge | 49% | 23% | 33% | 15% | 17% | 12% | 11% | 12% | 100% |
| East Cambridgeshire | 76% | 11% | 53% | 23% | 7% | 2% | 9% | 6% | 100% |
| Fenland | 70% | 13% | 54% | 16% | 15% | 7% | 6% | 2% | 100% |
| Huntingdonshire | 71% | 8% | 53% | 18% | 11% | 5% | 4% | 9% | 100% |
| Peterborough | 61% | 7% | 45% | 17% | 12% | 2% | 5% | 20% | 100% |
| South Cambridgeshire | 67% | 11% | 47% | 20% | 12% | 7% | 4% | 9% | 100% |
| Live outside of the area / Unanswered | 67% | 14% | 47% | 21% | 16% | 7% | 7% | 2% | 100% |
| Grand Total | 65% | 12% | 47% | 18% | 13% | 6% | 6% | 11% | 100% |

Table Six: For each of the following, to what extent, if at all, do you support or oppose these decisions being made locally, by the Combined Authority and Mayor just described, rather than by the Government in Westminster?

6.1 Deciding how to spend funds to build new homes, including affordable homes

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 184 | 49 | 106 | 78 | 39 | 15 | 34 | 13 | 285 |
| East Cambridgeshire | 91 | 27 | 56 | 35 | 10 | 11 | 16 | 5 | 133 |
| Fenland | 85 | 26 | 52 | 33 | 14 | 12 | 14 | 2 | 127 |
| Huntingdonshire | 292 | 101 | 149 | 143 | 39 | 22 | 79 | 20 | 452 |
| Peterborough | 145 | 64 | 91 | 54 | 15 | 21 | 43 | 50 | 274 |
| South Cambridgeshire | 176 | 66 | 110 | 66 | 11 | 21 | 45 | 11 | 264 |
| Live outside of the area / Unanswered | 32 | 4 | 24 | 8 | 3 | 1 | 3 | 2 | 41 |
| Grand Total | 1,005 | 337 | 588 | 417 | 131 | 103 | 234 | 103 | 1576 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 65% | 17% | 37% | 27% | 14% | 5% | 12% | 5% | 100% |
| East Cambridgeshire | 68% | 20% | 42% | 26% | 8% | 8% | 12% | 4% | 100% |
| Fenland | 67% | 20% | 41% | 26% | 11% | 9% | 11% | 2% | 100% |
| Huntingdonshire | 65% | 22% | 33% | 32% | 9% | 5% | 17% | 4% | 100% |
| Peterborough | 53% | 23% | 33% | 20% | 5% | 8% | 16% | 18% | 100% |
| South Cambridgeshire | 67% | 25% | 42% | 25% | 4% | 8% | 17% | 4% | 100% |
| Live outside of the area / Unanswered | 78% | 10% | 59% | 20% | 7% | 2% | 7% | 5% | 100% |
| Grand Total | 64% | 21% | 37% | 26% | 8% | 7% | 15% | 7% | 100% |

6.2: Deciding how to spend funding on infrastructure projects, such as road and rail improvements

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 173 | 65 | 93 | 80 | 32 | 23 | 42 | 15 | 285 |
| East Cambridgeshire | 90 | 30 | 58 | 32 | 8 | 13 | 17 | 5 | 133 |
| Fenland | 94 | 23 | 63 | 31 | 7 | 5 | 18 | 3 | 127 |
| Huntingdonshire | 283 | 115 | 160 | 123 | 34 | 29 | 86 | 20 | 452 |
| Peterborough | 144 | 63 | 94 | 50 | 15 | 19 | 44 | 52 | 274 |
| South Cambridgeshire | 163 | 72 | 105 | 58 | 16 | 22 | 50 | 13 | 264 |
| Live outside of the area / Unanswered | 33 | 3 | 21 | 12 | 4 | 0 | 3 | 1 | 41 |
| Grand Total | 980 | 371 | 594 | 386 | 116 | 111 | 260 | 109 | 1576 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 61% | 23% | 33% | 28% | 11% | 8% | 15% | 5% | 100% |
| East Cambridgeshire | 68% | 23% | 44% | 24% | 6% | 10% | 13% | 4% | 100% |
| Fenland | 74% | 18% | 50% | 24% | 6% | 4% | 14% | 2% | 100% |
| Huntingdonshire | 63% | 25% | 35% | 27% | 8% | 6% | 19% | 4% | 100% |
| Peterborough | 53% | 23% | 34% | 18% | 5% | 7% | 16% | 19% | 100% |
| South Cambridgeshire | 62% | 27% | 40% | 22% | 6% | 8% | 19% | 5% | 100% |
| Live outside of the area / Unanswered | 80% | 7% | 51% | 29% | 10% | 0% | 7% | 2% | 100% |
| Grand Total | 62% | 24% | 38% | 24% | 7% | 7% | 16% | 7% | 100% |

6.3: Creating a transport plan for Cambridgeshire and Peterborough that helps to coordinate road, rail and bus services

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 189 | 46 | 126 | 63 | 39 | 16 | 30 | 11 | 285 |
| East Cambridgeshire | 99 | 23 | 69 | 30 | 5 | 9 | 14 | 6 | 133 |
| Fenland | 99 | 17 | 69 | 30 | 8 | 3 | 14 | 3 | 127 |
| Huntingdonshire | 307 | 86 | 189 | 118 | 39 | 15 | 71 | 20 | 452 |
| Peterborough | 164 | 47 | 113 | 51 | 13 | 13 | 34 | 50 | 274 |
| South Cambridgeshire | 182 | 53 | 124 | 58 | 16 | 16 | 37 | 13 | 264 |
| Live outside of the area / Unanswered | 35 | 3 | 26 | 9 | 2 | 1 | 2 | 1 | 41 |
| Grand Total | 1,075 | 275 | 716 | 359 | 122 | 73 | 202 | 104 | 1576 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 66% | 16% | 44% | 22% | 14% | 6% | 11% | 4% | 100% |
| East Cambridgeshire | 74% | 17% | 52% | 23% | 4% | 7% | 11% | 5% | 100% |
| Fenland | 78% | 13% | 54% | 24% | 6% | 2% | 11% | 2% | 100% |
| Huntingdonshire | 68% | 19% | 42% | 26% | 9% | 3% | 16% | 4% | 100% |
| Peterborough | 60% | 17% | 41% | 19% | 5% | 5% | 12% | 18% | 100% |
| South Cambridgeshire | 69% | 20% | 47% | 22% | 6% | 6% | 14% | 5% | 100% |
| Live outside of the area / Unanswered | 85% | 7% | 63% | 22% | 5% | 2% | 5% | 2% | 100% |
| Grand Total | 68% | 17% | 45% | 23% | 8% | 5% | 13% | 7% | 100% |

6.4: Deciding how a budget is spent to maintain roads in Cambridgeshire and Peterborough

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 176 | 52 | 93 | 83 | 43 | 17 | 35 | 14 | 285 |
| East Cambridgeshire | 96 | 23 | 61 | 35 | 8 | 6 | 17 | 6 | 133 |
| Fenland | 96 | 16 | 64 | 32 | 11 | 5 | 11 | 4 | 127 |
| Huntingdonshire | 298 | 95 | 175 | 123 | 35 | 21 | 74 | 24 | 452 |
| Peterborough | 153 | 47 | 101 | 52 | 21 | 13 | 34 | 53 | 274 |
| South Cambridgeshire | 176 | 58 | 107 | 69 | 16 | 19 | 39 | 14 | 264 |
| Live outside of the area / Unanswered | 31 | 5 | 19 | 12 | 4 | 2 | 3 | 1 | 41 |
| Grand Total | 1,026 | 296 | 620 | 406 | 138 | 83 | 213 | 116 | 1576 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 62% | 18% | 33% | 29% | 15% | 6% | 12% | 5% | 100% |
| East Cambridgeshire | 72% | 17% | 46% | 26% | 6% | 5% | 13% | 5% | 100% |
| Fenland | 76% | 13% | 50% | 25% | 9% | 4% | 9% | 3% | 100% |
| Huntingdonshire | 66% | 21% | 39% | 27% | 8% | 5% | 16% | 5% | 100% |
| Peterborough | 56% | 17% | 37% | 19% | 8% | 5% | 12% | 19% | 100% |
| South Cambridgeshire | 67% | 22% | 41% | 26% | 6% | 7% | 15% | 5% | 100% |
| Live outside of the area / Unanswered | 76% | 12% | 46% | 29% | 10% | 5% | 7% | 2% | 100% |
| Grand Total | 65% | 19% | 39% | 26% | 9% | 5% | 14% | 7% | 100% |

6.5: Deciding how funding is spent on apprenticeships in Cambridgeshire and Peterborough

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 141 | 63 | 73 | 68 | 63 | 24 | 39 | 18 | 285 |
| East Cambridgeshire | 88 | 27 | 46 | 42 | 12 | 6 | 21 | 6 | 133 |
| Fenland | 79 | 21 | 46 | 33 | 21 | 8 | 13 | 6 | 127 |
| Huntingdonshire | 251 | 99 | 131 | 120 | 75 | 24 | 75 | 27 | 452 |
| Peterborough | 142 | 46 | 78 | 64 | 30 | 8 | 38 | 56 | 274 |
| South Cambridgeshire | 139 | 62 | 78 | 61 | 48 | 21 | 41 | 15 | 264 |
| Live outside of the area / Unanswered | 26 | 4 | 16 | 10 | 10 | 2 | 2 | 1 | 41 |
| Grand Total | 866 | 322 | 468 | 398 | 259 | 93 | 229 | 129 | 1576 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 49% | 22% | 26% | 24% | 22% | 8% | 14% | 6% | 100% |
| East Cambridgeshire | 66% | 20% | 35% | 32% | 9% | 5% | 16% | 5% | 100% |
| Fenland | 62% | 17% | 36% | 26% | 17% | 6% | 10% | 5% | 100% |
| Huntingdonshire | 56% | 22% | 29% | 27% | 17% | 5% | 17% | 6% | 100% |
| Peterborough | 52% | 17% | 28% | 23% | 11% | 3% | 14% | 20% | 100% |
| South Cambridgeshire | 53% | 23% | 30% | 23% | 18% | 8% | 16% | 6% | 100% |
| Live outside of the area / Unanswered | 63% | 10% | 39% | 24% | 24% | 5% | 5% | 2% | 100% |
| Grand Total | 55% | 20% | 30% | 25% | 16% | 6% | 15% | 8% | 100% |

6.6: Reviewing further education in Cambridgeshire and Peterborough to help provide young people aged 16 and over with the skills that local employers need

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 151 | 60 | 72 | 79 | 58 | 20 | 40 | 16 | 285 |
| East Cambridgeshire | 94 | 26 | 51 | 43 | 8 | 5 | 21 | 5 | 133 |
| Fenland | 85 | 21 | 47 | 38 | 18 | 6 | 15 | 3 | 127 |
| Huntingdonshire | 265 | 105 | 137 | 128 | 58 | 31 | 74 | 24 | 452 |
| Peterborough | 152 | 46 | 92 | 60 | 24 | 10 | 36 | 52 | 274 |
| South Cambridgeshire | 151 | 62 | 74 | 77 | 38 | 18 | 44 | 13 | 264 |
| Live outside of the area / Unanswered | 27 | 4 | 19 | 8 | 9 | 2 | 2 | 1 | 41 |
| Grand Total | 925 | 324 | 492 | 433 | 213 | 92 | 232 | 114 | 1576 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 53% | 21% | 25% | 28% | 20% | 7% | 14% | 6% | 100% |
| East Cambridgeshire | 71% | 20% | 38% | 32% | 6% | 4% | 16% | 4% | 100% |
| Fenland | 67% | 17% | 37% | 30% | 14% | 5% | 12% | 2% | 100% |
| Huntingdonshire | 59% | 23% | 30% | 28% | 13% | 7% | 16% | 5% | 100% |
| Peterborough | 55% | 17% | 34% | 22% | 9% | 4% | 13% | 19% | 100% |
| South Cambridgeshire | 57% | 23% | 28% | 29% | 14% | 7% | 17% | 5% | 100% |
| Live outside of the area / Unanswered | 66% | 10% | 46% | 20% | 22% | 5% | 5% | 2% | 100% |
| Grand Total | 59% | 21% | 31% | 27% | 14% | 6% | 15% | 7% | 100% |

6.7: Deciding how funding is spent on adult education and skills training in Cambridgeshire and Peterborough for people aged 19 and over to help produce a workforce with skills that local employers need

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 154 | 62 | 72 | 82 | 54 | 21 | 41 | 15 | 285 |
| East Cambridgeshire | 89 | 30 | 48 | 41 | 9 | 9 | 21 | 5 | 133 |
| Fenland | 86 | 22 | 47 | 39 | 16 | 7 | 15 | 3 | 127 |
| Huntingdonshire | 262 | 98 | 135 | 127 | 67 | 24 | 74 | 25 | 452 |
| Peterborough | 152 | 47 | 86 | 66 | 21 | 7 | 40 | 54 | 274 |
| South Cambridgeshire | 155 | 62 | 74 | 81 | 32 | 19 | 43 | 15 | 264 |
| Live outside of the area / Unanswered | 27 | 4 | 18 | 9 | 9 | 1 | 3 | 1 | 41 |
| Grand Total | 925 | 325 | 480 | 445 | 208 | 88 | 237 | 118 | 1576 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 54% | 22% | 25% | 29% | 19% | 7% | 14% | 5% | 100% |
| East Cambridgeshire | 67% | 23% | 36% | 31% | 7% | 7% | 16% | 4% | 100% |
| Fenland | 68% | 17% | 37% | 31% | 13% | 6% | 12% | 2% | 100% |
| Huntingdonshire | 58% | 22% | 30% | 28% | 15% | 5% | 16% | 6% | 100% |
| Peterborough | 55% | 17% | 31% | 24% | 8% | 3% | 15% | 20% | 100% |
| South Cambridgeshire | 59% | 23% | 28% | 31% | 12% | 7% | 16% | 6% | 100% |
| Live outside of the area / Unanswered | 66% | 10% | 44% | 22% | 22% | 2% | 7% | 2% | 100% |
| Grand Total | 59% | 21% | 30% | 28% | 13% | 6% | 15% | 7% | 100% |

6.8: Joining up health and social care services (such as elderly care) so that they better support people

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 177 | 52 | 104 | 73 | 36 | 16 | 36 | 20 | 285 |
| East Cambridgeshire | 93 | 28 | 61 | 32 | 5 | 7 | 21 | 7 | 133 |
| Fenland | 97 | 20 | 67 | 30 | 8 | 4 | 16 | 2 | 127 |
| Huntingdonshire | 293 | 94 | 188 | 105 | 38 | 17 | 77 | 27 | 452 |
| Peterborough | 156 | 50 | 118 | 38 | 13 | 10 | 40 | 55 | 274 |
| South Cambridgeshire | 170 | 53 | 108 | 62 | 26 | 14 | 39 | 15 | 264 |
| Live outside of the area / Unanswered | 31 | 3 | 20 | 11 | 6 | 1 | 2 | 1 | 41 |
| Grand Total | 1,017 | 300 | 666 | 351 | 132 | 69 | 231 | 127 | 1576 |

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 62% | 18% | 36% | 26% | 13% | 6% | 13% | 7% | 100% |
| East Cambridgeshire | 70% | 21% | 46% | 24% | 4% | 5% | 16% | 5% | 100% |
| Fenland | 76% | 16% | 53% | 24% | 6% | 3% | 13% | 2% | 100% |
| Huntingdonshire | 65% | 21% | 42% | 23% | 8% | 4% | 17% | 6% | 100% |
| Peterborough | 57% | 18% | 43% | 14% | 5% | 4% | 15% | 20% | 100% |
| South Cambridgeshire | 64% | 20% | 41% | 23% | 10% | 5% | 15% | 6% | 100% |
| Live outside of the area / Unanswered | 76% | 7% | 49% | 27% | 15% | 2% | 5% | 2% | 100% |
| Grand Total | 65% | 19% | 42% | 22% | 8% | 4% | 15% | 8% | 100% |

6.9: Working with local councils to develop a new strategy for housing and development in line with existing local plans

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 171 | 47 | 97 | 74 | 47 | 18 | 29 | 20 | 285 |
| East Cambridgeshire | 89 | 27 | 55 | 34 | 10 | 8 | 19 | 7 | 133 |
| Fenland | 89 | 21 | 48 | 41 | 14 | 5 | 16 | 3 | 127 |
| Huntingdonshire | 274 | 90 | 147 | 127 | 59 | 19 | 71 | 29 | 452 |
| Peterborough | 147 | 49 | 86 | 61 | 23 | 12 | 37 | 55 | 274 |
| South Cambridgeshire | 174 | 57 | 92 | 82 | 20 | 12 | 45 | 13 | 264 |
| Live outside of the area / Unanswered | 34 | 4 | 26 | 8 | 2 | 2 | 2 | 1 | 41 |
| Grand Total | 978 | 295 | 551 | 427 | 175 | 76 | 219 | 128 | 1576 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 60% | 16% | 34% | 26% | 16% | 6% | 10% | 7% | 100% |
| East Cambridgeshire | 67% | 20% | 41% | 26% | 8% | 6% | 14% | 5% | 100% |
| Fenland | 70% | 17% | 38% | 32% | 11% | 4% | 13% | 2% | 100% |
| Huntingdonshire | 61% | 20% | 33% | 28% | 13% | 4% | 16% | 6% | 100% |
| Peterborough | 54% | 18% | 31% | 22% | 8% | 4% | 14% | 20% | 100% |
| South Cambridgeshire | 66% | 22% | 35% | 31% | 8% | 5% | 17% | 5% | 100% |
| Live outside of the area / Unanswered | 83% | 10% | 63% | 20% | 5% | 5% | 5% | 2% | 100% |
| Grand Total | 62% | 19% | 35% | 27% | 11% | 5% | 14% | 8% | 100% |

6.10: Designing a new service to support those with a health condition or disability and the long-term unemployed back into work

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 156 | 56 | 74 | 82 | 55 | 14 | 42 | 18 | 285 |
| East Cambridgeshire | 83 | 30 | 48 | 35 | 14 | 10 | 20 | 6 | 133 |
| Fenland | 74 | 31 | 43 | 31 | 20 | 10 | 21 | 2 | 127 |
| Huntingdonshire | 244 | 106 | 128 | 116 | 70 | 30 | 76 | 32 | 452 |
| Peterborough | 135 | 59 | 84 | 51 | 23 | 14 | 45 | 57 | 274 |
| South Cambridgeshire | 133 | 63 | 74 | 59 | 47 | 17 | 46 | 21 | 264 |
| Live outside of the area / Unanswered | 24 | 6 | 15 | 9 | 10 | 1 | 5 | 1 | 41 |
| Grand Total | 849 | 351 | 466 | 383 | 239 | 96 | 255 | 137 | 1576 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 55% | 20% | 26% | 29% | 19% | 5% | 15% | 6% | 100% |
| East Cambridgeshire | 62% | 23% | 36% | 26% | 11% | 8% | 15% | 5% | 100% |
| Fenland | 58% | 24% | 34% | 24% | 16% | 8% | 17% | 2% | 100% |
| Huntingdonshire | 54% | 23% | 28% | 26% | 15% | 7% | 17% | 7% | 100% |
| Peterborough | 49% | 22% | 31% | 19% | 8% | 5% | 16% | 21% | 100% |
| South Cambridgeshire | 50% | 24% | 28% | 22% | 18% | 6% | 17% | 8% | 100% |
| Live outside of the area / Unanswered | 59% | 15% | 37% | 22% | 24% | 2% | 12% | 2% | 100% |
| Grand Total | 54% | 22% | 30% | 24% | 15% | 6% | 16% | 9% | 100% |

6.11: Working with local partners as part of an integrated employment service to ensure residents have better access to the job market

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 141 | 53 | 71 | 70 | 67 | 16 | 37 | 24 | 285 |
| East Cambridgeshire | 79 | 26 | 44 | 35 | 22 | 6 | 20 | 6 | 133 |
| Fenland | 81 | 22 | 42 | 39 | 20 | 6 | 16 | 4 | 127 |
| Huntingdonshire | 247 | 90 | 128 | 119 | 89 | 18 | 72 | 26 | 452 |
| Peterborough | 140 | 47 | 88 | 52 | 32 | 9 | 38 | 55 | 274 |
| South Cambridgeshire | 146 | 52 | 61 | 85 | 49 | 12 | 40 | 17 | 264 |
| Live outside of the area / Unanswered | 24 | 6 | 19 | 5 | 10 | 2 | 4 | 1 | 41 |
| Grand Total | 858 | 296 | 453 | 405 | 289 | 69 | 227 | 133 | 1576 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 49% | 19% | 25% | 25% | 24% | 6% | 13% | 8% | 100% |
| East Cambridgeshire | 59% | 20% | 33% | 26% | 17% | 5% | 15% | 5% | 100% |
| Fenland | 64% | 17% | 33% | 31% | 16% | 5% | 13% | 3% | 100% |
| Huntingdonshire | 55% | 20% | 28% | 26% | 20% | 4% | 16% | 6% | 100% |
| Peterborough | 51% | 17% | 32% | 19% | 12% | 3% | 14% | 20% | 100% |
| South Cambridgeshire | 55% | 20% | 23% | 32% | 19% | 5% | 15% | 6% | 100% |
| Live outside of the area / Unanswered | 59% | 15% | 46% | 12% | 24% | 5% | 10% | 2% | 100% |
| Grand Total | 54% | 19% | 29% | 26% | 18% | 4% | 14% | 8% | 100% |

6.12: Reviewing all land and property held by the public sector and creating a list available for development in Cambridgeshire and Peterborough

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 144 | 77 | 69 | 75 | 44 | 34 | 43 | 20 | 285 |
| East Cambridgeshire | 72 | 32 | 38 | 34 | 22 | 7 | 25 | 7 | 133 |
| Fenland | 78 | 33 | 50 | 28 | 12 | 10 | 23 | 4 | 127 |
| Huntingdonshire | 248 | 106 | 131 | 117 | 69 | 27 | 79 | 29 | 452 |
| Peterborough | 139 | 56 | 85 | 54 | 26 | 12 | 44 | 53 | 274 |
| South Cambridgeshire | 154 | 66 | 74 | 80 | 31 | 18 | 48 | 13 | 264 |
| Live outside of the area / Unanswered | 29 | 7 | 18 | 11 | 4 | 3 | 4 | 1 | 41 |
| Grand Total | 864 | 377 | 465 | 399 | 208 | 111 | 266 | 127 | 1576 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 51% | 27% | 24% | 26% | 15% | 12% | 15% | 7% | 100% |
| East Cambridgeshire | 54% | 24% | 29% | 26% | 17% | 5% | 19% | 5% | 100% |
| Fenland | 61% | 26% | 39% | 22% | 9% | 8% | 18% | 3% | 100% |
| Huntingdonshire | 55% | 23% | 29% | 26% | 15% | 6% | 17% | 6% | 100% |
| Peterborough | 51% | 20% | 31% | 20% | 9% | 4% | 16% | 19% | 100% |
| South Cambridgeshire | 58% | 25% | 28% | 30% | 12% | 7% | 18% | 5% | 100% |
| Live outside of the area / Unanswered | 71% | 17% | 44% | 27% | 10% | 7% | 10% | 2% | 100% |
| Grand Total | 55% | 24% | 30% | 25% | 13% | 7% | 17% | 8% | 100% |

Table Seven: Government has said that it will provide Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, with a new **£20million annual fund** to improve local infrastructure (totalling £600m over 30 years) as part of a devolution deal.

