

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 2 FEBRUARY 2022** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 1st December 2021.

Contact Officer: B Buddle
01223 752549

2. MEMBERS' INTERESTS

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

Contact Officer: B Buddle
01223 752549

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 9 - 16)

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

Contact Officer: H Peacey
388169

4. A428 DEVELOPMENT CONSENT ORDER UPDATE (Pages 17 - 62)

The A428 Development Consent Order Update is to be presented to the Panel.

Contact Officer: C Burton
01223 616841

5. FINAL 2022/23 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY 2023/24 TO 2026/27

The Panel is invited to comment upon the Final 2022/23 Budget and Medium-Term Financial Strategy 2023/24 to 2026/27. Report to follow.

**Contact Officer: E Symons
07736 630057**

6. 2022/23 TREASURY MANAGEMENT, CAPITAL AND INVESTMENT STRATEGIES

The 2022/23 Treasury Management, Capital and Investment Strategies are to be presented to the Panel. Report to follow.

**Contact Officer: E Symons
07736 630057**

7. FINANCIAL PERFORMANCE REPORT 2021/22, QUARTER 3

The Financial Performance Report 2021/22 Quarter 3 is to be presented to the Panel. Report to follow.

**Contact Officer: E Symons
07736 630057**

8. CORPORATE PERFORMANCE REPORT 2021/22, QUARTER 3 (Pages 63 - 106)

The Panel is invited to comment on the Corporate Performance Report 2021/22 Quarter 3.

**Contact Officer: D Buckridge
01480 388054**

9. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 107 - 114)

The Panel are to receive the Overview and Scrutiny Work Programme.

**Contact Officer: B Buddle
01223 752549**

25 day of January 2022



Head of Paid Service

Disclosable Pecuniary Interests and Non-Statutory Disclosable Interests

Further information on [Disclosable Pecuniary Interests and Non - Statutory Disclosable Interests is available in the Council's Constitution](#)

Filming, Photography and Recording at Council Meetings

The District Council 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.

Please contact Mrs Beccy Buddle, Democratic Services Officer (Scrutiny), Tel No. 01223 752549/e-mail Beccy.Buddle@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.

Please be reminded that face coverings should be worn throughout the meeting. Members and Officers can remove their face mask when speaking. Additionally, those in attendance are encouraged to undertake a Lateral Flow Test within 12 hours of attendance at any meeting. If however you are experiencing COVID symptoms on the day of the meeting please do not attend.

Agenda and enclosures can be viewed on the [District Council's website](#).

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.

This page is intentionally left blank

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 1 December 2021.

PRESENT: Councillor S J Corney – Chairman.
Councillors D B Dew, Dr P L R Gaskin, M Haines, A Roberts, T D Sanderson and S Wakeford.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors E R Butler, B S Chapman, M S Grice and J P Morris.

IN ATTENDANCE: Councillors R Fuller and J Neish .

43. MINUTES

The Minutes of the meeting held on 3rd November 2021 were approved as a correct record and signed by the Chairman.

44. MEMBERS' INTERESTS

No declarations were received.

45. NOTICE OF KEY EXECUTIVE DECISIONS

Following a question from Councillor Wakeford, Councillor Fuller advised that the Parking : Agency Agreement for Civil Parking Enforcement in Huntingdonshire report was scheduled for the March 2022 cycle of meetings, however this timing was dependent upon prompt delegation from Cambridgeshire County Council.

The Panel thereupon received and noted the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st December 2021 to 31st March 2022.

46. HOUSING STRATEGY ACTION PLAN UPDATE

By means of a report by the Housing Strategy and Delivery Manager (a copy of which is appended in the Minute Book) the Housing Strategy One Year On report was presented to the Panel.

Following a comment from Councillor Roberts on positive messaging around the development of rural exception sites, the Panel heard that all parishes were communicated with on this matter. It was stressed that these types of developments are positive for local communities in providing much needed housing options for those who have a connection with the parish. The Panel was also advised that the district council aims to involve local communities and parishes from

the outset to allow for their engagement and to work together towards a positive outcome.

Following a further question from Councillor Roberts, it was clarified that some sites identified under the Longhurst contract were not financially viable for this type of development but that alternative development options were being investigated.

In response to a question from Councillor Wakeford, the Panel heard that the figures in point 1.1 of the Action Plan were not comparable with the figures in 1.2 . Although an affordable housing target is set for each development, every development is unique and has many different factors to be considered, therefore a target of 40% is not always achievable. However, the Panel also heard that some developments are able to overdeliver on this target thereby the overall target is being met. The Panel were informed that the purpose of the Housing Strategy Action Plan is to boost the affordable housing already being committed to by developers.

Following further questions from Councillor Wakeford regarding the green status of point 1.1, the Panel were informed that the target was an average in order to ensure that the lifetime target of the Local Plan be met. It was clarified that factors outside of the control of the Council must be taken into account, and that the overall target is on track. The point of how this was monitored and recorded was noted and will be discussed separately.

The report was welcomed by Councillor Dew, who stated that with only being one year into the plan the progress was as expected. He reminded the Panel that planning lag and the delays to housing caused by the pandemic must also be taken into account, furthermore, those developments being approved now would help to ensure targets are met in the future.

Having welcomed the report, the Panel thereupon

RESOLVED

that the Cabinet be encouraged to endorse the recommendations contained within the report.

47. INFRASTRUCTURE FUNDING STATEMENT

By means of a report by the Service Manager Growth (a copy of which is appended in the Minute Book) the Infrastructure Funding Statement was presented to the Panel.

Councillor Roberts praised the report and expressed particular satisfaction that the progress delivery could be tracked. This sentiment was echoed by Councillor Corney, who agreed that the report did a good job of collating the information.

Councillor Sanderson commented that it was pleasing to see a variety of projects of varying sizes and spread throughout the district.

Following a question by Councillor Sanderson, the Panel were advised that the application process was available on the Council's

website and that the application process was communicated to Town and Parish Councils.

Councillor Dew commented on a well presented report and reiterated that it was pleasing to see a variety of projects throughout the district.

Having welcomed the report, the Panel thereupon

RESOLVED

that the Cabinet be encouraged to endorse the recommendations contained within the report.

48. OVERVIEW AND SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Chairman

This page is intentionally left blank

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

Prepared by: Councillor R Fuller, Executive Leader of the Council
Date of Publication: 12 January 2022
For Period: 1 February 2022 to 31 May 2022

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Page 9 of 14	Councillor Mrs M L Beuttell	Executive Councillor for Operations and Environment
		3 Elton Road Wansford Cambridgeshire PE8 6JD Tel: 01480 388388 E-mail: Marge.Beuttell@huntingdonshire.gov.uk
	Councillor S Bywater	Executive Councillor for Community Resilience and Well-Being
		9 Crabapple Close Sawtry Huntingdon PE28 5QG Tel: 07984 637553 E-mail: Simon.Bywater@huntingdonshire.gov.uk
Councillor S J Criswell	Executive Councillor for Recovery	23 The Bank Somersham Huntingdon PE28 3DJ Tel: 01487 740745 E-mail: Steve.Criswell@huntingdonshire.gov.uk

Councillor R Fuller	Executive Leader of the Council and Executive Councillor for Housing and Economic Development	8 Sarah Grace Court New Road St Ives Huntingdon PE27 5DS Tel: 01480 388311 E-mail: Ryan.Fuller@huntingdonshire.gov.uk
Councillor J A Gray	Executive Councillor for Strategic Finance	Vine Cottage 2 Station Road Catworth Huntingdon PE28 OPE Tel: 01832 710799 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor D Keane	Executive Councillor for Corporate Services	1 Bells Villas Mill Street Houghton Cambridgeshire PE28 2BA Tel: 01480 467147 E-mail: David.Keane@huntingdonshire.gov.uk
Councillor J Neish	Deputy Executive Leader and Executive Councillor for Strategic Planning	7 Willow Green Needingworth St Ives Cambridgeshire PE27 4SW Tel: 01480 466110 E-mail: Jon.Neish@huntingdonshire.gov.uk

Councillor K Prentice	Executive Councillor for Leisure and Regulatory Services	2 Ushers Court 89 Great North Road Eaton Socon St Neots PE19 8EL Tel: 01480 214838 E-mail: Keith.Prentice@huntingdonshire.gov.uk
-----------------------	--	---

Notice is hereby given of:

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

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

Agendas may be accessed electronically at the [District Council's website](#).