To what extent, if at all, do you support or oppose Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, deciding on how to spend this infrastructure funding?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 139 | 87 | 71 | 68 | 48 | 22 | 65 | 11 | 285 |
| East Cambridgeshire | 73 | 44 | 43 | 30 | 13 | 12 | 32 | 3 | 133 |
| Fenland | 79 | 38 | 49 | 30 | 7 | 15 | 23 | 3 | 127 |
| Huntingdonshire | 213 | 175 | 88 | 125 | 46 | 33 | 142 | 18 | 452 |
| Peterborough | 127 | 67 | 62 | 65 | 22 | 15 | 52 | 58 | 274 |
| South Cambridgeshire | 138 | 99 | 62 | 76 | 18 | 26 | 73 | 9 | 264 |
| Live outside of the area / Unanswered | 32 | 7 | 17 | 15 | 1 | 2 | 5 | 1 | 41 |
| Grand Total | 801 | 517 | 392 | 409 | 155 | 125 | 392 | 103 | 1576 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 49% | 31% | 25% | 24% | 17% | 8% | 23% | 4% | 100% |
| East Cambridgeshire | 55% | 33% | 32% | 23% | 10% | 9% | 24% | 2% | 100% |
| Fenland | 62% | 30% | 39% | 24% | 6% | 12% | 18% | 2% | 100% |
| Huntingdonshire | 47% | 39% | 19% | 28% | 10% | 7% | 31% | 4% | 100% |
| Peterborough | 46% | 24% | 23% | 24% | 8% | 5% | 19% | 21% | 100% |
| South Cambridgeshire | 52% | 38% | 23% | 29% | 7% | 10% | 28% | 3% | 100% |
| Live outside of the area / Unanswered | 78% | 17% | 41% | 37% | 2% | 5% | 12% | 2% | 100% |
| Grand Total | 51% | 33% | 25% | 26% | 10% | 8% | 25% | 7% | 100% |

Table Eight: Government has said it will provide Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, and the partner areas included in the deal a new **£100million housing fund** in order to build more homes across the county.

To what extent, if it all, do you support or oppose Cambridgeshire and Peterborough, as part of a Combined Authority with a Directly Elected Mayor, deciding on how this housing fund is spent?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 138 | 86 | 81 | 57 | 50 | 23 | 63 | 11 | 285 |
| East Cambridgeshire | 71 | 45 | 39 | 32 | 10 | 13 | 32 | 7 | 133 |
| Fenland | 69 | 41 | 39 | 30 | 13 | 15 | 26 | 4 | 127 |
| Huntingdonshire | 221 | 181 | 86 | 135 | 40 | 45 | 136 | 10 | 452 |
| Peterborough | 119 | 72 | 60 | 59 | 27 | 20 | 52 | 56 | 274 |
| South Cambridgeshire | 141 | 90 | 60 | 81 | 23 | 25 | 65 | 10 | 264 |
| Live outside of the area / Unanswered | 32 | 8 | 14 | 18 | 1 | 3 | 5 | 1 | 42 |
| Grand Total | 791 | 523 | 379 | 412 | 164 | 144 | 379 | 99 | 1577 |
| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 48% | 30% | 28% | 20% | 18% | 8% | 22% | 4% | 100% |
| East Cambridgeshire | 53% | 34% | 29% | 24% | 8% | 10% | 24% | 5% | 100% |
| Fenland | 54% | 32% | 31% | 24% | 10% | 12% | 20% | 3% | 100% |
| Huntingdonshire | 49% | 40% | 19% | 30% | 9% | 10% | 30% | 2% | 100% |
| Peterborough | 43% | 26% | 22% | 22% | 10% | 7% | 19% | 20% | 100% |
| South Cambridgeshire | 53% | 34% | 23% | 31% | 9% | 9% | 25% | 4% | 100% |
| Live outside of the area / Unanswered | 76% | 19% | 33% | 43% | 2% | 7% | 12% | 2% | 100% |
| Grand Total | 50% | 33% | 24% | 26% | 10% | 9% | 24% | 6% | 100% |

Table Nine: As part of the devolution deal, Government has said it will provide the Cambridgeshire and Peterborough Combined Authority a **£70million fund** to be used to build more council rented homes **in Cambridge** because house prices are so high in the city.

To what extent, if at all, do you support or oppose this proposal?

| Row Labels | Summary Result | | Full Result | | | | | | |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
| Cambridge | 184 | 68 | 118 | 66 | 26 | 13 | 55 | 7 | 285 |
| East Cambridgeshire | 76 | 40 | 47 | 29 | 15 | 11 | 29 | 2 | 133 |
| Fenland | 64 | 44 | 37 | 27 | 16 | 16 | 28 | 3 | 127 |
| Huntingdonshire | 216 | 165 | 107 | 109 | 62 | 38 | 127 | 9 | 452 |
| Peterborough | 117 | 71 | 76 | 41 | 28 | 17 | 54 | 58 | 274 |
| South Cambridgeshire | 156 | 75 | 87 | 69 | 26 | 13 | 62 | 7 | 264 |
| Live outside of the area / Unanswered | 30 | 4 | 20 | 10 | 6 | 1 | 3 | 2 | 42 |
| Grand Total | 843 | 467 | 492 | 351 | 179 | 109 | 358 | 88 | 1577 |

| Row Labels | Strongly Support / Tend to Support | Strongly Oppose / Tend to Oppose | Strongly support | Tend to support | Neither support nor oppose | Tend to oppose | Strongly oppose | Don't know / Unanswered | Grand Total |
|---------------------------------------|------------------------------------|----------------------------------|------------------|-----------------|----------------------------|----------------|-----------------|-------------------------|-------------|
| Cambridge | 65% | 24% | 41% | 23% | 9% | 5% | 19% | 2% | 100% |
| East Cambridgeshire | 57% | 30% | 35% | 22% | 11% | 8% | 22% | 2% | 100% |
| Fenland | 50% | 35% | 29% | 21% | 13% | 13% | 22% | 2% | 100% |
| Huntingdonshire | 48% | 37% | 24% | 24% | 14% | 8% | 28% | 2% | 100% |
| Peterborough | 43% | 26% | 28% | 15% | 10% | 6% | 20% | 21% | 100% |
| South Cambridgeshire | 59% | 28% | 33% | 26% | 10% | 5% | 23% | 3% | 100% |
| Live outside of the area / Unanswered | 71% | 10% | 48% | 24% | 14% | 2% | 7% | 5% | 100% |
| Grand Total | 53% | 30% | 31% | 22% | 11% | 7% | 23% | 6% | 100% |

Summary Demographics

| Gender | % |
|---------------|----------|
| Male | 55% |
| Female | 35% |
| Unanswered | 10% |

| Age | % |
|------------------|----------|
| 16 to 24 years | 2% |
| 25 to 34 years | 8% |
| 35 to 44 years | 15% |
| 45 to 54 years | 19% |
| 55 to 64 years | 22% |
| 65 to 74 years | 17% |
| 75 years or over | 3% |
| Unanswered | 13% |

| Ethnicity | % |
|---------------------|----------|
| White British | 77% |
| Other Ethnic Origin | 7% |
| Unanswered | 16% |

6.7% answered 'yes' to having a disability or a limiting illness



**Department for
Communities and
Local Government**

Clr Steve Count
Leader of Cambridgeshire County Council
Box SH1 102
Shire Hall
Castle Hill
Cambridge
CB3 0AP

The Rt Hon Sajid Javid MP
*Secretary of State for Communities and Local
Government*

*Department for Communities and Local
Government*
Fry Building
2 Marsham Street
London
SW1P 4DF

Tel: 0303 444 3450
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www.gov.uk/dclg

Our Ref:

28 October 2016

D. Steve,

Thank you for your letter of 20 October, following my meeting with Cambridgeshire and Peterborough Leaders to discuss your proposals for a devolution deal. It was an excellent discussion and I appreciated hearing the details of your proposals and seeing the enthusiasm to work with Government in this area.

I am writing to you to set out further details of the Government's current position in relation to the Housing elements of the Cambridgeshire and Peterborough Deal.

As you are aware, the Cambridgeshire and Peterborough Devolution Deal includes two specific proposals for housing:

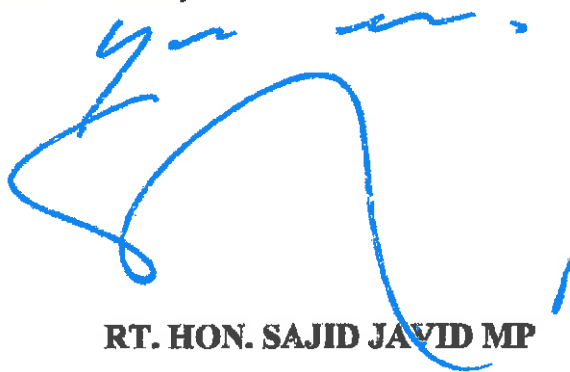
- A £70m capital fund over five years ring-fenced for Cambridge to meet housing needs, recognising the exceptional market conditions in Cambridge.
- Recognising the high levels of growth and exceptional housing market conditions in Greater Cambridge, the Government will provide £100m housing and infrastructure fund to help deliver infrastructure for housing and growth and at least 2,000 affordable homes. The Combined Authority will have flexibility over the right tenure mix to meet the needs of Cambridgeshire and Peterborough, which could include affordable rental homes as well as affordable home ownership.

The Government's willingness to devolve these funds is dependent on both funds being delivered in line with the single pot assurance framework. The £100m fund is subject to the presentation of a robust business case which will be assessed using the key criteria of affordability in housing markets.

I have been provided with information on the work that you have undertaken with my officials to develop a business case and a delivery plan for delivering at least 500 new affordable homes in Cambridge and at least 2,000 affordable homes in Cambridgeshire and Peterborough. My initial view of this work is that it:

- Articulates the challenges facing the Cambridgeshire and Peterborough's housing market and how the proposed funding can help to address affordable housing issues in your area.
- Offers the basis of a convincing plan for how this new housing development will be prioritised, funded and delivered within the timeframes set out.
- Provides a strong indication that we will be able to work towards an agreed business case in the coming months, with the release of these funds to your area also subject to the completion of other wider processes (including national and local agreement to the new governance arrangements, overall implementation plan, assurance framework, and monitoring and evaluation processes). My officials will continue to work closely to support your officers on each of these.

The Government remains strongly committed to enabling you to take forward this important element of your Devolution Deal. Cambridgeshire and Peterborough's deal is one of the most ambitious deals nationally and represents an important part of this Government's approach to devolving powers from Whitehall to deliver a successful and balanced economy.



RT. HON. SAJID JAVID MP

COMMUNITY IMPACT ASSESSMENT

| Directorate / Service Area | | Officer undertaking the assessment |
|--|--|--|
| Policy and Business Support Team, Customer Service and Transformation | | Name: Kevin Hctor |
| Service / Document / Function being assessed | | Job Title: Policy and Projects Officer |
| Cambridgeshire and Peterborough Devolution Deal (updated post consultation). | | Contact details: |
| Business Plan Proposal Number (if relevant) | | E-mail: Kevin.Hctor@cambridgeshire.gov.uk |
| Aims and Objectives of Service / Document / Function | | |
| <p>The Cambridgeshire and Peterborough Devolution Deal is a proposed agreement between Government, the seven local authorities covering Cambridgeshire and Peterborough and the Greater Cambridge Greater Peterborough Local Enterprise Partnership to devolve a range of funding, powers and responsibilities. All of the Cambridgeshire and Peterborough Authorities are subject to the Public Sector Equality Duty and have complied with the requirements of this Duty in their proposals for this scheme.</p> | | |
| What is changing? | | |
| <p>The Cambridgeshire and Peterborough Devolution Deal would devolve a range of functions and funding down from central government to a more local level, including:</p> <ul style="list-style-type: none"> - Multi-year transport budgets. - Devolved adult skills budgets and an increased role in 16+ skills provision - Responsibility for a Key Route Network of local roads - A housing fund, land commission, joint assets board and housing and planning powers - A 30 year single investment fund to support growth projects (transport, broadband, infrastructure). - Co-design of the National Work and Health programme - Joint work with UK Trade and Investment on boosting exports and inward investment - Further work towards public service reform, health and social care integration and co-ordination of community safety provision. <p>In order to take on these responsibilities Cambridgeshire and Peterborough is proposing to create a new Combined Authority with Directly-Elected Mayor governance system. The Local Authorities involved are committed to ensuring that this Combined Authority will meet the requirements of the Public Sector Equality Duty in its operation.</p> | | |
| Who is involved in this impact assessment? | | |
| e.g. Council officers, partners, service users and community representatives. | | |

An initial Community Impact Assessment was completed by officers in advance of a full public consultation in which partners, service users and community representatives were invited to participate. This considered the Devolution Deal in relation to the Public Sector Equalities Duty requirements and concluded that while the deal was likely to further the three aims of the equality duty, it was important that this assumption was tested through the consultation, and that where future projects were being decided upon by the Combined Authority, that these were subject to further assessment as to their impact upon people with protected characteristics.

Since then, the Devolution Consultation ran from 8 July to 23 August, and included:

- Business engagement conducted by GCGP LEP across Cambridgeshire and Peterborough.
- Meetings and engagement with community, voluntary and local public sector stakeholders.
- An independent telephone survey of over 2,200 residents commissioned and undertaken by MORI.
- An online consultation, generating over 1,500 responses.
- Engagement with public sector and higher education establishments.

This activity was generated through a full range of communications channels and regular promotion activities including press releases and use of social media to further encourage participation in the exercise. The full details of the consultation response, polling data and written responses can be found at:

<http://www.cambridgeshire.gov.uk/devolution>

What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

| Impact | Positive | Neutral | Negative |
|--------------------------------|----------|---------|----------|
| Age | X | | |
| Disability | X | | |
| Gender reassignment | X | | |
| Marriage and civil partnership | X | | |
| Pregnancy and maternity | X | | |
| Race | X | | |

| Impact | Positive | Neutral | Negative |
|---|----------|---------|----------|
| Religion or belief | X | | |
| Sex | X | | |
| Sexual orientation | X | | |
| The following additional characteristics can be significant in areas of Cambridgeshire. | | | |
| Rural isolation | X | | |
| Deprivation | X | | |

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

Positive Impact

The Deal will affect everyone in Cambridgeshire and Peterborough, including people who live, work in and visit the region with protected characteristics. It will provide a combination of powers and funding that will support a range of projects which seek to improve economic prosperity and quality of life across Cambridgeshire and Peterborough, in areas such as infrastructure, transport, housing, employment and skills, digital connectivity and housing.

In order to assess whether the devolution deal would have an impact on people with protected characteristics and meet the requirements of the Public Sector Equality Duty, a consultation was commissioned that sought to enable all Cambridgeshire and Peterborough residents and stakeholders to have a say on the devolution proposals, should they wish to do so, with measures to ensure this was inclusive, accessible and engaged with communities.

This included:

- the use of traditional as well as social media and internet channels to promote the consultation and online survey, with coverage in local newspapers.
- hard copies of the online survey made available on request, including in alternative formats/languages, and provided at locations across Cambridgeshire and Peterborough e.g. Libraries, Community Hubs, business centres with responses from these entered into the survey.
- A MORI telephone poll was conducted to give a sample of survey responses that are statistically

- representative across both the geography and the demographics of the area.
- The views of local community and voluntary sector organisations were sought via direct contact and e-mail. This included over 100 organisations, including Peterborough Disability Forum, Cambridgeshire Pinpoint, Peterborough Youth Council and Cambridgeshire Alliance.
- A number of Local Authorities hosted local community consultation events e.g. Huntingdonshire's Voluntary Sector Forum and Peterborough's Connect Group (Church and Faith Groups).

Based upon this activity, which generated 2,200+ telephone survey responses, 1,500+ online survey responses and a range of written submissions there was strong support for both the principle of devolution, the specific powers and budgets that are seeking to be devolved and good support for the proposed governance changes, with some concerns about possible "extra layers of government, bureaucracy and cost" and the Directly-Elected Mayor.

From the results of the consultation, which took appropriate measures to engage with people with protected characteristics, there is a strong, evidenced view that the Cambridgeshire and Peterborough Devolution Deal will offer positive benefits under the Public Sector Equality Duty. These include the provision of additional affordable housing, improved local infrastructure in terms of the road and rail network and more tailored and effective skills and employment support services to help improve economic opportunities and quality of life for local residents. It will also offer benefits in terms of a co-ordinated and consistent approach to taking forward the objectives of the Public Sector Equality Duty across the entire Cambridgeshire and Peterborough geography.

Negative Impact

Officers have not identified any expected negative impacts from the Devolution Deal that would differentially impact upon people with protected characteristics. Specific projects that Combined Authority decides to commission will be assessed in relation to their impact upon people with protected characteristics and the Combined Authority's Public Sector Equality Duty requirements.

Neutral Impact

Officers have not identified any expected neutral impacts from the Devolution Deal. The proposals around housing, transport, skills etc. should improve the lives of people with protected characteristics. It will however be critical that the new Combined Authority ensures that meets its commitments under the Public Sector Equality Duty in full.

Issues or Opportunities that may need to be addressed

- 1) The Combined Authority will need to ensure that it meets the requirements of the Public Sector Equality Duty, including publishing equality objectives, which its Member Local Authorities are already committed.
- 2) There was a strong response from the consultation that community and voluntary groups and Parish Councils wanted to continue to be engaged and informed about the further development and delivery of Cambridgeshire and Peterborough devolution and it will be important that this activity continues and is strengthened, including considering the need for effective engagement with .
- 3) If the Deal is approved and implemented, equality assessments will need to be undertaken at the design stage of all core regional strategic planning and commissioning activities. It will not always be possible to adopt the course of action that will best promote accessibility and equality for all. However, equality assessments will enable informed decisions to be made, that take into account every possible opportunity to minimise disadvantage.
- 4) In delivering this deal, our organisations will take forward our commitment to the 'Equality Pledge' (set out in annex 1) and its aspiration for Cambridge and the wider region, including Cambridgeshire and Peterborough to be safe, welcoming and inclusive.

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

Officers have not identified any specific impacts from the Cambridgeshire and Peterborough Devolution Deal and consultation in relation to community cohesion. The Deal will offer the opportunity for a more consistent, co-ordinated approach to eliminating discrimination, harassment and victimisation, advancing equality of opportunity for people with protected characteristics and fostering good relations between people with protected characteristics and those who do not share them.

Annex 1

The Equality Pledge

The University of Cambridge, Cambridge City Council, Cambridgeshire County Council, Cambridge University Hospitals NHS Trust, East Cambridgeshire District Council, Police and Crime Commissioner for Cambridgeshire, Cambridgeshire Constabulary, Huntingdonshire District Council, Fenland District Council, South Cambridgeshire District Council and Cambridgeshire Fire and Rescue are all signed up as organisations to the Equality Pledge, which states that:

"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for Cambridge and the wider region to be safe, welcoming and inclusive".

In November 2015 Cambridge hosted the National Showcase for Lesbian, Gay, Bisexual and Trans History Month 2016. As part of the preparations for this day, local organisers wanted to develop an initiative that would provide a legacy for whole community. The Equality Pledge was the result - a simple pledge that commits signatory organisations to appreciate and value the benefits that different communities contribute to Cambridge and the surrounding region. All organisations, whether from the public, voluntary or private sector, are welcome to sign up to the Equality Pledge.

APPENDIX 5

The following table outlines the expected costs for the next two years:

| | 2017/18 (from May 2017) £000's | 2018/19 £000's |
|---|--------------------------------------|-------------------|
| <u>Establishment Costs</u> | | |
| Chief Executive | 147 | 160 |
| Director, Delivery | 128 | 140 |
| Scrutiny Officer | 35 | 38 |
| Senior Dem Services | 29 | 32 |
| Dem Services | 25 | 27 |
| PA support to CE/Director/Mayor (iii) | 17 | 19 |
| Administrative Support (iii) | 10 | 11 |
| S151 Officer (i) | 29 | 32 |
| Monitoring Officer (ii) | 10 | 11 |
| Finance Officer | 49 | 54 |
| on costs for posts (NI, pension) | 120 | 131 |
| Audit Costs | 37 | 40 |
| Office running costs | 19 | 20 |
| Communications | 19 | 20 |
| Combined Authority Costs | 674 | 734 |
| | | |
| Election costs | 756 | |
| Mayoral office costs | | |
| Mayoral Allowance | 64 | 70 |
| shared costs with combined authority | | |
| PA support to CE/Director/Mayor (iii) | 22 | 24 |
| Administrative Support (iii) | 13 | 14 |
| Office running costs | 19 | 20 |
| Communications | 19 | 20 |
| Mayoral office costs | 135 | 147 |
| | | |
| total costs | 1,565 | 881 |

- (i) Part time based on 2 days per week (provided from within existing establishment)
- (ii) Part time based on 0.5 days per week (provided from within existing establishment)
- (iii) Costs assumed split 50/50 between combined authority and Mayoral office

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Street Cleansing – Update Report.

Meeting/Date: Overview and Scrutiny Panel (Communities & Environment)
– 1st November 2016
Cabinet – 17th November 2016

Executive Portfolio: Councillor Robin Carter – Executive Councillor for the Environment, Street Scene and Operations

Report by: Matt Chudley – Operations Manager (Environmental Services)

Ward(s) affected: All

Executive Summary:

1. The report provides an update on the street cleansing activities delivered by the integrated Street Scene Service and outlines proposals to realign the service delivery arrangements following 9 months of operating to the Service Specification for Street Cleansing approved by the Cabinet in January 2016.
2. The scope of the street cleansing works provided by the integrated Street Scene Service area as follows:

| Street Cleansing Functions |
|--|
| • Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas. |
| • Litter bin emptying. |
| • Cleansing of gullies. |
| • Cleansing of Industrial Estates. |
| • Removal of fly tipped materials from Council owned land and the Highway. |
| • Removal of graffiti and flyposting that is offensive or on a Public Building. |

3. This is the first year such a formal performance management regime has been applied to street cleansing activities and it evidences that real progress is being made towards delivering the specified service standards in the Street Cleansing Service Specifications.
4. The Street Scene Service management team based on the performance outturn have reviewed the current service delivery arrangements for street cleansing and are proposing the following realignments to service delivery arrangements:

- a) Creation of a three operative reactive team to deal with ad hoc works. This team will also have responsibilities for programmed works of weed ripping to build on the improved weed treatment programme, leaf clearance and litter picking of A1/A14 slip roads and roundabouts only. This will be achieved through the reorientation of the work regimes of the Highways Team.
 - b) Following a review of the 'beat sheets' cleansing of additional key footpaths and cycle routes will be added to be delivered within the existing resource basis as productivity gains.
 - c) Creation of an annual programme for a deep clean of all adopted residential areas District wide to be delivered within the existing resource base as productivity gains.
 - d) Absorbing the litter bins currently emptied by the Waste Service into street cleansing rounds. This will create a clearer reporting stream on litter bin issues and a clearer line of accountability to residents.
 - e) Realignment of channel sweeping to bimonthly for rural areas; monthly for towns; and weekly for high profile areas, (town centre sweeping remains unchanged). This is proposed following a review of the actual sweepings being collected on the current sweeping frequencies and this evidences that moving from sweeping every four weeks to every eight weeks in the villages will still deliver the specified service standards. This will allow the redeployment of resources to activities such as weed pulling and deep cleansing of residential areas.
 - f) Revised weekend working arrangements in the winter months with Saturday only full weekend working; with a Team Leader on call for emergencies on Sunday mornings. This will give us additional capacity in the working week for the proposed enhancements detailed above, a) to e).
 - g) Cessation of loan working in rural areas by doubling up work teams and merging beats. This will allow more efficient working and more litter picking to be done whilst emptying litterbins.
 - h) Standardisation of replacement litterbins across the District to get better value for money.
5. The proposed realignment of service delivery will be clear enhancement to the current service delivery arrangements and will be delivered within the existing resources base.

Recommendations:

The Cabinet is recommended to endorse the proposed re-alignments of street cleansing service delivery arrangements outlined in the report.

1. PURPOSE OF REPORT

- 1.1 The report provides an update on the street cleansing functions delivered by the integrated Street Scene Service and outlines proposals to realign the service delivery arrangements following 9 months of operating to the Service Specification for Street Cleansing approved by the Cabinet in January 2016.

2. BACKGROUND

- 2.1 The current service delivery arrangements were endorsed by the Cabinet in January 2016 and they have been developed to deliver the service delivery requirements and standards set out in the Service Specifications for Street Cleaning. The current service delivery arrangements were a fundamentally remodelling of previous service delivery arrangements for street cleansing and involved the introduction of working on an area basis. The purpose being to introduce a more holistic and customer focused approach. This included the following:

- Area based management arrangements for the service;
- Area staff deployment arrangements for street cleansing, specifically the areas to be maintained by each team;
- New mechanical sweeping regimes to optimise the use of capital equipment;
- More comprehensive arrangements for weed treatment.

- 2.2 The scope of the street cleansing works provided by the integrated Street Scene Service area as follows:

| Street Cleansing Functions |
|--|
| • Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas. |
| • Litter bin emptying. |
| • Cleansing of gullies. |
| • Cleansing of Industrial Estates. |
| • Removal of fly tipped materials from Council owned land and the Highway. |
| • Removal of graffiti and flyposting that is offensive or on a Public Building. |

- 2.3 The **Area Based Staff Deployment Arrangements:** Detailed overleaf in Table 1 are the current area based staff deployment arrangements for street cleansing:

Table 1: Area Based Staff Deployment Arrangements for Street Cleansing Activities

| Street Cleansing | Team Leader | Driver/ Operatives | Operatives | Total Staffing |
|--|-------------|--------------------|------------|----------------|
| South Zone: | | | | |
| Team Leaders/Road Sweeper Drivers | 2 | 0 | 0 | 2 |
| Street Orderly – Huntingdon | 0 | 0 | 1 | 1 |
| Street Orderly - St Neots | | | 1 | 1 |
| Precinct Sweeper - Huntingdon (with extended cleansing routes) | 0 | 1 | 0 | 1 |
| Precinct Sweeper - St Neots (with extended cleansing routes) | 0 | 1 | 0 | 1 |
| Response Team – Huntingdon | 0 | 1 | 1 | 2 |
| Response Team - St Neots | 0 | 1 | 1 | 2 |
| Response Team - Rural Areas | 0 | 1 | 1 | 2 |
| Support Resource - Rural Areas | 0 | 1 | 0 | 1 |
| Sub-total (South Zone) | 2 | 6 | 5 | 13 |
| North Zone: | | | | |
| Team Leaders/Road Sweeper Drivers | 2 | 0 | 0 | 3 |
| Street Orderly - St Ives | | | 1 | 1 |
| Precinct Sweeper - St Ives (with extended cleansing routes) | 0 | 1 | 0 | 1 |
| Response Team - St Ives | 0 | 1 | 1 | 2 |
| Response Team - Ramsey & Villages | 0 | 1 | 1 | 2 |
| Support Resource - Rural Areas | 0 | 1 | 0 | 1 |
| Sub-total (North Zone) | 2 | 4 | 3 | 9 |
| | | | | |
| Highways Team (laybys, arterial routes & A1/A14) | 0 | 2 | 3 | 5 |
| Parks & Play Areas Team | 1 | 1 | 1 | 2 |
| Total Staffing | 5 | 13 | 12 | 30 |

2.4 **Mechanical Sweeping Regimes:** To better deliver Environmental Protection Act standards and to optimise the use of the existing capital equipment to ensure improved value for money in the service delivery arrangements new mechanical sweeping regimes were introduced. These were based on four weekly sweeping

cycles achieved through better and extended use of precinct sweepers in the market towns.

- 2.5 **Arrangements for Weed Treatment:** A specialist sub-contractor has been retained to undertake a cyclic programme of weed treatment across the District based on all towns and villages having three treatments annually. This was funded from the realignment of existing resources within the Operations Service.
- 2.6 **The Highways Team (laybys, arterial routes & A1/A14) Team:** The scope of work undertaken by the team has had to be reduced after two significant health and safety near misses for the team when working on the A1. Consequently the work of the team has been reduced down to cleansing of slip roads on a six week frequency, cleansing of laybys and arterial routes. Options for retaining a specialist highways contractor to carry out an annual cleanse of the A1 and A14 involving a rolling road closure is being explored.
- 2.7 Detailed in Table 2 below are the performance targets set for the next five years in the 2016/17 Service Plan for the Operations Service for street cleansing activities.

Table 2: Adopted Performance Targets for the Street Scene Cleansing

| Key Performance Indicator – Corporate Plan | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---|----------------|----------------|----------------|----------------|----------------|
| Street cleansing works to standard (new). | 80% | 82% | 86% | 88% | 90% |
| NI195 results for street cleansing, (graded A-B) (new). | 80% | 85% | 90% | 92% | 94% |
| Street cleansing service requests resolved in 5 working days (new). | 80% | 82% | 86% | 88% | 90% |
| Residents satisfied with street cleansing services (new). | 60% | 64% | 68% | 72% | 75% |

- 2.8 The performance of street cleansing activities is measured through the following performance indicators:
- The number of service requests for work received from residents through the Call Centre.
 - The resolution of these service requests within the target time of 5 working days.
 - The number of formal complaints received from residents through the Call Centre.
 - The results of independent site inspections of work completed on site against the set service standards set in the Street Cleansing Service Specification. The inspections are based on NI195 Audits that tie back to the standards set (A to D) in the Environmental Protection Act. The performance target set for 2016/17 is that 80% of sites when inspected must be at Standard A or B. Going forward it is proposed to enter into reciprocal auditing arrangements with neighbouring councils to further test the quality of service being delivered.
- 2.9 The outcome of performance to the end of August 2016 against these performance indicators is set out in Table 3 below:

Table 3: Performance Outturn for Street Cleansing Activities to August 2016

| Performance Indicator | Annual Target | Actual Performance |
|--|--|--|
| Service requests for street activities. | 80% to be received within 5 working days. | 341 service requests of which 79.2% have been resolved within 5 working days. |
| The number of formal complaints received from residents regarding street cleansing. | Less than 3 per month. | From April 2016 to August 2016 there have been no complaints received regarding street cleansing. |
| Independent inspection results of street cleansing works to standard when completed. | 80% of works on site to standard when inspected. | 3,139 audits have been completed from April 2016 to August 2016 of which 90.7% work was to standard. |

- 2.10 This is the first year such a formal performance management regime has been applied to Street Scene activities and it evidences that real progress is being made towards delivering the specified service standards in the Street Cleansing Service Specifications.

3 PROPOSED SERVICE DELIVERY REALIGNMENTS

- 3.1 The Street Scene Service management team based on the performance outturn proposing the following realignment to service delivery arrangements:
- a) Creation of a three operative reactive team to deal with ad hoc works. This team will also have responsibilities for programmed works of weed ripping to build on the improved weed treatment programme, leaf clearance and litter picking of A1/A14 slip roads and roundabouts only. This will be achieved through the reorientation of the work regimes of the Highways Team.
 - b) Following a review of the 'beat sheets' cleansing of additional key footpaths and cycle routes will be added to be delivered within the existing resource base as productivity gains.
 - c) Creation of an annual programme for a deep clean of all adopted residential areas District wide to be delivered within the existing resource base as productivity gains.
 - d) Absorbing the litter bins currently emptied by the Waste Service into street cleansing rounds. This will create a clearer reporting stream on litter bin issues and a clearer line of accountability to residents.
 - e) Realignment of channel sweeping to bimonthly for rural areas; monthly for towns; and weekly for high profile areas, (town centre sweeping remains unchanged). This is proposed following a review of the actual sweepings being collected on the current sweeping frequencies and this evidences that moving from sweeping every four weeks to every eight weeks in the villages will still deliver the specified service standards. This will allow the re-deployment of resources to activities such as weed pulling and deep cleansing of residential areas.
 - f) Revised weekend working arrangements in the winter months with Saturday only full weekend working; with a Team Leader on call for emergencies on Sunday

mornings. This will give additional capacity in the working week for the proposed enhancements detailed above, a) to e).

g) Cessation of loan working in rural areas by doubling up work teams and merging beats. This will allow more efficient working and more litter picking to be done whilst emptying litterbins.

h) Standardisation of replacement litterbins across the District to get better value for money.

3.2 The proposed realignment of service delivery will be a clear enhancement to the current service delivery arrangements and will be delivered within the existing resources base.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The Overview and Scrutiny Panel (Communities and Environment) received the Street Cleansing Service Specification Implementation Update at their meeting on 1 November 2016.

4.2 During the debate, Members discussed examples of streets where gullies could not be cleansed due to parked cars and suggested whether roads could be closed so that the roads can be cleaned.

4.3 The Panel raised the issue of flyposting and when asked could the Council remove fly posters from street furniture, Members were advised that the removal of fly posters from street furniture remains the responsibility of the highways authority (Cambridgeshire County Council) as the assets belong to them. Members were informed that the Council are willing to remove fly posters off County Council assets so long as the County Council issue a statement that no posters should be erected on their assets and that a waiver is issued on any damage caused by removing them.

4.4 Members discussed the necessity for the installation of more bins however the majority of the Panel believe that what is needed is greater education so that littering does not occur in the first instance. The Panel were informed that those people who do litter are not likely to use a bin unless they have been educated to do so.

4.5 Members wanted to congratulate the Street Cleaning Staff and state that they think they are doing a very good job. In addition, the Panel wanted reassurance that the Towns continue to have a dedicated Street Cleaner.

5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED

5.1 The service specifications, service standards and street cleansing regimes have been developed to reduce the risk of the Council failing to properly protect, develop and maintain the public realm environment of the District.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 Independent monitoring of service standards has been put in place along with standardised performance reporting to be able to evidence the standards of service being delivered.

7. LINK TO THE CORPORATE PLAN

7.1 The measures contained in this report will contribute to the Corporate Plan as follows:

- a) Further enhancing the built and green environment of the District.
- b) The Operations Service continues becoming more business-like and efficient in the way it delivers services.
- c) The proposed realigned service delivery arrangements will ensure the Operations Service better aligns with the principles and requirements of the Council's Customer Services Strategy.

8. CONSULTATION

8.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users; these will be used to test the performance in respect to the delivery of street cleansing activities detailed in this report from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

9. LEGAL IMPLICATIONS

9.1 The proposals for realigning the street cleansing service delivery arrangements will better enable the Council to meet the requirements and environmental maintenance standards of the Environmental Protection Act.

10. RESOURCE IMPLICATIONS

10.1 The proposed realigned street cleansing service delivery arrangements in this report will be delivered within existing resources and are sustainable within the existing resources profile of the Operations Service set out in the Council's Medium Term Financial Strategy.

11. OTHER IMPLICATIONS

11.1 The outlined service delivery arrangements seek to ensure the delivery of an appropriate and equitable balance in the provision of the detailed environmental activities across the District.

12. REASONS FOR THE RECOMMENDED DECISIONS

12.1 The review of the service delivery arrangements detailed in this report gives the Panel the opportunity to appraise the impact of previous scrutiny work and to influence the future development of service delivery arrangements for key street cleansing activities.

BACKGROUND PAPERS

Street Cleansing Service Specification – approved by Cabinet on 21 January 2016.

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=5684>

Street Scene Scoping Report – approved by Cabinet on 21 April 2016.

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=5687>

CONTACT OFFICER

Matt Chudley – Operations Manager (Environmental Services)

Tel No. 01480 388648

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**Public
Key Decision – No**

HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|------------------------------|--|
| Title/Subject Matter: | Treasury Management 6-month Performance Review |
| Meeting/Date: | Overview & Scrutiny Panel (Performance and Customers) – 2 November 2016 Cabinet – 17 November 2016 |
| Executive Portfolio: | Strategic Resources: Councillor J A Gray (Deputy Executive Leader) |
| Report by: | Head of Resources |
| Ward(s) affected: | All Wards |

Executive Summary:

Best practice and prescribed treasury management guidance requires Members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The main purpose of the Treasury Management is to;

- Ensure the Council has sufficient cash to meet its day to day obligations.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are considered to be low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

The key market Treasury Management issues through the first half of 2016/17 influencing the Council's decision-making were;

- Economic growth forecasts are moving towards a more pessimistic position.
- The Bank of England has reduced the Bank Rate to 0.25% from 0.5%, as a response to the increasingly pessimistic growth forecasts and a lack of market confidence.
- Market rates as a whole are very low in response to the fall in the Bank Rate, reducing the Council's ability to earn a return on investments without increasing the riskiness of the investments. The Council's average investing rate was 0.21%
- Whilst no banks were reported to have failed the European Banking Authority stress tests, the forecast deterioration in economic growth, could over time

degrade the banks profitability and asset holdings.

The Council's response to the key issues was;

- When the Council has surplus funds these will primarily be invested on a short term basis, (the majority on call on a daily basis) in liquidity accounts and money market funds.
- Where possible to take a higher return without sacrificing liquidity.
- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing, based on gilt yields over a long period. The average interest rate paid was 3.57%.
- Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating in order to avoid loss of funds.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments that have occurred in the first half of 2016/17 and those investments made in 2015/16 are shown in **Appendix E**.

Major purchases during the first half of 2016/17, include Wilbury Way Hitchin, and Shawlands Retail Park Sudbury. Both of these asset purchases have met the criteria to achieve a return between 6% and 9%. The return for Wilbury Way is **7.6%** and Shawlands Retail Park is **6.9%**.

The returns from the CIS portfolio represent a higher return than those from financial institutions and in addition offer a less risky investment as they are backed by a physical asset.

So far the CIS purchases have been financed from the earmarked CIS Reserve. At the start of 2016/17 the balance on this reserve was £12.4m, it now stands at £3.2m, with decisions to be made about how future purchases should be financed, from the remainder of the reserve or from borrowing.

Recommendation:

The Cabinet is recommended to note the treasury management performance for the first 6 months of 2016/17 and to recommend the report to Council for consideration.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update Members on the Council's treasury management activity for the first 6 months of the year, including investment and borrowing activity and treasury performance.

2. BACKGROUND

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date in treasury management activity.
- 2.2 The Council approved the 2016/17 Treasury Management Strategy at its meeting on 24 February 2016.
- 2.3 All treasury management activity undertaken during the first half of 2016/17 complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

- 3.1 An economic review of the year has been provided by our Treasury Management advisors, Arlingclose and is attached with an analysis of the local context implications in **Appendix A**. The main relevance to the Council is
- That since the vote to leave the EU, there have been indications that economic growth is likely to slow. With the result that the Council's trading operations may be adversely effected, and in addition as tax receipts fall, the government may be looking to raise taxes or reduce public funding.
 - That lower economic growth rates will continue for longer, which is likely to entrench and increase any government action in relation to fiscal policy change.
 - Low inflationary increases are likely in the short-term, reducing pressure on Council budgets as a result of price increases.
 - The bank rate was cut to 0.25% in August 2016 by the Bank of England as a result plunging market confidence. As a consequence the Council's borrowing costs will remain low but the opportunities to make significant returns on financial investments remain limited.
 - There have been strong market reactions to the EU exit vote, with bond yields declining to record lows. The consequence being that PWLB lending rates will also remain low.