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

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

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

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority

5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2021/22	Grants Panel	2 Feb 2022 2 Mar 2022 30 Mar 2022		Claudia Deeth, Community Resilience Manager Tel No: 01480 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		S Bywater & S J Criswell	Customers & Partnerships
Final 2022/23 Budget and Medium-Term Financial Strategy 2023/24 to 2026/27 for February 2022	Cabinet	10 Feb 2022		Eric Symons, Interim Chief Financial Officer Tel No: 01480 388388 or email: Eric.Symons@huntingdonshire.gov.uk		J Gray	Performance & Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
2022/23 Treasury Management, Capital and Investment Strategies	Cabinet	10 Feb 2022		Eric Symons, Interim Chief Financial Officer Tel No: 01480 388388 or email: Eric.Symons@huntingdonshire.gov.uk		J Gray	Performance & Growth
Emergency Strategy	Cabinet	10 Feb 2022		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 07874 887465 or email: Pamela.Scott@huntingdonshire.gov.uk		R Fuller	Performance & Growth
A428 Development Consent Order Update***	Cabinet	10 Feb 2022		Claire Burton, Implementation Team Leader Tel No: 01480 388274 or email: Claire.Burton@huntingdonshire.gov.uk		J Neish	Performance & Growth

Page 14 of 14

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Infrastructure Levy Governance	Cabinet	17 Mar 2022		Claire Burton, Implementation Team Leader Tel No: 01480 388274 or email: Claire.Burton@huntingdonshire.gov.uk		J Neish	Performance & Growth
Page 15 of 14 Parking: Agency Agreement for Civil Parking Enforcement in Huntingdonshire	Cabinet	17 Mar 2022		George McDowell, Parking Services Officer Tel No: 01480 388386 or email: George.McDowell@huntingdonshire.gov.uk		Mrs M L Beuttell	Customers & Partnerships
COVID Recovery Programme - Update	Cabinet	17 Mar 2022		Liz Smith, Programme Manager (COVID Recovery) Tel No: 07874 894924 email: Liz.Smith@huntingdonshire.gov.uk		S J Criswell	Performance & Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Cambridgeshire and Peterborough Combined Authority - Local Transport and Connectivity Plan***	Cabinet	17 Mar 2022		Claire Burton, Implementation Team Leader Tel No: 01480 388274 or email: Claire.Burton@huntingdonshire.gov.uk		J Neish	Performance & Growth

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: A428 Black Cat to Caxton Gibbet Improvements Scheme

Meeting/Date: Overview & Scrutiny (Performance & Growth) – 2 February 2022

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Strategic Growth Manager

Ward(s) affected: All Wards

RECOMMENDATION

The Overview and Scrutiny Panel is invited to note the update and next steps on the A428 Black Cat to Caxton Gibbet Improvements Scheme from the Cabinet report attached and confirm the Council's continued support of the proposed scheme. Continued delegated authority is sought to finalise matters as part of the remaining deadlines within the Examination in Public.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: A428 Black Cat to Caxton Gibbet Improvements Scheme DCO Position Review

Meeting/Date: Overview & Scrutiny (Performance & Growth) – 2 February 2022
Cabinet – 10 February 2022

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Strategic Growth Manager

Ward(s) affected: All Wards

Executive Summary:

Members were previously updated at [June 2021 Cabinet](#) on the Development Consent Order (DCO) submitted by National Highways to upgrade the route between the Black Cat roundabout and Caxton Gibbet roundabout with a new 10-mile dual carriageway and a number of junction improvements. The scheme is one of the key investment programmes in the area. It will improve journey times for residents, businesses and visitors and support economic growth in the area between Milton Keynes and Cambridge as part of the wider aspirations of the Cambridge-Milton Keynes-Oxford Arc.

Details of the scheme held can be found on [National Highways A428 website](#). All documentation in relation to the DCO can be viewed on the [National Infrastructure Planning website](#) .

Briefings for members were held by National Highways in March and June 2021.

Huntingdonshire District Council has worked in collaboration with Cambridgeshire County Council (CCC) as Local Highway Authority and South Cambridgeshire District Council (SCDC) throughout this process submitting joint responses.

This report provides an update at Appendix 1 by CCC as Local Highways Authority on the consideration of the scheme by specialist officers across the three authorities to date and the latest position, as the final deadline is approaching and closure of the examination. Joint discussions have also continued relating to highway matters between National Highways, CCC, and the Bedford authorities.

This report (including appendix) provides an update on remaining issues with specific reference to those of relevance to Huntingdonshire District Council's statutory responsibilities and affecting our local communities.

Recommendation(s):

The Cabinet is

RECOMMENDED

- a. Members are asked to consider the key issues outstanding following consultation with specialist officers and CCC Local Highways Authority and provide direction or comment.
- b. Members are asked to confirm the Council's continued support of the A428 proposed scheme from Black Cat to Caxton Gibbet.
- c. Delegated authority is sought to the Executive Councillor for Strategic Planning in consultation with Strategic Growth Manager to confirm the Council's continued support in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters and to finalise the preparation and submission of the documents required from the Council as part of the remaining deadlines within the Examination in Public.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide an update on the A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order (A428 DCO). An update is provided at Appendix 1 by Cambridgeshire County Council (CCC) as Local Highways Authority on the consideration of the scheme by specialist officers across the three authorities (CCC, South Cambridgeshire District Council (SCDC) and Huntingdonshire District Council (HDC)) to date and the latest position, as the final deadline is approaching and closure of the Examination in Public.
- 1.2 Appendix 1 notes the key issues outstanding at this stage in the process. Further detail on remaining issues with specific reference to the Council's statutory responsibilities and affecting our local communities is provided in this report.
- 1.3 Members are asked to provide comment on the update and confirm their continued support of the scheme. Delegated authority is sought to the Executive Councillor for Strategic Planning in consultation with Strategic Growth Manager to confirm the Council's continued support in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters and to finalise the preparation and submission of the documents required from the Council as part of the remaining deadlines within the Examination in Public.

2. BACKGROUND

- 2.1 The proposed A428 Black Cat to Caxton Gibbet Improvement Scheme is a key project within national transport corridor improvements, as part of the Oxford to Cambridge (OxCam) Arc. The Arc is a national economic priority area between Cambridge, Milton Keynes and Oxford – an area that spans the counties of Oxfordshire, Northamptonshire, Buckinghamshire, Bedfordshire and Cambridgeshire.
- 2.2 The Government's ambition for the Arc is to unlock transformational economic growth, supported by delivery of new housing and infrastructure. Delivery of growth in the Arc provides an opportunity to deliver exceptional design and placemaking, underpinned by sustainable transport (road and rail) and environmental enhancement. The proposed A428 Black Cat to Caxton Gibbet Improvement Scheme will be a key element to achieving that vision.
- 2.3 Potential growth opportunities may be opened up as a result of the A428 improvement scheme. The scale of this growth will be highly dependent upon the precise route and any opportunities that may arise from co-location of the East-West Rail route with the A428 improvement scheme. However, an improved A428 will improve connectivity between Bedford and Cambridge for existing users of the network. The Local Plan objectives to 2036 set out our ambition to build an additional 20,100 houses and create 14,400 new jobs.