Performance of Council Funds

- 3.2 The following table summarises the treasury management transactions undertaken during the first 6 months of 2016/17 financial year and the details of the investments and loans held as at 30 September 2016 are shown in detail in **Appendix B**.

| | Principal Amount £m | Interest Rate % |
|--|---------------------------|--------------------|
| Investments | | |
| at 31 st March 2016 | 5.3 | 0.78 |
| less matured in year | -104.7 | |
| plus arranged in year | +109.4 | |
| at 30 th September 2016 | 10.00 | 0.74 |
| Average Investments to 30 Sept | 12.4 | 0.47 |
| Borrowing | | |
| at 31 st March 2016 | 13.4 | 3.63 |
| less repaid in year | -6.1 | |
| plus arranged in year | +7.9 | |
| at 30 th September 2016 | 15.2 | 2 |
| Average Borrowing to 30 Sept | 14.6 | 3.57 |
| Note; | | |
| Interest rates above are as at dated apart from averages, where these are the average for the half year. | | |

Investments

- 3.3 The Council's strategy for 2016/17 was based on all investments being managed in-house. The investments were of three types:
- Time deposits, these are deposits with financial institutions that are of a fixed term and mature on an agreed date. In the Council's case usually in 1 to 2 weeks.
 - Liquidity (call) accounts, these are accounts held with banks where there is no fixed term and the money can be deposited or withdrawn on the day.
 - Money Market Funds, these are funds where investor's deposits are aggregated together and invested across a large range of financial products, giving a high degree of diversification.
- 3.4 The average rate of interest on all investments was 0.47%, 0.32% above the 7 day LIBID (London Interbank Bid Rate) benchmark rate of 0.15%, this represents a return of over three times the bench-mark rate. This good performance was due to £1.154m of the investments being locked into higher rates before the year started together with the use of liquidity accounts with major banks and Money Market Funds.
- 3.5 When only short-term cash flow investment activity is considered, the rate of interest on investments was 0.20%, which is around 33% higher than the 7-day benchmark rate of 0.15%.
- 3.6 In September 2015 the Cabinet approved a loan facility of up to £5.5m to Luminus to finance the construction of an extra care facility at Langley Court St Ives. During 2015-16 the Council advanced to Luminus £2.250m. As construction work has proceeded the Council has advanced a further £1.875m

in the first half of 2016-17. It is expected that the loan advances will be completed in November 2016, and that the Council will earn a marginal rate on this investment of 1.5%.

Borrowing

- 3.7 The Council's exposure to interest rate risk at the end of September was:
- £15.2m long term borrowing from the PWLB, at a weighted average rate of 3.57%.
 - Short term borrowing at 30th September 2016 was nil.
- 3.8 The actual net investment interest (after deduction of interest receivable on loans) was £231,300 to 30 September 2016 against a forecast figure of £274,000 and the budget figure of £384,000.
- 3.9 During the first half of the year the Council has borrowed from the PWLB to finance the loans to Luminus, this is over a period of 31 years.
- 3.10 There was short-term borrowing of £6m during 2016-17, in order to meet the Council's cash flow requirements.

The Risk Environment

- 3.11 The changes to the environment in which investing takes place are detailed in **Appendix C** the main points to note are;
- Bail in legislation requiring investors to contribute to bank losses has replaced government bail outs. If a bank were to become insolvent then investors funds (including Councils), will be used to refinance the bank, in this circumstance the Council would lose a proportion of its investment. To mitigate this risk the Council's funds are invested for short periods, which means that funds can be withdrawn from that institution before it fails.
 - The results and implications of the European Banking Authority stress tests. No bank has failed but Natwest, the Council's banker ratios had fallen (from a high base), for this reason only on-call investments are lodged with Natwest.
 - Counter-party and credit rating updates, taking into account the implications of the UK's vote to leave the EU. The credit ratings of banks though now largely moved to a negative outlook have not changed post the EU exit vote.

Risk Management

- 3.12 The Council's primary objectives for the management of its investments are to give priority to the **security** and **liquidity** (how quickly cash can be accessed) of its funds before seeking the best rate of **return**.
- 3.13 The Council manages security by investing short-term with highly-rated banks and building societies, as well as investing with local authorities in the UK which are deemed to be intrinsically safe.
- 3.14 In addition to this the Council makes significant use of a number of Money Market Funds, where a large numbers of investors' funds, including the

Council's, are aggregated and spread across a wide range of investments. The Council is therefore able to access a spread of investments across a number of funds not available if it were to invest on its own.

- 3.15 In order to manage liquidity the Council invests funds in call accounts or Money Market Funds, which provide instant access to funds.
- 3.16 The Council's priority has been security and liquidity, over the return on investments, which resulted in investments during 2016/17 generally being of short duration (the majority on call). The result of low interest rates across the market is that the margin gained from the benefit of investing for longer period does not out-weigh the potential costs of failure of the investment.

Compliance with Regulations and Codes

- 3.17 All the treasury management activity undertaken during the financial year complied with the approved strategy, the CIPFA Code of Practice, and relevant legislation.
- 3.18 The Code requires the Council to approve both Treasury Management and Prudential Indicators. Those for 2016/17 were approved at the Council meeting on 24 February 2016. **Appendix D** shows the relevant prudential indicators and the actual or forecast for 30 September 2016, the table below is a summary of key indicators.

| Prudential Management Indicators | | | |
|---|------------------|------------------|--|
| | 2016/17 Estimate | 2016/17 Forecast | Impact on the Council |
| Net capital expenditure | £9.5m | £9.5m | Expenditure less than estimated as a result of 2015/16 rephasings (£1.529m), potential rephasings to 2016/17 (£1.346m), underspends (£0.324m), and other variations (+0.152m). |
| Expenditure on interest and MRP (Minimum Revenue Provision) | 10.2% | 9.2% | As a result of underspends in 2015/16 the MRP is lower for 2016/17. |
| Capital Financing Requirement (CFR) | £46.4m | £44.9m | The CFR is lower due to reduced expenditure detailed above, in addition to a lower CFR in 2015-16. |
| | 31/03/16 | 30/09/16 | |
| Long-term borrowing total | £13.4m | £15.2m | Borrowing has increased to fund the series of loans to Luminus for the Langley Court development. |
| Treasury Management Indicators | | | |
| | 2016/17 Limit | 2016/17 Actual | |
| Authorised Limit for debt | £89.0m | £21.7m | The Council's debt has increased as a result of loans to finance the |
| Operational boundary for debt | £84.0m | £21.7m | |

| | | | |
|--|----------|------|---|
| | | | Luminus loan, but is still within the approved limits |
| Borrowing fixed and variable interest | 75%-100% | 100% | All borrowing has been undertaken at a fixed rate to avoid the risk of interest rate increases in the future. |
| Borrowing repayment profile (10 years) | 8%-100% | 87% | The loan repayment profile is shortening compared to previous years as Luminus loans are repaid on an annual basis. |
| Investments longer than 364 days | £34.5m | £0m | Only short-term or instant access investments. |

Commercial Investment Strategy (CIS)

- 3.19 The CIS business plan was approved in December 2015. The implementation of the CIS is a key part of the Council's strategy to generate additional income to assist in closing the Council's forecast gap in the revenue budget.
- 3.20 The initial CIS investments in 2015-16 were the purchase of a unit at Stonehill Huntingdon and an investment of £2.5m in the CCLA Property Fund.
- 3.21 Opportunities for investments are being sought and evaluated on an on-going basis. During the first half of 2016-17, 34 potential CIS purchases have been evaluated. The results of this analysis are shown in table 7 in Appendix E giving if rejected, the reason for rejection.
- 3.22 The two investments of those evaluated that were proceeded with were;
- 80 Wilbury Way, Hitchin – Office Block £2.31m
 - Shawlands Retail Park, Sudbury - Retail Park, £6.89m

These two assets were purchased on the 8 August 2016 and the 13 September 2016 respectively. The two investments totalled £9.20m, the funding for which was taken from the CIS earmarked reserve. The balance remaining in this reserve is now £3.19m. The Council will need to now consider how to finance further CIS expenditure.

- 3.23 The yields from the CIS assets are shown in Appendix E, as well as the yield from the existing commercial estate. The CIS Business Plan targeted returns as a minimum for land and building investment of between 6% and 9%. This has been achieved and exceeded in the case of Stonehill, Huntingdon. The returns from these investments are key to closing the Council's revenue funding gap, and represent a significantly higher return than can be achieved on investments with financial institutions.
- 3.24 A number of the indicators shown in **Appendix E** will not be relevant until the CIS Reserve is fully applied and borrowing is required to continue to purchase assets. When borrowing commences, these indicators will be calculated.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The Overview and Scrutiny Panel (Performance and Customers) received the Treasury Management Six Month Performance Review at their meeting on 2 November 2016. Members had no comments to make on this report.

5. RISKS

- 5.1 The risks arising from treasury management activities are highlighted in the report and are measured by reference to the prudential indicators in **Appendix D**.

6. WHAT ACTIONS WILL BE TAKEN

- 6.1 Treasury management activities will continue to be monitored, in order to mitigate security and liquidity risks.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 7.1 Treasury management activity is a corporate function of the Council and supports the achievement of the Councils three corporate priorities; consequently it is a key element in the budget setting and management process.
- 7.2 In addition, over the last year the Councils Treasury function directly contributed to the "Working with our communities" strategic theme (Corporate Plan 2014-2016) in that it provided loan finance to support an external partner (Luminus) to fund the construction of the Langley Court Extra Care Facility in St. Ives.

8. LEGAL IMPLICATIONS

- 8.1 No direct, legal implications arise out of this report.

9. RESOURCE IMPLICATIONS

- 9.1 The resource implications relating to the net interested due to the council is explained in paragraph 3.7.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 The treasury management activity continues to be monitored, to ensure that risk arising are mitigated.

11. LIST OF APPENDICES INCLUDED

Appendix A – Economic review (Source: Arlingclose)
Appendix B – Borrowing and Investments as at 30th September 2016
Appendix C – Risk Environment 2016-17
Appendix D – CIPFA Prudential Indicators
Appendix E – Commercial Investment Strategy Indicators
Appendix F – Glossary

BACKGROUND PAPERS

Working papers in Resources
CIPFA Treasury Management Code of Practice

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APPENDIX A

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| <p>Economic Review of 2016/17</p> | |
| <p>Economic Growth The preliminary estimate of quarter 2 2016 growth, showed reasonably strong growth as the economy grew by 0.7% quarter on quarter compared to 0.4% in quarter 1. Year on year growth was a healthy 2.2%.</p> <p>However the economic outlook has changed significantly since the result of the EU Referendum was announced. Forecasts have been revised downwards as 2016 has progressed. Business investment has decreased and as the risks of exit have become apparent there has been a sharp decline in household, business and investor confidence.</p> | <p>Local Context The slowdown in economic growth has already had an impact on interest rates with the BoE reducing the bank rate to 0.25% from 0.5%. The consequence of this is a lowering of rates across the market. The result of this is a reduction in the amount of interest earned on the Council's cash balances.</p> <p>A reduction in economic activity is likely to have an adverse effect on the Council's trading operations (e.g. Markets, Car Parks, Building Control, Development Control), resulting in reduced income.</p> <p>In addition there is likely to be fiscal tightening by Government due to reduced tax receipts, potentially resulting in a lowering in public sector funding.</p> |
| <p>Economic Growth – Longer Term Whilst uncertainty remains in relation to the trading relationship with the EU, there is likely to be a dampening effect on economic activity, and a reduction in business investment and a tightening of credit availability. This will lead to lower activity levels and potentially a rise in unemployment. The expectation is that this will reduce economic growth through the second half of 2016 and 2017.</p> | <p>Local Context The negotiations with the EU will continue for some time, as these proceed, there is likely to be good and bad news. The variability in the results of the negotiations will feed into volatility of the market, causing uncertainty, and thereby increasing the length of time that economic growth is subdued.</p> |
| <p>Inflation Inflation is expected to increase due to a rise in import prices (due to weakening sterling), with a consequent dampening on real wage growth. The BoE forecast a rise in CPI to 0.9% by the end of 2016, and thereafter a rise to 2% over the coming year.</p> | <p>Local Context The low rate of inflation in the short-term and moderately low in the longer term will reduce the need for inflationary increases to budgets, and in particular the need for pay increases.</p> |
| <p>UK Monetary Policy The plunge in confidence in economic growth were judged by the Bank of England (BoE) to be severe, prompting the Monetary Policy Committee (MPC) to initiate substantial monetary policy easing in an effort to mitigate the worst of the</p> | <p>Local Context Cuts to the bank rate will lead to a general reduction in market interest rates, lowering the rate at which the Council can invest. In addition further cheap funding for banks will reduce the need for funds from investors which will also have an</p> |

| | |
|--|--|
| <p>downside risks. This included a cut in the bank rate to 0.25%, further quantitative easing and cheap funding for banks to attempt to maintain supply of credit. The minutes of the MPC indicate that there was support for a larger cut to nearer zero. At this stage the BoE appears reluctant to do this.</p> | <p>adverse effect on interest rates. It is possible that further adverse economic news could push interest rates down further.</p> |
| <p>Market Reaction Bond markets reacted strongly to the BoE's action. Money market rates and bond yields declined to record new lows, as investors seek less risky investments. This action was re-enforced by the BoE view that the Bank Rate would remain extremely low for the foreseeable future. Government bond yields fell from 1.37% in June to 0.52% in August.</p> <p>Whereas there was a strong reaction in bond markets, share markets appear to have shrugged off the effects of the referendum vote, with shares values bouncing back despite warnings about the impact of "Brexit" on growth rates.</p> | <p>Local Context Whilst the Council has no direct investments in shares, movements on the stock exchange tend to have an effect on the economy as a whole. With share price increases tending to make investors more confident and consequently aiding economic growth and potentially mitigating some of the growth issues mentioned above.</p> <p>The reduction in gilts yields will have a direct effect on the Council if it wishes to borrow from the PWLB, as the rate of interest is set in relation to gilt yields. Lower yields mean lower borrowing rates.</p> |
| <p>Interest Rates Forecast The central forecast (most likely) for the period up to December 2019 is for the Bank Rate to remain at 0.25%. There is a possibility of a fall to zero measured at 40%. Government bond yield are expected to be broadly flat with short-term volatility.</p> | <p>Local Context Borrowing costs are likely to remain low for some time, but so are investing rates. Having a direct effect on the amount of interest the Council can earn from its investments. The longer the rates remain lower the rates become on investments as financial institutions strip out any margins.</p> |
| <p><i>Source of Data: Arlingclose Ltd</i></p> | |

APPENDIX B

BORROWING AND INVESTMENTS AT 30 SEPTEMBER 2016

| | Short-term Rating | | Date Invested/ Borrowed | Amount | | Interest Rate | Year of Maturity |
|---|-------------------|---------|----------------------------|--------|---------------|---------------|------------------|
| | Fitch | Moody's | | £m | £m | | |
| Borrowing | | | | | | | |
| Short-term | | | | | | | |
| NIL | | | | | | | |
| Long-term | | | | | | | |
| PWLB | | | 19/12/08 | 5.000 | | 3.91% | 2057/58 |
| PWLB | | | 19/12/08 | 5.000 | | 3.90% | 2058/59 |
| PWLB | | | 07/08/13 | 1.085 | | 2.24% | 2023/24 |
| PWLB | | | 25/11/15 | 0.743 | | 3.28% | 2046/47 |
| PWLB | | | 19/01/16 | 0.990 | | 3.10% | 2046/47 |
| PWLB | | | 21/03/16 | 0.495 | | 2.91% | 2046/47 |
| PWLB | | | 29/04/16 | 0.400 | | 3.10% | 2047/48 |
| PWLB | | | 02/06/16 | 0.325 | | 2.92% | 2047/48 |
| PWLB | | | 29/07/16 | 0.650 | | 2.31% | 2047/48 |
| PWLB | | | 23/09/16 | 0.500 | | 2.18% | 2047/48 |
| | | | | | | | |
| Total Borrowing | | | | | 15.188 | | |
| | | | | | | | |
| Investments In-House Investments | | | | | | | |
| | | | | | | | |
| NatWest Current | F2 | P2 | 30/09/16 | 0.021m | | 0.00% | On-call |
| NatWest Liquidity | F2 | P2 | 30/09/16 | 0.007m | | 0.25% | On-call |
| Cambridge Building Society | Not rated | | 30/09/16 | 0.100m | | 0.50% | On-call |
| Coventry Building Society | F1 | P1 | 30/09/16 | 1.000m | | 0.21% | Fixed |
| Bank of Scotland | F1 | P1 | 28/09/16 | 1.000m | | 0.20% | Fixed |
| Thurrock Borough Council | | | 07/09/16 | 1.500m | | 0.18% | Fixed |
| Santander | F1 | P1 | 30/09/16 | 0.500m | | 0.25% | On-call |
| Barclays | F1 | P1 | 30/09/16 | 0.900m | | 0.45% | On-call |
| Blackrock | | AAAmmf | 30/09/16 | 0.800m | | 0.31% | On-call |
| CCLA | AAAmf | | 30/09/16 | 0.500m | | 0.30% | On-call |
| Federated | AAAmf | | 30/09/16 | 0.500m | | 0.32% | On-call |
| Insight | AAAmf | | 30/09/16 | 0.700m | | 0.35% | On-call |
| Legal and General | AAAmf | | 30/09/16 | 0.700m | | 0.36% | On-call |
| Standard Life | AAAmf | | 30/09/16 | 0.600m | | 0.32% | On-call |
| Total Short Term Investments | | | | | 8.828 | | |
| | | | | | | | |
| Loans to Other Organisations | | | | | | | |
| Huntingdon Regional College | Not rated | | | 1.101m | | 3.34% | 2023/24 |
| Huntingdon Gym | Not rated | | | 0.053m | | 5.13% | 2023/24 |
| | | | | | 1.154 | | |
| | | | | | | | |
| Total Investments | | | | | 9.982 | | |
| | | | | | | | |
| CCLA Property Fund | | | 28/01/16 | | 2.500 | | |
| Loans to Luminus | | | | | | | |
| Luminus | Not rated | | | 0.750m | | 4.78% | 2047/48 |
| Luminus | Not rated | | | 1.000m | | 4.60% | 2047/48 |

| | | | | | | |
|--------------------------|-----------|--|--------|--|---------------|---------|
| Luminus | Not rated | | 0.500m | | 4.41% | 2047/48 |
| Luminus | Not rated | | 0.400m | | 4.41% | 2047/48 |
| Luminus | Not rated | | 0.325m | | 4.42% | 2047/48 |
| Luminus | Not rated | | 0.650m | | 4.42% | 2047/48 |
| Luminus | Not rated | | 0.500m | | 4.42% | 2047/48 |
| Total Loans | | | | | 4.125 | |
| | | | | | | |
| Total Investments | | | | | 16.607 | |
| Net Investments | | | | | 1.419 | |
| | | | | | | |

Definition of Credit Ratings

| Fitch | Rating | Definition |
|--|------------|---|
| Short term | F1 | Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added “+” to denote any exceptionally strong credit feature. |
| | F2 | Good rated intrinsic capacity for timely payment of financial commitments. |
| | F3 | Fair rated intrinsic capacity for timely payment of financial commitments. |
| Long-term | AAA | Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the lowest expectation of default risk . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments. |
| | AA | Very high credit quality. 'AA' ratings denote expectations of very low default risk . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events. |
| | AA- | |
| | A | High credit quality. 'A' ratings denote expectations of low default risk . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings. |
| | A- | |
| | BBB | Good credit quality. BBB ratings indicate expectations of low default risk . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity. |
| Notes The modifiers “+” or “-” may be appended to a rating to denote relative status within major rating categories. | | |

APPENDIX C

| Risk Environment 2016/17 | |
|---|---|
| <p>Bail In The risk arises from banks failing, regulation places the burden of losses on the banks investors. This is as opposed to a government a bail-out which is what happened at the last financials crisis in 2008.</p> | <p>Local Context Some public bodies will carry higher levels of long-term cash, and as a result need to invest long-term, the Council generally has cash that will be needed in the short-term and as a result places funds where they are accessible in the short-term.</p> |
| <p>Bank Stress Tests The European Banking Authority released the results of its 2016 round of stress tests on the EU's largest banks on the 29th July. No bank was said to have failed the tests although the economic scenarios may now be more optimistic than previously thought. RBS made headlines as its ratios had fallen but from a relatively high base. Barclays Common Equity Tier 1 ratios were below 8%, as a result in a stressed scenario they would be required to raise more capital (equity).</p> | <p>Local Context The RBS includes NatWest which is the Council's transactional banker. In order to mitigate the risk of losing investments, the Council maintains a balance of less than £1m with NatWest and on the basis of it being instantly accessible.</p> |
| <p>Counterparty Update Some indicators of credit risk have reacted negatively to the vote to leave the EU. UK bank credit default swaps prices rose but only modestly. However bank share prices fell sharply on average by 20%. UK banks experienced the largest falls, non-UK banks also experienced falls in share price but not as severe as UK banks.</p> | <p>Local Context The Council does not invest in shares, in the main because of the volatility experienced in this market. Credit default swap rates are an indicator along with credit ratings that are used to monitor the financial health of an organisation. So whilst the markets have been fairly volatile it is good news that credit default swaps have only risen slightly in relation to those institutions that the Council is investing with.</p> |
| <p>Credit Ratings Both Fitch and Standard and Poor's downgraded the UK sovereign rating following the Brexit vote. In addition Standard and Poor's downgraded the rating of the EU, and the ratings of those Local Authorities with a rating. Moody's affirmed the rating of the nine UK banks, although changing the outlook to negative to those institutions more exposed to the leave vote.</p> | <p>Local Context The Council monitors credit ratings, these are used to make decision about which institutions to invest with, based on the parameters set within the Treasury Management strategy. The Council's investments are in the majority of short duration as a consequence, any adverse movements in credit ratings would be a signal to remove investments from those institutions.</p> |

APPENDIX D

CIPFA Prudential Indicators for Capital Finance in Local Authorities Prudential Indications and Treasury Management Indications for 2016/17 Comparison of forecast results with limits.

PRUDENTIAL MANAGEMENT INDICATORS

1. **Actual and Estimated Capital Expenditure.**

| | 2016/17 Estimate £m | 2016/17 Forecast £m |
|--------------|---------------------------|---------------------------|
| Gross | 10.5 | 10.8 |
| Net | 9.5 | 9.5 |

2. **The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.**

| 2016/17 Estimate % | 2016/17 Actual % |
|--------------------------|------------------------|
| 10.2 | 9.2 |

3. **The capital financing requirement.**

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

| 2016/17 Estimate £m | 2016/17 Forecast £m |
|---------------------------|---------------------------|
| 46.4 | 44.9 |

4. **Net borrowing and the capital financing requirement.**

Net external borrowing as at the 30th September 2016, was £15.2m, this is £29.6m less than the forecast capital financing requirement. Thereby confirming that the council has not borrowed for revenue purposes other than in the short-term for cash flow purposes.

5. **The actual external long-term borrowing at 30th September 2016**

£15.2m

6. **Adoption of the CIPFA Code**

The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice.

TREASURY MANAGEMENT INDICATORS

7. The authorised limit for external debt.

This is the maximum limit for borrowing and is based on a worst-case scenario.

| | 2016/17 Limit £m | 2016/17 Actual £m |
|---|---------------------------------|----------------------------------|
| Short-Term | 22.0 | 6.0 |
| Long Term | 47.0 | 10.0 |
| Other long-term liabilities (leases) | 5.0 | 0.5 |
| Total | 74.0 | 16.5 |
| | | |
| Long-term for loans to organisations | 15.0 | 5.2 |
| Total | 89.0 | 21.7 |

8. The operational boundary for external debt.

This reflects a less extreme position. Although the figure can be exceeded without further approval, it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded.

| | 2016/17 Limit £m | 2016/17 Actual £m |
|---|---------------------------------|----------------------------------|
| Short-Term | 17.0 | 6.0 |
| Long Term | 47.0 | 10.0 |
| Other long-term liabilities (leases) | 5.0 | 0.5 |
| Total | 69.0 | 16.5 |
| | | |
| Long-term for loans to organisations | 15.0 | 5.2 |
| Total | 84.0 | 21.7 |

Both of these actual results reflect the fact that long term rates were not considered low enough to borrow in anticipation of need

9. Exposure to investments with fixed interest and variable interest.

These limits are given as a percentage of total investments. Investments of less than 12 months count as variable rate.

| | | Limits | | Actual |
|---------------------|----------|---------------|-------------|--------------------------|
| | | Max. | Min. | As at 30.9.16 |
| Borrowing: | | | | |
| longer than 1 year | Fixed | 100% | 75% | 100% |
| | Variable | 25% | 0% | 0% |
| Investments: | | | | |
| longer than 1 year | Fixed | 100% | 100% | 0% |
| | Variable | 0% | 0% | 0% |

10. Borrowing Repayment Profile

The proportion of 2015/16 borrowing that matured in successive periods.

| Borrowing | Upper limit | Lower limit | Actual As at 30.9.16 |
|--------------------------------|--------------------|--------------------|-----------------------------|
| Under 12 months | 91% | 0% | 1% |
| 12 months and within 24 months | 91% | 0% | 2% |
| 24 months and within 5 years | 91% | 0% | 5% |
| 5 years and within 10 years | 92% | 1% | 5% |
| 10 years and above | 100% | 8% | 87% |

11. Investment Repayment Profile

Limit on the value of investments that cannot be redeemed within 364 days.

| | Limit £m | Actual £m |
|---|---------------------|----------------------|
| Limit on principal invested beyond year end (31 March 2016) | 34.5 | 0 |

APPENDIX E

Commercial Investment Strategy Indicators

PRUDENTIAL MANAGEMENT INDICATORS

1. Actual and Estimated Capital Expenditure.

| | 2016/17 Estimate £m | 2016/17 Forecast £m |
|--------------|---------------------------|---------------------------|
| Gross | 20.0 | 9.2 |
| Net | 20.0 | 9.2 |

2. The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.

| 2016/17 Estimate % | 2016/17 Forecast % |
|--------------------------|--------------------------|
| 4.7 | 0.0 |

3. The capital financing requirement.

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

| 2016/17 Estimate £m | 2016/17 Forecast £m |
|---------------------------|---------------------------|
| 20.0 | 0.0 |

4. Asset Investment and Yields

| | Investment £m | Yield % |
|---------------------------------------|------------------|------------|
| Existing Commercial Estate | 20.80 | 8.8 |
| Stonehill, Huntingdon | 1.36 | 9.2 |
| Wilbury Way, Hitchin | 2.31 | 7.6 |
| Shawlands Retail Park, Sudbury | 6.89 | 6.9 |
| CCLA Property Fund | 2.50 | 4.0 |

5. CIS Reserve Balance

| | £m |
|---|--------|
| Reserve Balance as at 31st March 2016 | 12.39 |
| Investments | (9.20) |
| Balance at 30th September 2016 | 3.19 |

6. Loan to Value and Debt to Income Indicators

These indicators will be calculated when the CIS reserve has been exhausted and the CIS investment programme is financed by borrowing.

7. Analysis of Investment Propositions

Potential CIS investments are being continually investigated. The table below lists the 34 opportunities that were examined, and if they were not proceeded with, why.

| Action | No. of Cases |
|---|--------------|
| Purchased | 2 |
| | |
| Rejected because; | |
| Already under offer | 5 |
| Yield too low | 6 |
| Leasehold and not freehold | 2 |
| Distance too great | 3 |
| Risk too high | 4 |
| Lack of diversity against current portfolio | 1 |
| Too management intensive | 1 |
| Concerns about condition | 2 |
| Concerns about flats above | 1 |
| Concerns about the tenant's business model | 1 |
| Too geographically diverse | 4 |
| Other | 2 |
| Total | 34 |

APPENDIX F

GLOSSARY

Bail in Risk

Bail in risk arises from the failure of a bank. Bond-holders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include, a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically, but has yet to be financed, by for example capital receipts or grant funding.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor, and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this results in a score, denoted usually by the letters A to D and including +/-.

Gilts

Bonds issued by the Government.

LIBOR

London Interbank Offered Rate, is the rate at which banks are willing to lend to each other.

LIBID

London Interbank Bid Rate, is the rate at which a bank is willing to borrow from other banks.

Liquidity

The degree to which an asset can be bought or sold quickly.

Minimum Revenue Provision (MRP)

An amount set aside to repay debt.

Money Market Funds

An open ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Commercialisation
Meeting/Date: Cabinet 17th November 2016
Executive Portfolio: Strategic Partnerships and Shared Services
Report by: Corporate Director Services
Ward(s) affected: All

Executive Summary:

The Council's Corporate Plan and 4 year Efficiencies Plan includes the creation of new commercial lines of income to support the Council in its strategy to be financially self-sufficient by 2020 allowing it to continue to deliver efficient customer centric services.

A number of specific opportunities currently exist for the Council to provide services to third parties through its own trading company and/or in partnership with the private sector. To ensure the Council is in a position to fully benefit from these opportunities it needs to exercise its existing powers granted under s95 the Local Government Act 2003 (and brought into effect by the Local Government (Best Value Authorities) (Power To Trade) (England) Order 2009) to trade for commercial purposes and/or sections 1 and 4 of the Localism Act 2011 to exercise the power of general competence for a commercial purpose.

The Council already participates in various activities of a quasi commercial nature, many of which started as some form of sharing arrangements with other bodies mostly, but not exclusively, other local authorities.

Due to the nature of these semi-formal arrangements, and to meet future obligations and ensure the Council is fully protected, there is a need to introduce more formal arrangements and therefore it is recommended that all commercial activities be formalised through the adoption of a comprehensive commercial model to ensure that any activities of this nature do not expose the Council to any unnecessary risk and are to the ultimate benefit of the residents.

Furthermore, there is a need to brand the Council's commercial activities in order to establish a market presence.

This proposal also recommends the Council consider the setting up of a commercial business development team as part of its transformation

programme to ensure any commercial activities are accessed, planned and managed properly.

RECOMMENDED

1. The Corporate Director (Services) in consultation with the Portfolio Holder for Strategic Partnerships and Shared Services be delegated authorisation to exercise the Council's powers granted under s.95 of the Local Government Act 2003 (LGA 2003) and/or sections 1 and 4 of the Localism Act 2011 to trade on commercial terms with other parties including Public, Private and third sector organisations through the establishment of a Local Authority Trading Hold Company (LATC) together with associated or subsidiary companies where appropriate and prudent.
2. That the Cabinet delegate the conclusion of the Articles of Association and Shareholders/members Agreement(s) to the Corporate Director (Services) in consultation with the Portfolio Holder for Strategic Partnerships and Shared Services, for final approval by the Company's Board of Directors.
3. That the Cabinet nominate the Portfolio Holder for Strategic Partnerships and Shared Services, to be a Non-Executive Director and the Chairman of the company and nominate another member to be on the board as Non-Executive Director.
4. That the Cabinet on behalf of Huntingdonshire District Council agree to purchase one ordinary share for the sum of £100K in the new general trading company.
5. The approval of a pan Council commercial operating policy (The Commercial Model) and a commercial business development team to be used as the sole methodology for evaluating all commercial activity, new propositions and trading with external organisations.
6. That the Cabinet delegate to the Corporate Director (Delivery), in consultation with the Portfolio Holder for Strategic Partnerships and Shared Services, the procurement of a partner to provide CCTV technology and maintenance services through a call-off framework.
7. That the Cabinet delegate to the Corporate Director (Delivery), in consultation with the Portfolio Holder for Strategic Partnerships and Shared Services, the sourcing of a partner to jointly deliver CCTV as a commercial joint venture company (CCTVCo) to other organisations outside any existing shared services arrangements the Council may have.
8. That the Cabinet authorise the granting of indemnities against the potential personal liability for non-fraudulent acts or omissions undertaken in the course of their duties for such elected members of officers as were appointed by the Council to serve as Directors of the LATC or CCTV pursuant to and in accordance with the terms of s265

of the Public Health Act 1875 and the Local Authorities (Indemnities for Members and Officers) Order 2004.

2. INTRODUCTION

The Corporate Plan and efficiencies statement outlines the need to consider more and new commercial initiatives to ensure the Council achieves its commitment to self-funding, and that it continues to deliver efficient customer centric services to residents.

Due to the economic constraints of the public sector in general, and local authorities in particular, an opportunity to provide services to other bodies has emerged. Numerous authorities have recognised this opportunity and the race to build a commercial proposition is gathering pace rapidly. This is a narrow window and the Council therefore needs to seize the opportunity in order to develop the Council's commercial credibility, long-term referenceability and ensure the Council is at the forefront of this trend.

A number of specific opportunities currently exist for the Council to provide services to third parties through its own trading company and/or in partnership with the private sector. To ensure the Council is in a position to fully benefit from these opportunities it needs to exercise its existing powers granted under the Local Government Act 2003 (and brought into effect by the Local Government (Best Value Authorities) (Power To Trade) (England) Order 2009) to trade for commercial purposes and/or its power of general competence for a commercial purpose under sections 1 and 4 of the Localism Act 2011.

The Council already participates in various activities of a quasi commercial nature, many of which started as some form of sharing arrangements with other bodies, mostly, but not exclusively, other local authorities for example under s1 of the Local Authorities (Goods and Services) Act 1970 Section 1(1). However, due to the nature of these semi-formal arrangements and to meet future obligations and ensure Council is fully protected, there is a need to introduce more formal arrangements and therefore it is recommended that all commercial activities be formalised through the adoption of a comprehensive commercial model to ensure that any activities of this nature do not expose the Council to any unnecessary risk and are to the ultimate benefit of the residents.

The proposal is for the Council to set up a "head" or holding company which will also allow the Council flexibility in the future to explore other commercial delivery vehicles as associated or subsidiary companies.

The outline business case attached in Appendix 2, in support of the exercising of the section 95 powers as required by Local Government Act 2003, outlines the benefits and obligations that are requisite if the Council is to participate and benefit from these proposals.

The Council is in a unique position to benefit from various commercial opportunities that will generate income to support core activities and/or profits that will feed back to Council. Furthermore, adoption of and adherence to a standardised Commercial Model will de-risk the Council and ensure money is not wasted on remedying problems or

compensatory activities caused by income generating activities and pricing not been fully evaluated and tested, against for example state aid.

3. BACKGROUND

Budget pressures are becoming acute and were compounded by the outcome from the Comprehensive Spending Review that only served to inflate the problem of cutting costs whilst protecting and delivering services.

The 2016/18 Corporate Plan sets out a clear intention to become more efficient in the way we deliver services:-

- Investigating and implementing a programme of Shared Services;
- Ensuring our Medium Term Financial Strategy is focused on strategic priorities;
- Maximising income opportunities;
- Increasing the use of Information Technology to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel;
- Having a more engaged workforce;
- Maximise to reshape the way the Council works to realise our savings target and improve performance wherever possible;
- Maximise Council income through effective asset management and collection activities;
- Maximise to improve the efficiency of the Council's customer access channel; and
- Maximise work with partners through shared services.

If the Council is to achieve these priorities within our current financial constraints it will need to develop a more innovative and ambitious approach. Commercialising in-house businesses into Local Authority Trading Company (LATC's) or other commercial vehicles allows the Council to generate income on non-statutory services through profits, fees and dividends subject to tax, whilst limiting the Authority's liabilities as a shareholder in a limited company whilst testing their commercial potential in a benign manner, the benefits of which will be directly felt by residents.

This beneficial effect for residents will be appreciated over future years through progressive income generation which could be significant as the activities become more established and the proposition is legitimised within the new social and economic landscape. Developing commercial activities that introduce sustainable revenue streams and contribute positively to the Council's finances will support the effort to maintain services whilst minimising any increased burdens from Council tax.

This will introduce a robust commercial model whereby the Company will first assess any commercial ideas and opportunities the Council might wish to take advantage of. If it cannot be demonstrated to the Management Board that these opportunities are viable, the business case for the specific opportunity will be passed back to the Council with

the business analysis for the Council to consider if it wishes to pursue the opportunity through other means such as “charging”.

This will establish a good structure for future activities and de-risk the Council. Local authority companies are subject to a number of propriety controls and wholly owned local authority companies are subject to the Freedom of Information Act 2000. This helps to ensure transparency. There will also need to be appropriate contractual arrangements and compliance with the Council's fiduciary duty to demonstrate value for money. This is particularly crucial where the Council is required to demonstrate that activities are not cross-subsidised and ensure that the Council does not contravene Article 107(1) of the Treaty on the Functioning of the European Union (State Aid) which prohibits "any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods [...], insofar as it affects trade between Member States". The LATC and CCTV JVCo will be "undertaking" for the purposes of the State Aid rules because they will be entities engaged in economic activities.

4. RISKS

There is a high risk that not participating in these commercial activities will reduce the ability to contribute to savings targets, putting further pressure on budgets and threatening the delivery of vital Council services.

The establishment of these commercial activities within an incorporated company, and therefore at arm's length to the Council, will ensure any financial risk to Council is mitigated should any of these enterprises fail or not perform as anticipated because the Council's liability will be limited to the amount it subscribes for shares in the company (on the assumption that the Council will not be guaranteeing any liabilities of the companies).

There is a high risk of legal challenge, financial penalty and/or reputational damage if a systematic governance structure is not adopted.

5. LEGAL IMPLICATIONS

Trowers & Hamblins LLP (external solicitors) have reviewed this report and their comments have been incorporated within it. They have also provided the following to explain the legal structure of the proposal, confirmation of the legal powers on which the Council can rely to authorise the proposed decisions and other relevant legal issues.

The Local Authority Trading Company (LATC) can be established as any form of company. However, a company limited by shares is generally the most suitable company to facilitate trading at a profit. It is currently proposed that this company would be wholly owned and controlled by the Council as a shareholder and run by a management board of directors appointed by the Council. Limited companies have the advantage of

limiting the shareholders' liability to the amount of their subscription for shares (in this case, £100,000 is proposed) and are separate legal entities which can enter into contracts and loans and employ staff on their own account.

The Council has clear powers under Section 95 of the Local Government Act 2003 and/or Sections 1 and 4 of the Localism Act 2011 to establish and/or participate in companies.

Although generally contracts for goods, works or services above defined contract threshold levels have to be advertised in the Official Journal of the European Union and competitively tendered to comply with public procurement law, the Council could award contracts directly to the LATC without tendering by virtue of a specific public procurement exemption known as the "Teckal Exemption" under Regulation 12 of the Public Contracts Regulations 2015. The Teckal Exemption can be used if the LATC continues to meet certain "control" and "activity" tests.

The "control test" requires the LATC to be entirely owned and controlled by its shareholding authority, the Council must exercise over the LATC a control which is similar to that which the Council exercises over the Council's own departments and there is no private shareholding in the LATC (e.g. contractors or employees).

The "activity test" means that **more** than 80% of the LATC's average total turnover must be derived from work it does for the Council (i.e. if the LATC does more than 19.9% of its work for other customers then the LATC could no longer benefit from the Teckal exemption which allows it to be directly awarded contracts by the Council). It is therefore a good idea to monitor the LATC's ongoing compliance with the Teckal Exemption to prevent vulnerability to potential procurement law challenges. It is also possible to establish a group corporate structure to maximise the benefit of the Teckal Exemption where a significant amount of external trade is envisaged.

The LATC will be a "body governed by public law" which means the LATC would have to follow public procurement rules when it makes purchases.

The impact of the public procurement rules on the proposed CCTV joint venture is different because it potentially involves a private sector partner. The use of the CCTV assets that earn revenue from third parties is now classifiable as a "services concession contract" under the Concession Contracts Regulations 2016 (the Concession Regs) because the joint venture company would be taking the risk in exploiting the CCTV assets, including the potential risk of demand/lack of demand by other customers. In the event that the value of the CCTV JVCo Service Concession exceeds the current threshold level of £4,104,394, then the Council would need to advertise the opportunity and procure under the Concession Regs. The Concession Regs do allow a reasonable degree of flexibility as to how a procurement is run but limit the overall period of the concession to five years unless a longer period is justifiable on the

basis of the time that would be needed for the JVCo to recoup its investments and get a return on capital, both initially and during the life of the JV. We have therefore suggested that the Council take market soundings as to what a reasonable period would be to allow the JV partner to recoup any investment.

The JVCo may be a "body governed by public law" so may not have to comply with public procurement rules when making purchases. This will depend on its constitution and will need to be reviewed at an appropriate point.

The Council should also be aware that any directors appointed will have a personal and primary duty to act in the best interests of the company (whether that is the LATC or JVCo) and therefore if either officers or elected members are to be appointed as directors, they should be fully briefed and work within clearly defined mandates in order to prevent potential conflicts of interest arising. (For example, there would be a conflict of interest if an individual who was a company director was also involved in making Council decisions to award contracts to the LATC or to scrutinise the LATC's performance.)

Local Authority companies are required to comply with a number of propriety controls under the Local Government and Housing Act 1989, Part V and the Local Authorities (Companies) Order 1995 (as amended) which places certain controls on the company's documents, auditors, levels of remuneration, information provision and prohibit political publicity. These will need to be incorporated within the constitutions of the companies and the Council's Standing Orders may require adjustment in order to cater for elected members asking questions about the company.

If the LATC is wholly owned by the Council then it will be subject to the disclosure requirements of the Freedom of Information Act 2000, but these would not automatically apply to a joint venture company unless incorporated within contractual provisions.

If the Council is proposing to provide services to residents through the LATC or joint venture company, then it will need to consider its duty to consult under Section 3 of the Local Government Act 1999 (Best Value) and its Public Sector Equality Duty under Section 149 of the Equality Act 2010 before transferring the services to that company.

It is noted that the Council is currently proposing to invest £100,000 in the proposals. This is below the de minimis limit for State Aid, but it should be borne in mind that any further Council benefits be provided to either company whether in the form of investments, loans, accommodation, guarantees or the supply of staff time or services may need to be assessed to ensure that they do not contravene State Aid Rules and/or appropriate State Aid exemptions can be used. Some State Aid exemptions can only be used if notified prior to the investment so we would recommend that advice is sought in advance and for example, the Council obtains independent confirmation that the terms of

any proposed loan are commercial or any disposal of an interest in land or assets to either of the companies is at market value.