- 2.4 The proposed A428 scheme is recognised as a Nationally Significant Infrastructure Project (NSIP). Under the Localism Act 2011, the Planning Inspectorate (PINS) is the government agency responsible for operating the planning process for Nationally Significant Infrastructure Projects (NSIPs). Such projects require a type of consent known as a 'development consent' under procedures governed by the [Planning Act 2008](#) (PA2008). Development consent, where granted, is made in the form of a Development Consent Order (DCO).
- 2.5 Member briefings were held on the scheme by National Highways in March and June 2021.

3. PROPOSED SCHEME

- 3.1 The A428 DCO, if approved, will deliver a new 10 mile (16km) dual 2-lane carriageway from the Black Cat roundabout in Bedfordshire to Caxton Gibbet roundabout in Cambridgeshire, to be known as the A421 (new dual carriageway) and in addition approximately 1.8 miles (3km) of tie-in works (the Scheme). Details of the scheme and the consultations held can be found on [National Highways A428 website](#).
- 3.2 The Scheme also includes the following components:
- A new three-level grade separated junction at Black Cat roundabout, with the A1 at the lower level, the new dual carriageway on the upper level and a roundabout between the two at approximately existing ground level. In addition to slip roads, a new free flowing link between the A421 eastbound carriageway and the A1 northbound carriageway will also be provided.
 - A new grade separated all movements junction will be constructed to the east of the existing Cambridge Road roundabout to provide access to the new dual carriageway and maintain access to the existing A428.
 - At the Caxton Gibbet roundabout, a new grade separated all movements junction will be constructed, incorporating the existing roundabout on the south side of the new dual carriageway and a new roundabout on the north side. The new dual carriageway will then tie-in to the existing A428 dual carriageway to the east of the new Caxton Gibbet junction.
 - In the vicinity of the new Black Cat junction, direct access onto the A1 from some local side roads and private premises will be closed for safety reasons. A new local road will provide an alternative route. The existing Roxton Road bridge will be demolished and replaced with a new structure to the west to accommodate the realigned A421.
 - New crossings will be constructed to enable the new dual carriageway to cross the River Great Ouse, East Coast Main Line railway, Barford Road, the B1046/Potton Road, Toseland Road and the existing A428 at Eltisley.
 - The existing A428 between St Neots and Caxton Gibbet will be de-trunked and retained for local traffic and public transport with maintenance responsibility transferred to the local highway authorities.
 - An alternative access will be provided to side roads at Chawston, Wyboston and Eltisley.
 - There will be safer routes for walkers, cyclists, and horse riders.

- The Scheme also involves changes to a number of existing utilities, including the diversion of a high pressure gas pipeline operated by Cadent Gas Limited which runs parallel to the East Coast Main Line east of the River Great Ouse in Tempsford in Central Bedfordshire.

- 3.3 The six key benefits and objectives identified by National Highways in developing the A428 scheme, as follows;
- Enabling economic growth
 - A safe and serviceable network
 - A more free-flowing network
 - An improved environment
 - A more accessible and integrated network
 - Customer satisfaction
- 3.4 The Council has collaborated with CCC, as Local Highways Authority, and SCDC on the consideration of this scheme. The position jointly remains one of strong support for the overall aim of the scheme however officers have continued to ensure National Highways have been held accountable where appropriate to ensure impacts are appropriately considered.

4. OUTSTANDING ISSUES

- 4.1 The key matters required to be considered by Huntingdonshire District Council (HDC) are:
- Biodiversity / Ecology
 - Landscaping and Trees
 - Noise
 - Contaminated Land
 - Air quality
 - Cultural Heritage
 - Carbon/Climate change
- 4.2 Other key areas identified, which are the specific responsibility of CCC are:
- Minerals and Waste
 - Flooding and Drainage
 - Highway Modelling
 - Highway Design
 - Impact on existing road network
 - The agreement of protective provisions
 - Non motorised use / Rights of Way
 - Active Travel
 - Cultural Heritage and Archaeology
- 4.3 The report by CCC, in their role as the Local Highways Authority, is attached at Appendix 1. This addendum report is provided by way of summary update on matters required to be considered by Huntingdonshire District Council as identified in para 4.1 above.

Biodiversity / Ecology

- 4.4 The outstanding issues for HDC still being discussed are bat mitigation measures (including bat and other mammal underpasses), Biodiversity Net Gain (BNG) and lack of mention of Great Crested newt (European protected Species) in the pre-commencement plan.
- 4.5 At the time of writing this report officers continue to actively work with National Highways to seek resolution. Outputs should align with the ambition to double nature, in accordance with the OxCam agenda. The Examination Authority are aware of the outstanding issues.

Landscaping and Trees

- 4.6 The majority of landscape issues have been resolved through collaboration by specialist officers with National Highways. The main outstanding concerns are regarding establishments of proposed planting, and the review of amendments to the Landscape Plan once biodiversity issues have been adequately addressed.
- 4.7 Landscape, Tree and Ecology Officers continue to work with National Highways to ensure that they have site of any changes before they are approved. This will ensure species suitability and establishment proposals. The capacity to do this has been provided in the EMP, which states local authorities should be consulted on the second iteration EMP.

Noise

- 4.8 The matter of controlling construction hours, noise modelling and final noise levels are still in the process of agreement. Construction hours was recently discussed with NH where a verbal approval to the alteration suggested by Council specialists to the draft Development Consent Order (DCO) which reduces the type of activities that can be undertaken outside normal construction hours was supported, but this is awaiting formal confirmation at the time of writing this report. The road has been lowered in a cutting with additional noise bunding which will reduce the impact of road noise on residents.
- 4.9 NH have submitted a First Iteration Management Plan with the application. This contains appropriate mitigation measures to control noise, which will be confirmed through review and agreement of the Second Iteration EMP as required by the draft DCO, prior to construction works commencing. This will ensure all reasonable mitigation measures are utilised during the construction phase, whilst reflecting the scale, nature and location of the proposed construction activities.

Land Contamination

- 4.10 Contaminated soil or water may be encountered during construction works. An investigation into this has been carried out and more detailed investigations will continue during construction works. Officers will continue to discuss with NH and the Examination Authority is aware of the outstanding issues. It is anticipated that the wording of the draft DCO, which is still under discussion, will address this matter.

Air quality

- 4.11 There are no outstanding issues. The impact of construction activities on sensitive receptors has been addressed adequately. NH have submitted a First Iteration Management Plan with the application. This contains appropriate mitigation measures to control dust, which will be confirmed through review and agreement of the Second Iteration EMP, as required by the DCO, prior to construction works commencing. This will ensure all reasonable mitigation measures are utilised during the construction phase, whilst reflecting the scale, nature and location of the proposed construction activities.

Good Design

- 4.12 The issue of good design in relation to the design of structures continues to be discussed. It is considered the current proposals fail on several fronts, including providing safe passage for non-motorised users, encouraging modal shift, providing connections for wildlife, as well as place making and responding to context.
- 4.13 The proposed structures including lighting will not perform their necessary function as mammal routes – indeed bat survey results may determine these are not the appropriate routes. The proposed structures will not encourage modal shift, but instead appear intimidating and deter people from utilising NMU routes. The proposed structures need further consideration to ensure they are in keeping with the character and appearance of their surroundings. To best secure positive outcomes through the detailed design stage, it has been agreed that a CCC Local Highway Authority engineer shall form part of the NH design team on an ongoing basis. Details of this collaboration arrangement are being discussed.

Carbon/Climate change

- 4.14 To date it has not been possible for the National Highways (NH) to set out precise means by which residual emissions associated with the scheme will be offset. It is considered important that the NH set out a clear commitment to addressing residual emissions. This should include official confirmation that the issue of residual emissions will be addressed or that a programme is put in place with an annual review to publicly demonstrate that processes to address residual emissions will be undertaken and monitored. Examples of how to move this forward would include a clear and consistent carbon offsetting strategy,

details of or an agreement on any intermediate emissions mitigation measures, a plan to implement and monitor said measures and a draft/conceptual plan regarding long term emissions mitigation measures.