When exercising any power, the Council must act for a proper purpose and have regard to the usual "Wednesbury" reasonable principles, its fiduciary duty to obtain value for money, its own procedures and whether the proposal is proportionate and properly balanced against the anticipated benefit as well as the wider interests of the Council's local Business Rate and Council Tax payers. There is nothing in this report which currently indicates any cause for concern with regard to any of these matters.

In progressing these proposals, the Council should ensure that there is an appropriate protection from liabilities and transfer of risks in the constitutional and contractual documentation which is likely for each company to comprise:

- a) Articles of Association;
- b) Shareholders/Members Agreement;
- c) a Services Contract;
- d) a Lease/Licence for Occupation of Premises;
- e) and possibly, a Business Transfer Agreement.

These documents will need to address the dividend distribution policy, required service levels, contractual remedies, staffing arrangements (whether TUPE or secondment), intellectual property rights, clear trigger points for exit/transfer and in the case of the joint venture company, matters which are to be subject to unanimous shareholder consent and procedures in the event of a deadlock or dispute.

6. OTHER IMPLICATIONS

FINANCIALS

It is proposed that that the Council initially sets the Company up with one share and that it purchase this share for the sum of £100K. This money will be used to set the company up and to cover any external advice as required on branding, insurance, legal and financial matters of taxation. In addition it will be used to evaluate the viability of proposals for a new Commercial CCTV (JV).

INITIAL TRADING OPPORTUNITY CCTV

The Council has already identified a growth and income forming Joint Venture (JV) with a private sector provider of CCTV and monitoring services as a commercial opportunity to deliver new business and offset the costs of the existing core authority service.

The aim being: -

1. To generate income from the sale of CCTV and associated monitoring services from the Huntingdonshire CCTV Control Room,

2. To reduce the revenue costs of the service by hitting the high costs items especially data transmission through upgrade to wireless transmission,
3. To use a private partner to improve procurement rates through a long term framework agreement.

On-going discussions and modelling has provided sufficient evidence to demonstrate that a partner arrangement within CCTV could significantly reduce the costs to Huntingdonshire District Council. These initial discussions now need to be formally tested by inviting a competitive dialogue to find a suitable for a private partner.

Proposed Timetable

November 2016 - Cabinet approval to proceed, publish advertisement in OJEU etc.

December 2016 - Initial screening of expressions of interest.

January 2017 to March 2017 - Review of tenders through competitive dialogue involving the evaluation of the financial proposals to be supported by an accredited independent third party. Evaluation of the proposed JV models to be supported by an accredited third party.

Critical Success Factors:

- The partner demonstrates that they can generate sufficient income, and revenue savings within the business case model to reach a position of 'cost neutrality' for the CCTV service by March 2021
- The partner engages in a framework 'call off' contract for the supply of CCTV and monitoring technology
- The partner engages in a framework 'call off' contract for the supply of CCTV and monitoring consumables
- The partner can demonstrate existing activities within the public sector CCTV monitoring arena, or a similar and directly relevant CCTV monitoring activity

7. LIST OF APPENDICES INCLUDED

Appendix 1 - Additional information

Appendix 2 – Business case supporting statements

Appendix 1

Whilst the Council currently enjoys discretionary income from various sources, such as leisure, and car parking generally it has executed these through its charging powers. Although charging powers allow income to be generated, they differ from trading powers insofar as they specifically prohibit the making of profits from any such activities. If the Council as part of its customer services policy and income strategy chooses to offer tiered service levels and pricing over and above its statutory obligations in order to give customers more choice these additional services would need to be provided through a trading company, as would any profit generating activity.

Section 95 (4) of the LGA 2003 mandates that trading must be carried out through a company (a separate legal entity from the Council) and therefore to benefit from any future commercial activity and fully meet our obligations, the Council will need to create a (LATC).

It is therefore proposed that a Local Authority Trading Company (LATC) be formed to trade various services, the share capital of which will be owned 100% by the Council.

As is common practice in many medium and large sized commercial enterprises, it is proposed that a two stage governance structure be adopted with the introduction of two boards, an Board of Directors featuring executive and non-executive members, and a Management Board led by the company Managing Director who will be an Executive Director of the Board.

The Board of Directors' responsibilities will follow the IOD (Institute of Directors) best practice guidance and will include the approval of the Company's strategy and any future commercial activities and in addition will perform various corporate duties including the appointment of the Managing Director. It is proposed that the Portfolio Holder for Strategic Partnerships and Shared Services of the Council be appointed as Chairman of the Board to ensure that Council, as the shareholder in the Company is fully represented and can exercise appropriate control on behalf of the Council.

The Management board will be accountable and responsible for the development of the strategic plans for the company, considering all potential

LOCAL GOVERNMENT ACT 2003

The 2003 Act allows Local Authorities to establish commercial arms as separate Companies under the Companies Act. Where applicable, staff will TUPE to the new company and all the standard conventions and arrangements associated with this are upheld. Councils have to produce a business case in support of the proposition that demonstrates the future viability of the enterprise. The company is authorised to trade in anything that it is authorised to do under its ordinary functions. Authorities must recover the costs of any goods or services supplied and comply with State Aid rules.

COMPANY INCORPORATION

Companies must be incorporated and registered with Companies House. There are a number of different types of company that can be incorporated; the type proposed refers to a "Private Company Limited By Shares".

At the time of incorporation, this type of company needs to register The Articles of Association

The Articles of Association contain details of running the company, internal management affairs and liability – this can be broadly compared to the Council's Constitution.

A shareholder agreement will also be produced this will set out the delegated powers of the directors and the retained shareholder powers.

trading activities, operating the company, and managing the growth of the company through the development of existing and new commercial opportunities.

The LATC as a fully incorporated company will need to meet their legal obligations under the Companies Act 2006 in full. This will entail registering with Companies House, appointing Directors and meeting all legal and statutory obligations including relevant filing and reporting. It is proposed that initially the company will be formed with the Companies House model articles of association for private companies limited by shares, with appropriate minor amendments where appropriate or required to comply with local government legislation and authorised by the Board of Directors.

The Board of Directors will comprise of the Chairman (Portfolio Holder for Strategic Partnerships and Shared Services) The Company Managing Director, The Commercial Director and an elected member.

The Management Board will be composed of Managing Director of the Company who will Chair the Management Board and the Commercial Director who will also act as Company Secretary. This board is created intentionally lean to reduce any unnecessary costs in the Company's formative period however; as the Company grows the intention will be to appoint additional Exec and non-Exec directors as required.

Within this context, Council will exercise its control as the shareholder through the appointment of Exec and non-Exec directors to the Board of Directors and defining and agreeing the Articles of Association. It should be noted that as shareholder, the Council, through its representation on the Executive Board, can at any time, propose a special resolution for the board to consider.

Moving forward, arrangements need to be formalised and the Council need to be able to demonstrate a clear and transparent approach that will stand up to full audit and external scrutiny. To ensure robust commercial rigour in respect of proper, unambiguous contractual arrangements and that Council is fully protected in respect of appropriate indemnities, warranties and insurances etc., it is intended that this be the Council's exclusive route to the trading of services with external bodies and for the consideration of any income generating activity.

Because Commercial activity will only occur in the new company, the Council is sheltered from any financial risk due to the arm's length nature of the trading company and the governance focus therefore is centred around the Company's own arrangements.

Major governance issues such as Directors' powers and responsibilities, appointment of Directors etc., are addressed in the Articles of Association and shareholders agreement. All other governance is exercised through the Board of Directors. The representation of The Portfolio Holder on the Board of Directors will ensure all commercial

activities and the benefits accruing from these activities are for the ultimate advantage of the Council and its residents.

The Management Board of the company will consider all potential trading activities that are supported by business plans. On careful review of the proposal this Board will decide whether there is potential to develop the opportunity as a commercial activity which, if in the Board's opinion there is, it will be integrated into the Company's operations and developed.

If, in the opinion of the Management Board there is little or no commercial potential, it will refer the proposal back to the Council's service teams with a recommendation as to whether the activity could be developed as a charged service (as opposed to a traded service) and advise on the best way to achieve this. The company will not participate in any charged services; it will only trade as defined by Section 95 of the LGA 2003.

The Council will also increase its protection of both itself and residents against any financial exposure due to inadequate arrangements being put in place. This approach also separates the Council's budgets from risk and offers a degree of clarity and transparency not enjoyed to date.

This approach ensures that there is no financial risk to the Council from any of these activities as all LATC's will be limited companies and that the only risk will be reputational, a risk that is present irrespective of corporate arrangements.

The creation of this model will identify the Council as a market shaper and leader, innovating and forging ahead with change and as such will meet one of our Corporate Objectives.

There are currently a number of commercial opportunities available to the Council that are under consideration. Whilst all of these opportunities would represent some form of revenue stream, many can deliver benefits far beyond their income potential as they will position the Council as a forward thinking, dynamic organisation, capable of developing and capitalising on commercial opportunities.

Moreover, this has the ability to present public sector organisations in a more positive vein and put clear daylight between those authorities who are prepared to innovate and seek new ways of reducing the council tax burden and those who are content to maintain a more traditional approach.

APPENDIX 2 - Business case statement¹

Strategic Context

The Council has established and agreed a 4-year efficiencies plan (Efficiencies Plan) as part of its strategy to become financially sustainable by 2020. As part of this strategy it has already established where it is investing in commercial real estate in order to generate returns from the effective use of its reserves. The ROI on such investments is set at around 7%, this gives the Council a substantial increase in returns compared to investing the funds with high street banks.

The Council has looked at and soft market tested the appetite of potential private sector partners to commercialise existing services through joint venture arrangements. Through this soft market testing, the Council has identified a line of income from other commercial activities.

The Council is aware that homelessness is rising and of the number of residents faced with living in temporary accommodation, due to the lack of social and affordable rented accommodation from the public and private sector. The Council will look at using its commercial income to explore opportunities through the Company to build partnerships with the private sector to create affordable rented accommodation.

The Opportunities

The Council has already identified opportunities to generate income from selling advertising space on its fixed and mobile assets and to create a CCTV and associated services partnership with the private sector.

The Council has also identified a number of services that it believes can offer enhancements to its core offering at an additional cost to its residents.

The Council will look at opportunities to provide residents with enhanced levels and more flexible levels of service, which fit better around their lifestyles compared to the Council's current standard service offering.

Outline Business Case

The Council proposes to establish a trading company (the Company) in order to take advantage of the opportunity the Council has identified to facilitate joint venture arrangements with potential private sector partners to commercialise existing services.

This Outline Business Case sets out the following details in relation to the business of the Company:

¹ The Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009

- the objectives of the business,
- the investment and other resources required to achieve those objectives,
- any risks the business might face and how significant these risks are, and
- the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.

A Detailed Business Case will follow for the Cabinet to approve before it makes a firm commitment to pursue the identified opportunities to generate income from selling advertising space on its fixed and mobile assets and to create a CCTV and associated services partnership with the private sector.

The objectives of the business of the Company

Short Term objectives

In the immediate and short term, the Company will initially have no direct trading activity but in the short term the objective of the Company is to give the Council speed and agility in the market.

Medium and longer terms objectives

Over time the Company will form the umbrella vehicle for trading and commercial partnerships or activities.

The objectives of these arrangements are:

- to leverage the Council's existing assets and capacity into new markets through the partners' investment and business development expertise;
- to spread its operating costs over a large portfolio of customers;
- to reduce the cost apportionment allocated to the Council directly provided services;
- to develop the offering with the partners into new markets; and
- to share in the profits from such business development.

The investment and other resources required to achieve the objectives

Cash Investment

The initial cash investment in the company will be £100k this will be raised by share capital as the Council buys its 100% shareholding in the Company.

This initial investment will be used to secure professional advisers in the field of Legal and finance to ensure the company is setup correctly within the terms of

the powers to trade as defined in the Local Government Act 2003 and covers areas of risk, governance, cost apportionments and taxation.

The initial investment will also be used to register the company, provide directors indemnity insurance where applicable, secure its trading name and any associated web presence and branding. Finally the fund will be used to support the development of detailed business cases for the first set of opportunities as they arise in the form a services concessions agreement as defined in the Concessions contract regulation 2016.

As this investment will be used to set up the Company and to explore business opportunities it will be treated as sunk costs. As such the Council is unlikely to make a return on this within the first full year of trading.

Resources

In addition to the share capital investment the Council will use its existing, resources and assets to set up and manage the Company. The Council has recently developed a total cost apportionment model for its shared services with Cambridge City Council and South Cambridgeshire District Council. This total cost apportionment model will be used to allocate costs from the Council to the company for areas such as accommodation, ICT, the use of staff time etc. as and when they are required, by using this apportionment model the Council will ensure that there is no state aid been provide to its commercial activities and that they operate fairly under competition law.

The Board structure of the Company will initially, as set out in the main body of the report, have four company directors, two from elected Members and two from Council officers. The elected Members and council officers between them will have experience of working in numerous commercial organisations and as such will bring all the necessary experience and knowledge required to operate the Company in a safe and effective manner. The Company will follow the guidelines as set out by the IOD (Institute of Directors) regarding Exec and Non-Exec roles and responsibilities. The details of the governance, delegated powers of the directors and retained shareholder powers will be articulated in the shareholder agreement.

In terms of ROI (return on investment) the Company will be initially set the same levels of minimum return the Council currently receives from its other investments, this being an average of 6% EBITA.

Risks the business might face and how significant they are

As with any start-up company there are risks, the level of risk to the Council at this stage is deemed to be acceptable and is fiscally limited to the initial share capital. This will be funded from Council in-year surpluses, which are currently running at over £1.5m as a result of efficiencies and income from other investment activities. This surplus is over and above what is required in-year to fund the Council's MTFs and that, which is, needed to maintain the Council's reserves.

The table below sets out a risk appraisal in relation to the risks the Council has identified, and the steps the Council can take in mitigation of those risks.

Risk Appraisal

| Risk | Magnitude | Mitigation |
|------------------------------------|-----------------------|---|
| Financial | 100k initial start-up | Agreed as sunk costs and funds which the Council can afford |
| Reputational | Low | The Council has the skills and experiences to develop a successful company, where it does not it will secure professional support. |
| Lack of opportunities | Moderate | Market testing has already indicated the appetite from partners |
| Lack of ROI | Moderate | Each business opportunity will undergo a full evaluation and qualification of its potential and business case before it is presented for approval |
| State Aid | Negligible | The Council has a robust total costing model to ensure no cross subsidy takes place |
| Directors liabilities | Negligible | The Company will insure the Directors, and will train them in accordance with IOD best practice |
| Poor Governance | Negligible | External support will be secured in setting up the Company, shareholders agreement governance and financial model |
| Conflict of interest for directors | Negligible | Registers of interest will be held, directors will be trained, Cabinet will scrutinise. |
| Director responsibilities | Negligible | Directors will be issued with a Directors |

| | | |
|--|--|---|
| | | engagement contract setting out responsibilities, terms and conditions |
|--|--|---|

The expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.

Financial Results

The Council Efficiencies Plan and MTF5 set out the Council expectation to generate income of £50K from commercial activities.

The Company will enter into public concessions arrangements with private sector partners that will contribute to the core running cost of the Council allowing it to amortise its investment and resources over a broader market.

Other relevant outcomes

Whilst, as stated earlier, the Council is at an early stage of developing the detailed plans for the Company and these will be concluded on a case-by-case approach as new opportunities arise.

The Council will look at opportunities to provide residents with enhanced levels and more flexible levels of service, which fit better around their lifestyles compared to the current standard service offering.

For this there is likely to be a new tiered pricing structure for such enhanced services, which would be delivered through the Company with the Company purchasing the service at a fully cost rate from the Council. This in turn will boost the Council's reputation as a provider of choice and one that truly reflects the needs of its community and residents.

**Public
Key Decision – Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|-----------------------------|---|
| Title: | Asset Exchange between Huntingdonshire District Council and Huntingdon Town Council |
| Meeting/Date: | Cabinet – 17 th November 2016 |
| Executive Portfolio: | Deputy Executive Leader and Executive Member for Strategic Resources |
| Report by: | Head of Resources |
| Ward(s) affected: | All |

Executive Summary:

Currently Huntingdon Leisure Centre (One Leisure Huntingdon, OLH) is owned by Huntingdon Town Council (HTC) but leased to, and operated by the Council (HDC); whereas the Medway is owned by HDC but leased to, and operated by HTC. This arrangement is currently thwarting the development of each site and therefore the provision of effective services to its customers and residents. Consequently, over a period of time both the Council and HTC have been seeking a mutually acceptable solution to transfer the freehold of the respective assets.

Following a meeting held on the 7th November 2016, and based on an independent, jointly procured valuation report (provided by the Valuation Office Agency) which valued the Leisure Centre at £1.4m and the Medway Centre at £665k; agreement was reached whereby the respective properties would be exchanged along with a £300k cash contribution by the Council to HTC to reflect the agreed total exchange value. Also the Council would provide to HTC an £800k loan facility (at either nil or very low interest) repayable over a period of up to 5 years in order to enable the enhancement of current community hall provision.

This report has not been considered by Overview and Scrutiny but is to be considered as a Key Decision, the appropriate exception has been granted.

Consequently, Cabinet is asked to consider this transfer (property and cash) and the loan facility.

Recommendation (s):

1. to transfer the freehold title of the Medway Centre, Medway Road, Huntingdon to Huntingdon Town Council at £1 (if requested).
2. to accept the freehold title of One Leisure Huntingdon, St Peters Road, Huntingdon upon transfer from Huntingdon Town Council at £1 (if requested).
3. to make a contribution of £300,000 to Huntingdon Town Council, which is to be restricted to use on capital expenditure. Payment being at the point of asset transfer.

4. to finance the £300k contribution (3 above) from the current 2016/17 forecast underspend. If this is not available at the year-end, then from the Special Earmarked Reserve.
5. subject to relevant and appropriate security, to grant a concessionary (soft) loan to Huntingdonshire Town Council of £800k for a period of up to 5 years at 0.25% or less (whatever the minimum interest is legally allowed).
6. to finance the £800k loan by way of external finance from the Public Works Loan Board.
7. to charge, over the life of the loan in 6 above, the interest to One Leisure (estimated cost over 5 years being £24.2k).

1. PURPOSE OF THE REPORT

- 1.1 To seek approval for the transfer of assets (namely, Huntingdon Leisure Centre, otherwise known as One Leisure Huntingdon (OLH) and the Medway Centre) between Huntingdonshire District Council (HDC) and Huntingdon Town Council (HTC), including a £300k contribution to equalise the property valuation difference and the provision of an “interest free loan” to HTC by HDC.

2. BACKGROUND

- 2.1 Both HDC and HTC have been in discussion for some time with the aim of:

- helping to improve effective service delivery and accessibility arrangements for both Councils.
- enable a mutually acceptable and financially efficient situation for the council tax payer overall (a whole public purse ethos).

- 2.2 The principles that are important to each respective Council are as follows.

- 2.2.1 For HDC; it:

- was eager to refresh the OLH offer, including a circa £800k capital investment in the building, expansion of the gym provision and equipment and the implementation of an energy efficiency programme.
- was reluctant to commit investment without security over tenure of ongoing leisure offer, either renewed long lease or ideally freehold. Additionally external grants such as Sport England would routinely require a 21 year secure tenure.
- could not support a commercial lease due to negative impact upon viability of One Leisure group overall.

- 2.2.2 For HTC; it:

- has had OLH and Medway valued and has expectations of realising value of OLH future lease and Medway redevelopment to allow investment in community facilities re-provision.
- does not expect ongoing community centre provision at Medway site and recognises the need for clear community engagement around relocation. Any investment in current building would be interim mend and make do.
- believes it has a viable financial offer for site reuse.

3. ANALYSIS

- 3.1 A meeting between both Councils was held in June 2016 and the following points of agreement were reached

- HDC & HTC accept that ideally both Councils should expect to be masters of own destiny through mutual concurrent arrangements to achieve respective freeholds of each site.
- OLH has limited redevelopment potential given restricted footprint and likely Sport England requirement for facility re-provision as a statutory consultee on planning matters.

- Whilst technically HTC could seek an alternate leisure operator for the OLH site, this had significant uncertainties on longevity and sustainability and in the public interest, both HDC and HTC were committed to a Council led One Leisure group offer from the site, recognising that this secures continuity locally and reinforces the viability of the Districtwide OL leisure offer.
- 3.2 It was concluded that an independent valuation report would be jointly procured (from the Valuation Office Agency (VOA) **Appendix 1**) to enable a common understanding of the value of each respective asset and to determine any valuation gap.
- 3.3 The conclusions of the report were that One Leisure Huntingdon (dry side) was valued at £1.4m and the Medway Centre was valued at £0.665m.
- 3.4 Following a further meeting on Monday 8th November 2016, based on the VOA valuation report, the following solution was tabled by HTC and agreed by HDC:
- HDC to transfer freehold title of the Medway Centre, Medway Road, Huntingdon to HTC at £1 (if requested).
 - HTC to transfer the freehold title of One Leisure Huntingdon, St Peters Road, Huntingdon to HDC at £1 (if requested).
 - HDC to make a capital contribution of £300,000 to HTC for the construction of a new Community Centre. Payment is at the point of asset transfer.
 - subject to relevant and appropriate security, HDC to grant a concessionary (soft) loan of £800,000 for a period of up to 5 years at 0.25% or less (whatever the minimum interest is legally allowed).
- 3.5 Both Councils have agreed that this would enable:
- HDC to put in place a sustainable and, in due course, an enhanced leisure offer, and for
 - HTC to facilitate the effective provision of community facilities to the Town.
- 3.6 This will ensure that there is access to the right facilities in the right locations for Huntingdon and wider residents and users.

4. KEY IMPACTS

- 4.1 Taking into account both the land and cash transfer and the provision of a loan, the financial impact of this transfer to the Council is limited. It is considered that the opportunity that the acquisition of the freehold of One Leisure Huntingdon will award over the long-term will outweigh the small cost of the loan facility.

5. TIMETABLE FOR IMPLEMENTATION

- 5.1 It is understood that HTC is formally considering agreement to this arrangement concurrently on 17 November 2016.
- 5.2 Once both Councils have agreed to this arrangement, it is planned that the transfer of assets and the provision of the loan facility will happen as soon as possible after each Council has agreed.

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

6.1 It is considered that the asset transfer and the loan facility will meet a number the Councils strategic priorities and objectives; including:

- Enabling Communities
 - Support people to improve their health and well-being.
- Delivering Sustainable Growth
 - Remove infrastructure barriers to growth
 - Improve the supply of new and affordable housing, jobs and community facilities to meet future need.
- Becoming a More Efficient and Effective Council
 - Become a customer focused organisation.

7. CONSULTATION

7.1 There has been extensive consultation between both HDC and HTC; this is seen by both Councils as value for money approach and an effective way to meet both Councils current and future community needs.

8. LEGAL IMPLICATIONS

8.1 In accordance with the Council's Constitution, Cabinet is asked to make a decision on whether or not to approve the transfer of assets (with additional cash contribution by HDC to HTC to reflect the agreed total exchange value as confirmed through the use of an independent valuation) together with a grant by HDC to HTC of a concessionary (soft) loan of £800,000 for a period of up to 5 years, due to the significant sums involved and the fact that this is currently not provisioned as part of the Council's budget.

9. RESOURCE IMPLICATIONS

9.1 The detailed financial analysis of the asset exchange deal between HDC and HTC is shown in **Appendix 2** and is summarised below:

Asset Exchange

9.2 HDC will transfer total assets of £965k (property of £665k; cash of £300k) and acquires an asset of £1.4m; a capital gain of £435k. This shows that there is a clear "capital" benefit to HDC in accepting this deal.

9.3 As per the Quarter 2 financial monitoring, the Council is currently forecasting a service underspend of £851k; it is proposed that £300k of this is used to finance the cash advance to HTC. If at the year-end it transpires that there is insufficient underspend to meet the £300k commitment, then an allocation will be made from the "Special" Earmarked Reserve.

Loan Facility

9.4 It is not unusual for Councils to provide interest free loan facilities to other public bodies. Based on a 5-year £800k "Equal Instalments of Principle" (EIP) loan from the Public Works Loan Board, at 1.3%, the total cost will be £24.2k. The loan will only "go-ahead" if there is relevant and appropriate security; however at the time of drafting this report there has been insufficient time to identify such security. The loan profile is shown below:

| | Balance bf | Interest | Total Payment Interest + Prin | Balance cf |
|----|------------|---------------|--|------------|
| 1 | 800,000 | 4,400 | 84,400 | 720,000 |
| 2 | 720,000 | 3,960 | 83,960 | 640,000 |
| 3 | 640,000 | 3,520 | 83,520 | 560,000 |
| 4 | 560,000 | 3,080 | 83,080 | 480,000 |
| 5 | 480,000 | 2,640 | 82,640 | 400,000 |
| 6 | 400,000 | 2,200 | 82,200 | 320,000 |
| 7 | 320,000 | 1,760 | 81,760 | 240,000 |
| 8 | 240,000 | 1,320 | 81,320 | 160,000 |
| 9 | 160,000 | 880 | 80,880 | 80,000 |
| 10 | 80,000 | 440 | 80,440 | 0 |
| | | 24,200 | 824,200 | |

9.5 As the purpose of this loan is to facilitate the acquisition of the freehold of One Leisure Huntingdon, it is proposed that One Leisure should meet the cost of interest.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 To support the sustainable development of assets for both the local and wider Huntingdonshire community.

11. LIST OF APPENDICES INCLUDED

Appendix 1 – Independent Valuation Report, Valuation Office Agency

Appendix 2 – Financial Analysis of Exchange Transfer of Assets between Huntingdonshire District Council and Huntingdon Town Council

BACKGROUND PAPERS

All included.

CONTACT OFFICER

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Valuation Report for Huntingdon Leisure Centre, St Peters Road and The Medway Centre, Medway Road, Huntingdon.



Report for:
Colin Luscombe and Phillip
Peacock
Huntingdon District Council
and Huntingdon Town Council

Prepared by:
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Case Number: 1605492

Date: 17 October 2016

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Executive Summary

1.1 Description

Leisure Centre and Community Centre

1.2 Location

St Peters Road and Medway Road, Huntingdon.

1.3 Tenure

Freehold subject to tenancy

1.4 Valuation Date

17 October 2016

1.5 Special Assumptions

The following agreed special assumptions have been applied:

- i) The valuation assumes that there will be no automatic entitlement to renew leases at the end of the current leases.
- ii) The valuation also assumes that any alternative use of the sites would be based upon residential development
- iii) In doing so the valuation will make a special assumption that there are no abnormal costs to decontamination, ground works, or and other construction issues.
The valuations will not reflect any deduction for demolition costs likely to be incurred were the sites to be redeveloped.

1.6 Market Value

I am of the opinion that the **Market Value** of the freehold interest subject to tenancy of the Huntingdon Leisure Centre, and subject to the special assumptions above, is **£1,400,000 (One million, four hundred thousand pounds)**, as at 17 October 2016.

I am of the opinion that the **Market Value** of the freehold interest subject to tenancy of the Medway Community Centre, and subject to the special assumptions above, is **£665,000 (Six hundred and sixty five thousand pounds)**, as at 17 October 2016.

1. Introduction

I refer to your instructions dated 20 July 2016 (date received in the Peterborough VOA) and my terms of engagement dated 2 September 2016.

I have inspected and valued the property and I am pleased to report to you as follows.

2. Valuation Parameters

2.1 Identification of Client

Huntingdon District Council and Huntingdon Town Council

2.2 Purpose of Valuation

It is understood that you require a valuation of both properties above as Huntingdonshire District Council and Huntingdon Town Council are investigating a land / building swap of the leisure centre and community centre (The Medway Community Centre). The resulting valuations will be used to determine any balancing payment

I am instructed to act as a Single Independent Valuer and my advice will not be binding upon either party and its purpose is to inform your discussions. It is understood that no evidence or representations are to be made by either party, but the valuation can be reviewed, subject to agreement of further terms of engagement, if further information becomes available at a later stage

2.3 Subject of the Valuation

Huntingdon Leisure Centre and The Medway Community Centre.

2.4 Date of Valuation

The date of valuation is 17 October 2016.

Please note that values change over time and that a valuation given on a particular date may not be valid on an earlier or later date.

2.5 Confirmation of Standards

The valuation has been prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation - Professional Standards 2014 UK Edition, commonly known as the Red Book.
Compliance with the RICS professional standards and valuation practice statements gives assurance also of compliance with the International Valuations Standards (IVS).

Measurements stated are in accordance with the 'RICS Property Measurement 1st Edition' which is effective from 1st January 2016.

2.6 Agreed Departures from the RICS Professional Standards

There are no departures beyond those restrictions on the extent of investigations and survey, and the assumptions, stated below.

2.7 Basis of Value

The basis of value adopted is Market Value which is defined at VPS 4, para 1.2 as:

'The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.'

2.8 Special Assumptions

The following agreed special assumptions have been applied:

- i) The valuation assumes that there will be no automatic entitlement to renew leases at the end of the current leases.
- ii) The valuation also assumes that any alternative use of the sites would be based upon residential development
- iii) In doing so the valuation will make a special assumption that there are no abnormal costs to decontamination, ground works, or and other construction issues.
The valuations will not reflect any deduction for demolition costs likely to be incurred were the sites to be redeveloped.

2.9 Nature and Source of Information Relied Upon

I have assumed that all information provided by, or on behalf of you, in connection with this instruction is correct without further verification – for example, details of tenure, tenancies, planning consents, etc.

My advice is dependent upon the accuracy of this information and should it prove to be incorrect or inadequate, the accuracy of my valuation may be affected.

You have supplied me with copies of the lease for The Medway Centre dated 3 February 2003, and leases dated 21 February 2002 and 16 May 2012 for the Huntingdon Leisure Centre.

In compiling my valuations I have had regard to land and estate agent internet sites and the Huntingdonshire Draft Local Plan.

2.10 Date of Inspection

The sites and their environs were inspected on 25 August 2016

2.11 Extent of Investigations, Survey Restrictions and Assumptions

An assumption in this context is a limitation on the extent of the investigations or enquiries undertaken by the valuer. The following agreed assumptions have been applied in respect of your instruction, reflecting restrictions to the extent of our investigations.

- Such inspection of the property and investigations as the Valuer considered professionally adequate and possible in the particular circumstance was undertaken.
- No detailed site survey, building survey or inspection of covered, unexposed or inaccessible parts of the property was undertaken. The Valuer has had regard to the apparent state of repair and condition, and assumed that inspection of those parts not inspected would neither reveal defects nor cause material alteration to the valuation, unless aware of indication to the contrary. The building services have not been tested and it is assumed that they are in working order and free from defect. No responsibility can therefore be accepted for identification or notification of property or services' defects that would only be apparent following such a detailed survey, testing or inspection.
- It has been assumed that good title can be shown and that the property is not subject to any unusual or onerous restrictions, encumbrances or outgoings.
- It has been assumed that the property and its value are unaffected by any statutory notice or proposal or by any matters that would be revealed by a local search and replies to the usual enquiries, and that neither the construction of the property nor its condition, use or intended use was, is or will be unlawful or in breach of any covenant.
- Valuations include that plant that is usually considered to be an integral part of the building or structure and essential for its effective use (for example building services installations), but exclude all machinery and business assets that comprise process plant, machinery and equipment unless otherwise stated and required.
- It has been assumed that no deleterious or hazardous materials or techniques were used in the construction of the property or have since been incorporated. However where an inspection was made and obvious signs of such materials or techniques were observed, this will be drawn to your attention and captured in this report.
- No access audit has been undertaken to ascertain compliance with the Equality Act 2010 and it has been assumed that the premises are compliant unless stated otherwise in this report.
- No environmental assessment of the property (including its site) and neighbouring properties has been provided to or by the VOA, nor is the VOA

instructed to arrange consultants to investigate any matters with regard to flooding, contamination or the presence of radon gas or other hazardous substances. No search of contaminated land registers has been made.

However, where an inspection was made and obvious signs of contamination or other adverse environmental impact were visible this will have been advised to you, further instructions requested and the observations captured in the report. Where such signs were not evident during any inspection made, it has been assumed that the property (including its site) and neighbouring properties are not contaminated and are free of radon gas, hazardous substances and other adverse environmental impacts. Where a risk of flooding is identified during any inspection made, or from knowledge of the locality, this will be reported to you. The absence of any such indication should not be taken as implying a guarantee that flooding can never occur.

- No allowances have been made for any rights obligations or liabilities arising from the Defective Premises Act 1972.

3. Property Information

3.1 Situation

Huntingdon leisure Centre is located off St Peters Road in an area that is chiefly a commercial area with other leisure facilities and a school in the vicinity.

The Medway Community Centre is situated off Medway Road opposite St Barnabas Parish Church within an area that comprises of a residential care home, a local school and residential dwellings.

3.2 Description

The Huntingdon Leisure Centre

The subject property comprises of a 1973 purpose built leisure centre of brick and aluminium clad roof and a 1992 addition of steel frame and block brick / brick walling, and a profile metal ridged roof. It is heated by 2 gas fired boilers and with the benefit of an air handling system and air conditioning to some areas. The Centre also benefits from double glazed windows and doors.

Car parking facilities are adjacent the Centre and there is a floodlit "Astro-Turf" all weather playing area on site.

The Medway Community Centre

The subject property comprises of a 1977 built brick, part profile metal clad community hall with a low ridge galvanised steel roof extended circa 1997. It benefits from gas fired central heating to most areas but with a defunct hot air system in part. The Centre also has aluminium sealed unit windows.

There are car parking facilities at both ends of the site with the northern area dissected by a right of way giving access to a Kingdom Hall of Jehovah's Witnesses.

3.3 Tenure

The Huntingdon Leisure Centre

The leisure centre is freehold subject to a lease dated 15 January 1992 on a 25 year term at a peppercorn rent

The Medway Community Centre

The Medway Community Centre is freehold subject to a lease dated 3 February 2003 for a term of 18 years at a peppercorn rent

3.4 Easements and Restrictions

There is a right of way on the Medway Community Centre site to allow access to the Kingdom Hall of Jehovah's Witnesses that sits north of the Centre.

3.5 Site Area

The Huntingdon Leisure Centre site extends to approximately 0.65 hectares

The Medway Community Centre site extends to approximately 0.67 hectares

3.6 Floor Area

The Huntingdon Leisure Centre extends to approximately 3030 square metres GIA measured in accordance with RICS Property Measurement 1st Edition'

The Medway Community Centre extends to approximately 471 square metres GIA measured in accordance with RICS Property Measurement 1st Edition'

3.7 Accommodation

The Huntingdon Leisure Centre

The accommodation consists of an entrance foyer, sports hall, gymnasium, changing rooms, various therapy/ treatment rooms, kitchens, offices, toilets, crèche, sauna rooms, dance studios, members lounge facility and children's play centre.

The Medway Community Centre

The accommodation consists of an entrance foyer, toilets, offices, kitchen, community rooms, stores and a main activities hall

3.8 Defects and Repair

The Huntingdon Leisure Centre

In a fair state of repair throughout consistent with its age and build type.

The Medway Community Centre

The building is looking dated, consistent with its age and build type with a defunct hot air heating system in part of the building.

3.9 Services

All mains services are connected to both sites

3.10 Access and Highways

St Peters Road and Medway Road are adopted highways

3.11 Energy Performance Certificate

Not seen

3.12 Planning

I have made informal formal enquiries of the Planning Authority as to the planning status and potential of the property. These have revealed that in the view of a Huntingdon District Council Development Management Team officer the site of the Medway Community Centre would be well placed for a housing development site. However, the main issues for this would be the current use of the Centre as a community facility and how an alternative site could be accommodated should development be considered.

The Leisure Centre site is subject to D2 planning use under the Use Class Order in England.

3.13 Equality Act 2010

Whilst I have had regard to the provisions of the Equality Act 2010 in making this report, I have not undertaken an access audit nor been provided with such a report. It is recommended that you commission an access audit to be undertaken by an appropriate specialist in order to determine the likely extent and cost of any alterations that might be required to be made to the premises or to your working practices in relation to the premises in order to comply with the Act.

3.14 Mineral Stability

The properties are not in an underground mining area and a Mining Subsidence Report has not been obtained.

3.15 Environmental Factors Observed or Identified

The Leisure Centre is located in an area that is dedicated to leisure activities with a local cricket club pavilion and pitch opposite the Centre and with a local tennis club occupying a site to the south and a local bowls club to the west.

The Medway Centre is located in an area of mixed development two places of religious worship opposite and a local care home and school nearby.

Asbestos may be present in the construction of the Medway Community Centre building given that it was constructed in the 1970s. While this material remains intact and in good condition the asbestos fibres are likely to be safe but specialist advice should be sought in the event of alteration, maintenance or demolition.

3.16 Rateable Value

Huntingdon Leisure Centre £161,000 Rateable Value

The Medway Centre £9,200 Rateable Value

4. **Valuation**

4.1 Valuation Methodology / Approach and Reasoning

I have valued both properties the basis of Market Value and used the comparison and investment method of valuation.

In the respect of the Leisure Centre I analysed rental evidence of sports and leisure facilities similar to the subject one including those currently available to rent. The evidence has shown that there is a wide range of rental values across the region, so I have taken a reasoned approach adjusting for the quality and location of this leisure centre also allowing for the fact that the subject property is a local authority run, rather than a commercially run, leisure centre. An estimated rental value of £50 per square meter has been multiplied by a yield of 11% to reflect the risks associated with a property of this nature and location to arrive at my opinion of capital (Market) value. The valuation reflects the continuance of use rather than of a residential development value as the aforementioned exceeds the latter in this instance.

In respect of the Medway Community Centre I analysed rental evidence for community facilities across the region. This evidence showed a wide range of rental values reflecting various types of building construction and age. I have therefore taken a reasoned approach in arriving at my rental value of £11,775 again reflecting factors of age, quality and location. This estimated rental value has then been capitalised up using a 9% yield to arrive at the term value. In respect of the reversionary figure I have considered the best alternative, future use of the site and after research I applied a residential development land value of £2,000,000 per hectare on an overall site basis.

However, due to the uncertainty of the future use of the site and the risks involved I have attached a factor of 65% hope value to this figure and deferred the resulting value over four years at a yield of 7% in arriving at the reversionary value.

4.2 Comparable Evidence

The Leisure Centre

247 Fitness, Cromwell Road, Wisbech rent agreed 19 January 2015 at £60,000 – first floor LC over Tesco store.

153 Huntingdon Street, Nottingham rent agreed 6 June 2015 at £64,800 – Ground floor 5-storey block.

Unit 139 Bedford Heights, Bedford rent agreed 4 February 2016 at £286,770.

17 Baytree Centre, Brentwood rent agreed 15 March 2016 at £128,635 – first floor of shopping centre.

Princess Royal Sports Arena, Great Fen Road, Boston rent agreed 23 March 2016 (with Council) at £155,815.

Health Club, Shenley Road, Borehamwood rent agreed 24 March 2016 at £78,000.

42 Far Gosford Street, Coventry rent agreed 4 April 2016 at £36,000.

Leisure centres available to rent

12/12A Purdeys Way, Rochford, Essex 2029.5m² asking rent £130,000

Sports Direct Fitness, Northern Road, Nottingham 1422m² asking rent £135,000

The Medway Centre

Community Centres

77 Corringham Road, Stanford-Le-Hope, Essex rent £12,500 per annum agreed on 12/02/16

Woodlands, College Road, Abbots Langley, Watford rent £35,000 per annum agreed on 21/04/16

YMCA Angel Street, Brentwood rent £30,000 per annum agreed 09/06/16.

Land values

Land 0.43 Hectares at Hollow Road, Forty Foot Ramsey sold 21 July 2016 for £395,000 - planning permission for 9 dwellings

Land 0.16 Hectares St Mary's Street, Huntingdon sold 3 July 2016 for £432,000 planning permission for 14 flats

Land 3.42 Hectares south of Woburn Drive, Thorney, Peterborough sold 12 February 2016 for £3,171,600 planning permission for 80 dwellings plus.

4.3 Opinion of Value

I am of the opinion that the **Market Value** of the freehold interest subject to tenancy of the Huntingdon Leisure Centre, and subject to the special assumptions above, is **£1,400,000 (One million, four hundred thousand pounds)**, as at 17 October 2016.

I am of the opinion that the **Market Value** of the freehold interest subject to tenancy of the Medway Community Centre, and subject to the special assumptions above, is **£665,000 (Six hundred and sixty five thousand pounds)**, as at 17 October 2016.

4.4 Currency

All prices or values are stated in pounds sterling.

4.5 VAT

I understand that VAT does not apply to this transaction and my opinion of value reflects this. In the event that my understanding is found to be inaccurate, my valuation should be referred back for reconsideration.

4.6 Costs of Sale or Acquisition and Taxation

I have assumed that each party to any proposed transaction would bear their own proper legal costs and surveyor's fees.

No allowance has been made for liability for taxation, whether actual or notional, that may arise on disposal.

4.7 Market Commentary

Following the referendum held on 23 June 2016 concerning the UK's membership of the EU, a decision was taken to exit. We are now in a period of significant uncertainty in relation to many factors that historically have acted as drivers of the property investment and letting markets. Such circumstances are unprecedented but are expected to result in similar uncertainty in much of the property market. Since the referendum there's been little or no empirical evidence of market activity upon which to base our opinion(s) of value, resulting in a reduced level of certainty that can be attached to our valuation.

In view of this, we would advise you to have less confidence than usual in the probability of our opinion of value exactly coinciding with the price achieved were there to be a sale. We would recommend that the valuation is kept under regular review, and that specific marketing advice is obtained should you wish to effect a disposal.