- 4.15 Insufficient information on mitigation measures to compensate for the emissions impact of the scheme may result in national and local legislative and/ policy breaches regarding carbon reduction targets and the Council's ability meet its ambition of a net carbon zero target by 2040 as agreed at the Full Council meeting on 7th December 2021. Officers continue to negotiate with NH to incorporate net zero ambitions. NH has set out its position to the Examination Authority and is noted in Appendix 1.

Economy

- 4.16 Specialists working with CCC Local Highway Authority have considered traffic flow around local routes and access to and from St Neots railway station during and after construction. Preparing for the future development of East-West rail links as part of the economic growth and success delivered by Ox-Cam-Arc has also been discussed with East West Rail an Interested Party at the Examination. It is crucial that there is free flowing access to road and rail as part of the long-term, north-south east-west interchange that St Neots will become. It is important that the A428 upgrade will allow access to key points in sufficient and possibly increased numbers in the future as the Ox-Cam-Arc develops and as commuting numbers return post pandemic.
- 4.17 When the pandemic becomes endemic, commuting will increase once again and the local infrastructure needs to be fit for purpose to allow St Neots to flourish as a future "interchange" and as part of Ox-Cam-Arc. As part of the Arc's development, and when the proposed East West Rail including the additional rail station comes forward, further pressure will be placed on local infrastructure. Local routes may come under un-necessary pressure if the number of junctions are not sufficient to allow the upgraded road to take the burden of future increased road and rail users. CCC Local Highway Authority maintains close dialogue with NH, and the Examination is aware of the outstanding technical issues.

Heritage

- 4.18 The proposed route is not considered to have a significant impact on heritage assets within HDC. Matters relating to impact on archaeology are addressed in paragraph 2.35 of the CCC report (Appendix 1)

Legal agreement and DCO

- 4.19 As outlined in Appendix 1, as well as the design and approval process, changes have been proposed to the legal text of the DCO itself, and to a legal agreement drafted by NH to try and protect positions in various areas. Most HDC matters have been reflected in agreed changes. Matters on the second Environmental Management Plan are continued to be negotiated through the draft DCO or legal agreement. The Examining Authority is aware of this and on Friday 14th

January proposed changes to the draft DCO to address a number of matters of concern that have been raised by the Councils during the Examination, as highlighted in the CCC report attached.

Other Matters

- 4.20 Paragraph 4.2 sets out the subject areas that CCC are required to provide comment on. However, recognising the Council's ambition to support good growth that incorporates environmental improvements, opportunities for our residents and strengthens our economy, the position to maximise opportunities to promote active travel/ Public rights of way is strongly supported (Paragraph 2.20, Appendix 1). Should NH not be willing to make these changes, the active travel routes are likely to be less attractive to users and a lost opportunity to improve access to the countryside and opportunities for active travel. CCC Local Highway Authority are discussing the practicalities of how optimum NMU provision can be best guaranteed / secured.
- 4.21 Appendix 1 sets out a number of concerns from Cambridgeshire County Council, in their role as the Local Highway Authority relating to traffic modelling, monitor and manage of traffic, diversion management, highway design and archaeology. Their position to achieve a well designed solution incorporating learning from the A14 is supported.
- 4.22 The Council will continue to work with CCC Local Highway Authority and South Cambridgeshire District Council, as appropriate, to further ensure that opportunities from an A428 Legacy Fund are captured for the benefit of Huntingdonshire communities.

5. COMMENTS OF OVERVIEW & SCRUTINY

- 5.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

6. RISKS

- 6.1 Any outstanding elements at the close of the Examination in Public (EiP) on 18th February 2022 will then be considered by Planning Inspectorate as part of the deliberations on the proposed application.

7. TIMETABLE FOR IMPLEMENTATION

- 7.1 Following the closure of the EiP the Planning Inspectorate has a further three months to write a recommendation report to the Secretary of State for Transport, who has another three months to make their decision.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

(See [Corporate Plan](#))

- 8.1 This helps to deliver across a number of the Council's priorities for 2018 -2022 but specifically:
- Support development of infrastructure to enable growth.

9. LEGAL IMPLICATIONS

- 9.1 Part 6 of the Planning Act 2008 sets out the legal requirements for deciding applications for orders granting development consent.

10. RESOURCE IMPLICATIONS

- 10.1 A Planning Performance Agreement was negotiated with Highways England to cover the cost of non-statutory engagement and collaboration prior to the submission. External support in certain areas such as ecology have been necessary in order for the Council to meet its statutory responsibilities.
- 10.2 Specialist officer time across the Council has had to be prioritised throughout the process to accord with the tight timetable set by the Planning Inspectorate.

11. REASONS FOR THE RECOMMENDED DECISIONS

- 11.1 The A428 scheme is an infrastructure proposal of national significance. The Council has continued to support the proposal on the basis that it will, with other interventions, provide transport capacity to support the significant levels of growth planned for the district as detailed in the Huntingdonshire Local Plan 2036 and relieve existing congestion that constrains GVA productivity.
- 11.2 Members are asked to consider the key issues outstanding following consultation with specialist officer and CCC Local Highways Authority and provide direction or comment.
- 11.3 Members are asked to confirm the Council's continued support of the A428 proposed scheme from Black Cat to Caxton Gibbet.

12. LIST OF APPENDICES INCLUDED

Appendix 1 – Cambridgeshire County Council Highways and Transport Committee Report 25th January 2022

13. BACKGROUND PAPERS

[Planning Act 2008](#)

[Highways England A428 website](#) .

[National Infrastructure Planning website](#) .

[17th June 2021 HDC Cabinet Report A428 Black Cat to Caxton Gibbet Improvements](#)

CONTACT OFFICER

Name/Job Title: Claire Burton, Implementation Team Leader
Tel No: 01223 616841
Email: claire.burton@huntingdonshire.gov.uk

A428 DCO Position Review

To: Highways and Transport Committee

Meeting Date: 25 January 2022

From: Steve Cox, Executive Director - Place and Economy

Electoral division(s): Papworth and Swavesey, Cambourne, St Neots East and Gransden, St Neots Eynesbury, St Neots The Eatons, St Neots Priory Park and Little Paxton

Key decision: No

Forward Plan ref: n/a

Outcome: Members are informed of the current positions of the Council and National Highways regarding the major scheme to upgrade the A428 to dual carriageway and advised of future commitments from National Highways

Recommendation: a) Note the update on the A428 DCO, and National Highways commitments for future investment

b) Note in principle support subject to conditions, and delegate to the Executive Director for Place & Economy confirmation of the position prior to the final deadline, if outstanding matters are satisfactorily resolved, in consultation with the Chair and Vice-Chair of Highways & Transport Committee, and in discussion with the key Members impacted in and around the A428

Officer contact:
Name: Gareth Blackett
Post: Interim Consents Team Leader
Email: Gareth.blackett@cambridgeshire.gov.uk
Tel: 07891630218

Member contacts:
Names: Councillor Peter McDonald
Post: Chair
Email: Peter.Mcdonald@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 In June 2021, the County Council H&T confirmed the County Council's strong, in principle support for the A428 scheme, subject to suitable assurances and agreement with National Highways (NH). The proposal is to build a dual carriageway and junction improvements between the Black Cat and Caxton Gibbet roundabouts.
- 1.2 The County, South Cambridgeshire, and Huntingdonshire District Councils (the Councils) have and will continue to represent robustly at the Public Examination, whilst working closely and collaboratively with NH technical needs to resolve issues, and to secure the best possible deal for the County Council, and the project.
- 1.3 A key principle of the approach to date has been to embrace learnings from the A14 project. The strategy has been broadly to ensure that as much as possible is secured through the DCO consent.
- 1.4 As the Examination has progressed, discussion with colleagues at NH on all matters relating to the application has reached agreement on most key issues, with discussions continuing in other areas to resolve. This report summarises the County Council's current position on said issues, as well as the corresponding position of National Highways. It also includes the latest statement (14th January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land.
- 1.5 South Cambridgeshire District Council and Huntingdonshire District Council ("the Joint Authorities" in this context) are following the same respective governance process as the County Council with regard to the paper.
- 1.6 The County Council will continue to feed into the Examination at Deadline 9 (25th January) and Deadline 10 (15th February). The Examination concludes on 18th February. Delegated authority is sought for the Executive Director for Place & Economy in consultation with the Chair and Vice-Chair of Highways & Transport Committee in discussion with key members impacted in and around the A428, to confirm County in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters.

2. Main Issues

Officers from the County Council and NH have developed solutions to key issues. Some matters are outstanding, and we continue to work closely with NH in this regard, and to represent robustly through the Examination. An update is provided below highlighting the present state, noting the ongoing dialogue and that matters are moving at pace. It also includes the latest statement (14th January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land, all of which are very positive for the Joint Authorities.

2.1 Traffic modelling

Modelling is important to understand the impact of the scheme on local roads and communities during construction or following completion, as well as whether the local roads are designed appropriately.

2.2 Officers have raised issues with the accuracy, coverage, and methodology used in the traffic modelling. However, recently information has been more forthcoming, and the sensitivity testing is now complete, the data count is acceptable and the transport planning software is expected to provide approvable traffic flow results. In addition, changes have been made at two junctions, as requested. The County is running model tests internally on Wyboston junction, and Barford Road regarding potential road space reallocation opportunities, which we believe there is scope for. NH and County are interrogating the VISSIM model for M11 J11, to understand likelihood of queues in this area.

2.3 The above workstreams are expected to conclude shortly, the County maintains close dialogue with NH, and the Examination is aware of the outstanding technical issues.

2.4 Monitor and Manage

2.5 The County has requested the monitoring of associated traffic impacts on an ongoing basis. The County Council requires monitoring of the local traffic impacts of the scheme (during and post construction) as well as a clear mechanism to address emerging issues.

2.6 Discussions continue through the enquiry in terms of clarity on the above. National Highways position is that it is funded for maintenance of the Strategic Road Network (i.e. motorways and A-roads). Funding for local roads comes from a separate division within the Department for Transport. National Highways has been proactive and persistent in lobbying DfT for further funds to support the maintenance of its own network. A submission is with Ministers and a decision is expected imminently. However it remains unclear how local impacts will be funded through this process by NH.

2.7 *On Friday 14th January, the Examining Authority's commentaries and proposed changes to the draft Development Consent Order found that the current traffic monitoring methodology being proposed by National Highways is neither robust, nor secured through the dDCO . Therefore, the Examining Authority is minded to propose a requirement relating to quantitative traffic monitoring and mitigation for the operational phase, should consent be granted. National Highways has been asked to provide suggested wording, including definitions if relevant. Local Highways Authorities have provided wording for such a Requirement which the Applicant may consider.*

2.8 Diversion Management

2.9 National Highways is undertaking a Digital Diversion Routes trial project, funded through Designated Funds. This project, the first of its kind, aims to provide customers and local highways authorities with a better end to end experience of diversion routes. NH will develop guidance to better plan and implement diversion routes and trial innovative signage and ways to improve customer satisfaction with the implementation and operation of

diversion routes. Lessons learnt from schemes such as the A14 Cambridge to Huntingdon have been used to develop the need for the trial.

- 2.10 National Highways is also committed to providing accurate road closure information seven days in advance of any closure; this is to allow road users to plan their journeys in advance, identifying the most appropriate route to complete their journeys.
- 2.11 National Highways will share updates with members on this project as it evolves. The County Council proposes to include monitoring of the Digital Diversion Routes trial project post-DCO in the Legacy Management Plan.

2.12 Highway Design

- 2.13 Council Officers state that carriageway width currently proposed for CCC roads is not acceptable, resulting in road safety and highway maintenance risks. Negotiations are progressing positively, and we expect concessions on road width. Council Officers state that B1046 and Toseland Road one of the verges needs to be widened to allow for non-motorised user access. The Council continues to discuss with NH and encourage for the necessary measures (parapets and wide verges at the very least). These are not high cost and could be tied in with earthworks. In addition, the drainage designs are not compatible with above carriageway widths; combined kerb/drain units, gullies in vehicle wheeltrack and kerbside waterflow in wheeltrack all are deemed unacceptable by Council Officers presenting the risk of highways damage and flood risk. However if National Highways commit to standards via the legal agreement then there will be no objections and discussions continue with National Highways in this respect. Regarding the extent of land adoption, the Council's position is that only lands required for highway operation should be adopted (no landscape areas, no adjacent 'surplus lands' plots, no field ditches as not part of essential highway drainage) and discussions on adoption and the DCO continue with NH and matters are progressing well.
- 2.14 *On Friday 14th January the Examiner noted National Highways responses regarding the reasons for the necessity of the provision relating to land adjacent to order limits, as provided for under S120 of PA 2008. At this stage, the ExA remains unconvinced that powers so widely drawn would be reasonable for the purposes described by the National Highways*
- 2.15 To best secure positive outcomes through the detailed design stage, it has been agreed that a County Council engineer shall form part of the NH design team on an ongoing basis. Details of this collaboration arrangement are being discussed.

2.16 Legal agreement and DCO

- 2.17 As well the design and approval process, the Councils have proposed changes to the legal text of the DCO itself, and to a legal agreement drafted by NH to try and protect positions in various areas - a key learning point from the A14 project is that if matters weren't secured in the DCO or the supporting legal agreement then there is a risk over future influence.

- 2.18 National Highways has proposed a series of handover processes used on the A14 development that will provide the level of authorisation / approval in the process that the Joint Authorities require. The next step is to agree how the process outcomes are secured in the legal agreement/DCO. Although this area remains a key risk to the County, there does now appear to be an agreed way forward.
- 2.19 *On Friday 14th January, the Examiner noted National Highways proposed timetable for reaching agreement with local highways authorities and the overview of handover process for de-trunked assets and local highways, and remains dissatisfied with the progress that would be expected at this stage in the Examination or the assurance needed that agreement would be reached before the close of the Examination. As such and to cover the eventuality that agreement is not reached between parties before the close of the Examination, the Examiner proposes tightening the wording to ensure that there are adequate controls for local highways authorities to assess the quality and purpose of the assets that they inherit. Additionally, the Examiner proposes adding additional wording in the dDCO and corresponding explanation in the EM to secure the definition of De-Trunking Handover Plan and De-trunked Road Standards; and a paragraph to be added to include the scope and content of the DeTrunking Handover Plan and De-trunked Road Standards, and the process and timing of approvals.*

2.20 Non-Motorised Users

- 2.21 The core scheme includes 6km worth of NMU provision (see Map 1 appended). In addition to this NH have secured or are pursuing further funding for 12km of connectivity between St Neots and Cambourne and two further connections, as detailed on Map 2 (appended). However, officers and user groups do not consider that there is sufficient provision for cyclists, walkers, and equestrians within DCO, and NH indicate the project itself has insufficient funding to deliver on all the asks. While progress is being made, significant issues remain. Most of the NMU 'asks' do require an amendment to the DCO, in order to get the appropriate legal classification for each route in place that can then be added to the legal asset records, and onwards to ensure the correct maintenance regime. This is another fundamental reason why the changes need to be made now. It is costly and inefficient to have to make status changes via separate legal events once the DCO has been 'made'. This is a significant issue for the Joint Authorities.
- In addition to the NMU references above, the Council requires: A1198 signalised crossing south of CG roundabout with a NMU route to services (and connects to future Cambourne); CG roundabout from McDonalds to continue eastern provision; all-inclusive NMU at Hen Brook and design to be much more attractive because of Wintringham Park; and a number of other articles within the DCO relating to PROW.
- 2.22 In response, National Highways have successfully pursued an exceptional request to secure £500k of Designated Funding for feasibility work on four priority schemes as identified by the County, and subject to collectively demonstrating the strategic case. These are detailed in Map 3 (appended). The feasibility funding needs to be spent in the 2022/23 financial year and the further funding to deliver the schemes would need to be invested before March 2025. National Highways is drafting wording to include in the legal agreement to demonstrate its commitment to this approach which the County Council will monitor via the Legacy Management Plan. In addition, the A428 Designated Funds already agreed

include funding for St Neots Town Centre (£3.1m, Hen & Abbotsley wetland creation project (£100k feasibility) and Croxton Park (£20k feasibility). It should be noted that historically Cambridgeshire has been successful in receiving allocations from this funding source (including £30m from the A14 team). See images appended to report.