5. General Information

5.1 Status of Valuer

It is confirmed that the valuation has been carried out by Paul Gedge, a RICS Registered Valuer, acting in the capacity of an external valuer, who has the appropriate knowledge and skills and understanding necessary to undertake the valuation competently, and is in a position to provide an objective and unbiased valuation.

5.2 Conflict of Interest

Checks have been undertaken in accordance with the requirements of the RICS standards and have revealed no conflict of interest. DVS has had no previous material involvement with the property.

I have acted as a Single Independent Valuer and my advice will not be binding upon either party and its purpose is to inform your discussions. It is understood that no evidence or representations are to be made by either party, but the valuation can be reviewed, subject to agreement of further terms of engagement, if further information becomes available at a later stage.

5.3 Restrictions on Disclosure and Publication

The client will neither make available to any third party or reproduce the whole or any part of the report, nor make reference to it, in any publication without our prior written approval of the form and context in which such disclosure may be made.

You may wish to consider whether this report contains Exempt Information within the terms of paragraph 9 of Schedule 12A to the Local Government Act 1972 (section 1 and Part 1 of Schedule 1 to the Local Government (Access to Information Act 1985) as amended by the Local Government (access to Information) (Variation) Order 2006.

5.4 Limits or Exclusions of Liability

The report should only be used for the stated purpose and for the sole use of your organisation and your professional advisers. No responsibility whatsoever is accepted to any Third Party who may seek to rely on the content of the report unless previously agreed.

5.5 Validity

This report remains valid for 3(three) months from its date unless market circumstances change or further or better information comes to light, which would cause me to revise my opinion.

6. Recommendations


6.1 Summary of key issues

The Leisure Centre is a good quality, modern facility sitting within an area of properties of a similar nature and works well with the "One Leisure" run swimming pool complex to the rear.

The Medway Centre is rather dated and subject to partial modernisation over the past few years. Thus, the maintenance costs of this building may outweigh its commercial value. Therefore, the site may be more suited to providing residential development and the Community Centre re-located to a neighbouring site.

Both my valuations at paragraph 4 above reflect these factors

I trust that the above report is satisfactory for your purposes. However, should you require clarification of any point do not hesitate to contact me further.



Paul Gedge DipSurv MRICS
Senior Surveyor
RICS Registered Valuer
DVS East

7. Appendices

7.1 Photographs



Leisure Centre entrance



The Medway Community Centre



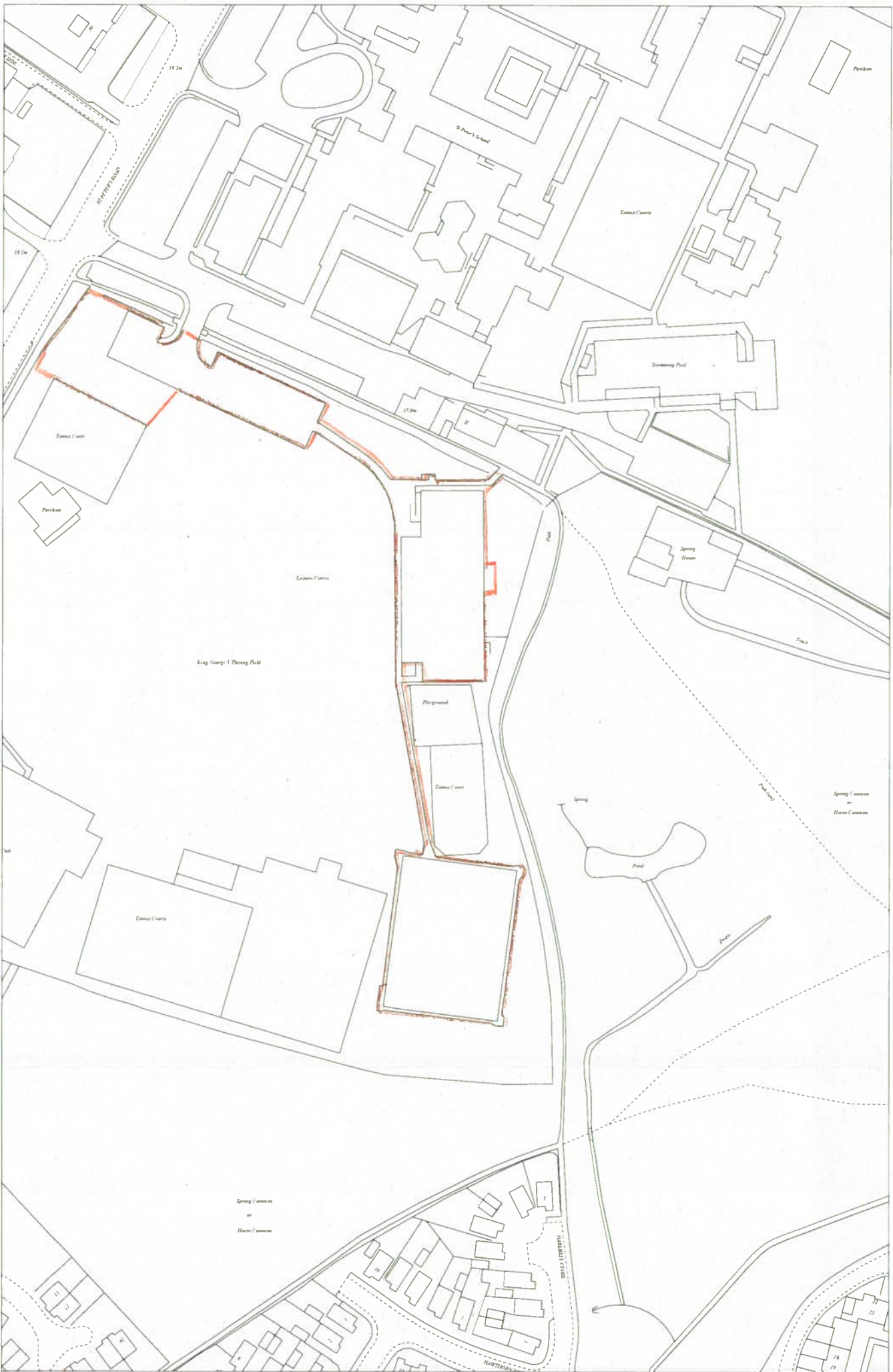
The Medway Community Centre



Car park – northern side

7.2 Plans

Attached



Plan title: HUNTINGDON LEISURE CENTRE, ST PETERS ROAD, HUNTINGDON
289

Copyright (c) 2003 Ordnance Survey

Date: 17/10/2016

DM sequence no:

Scale: 1:1630



Plan title: THE MEDWAY COMMUNITY CENTRE, MEDWAY ROAD, HUNTINGDON

290

Copyright (c) 2003 Ordnance Survey

Date: 17/10/2016

DM sequence no:

Scale: 1:1250

**Financial Analysis of Exchange of Assets between
Huntingdonshire District Council and Huntingdon Town**

Appendix 2

| | |
|--|-----------------|
| HTC's tabled deal: | £'000 |
| Asset Valuation | |
| OL Huntingdon - asset | 1,400 |
| Medway - asset | 665 A |
| | <hr/> 2,065 B |
| HTC proposed calculation of asset exchange | |
| Equal split between HDC and HTC of total Asset Value | 1,033 C = B / 2 |
| 1 <u>Equalisation of asset value between HDC</u> | |
| Medway - asset | 665 A |
| Cash | 368 D = C - A |
| | <hr/> 1,033 |
| 2 <u>HTC proposed settlement</u> | |
| Medway - asset | 665 A |
| Cash | 300 E |
| | <hr/> 965 |

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Peer Challenge

Meeting/Date: Overview and Scrutiny (Performance and Customers) –
2 November 2016,
Cabinet – 17 November 2016

Executive Portfolio: Executive Leader and Executive Member for Strategic Partnerships and Shared Services

Report by: Managing Director

Ward(s) affected: All

Executive Summary:

This report accompanies an Action Plan that has been devised based on the 12 recommendations of the Local Government Association (LGA) Peer Challenge Team.

The Action Plan makes clear links between the recommendations of the LGA Peer Challenge Team, the mechanism by which these recommendations are to be delivered, the responsible Officer(s), links to existing policies, the relevant Executive Councillor and the current status of the action.

The Action Plan will be monitored at officer level by the Project Management Governance Board (PMGB) who will request monthly updates as to whether each action remains on track. It will also be included within the Integrated Performance Report as Appendix F for as long as there are open actions, which is considered by this Panel.

Recommendation:

That the Cabinet:

- i) approve the proposed Action Plan; and
- ii) that future monitoring of the Action Plan be the responsibility of the PMGB with scrutiny from Members as part of the Integrated Performance Report.

1. PURPOSE OF THE REPORT

- 1.1 To present the Action Plan that has been devised based on the 12 recommendations of the LGA Peer Challenge Team.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 To ensure Members endorse the approach proposed by the Executive Leader, Executive Member for Strategic Partnerships and Shared Services and Managing Director
- 2.2 The Action Plan attached at Appendix 1 is the proposed approach to addressing the recommendations made by the LGA following the Peer Challenge.

3. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 3.1 Once endorsed, the Action Plan will be embedded into the organisation and responsibility for individual actions given to those detailed in the Plan
- 3.2 The PMGB will assume responsibility for monitoring delivery, with quarterly reports on progress going to Members as part of the Integrated Performance Report.

4. COMMENTS OF OVERVIEW AND SCRUTINY

- 4.1 The Overview and Scrutiny Panel (Performance and Customers) received the report on the Corporate Peer Challenge at their meeting on 2nd November 2016.
- 4.2 Members noted that it would be useful to provide a list of actions, identified by the Corporate Peer Challenge, that the Council are not going to carry out.
- 4.3 The Panel thought it would be helpful if the word 'immediate' was instead given a measurable timescale.
- 4.4 When discussing making assets count, the Panel stated that the benefits should be for the community and not just for the benefit of the Council.
- 4.5 Members were informed that the Executive Leader of the Council and the Executive Councillor for Business, Enterprise and Skills have worked to improve the Council's relationship with the Local Enterprise Partnership (LEP). The Panel have welcomed the improved relationship with the LEP.
- 4.6 The Panel were pleased to hear that an additional action would be added in section five, in relation to working with small businesses following concern expressed that small businesses in the District appear to have been side lined.

5. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 5.1 The Action Plan has made clear links to the Corporate Plan activity and list of priority policies for review in 2017/18.

6. REASONS FOR THE RECOMMENDED DECISIONS

- 6.1 The recommendations allow Members the opportunity to endorse the proposals.

6.2 Further, it allows Members to continually monitor delivery of the Action Plan to ensure the LGA's recommendations are delivered.

7. LIST OF APPENDICES INCLUDED

6.1 Appendix 1 – Corporate Peer Challenge – Action Plan

BACKGROUND PAPERS

[Council – 19 October 2016 – Agenda Item No. 4 – Corporate Peer Challenge](#)
[Council – 19 October 2016 – Corporate Peer Challenge Feedback Report, LGA](#)

CONTACT OFFICER

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Joanne.Lancaster@huntingdonshire.gov.uk

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| Recommendation | Actions | Deadline | Responsible Person | Key Contributors and Partners | Link to Policy and/or responsible Executive Member | RAG Status | Completed |
|---|---|---------------|--------------------------|--|---|------------|-----------|
| 1. Develop a long term narrative of the future of Huntingdonshire to inform place shaping, direct decision making and future forms of partnership working. This should make use of local evidence and context, along with national data of future trends and projections, to underpin this. | 1a. Give further consideration to this recommendation once a decision on devolution is made by Council in October 2016. | Jan-17 | Jo Lancaster | Cabinet, O&S, Local Stakeholders | Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe) | G | |
| | 1b. Statutory consultation on proposed Local Plan to 2036 submission. | May-July 2017 | Andy Moffat | Planning Policy, Cambridgeshire County Council Transport | Local Plan to 2036 (Cllr Bull) | A | |
| | 1c. Analyse a range of data, including Economic, Health, Demography and housing trends to identify future trends and areas of concern that may present barriers to achieving our long term vision for Huntingdonshire. | Apr-17 | Adrian Dobbyne | Dan Buckridge | Local Plan to 2036, Housing Strategy (Cllr Bull) and Skills and Enterprise Policy (Cllr Harrison) | G | |
| | 1d. Work with Cabinet to ensure decisions are made based on the evidence and for them to proactively work to inform residents and partners on the vision for Huntingdonshire. For example, providing report writing training for senior officers. | Immediate | Jo Lancaster | Cabinet | Cllr Cawley | G | |
| 2. Ensure the Corporate Plan drives the budget and delivery - this will mean changing the footprint of existing service delivery to focus on new priorities. | 2a. Involve Members in reviewing the Corporate Plan and deciding what our key actions and performance indicators should be. | Mar-17 | Adrian Dobbyne | O&S/Cabinet | Plan on a Page, Budget and MTFS (Cllr Gray) | G | |
| | 2b. Make clear decisions on what our services standards should be based on cost and customer need, to include reviewing the provision of non-statutory services. | Feb-17 | HoS/PFH | Council | Plan on a Page, Budget and MTFS (Cllr Gray) | G | |
| | 2c. Quantify the workstreams on the reworked Plan on a Page to better link finances and delivery. | Oct-17 | Clive Mason/Jo Lancaster | PFH Resources | Plan on a Page, Budget and MTFS (Cllr Gray) | G | ✓ |
| | 2d. Introduce charging options for higher levels of service. | Dec-17 | HoS/PFH | O&S/Council | Review of Parking Fees and Charges (Cllr Tysoe) | G | |
| | 2e. Use benchmarking data to ensure resources are achieving maximum value within 2017/18 service plans. | Feb-17 | HoS/PFH | HoS | Cllr Cawley | A | |
| | 2f. Use the budget challenge process to focus budgets on achieving Corporate Plan priorities. | Nov-16 | Anthony Kemp | O&S/Council | Plan on a Page, Budget and MTFS (Cllr Gray) | G | ✓ |

| Recommendation | Actions | Deadline | Responsible Person | Key Contributors and Partners | Link to Policy and/or responsible Executive Member | RAG Status | Completed |
|--|---|-----------|--------------------|--------------------------------|---|------------|-----------|
| 3. Recast the approach to working in partnership, recognising that this means not always leading, to secure benefits for the wider area and the community. | 3a. Build on the decision to award two contracts, one for advice based services and the other for infrastructure services, to the voluntary sector in order to ensure the sector is in the best possible position to support the community. | Mar-17 | Nigel McCurdy | Third sector/O&S | Community Resilience Plan (Cllr Criswell) | A | |
| | 3b. Ensure formal contracts with partners are written to protect the interests of the Council and its residents. | Immediate | Clive Mason | Corporate Governance Panel | Cllr Brown | A | |
| | 3c. Develop an asset disposal/asset management plan for HDC land and property. | Immediate | Clive Mason | Cabinet | Use of Council Assets (Cllrs Gray and Howe) | G | ✓ |
| | 3d. Use the Making Assets Count programme to maximise benefits from colocation or better use of existing assets. | Immediate | Nigel McCurdy | County/Districts/Public Sector | Use of Council Assets (Cllrs Gray and Howe) and County Council Land Swap and Maintainance (Cllrs Carter and Gray) | A | |
| 298 4. Use all Members' democratic position, as ambassadors of the Council, to engage and influence partners and forms of partnership working. | 4a. All Members appointed as representatives on organisations to be responsible for reporting to O&S on a quarterly basis. | Apr-17 | Adrian Dobbyne | Group Leaders | Cllr Cawley | G | |
| | 4b. Introduce a Council Champion approach and ask all members to sign up to the principle of acting as an ambassador of the Council. | Apr-17 | Adrian Dobbyne | Group Leaders | Relationships with County, Town and Parish Councils (Cllr Criswell) | G | |
| | 4c. Encourage all members to keep themselves up to date on HDC decisions via existing mechanisms. | Apr-17 | Adrian Dobbyne | Group Leaders | Cllr Howe | G | |
| | 4d. Remind officers of the need to ensure Members are aware of key decisions on service provision in their wards. | Jan-17 | Adrian Dobbyne | All Councillors | Cllr Howe | G | |
| 5. Improve the relationship, the Council offer and partnership working with the business sector. | 5a. Work with the LEP to improve insight and intelligence into the local economy and businesses based in Huntingdonshire | Apr-17 | Jo Lancaster | Leader/ PFH | Skills and Enterprise Policy (Cllr Harrison) | A | |

| Recommendation | Actions | Deadline | Responsible Person | Key Contributors and Partners | Link to Policy and/or responsible Executive Member | RAG Status | Completed |
|--|--|----------|-----------------------------|-------------------------------|---|------------|-----------|
| 6. Retain the Council's focus on continued growth, including meeting the full range of housing need. Growth will be contingent upon increased housing. | 6a. Present details of progress indicated in the Annual Monitoring Report to O&S and Cabinet. | Jan-17 | Andy Moffat | O&S/Cabinet | 5 Year Housing Land Supply and Housing Strategy (Cllr Bull) | G | |
| | 6b. Undertake a longer term assessment of options to generate more affordable housing and temporary accomodation in the district. | Dec-16 | Andy Moffat/Jon Collen | O&S/Cabinet | Homelessness Accomodation (Coneygear Court) (Cllr Tysoe) and Housing Strategy (Cllr Bull) | G | |
| 7. Conduct further work on refining the organisational understanding of efficiency that extends beyond just financial savings. This should link efficiency with the other two Council priorities of growth and enabling communities. New ways of working can lead to outcomes that include redefining models of delivery, service improvement and improved satisfaction. | 7a. Commence a programme of work relating to continuous improvement to enable the business to work smarter and achieve more with less. | Dec-16 | CMT | SMT/Cabinet | Commercialisation (Cllrs Palmer and Brown), Reconfiguration of Waste Rounds (Cllr Carter) and Use of Council Assets (Cllrs Gray and Howe) | A | |
| | 7b. Develop measures to monitor customer satisfaction and implement the Customer Service Strategy. | Mar-17 | Adrian Dobbyne/ John Taylor | O&S/Cabinet | Cllr Cawley | A | |
| 8. Extend benchmarking activity so that the Council can benefit from understanding the 'value for money' of its services compared with other councils. This would assist the Council in its decision making on service cost, quality and performance. | Related actions already listed under 2e, 7a and 7b. | | | | | N/A | |

| Recommendation | Actions | Deadline | Responsible Person | Key Contributors and Partners | Link to Policy and/or responsible Executive Member | RAG Status | Completed |
|--|---|----------|-------------------------|-------------------------------|---|------------|-----------|
| 9. Enhance and develop the organisational understanding of demand management to form the cornerstone of the enabling communities and community resilience priority. Initiate an internal and external debate on what an enabling communities programme might look like and use this to inform the production of an Enabling Communities Strategy. This would guide Council activity on this priority with greater assurance and understanding of resources required. | 9a. Engage with internal and external stakeholders to develop a Community Resilience Plan. | Mar-17 | Chris Stopford | Clr Criswell | Community Resilience Plan (Clr Criswell) | A | |
| | 9b. Create an action plan to deliver the plan. | Apr-17 | Chris Stopford | Clr Criswell | Community Resilience Plan (Clr Criswell) and Relationships with County, Town and Parish Councils (Clr Criswell) and Updated /expanded Community Planning Guide (Clrs Criswell and Bull) | A | |
| 10. Continue to develop the model of Commercial Investment Strategy to produce future income streams. As part of this evaluate how the Strategy could both deliver economic growth and housing priorities within the area while also generating important income streams. | 10a. Review options for investment in housing and any savings that could be achieved against housing support costs. | Feb-17 | Clive Mason/Andy Moffat | Clr Gray/Clr Bull | Homelessness Accomodation (Coneygear Court) (Clr Tysoe) and Use of Council Assets (Clrs Gray and Howe) | G | |
| | 10b. Start to consider the impact of changes to NNDR retention when making commercial property investment decisions, along with the employment opportunities that may be presented. | Apr-17 | Clive Mason/John Taylor | Clr Tysoe | Use of Council Assets (Clrs Gray and Howe) | G | |
| | 10c. Services to review their commercialisation and income generation opportunities. | Feb-17 | HoS | Cabinet | Commercialisation (Clrs Palmer and Brown) | A | |

| Recommendation | Actions | Deadline | Responsible Person | Key Contributors and Partners | Link to Policy and/or responsible Executive Member | RAG Status | Completed |
|---|---|-----------|----------------------------|-------------------------------|--|------------|-----------|
| 11. The relationship with the Local Enterprise Partnership needs to be 'reset' and built afresh, taking a different approach from that to date, recognising the constraints both organisations are under. | 11a. Use devolution as a catalyst to reset the relationship with the LEP. | Immediate | Nigel McCurdy/Jo Lancaster | LEP/Cllr Harrison | Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe) | A | |
| 12. Produce a formal transformation strategy and implementation plan. | 12a. Produce a formal transformation strategy and implementation plan. | Dec-17 | Anthony Kemp | Cabinet/SMT | Cllr Cawley | G | |
| | Related action already listed under 7a. | | | | | N/A | |

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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