2.23 Environmental issues

2.24 The County has significant concerns regarding the absence of a clear carbon off-setting strategy, details of or an agreement on any intermediate emissions mitigation measures and a plan to implement and monitor said measures ; and a draft/conceptual plan regarding long term emissions mitigation measures. There is a risk that the impact of the scheme may result in national and local legislative and/ policy breaches regarding carbon reduction targets. NH has set out its position and associated justification as follows:

2.25 Last year National Highways (NH) published its Net Zero Plan which sets out three clear milestones:

- Net zero for operations by 2030
- Net zero for maintenance and construction activities by 2040
- Supporting the rapid shift to zero carbon travel on roads by 2050

2.26 The A428 project team is working with Skanska, construction industry leaders in the carbon field, on the road design and construction. They're looking at all emerging technologies and innovation to deliver the maximum carbon benefits. Throughout the public examination for the Development Consent Order process, they have submitted extensive evidence of assessments and plans in this area.

2.27 There is a strong intent to innovate on the scheme which has already committed to using hydro treated vegetable oil to fuel plant, and using electric plant and machinery where appropriate. Pioneering the newest tools and models, some not used before, the team is tracking in depth carbon savings of each design element, using that data to inform decision-making and continuously seeking opportunities for carbon savings throughout.

2.28 The County Council will monitor commitments regarding emissions mitigation via the Legacy Management Plan.

2.29 Ecology

2.30 The outstanding issues and fed into the examination still being discussed relate to Biodiversity Net Gain – simply, the outputs should align with the 'doubling nature' policy and Ox Cam policy. Council Officers consider that Borrow Pits do not constitute 'net gain' and have concerns about the quality of the net-gain offered by NH, for example gains should be made off site (e.g. ancient woods in Huntingdonshire).

2.31 National Highways has made the following justification for its position:

Recognising the impact on the environment of the road construction the A428 team is seeking to go beyond standard mitigation, using National Highways Designated Funds (DF) to investigate the creation of wetlands and sites such as Hen Brook for biodiversity net gain.

2.32 As part of the scheme they are:

- Improving brook biodiversity, caring for mammals, fish and other aquatic species.
- Designing culverts and underpasses to let water and land based animals safely pass beneath roads along watercourses.
- Changing watercourses in a way that is sensitive to aquatic habitats and species.
- Changing the profile of areas of land to slow down the movement of water during floods.
- Planting over 150 acres of woodland and hedgerows to integrate the scheme into the local landscape and maintain connectivity for wildlife.
- Investigating future opportunities to provide for barn owls and bats.

2.33 The team is seeking to innovate and consider all opportunities to deliver further initiatives. Overall, the scheme could deliver a 16% biodiversity net gain, a great improvement on the current requirements for National Highways to achieve 'no net loss' biodiversity and above the 10% Environment bill obligation.

2.34 The County Council will monitor commitments regarding ecology via the Legacy Management Plan.

2.35 Heritage and Archaeology

2.36 Council Officers feel that the archaeological strategy is unacceptable as it is based on the High Speed 2 Rail scheme strategy and contrary to County and District planning policies for cultural heritage. The Council should be in a position to approve schemes based on operating models conducted on other developments locally. Officers have supplied evidence based maplets and strategy notes for areas to be included in an approvable Archaeology Mitigation Strategy - negotiations with National Highways are on-going, recognising that presently matters are unresolved.

2.37 Legacy management

2.38 The Joint Authorities recognise the work done by National Highways in the local community via its community engagement programme. Current discussions are on-going regarding an A428 Legacy Fund, in addition to the use of designated funding for a number of projects. The County Council proposes to formalise all post-DCO legacy activity into a programme of work initially managed and monitored centrally by the Consents Team (the Legacy Management Plan); and ultimately to transition the activity to the respective council service areas and local community groups for delivery. It should be noted that National Highways Designated Fund is a national scheme and no definitive assurances can be provided by the A428 project team that funding will be secured.

- 2.39 The appendices provide images of A14 legacy schemes funded by National Highways designated funds

3. Alignment with corporate priorities

3.1 Communities at the heart of everything we do

There are no significant implications for this priority.

3.2 A good quality of life for everyone

The impacts of the project during construction and on traffic movement when operational need to be understood in detail, and commitments to mitigation secured.

3.3 Helping our children learn, develop and live life to the full

There are no significant implications for this priority.

3.4 Cambridgeshire: a well-connected, safe, clean, green environment

This project will improve connectivity significantly between St Neots and Cambridge, by replacing the existing road with dual carriageway, reducing congestion, drawing traffic away from the local road network and allowing for future traffic growth. It is however a major investment principally targeted at providing for journeys by car or HGV and will have implications for carbon generation. There will be landscaping, planting, and other measures included to mitigate the impact of the scheme.

3.5 Protecting and caring for those who need us

There are no significant implications for this priority.

4. Significant Implications

4.1 Resource Implications

Officer time is required to review the application, work with National Highways, and prepare to represent the Council at the Examination. This is being supported by appropriate specialists. Associated financial pressures are being looked at in more detail to provide an estimate of the resources required. It is expected that costs by the end of the Examination could be in the region of £150,000-250,000 and it is anticipated that some of this may be recoverable from National Highways, and that costs associated with the Council's statutory duties could be funded by Integrated Transport Block funding.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are risks to the Council in taking on new assets to maintain if they are not in a good condition. However, as the Council supports the project there is an acceptance that new roads and the detrunked or existing A428 will become the Council's responsibility.

Additionally, the traffic generated by the scheme will impact the Council's network and may lead to changes in travel patterns for both cars and Heavy Goods Vehicles, as with the A14.

4.4 Equality and Diversity Implications

There are no significant implications within this category

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

Local Members have been briefed on the scheme by National Highways, with support from Council officers.

4.7 Public Health Implications

Public health implications need to be understood after a review of the scheme.

4.8 Environment and Climate Change Implications on Priority Areas

Note: The application is still being reviewed so an initial assessment only is provided here. The assessment may change when there is a fuller understanding of the content.

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: Neutral

Explanation: No buildings are proposed as part of the project.

4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: Negative

Explanation: Although electrification of vehicle transport is expected and supported by Government policy, constructing a new dual carriageway although available for use by buses will not cater exclusively for sustainable modes of transport, and will attract and create new traffic. There is provision as part of the project to deliver facilities for active travel users, although at this stage there are concerns whether this is of a suitable standard.

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status: Neutral

Explanation: The project will involve construction works but does propose landscape works and mitigation including tree planting. This impact is highly dependent on the issues raised in by the Councils being resolved.

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: Neutral

Explanation: The construction will generate waste which will be subject to control through a management plan.

4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: Neutral

Explanation: Flooding and water management has been considered as part of the design of the scheme, which includes balancing ponds, consideration of climate change impacts and a Flood Risk Assessment.

4.8.6 Implication 6: Air Pollution.
Positive/neutral/negative Status: Negative
Explanation: The scheme will generate additional traffic which will not be electric vehicles for some time. The assessment may show that although there is additional air pollution from traffic, in many instances it moves the traffic away from the existing communities along the current A428 alignment.

4.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.
Positive/neutral/negative Status: Neutral
Explanation: No impact.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer:

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes
Name of Officer:

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes
Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications? Yes or No
Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Name of Officer: David Allatt

Have any Public Health implications been cleared by Public Health? Yes or No
Name of Officer:

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes or No
Name of Officer:

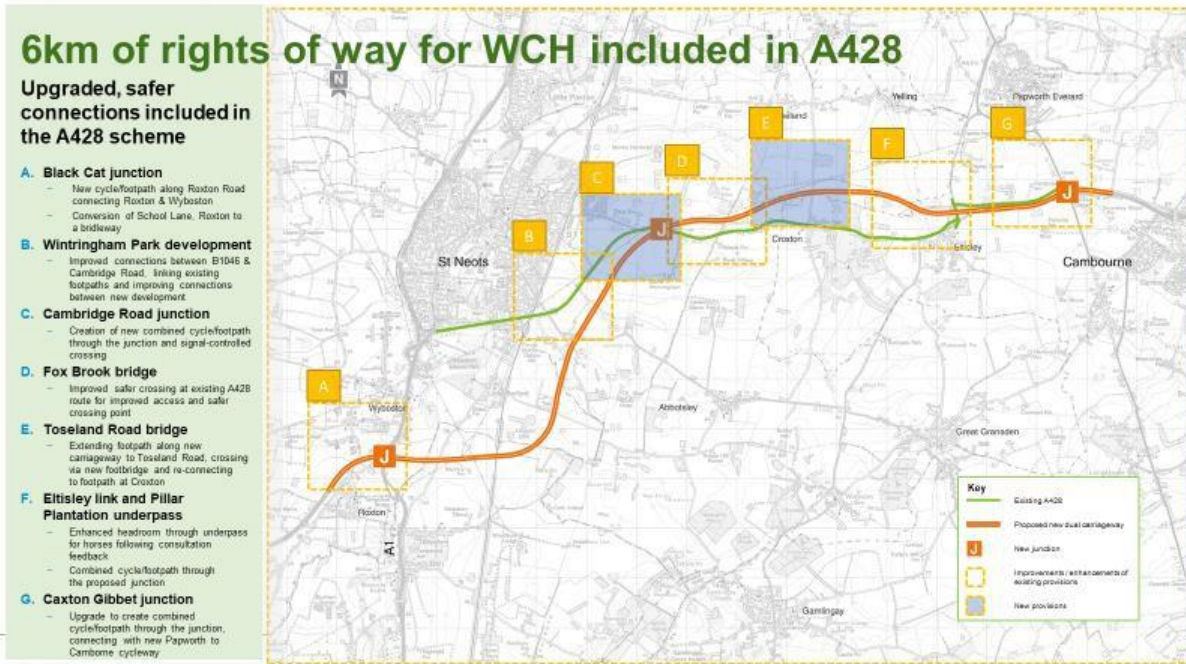
5. Source documents guidance

5.1 Source documents

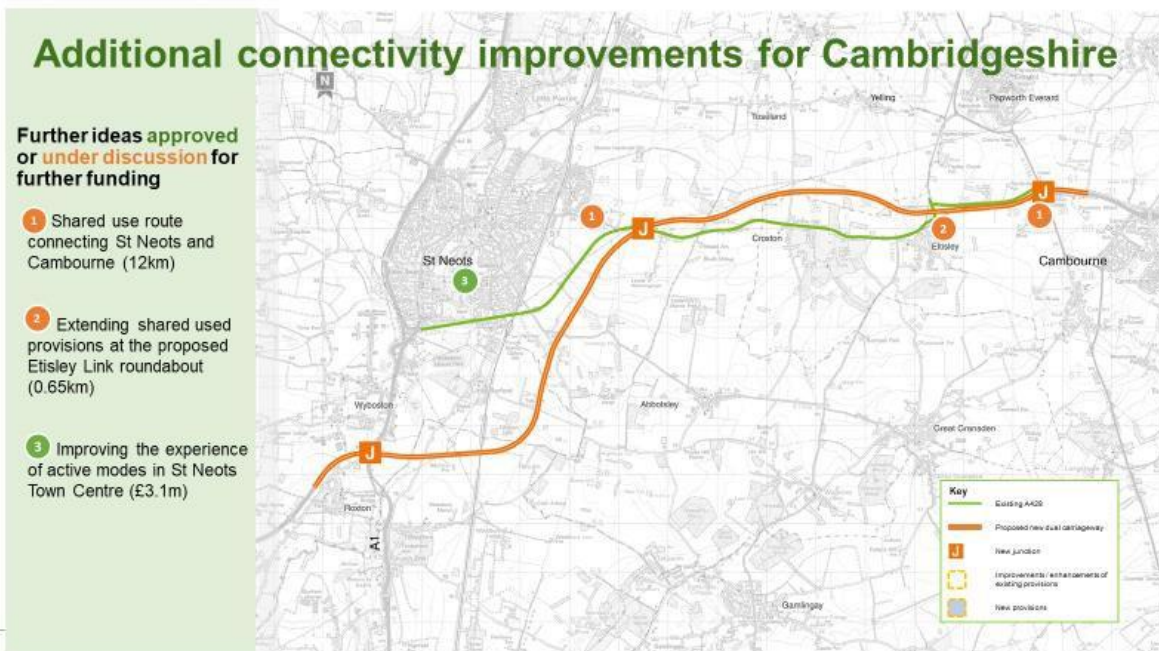
Background information on the A428 Black Cat to Caxton Gibbet scheme is available from National Highways (Highways England): [A428 Black Cat to Caxton Gibbet improvements - Highways England](#)

The full Development Consent Order and submissions to the Examination are available on the Planning Inspectorate website: [A428 Black Cat to Caxton Gibbet Road Improvement scheme](#)

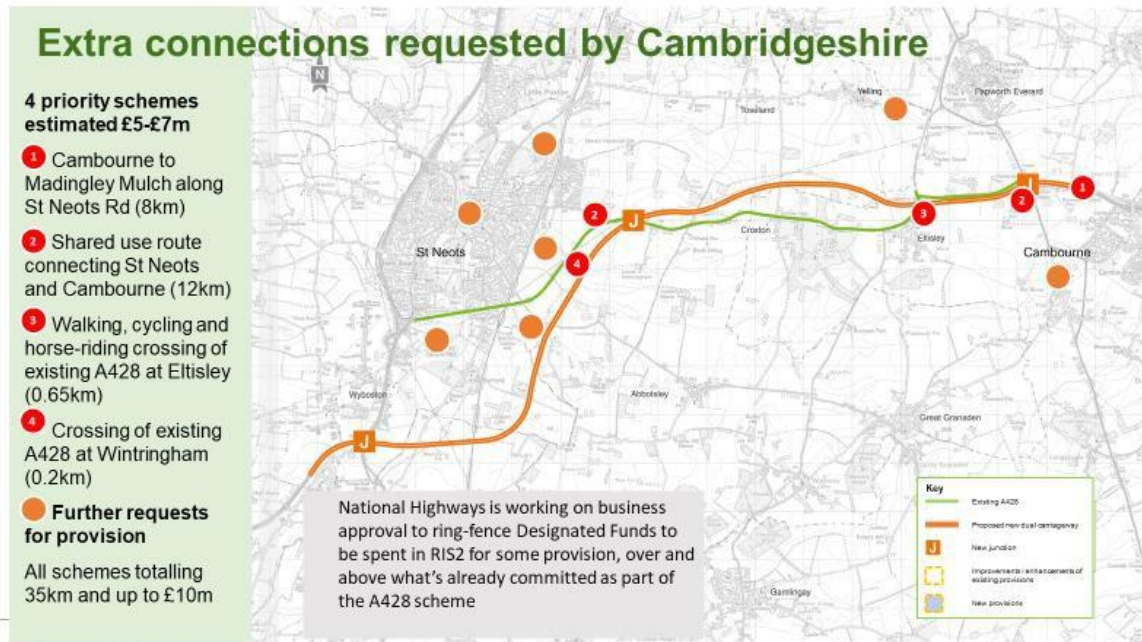
Appendices:
Map 1



Map 2



Map 3



A14 legacy schemes

Image 1

Bluntisham car park



Image 2

Fenstanton to Swavesey NMU



Image 3

Fenstanton to Swavesey NMU (Photo from by the BHS)



Image 4

Local Access road NMU facility



Image 5

NMU at Hilton Road



This page is intentionally left blank

A428 DCO Position Review

To: Highways and Transport Committee

Meeting Date: 25 January 2022

From: Steve Cox, Executive Director - Place and Economy

Electoral division(s): Papworth and Swavesey, Cambourne, St Neots East and Gransden, St Neots Eynesbury, St Neots The Eatons, St Neots Priory Park and Little Paxton

Key decision: No

Forward Plan ref: n/a

Outcome: Members are informed of the current positions of the Council and National Highways regarding the major scheme to upgrade the A428 to dual carriageway and advised of future commitments from National Highways

Recommendation: a) Note the update on the A428 DCO, and National Highways commitments for future investment

b) Note in principle support subject to conditions, and delegate to the Executive Director for Place & Economy confirmation of the position prior to the final deadline, if outstanding matters are satisfactorily resolved, in consultation with the Chair and Vice-Chair of Highways & Transport Committee, and in discussion with the key Members impacted in and around the A428

Officer contact:
Name: Gareth Blackett
Post: Interim Consents Team Leader
Email: Gareth.blackett@cambridgeshire.gov.uk
Tel: 07891630218

Member contacts:
Names: Councillor Peter McDonald
Post: Chair
Email: Peter.Mcdonald@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 In June 2021, the County Council H&T confirmed the County Council's strong, in principle support for the A428 scheme, subject to suitable assurances and agreement with National Highways (NH). The proposal is to build a dual carriageway and junction improvements between the Black Cat and Caxton Gibbet roundabouts.
- 1.2 The County, South Cambridgeshire, and Huntingdonshire District Councils (the Councils) have and will continue to represent robustly at the Public Examination, whilst working closely and collaboratively with NH technical needs to resolve issues, and to secure the best possible deal for the County Council, and the project.
- 1.3 A key principle of the approach to date has been to embrace learnings from the A14 project. The strategy has been broadly to ensure that as much as possible is secured through the DCO consent.
- 1.4 As the Examination has progressed, discussion with colleagues at NH on all matters relating to the application has reached agreement on most key issues, with discussions continuing in other areas to resolve. This report summarises the County Council's current position on said issues, as well as the corresponding position of National Highways. It also includes the latest statement (14th January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land.
- 1.5 South Cambridgeshire District Council and Huntingdonshire District Council ("the Joint Authorities" in this context) are following the same respective governance process as the County Council with regard to the paper.
- 1.6 The County Council will continue to feed into the Examination at Deadline 9 (25th January) and Deadline 10 (15th February). The Examination concludes on 18th February. Delegated authority is sought for the Executive Director for Place & Economy in consultation with the Chair and Vice-Chair of Highways & Transport Committee in discussion with key members impacted in and around the A428, to confirm County in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters.

2. Main Issues

Officers from the County Council and NH have developed solutions to key issues. Some matters are outstanding, and we continue to work closely with NH in this regard, and to represent robustly through the Examination. An update is provided below highlighting the present state, noting the ongoing dialogue and that matters are moving at pace. It also includes the latest statement (14th January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land, all of which are very positive for the Joint Authorities.

2.1 Traffic modelling

Modelling is important to understand the impact of the scheme on local roads and communities during construction or following completion, as well as whether the local roads are designed appropriately.

2.2 Officers have raised issues with the accuracy, coverage, and methodology used in the traffic modelling. However, recently information has been more forthcoming, and the sensitivity testing is now complete, the data count is acceptable and the transport planning software is expected to provide approvable traffic flow results. In addition, changes have been made at two junctions, as requested. The County is running model tests internally on Wyboston junction, and Barford Road regarding potential road space reallocation opportunities, which we believe there is scope for. NH and County are interrogating the VISSIM model for M11 J11, to understand likelihood of queues in this area.

2.3 The above workstreams are expected to conclude shortly, the County maintains close dialogue with NH, and the Examination is aware of the outstanding technical issues.

2.4 Monitor and Manage

2.5 The County has requested the monitoring of associated traffic impacts on an ongoing basis. The County Council requires monitoring of the local traffic impacts of the scheme (during and post construction) as well as a clear mechanism to address emerging issues.

2.6 Discussions continue through the enquiry in terms of clarity on the above. National Highways position is that it is funded for maintenance of the Strategic Road Network (i.e. motorways and A-roads). Funding for local roads comes from a separate division within the Department for Transport. National Highways has been proactive and persistent in lobbying DfT for further funds to support the maintenance of its own network. A submission is with Ministers and a decision is expected imminently. However it remains unclear how local impacts will be funded through this process by NH.

2.7 *On Friday 14th January, the Examining Authority's commentaries and proposed changes to the draft Development Consent Order found that the current traffic monitoring methodology being proposed by National Highways is neither robust, nor secured through the dDCO . Therefore, the Examining Authority is minded to propose a requirement relating to quantitative traffic monitoring and mitigation for the operational phase, should consent be granted. National Highways has been asked to provide suggested wording, including definitions if relevant. Local Highways Authorities have provided wording for such a Requirement which the Applicant may consider.*

2.8 Diversion Management

2.9 National Highways is undertaking a Digital Diversion Routes trial project, funded through Designated Funds. This project, the first of its kind, aims to provide customers and local highways authorities with a better end to end experience of diversion routes. NH will develop guidance to better plan and implement diversion routes and trial innovative signage and ways to improve customer satisfaction with the implementation and operation of

diversion routes. Lessons learnt from schemes such as the A14 Cambridge to Huntingdon have been used to develop the need for the trial.

- 2.10 National Highways is also committed to providing accurate road closure information seven days in advance of any closure; this is to allow road users to plan their journeys in advance, identifying the most appropriate route to complete their journeys.
- 2.11 National Highways will share updates with members on this project as it evolves. The County Council proposes to include monitoring of the Digital Diversion Routes trial project post-DCO in the Legacy Management Plan.

2.12 Highway Design

- 2.13 Council Officers state that carriageway width currently proposed for CCC roads is not acceptable, resulting in road safety and highway maintenance risks. Negotiations are progressing positively, and we expect concessions on road width. Council Officers state that B1046 and Toseland Road one of the verges needs to be widened to allow for non-motorised user access. The Council continues to discuss with NH and encourage for the necessary measures (parapets and wide verges at the very least). These are not high cost and could be tied in with earthworks. In addition, the drainage designs are not compatible with above carriageway widths; combined kerb/drain units, gullies in vehicle wheeltrack and kerbside waterflow in wheeltrack all are deemed unacceptable by Council Officers presenting the risk of highways damage and flood risk. However if National Highways commit to standards via the legal agreement then there will be no objections and discussions continue with National Highways in this respect. Regarding the extent of land adoption, the Council's position is that only lands required for highway operation should be adopted (no landscape areas, no adjacent 'surplus lands' plots, no field ditches as not part of essential highway drainage) and discussions on adoption and the DCO continue with NH and matters are progressing well.
- 2.14 *On Friday 14th January the Examiner noted National Highways responses regarding the reasons for the necessity of the provision relating to land adjacent to order limits, as provided for under S120 of PA 2008. At this stage, the ExA remains unconvinced that powers so widely drawn would be reasonable for the purposes described by the National Highways*
- 2.15 To best secure positive outcomes through the detailed design stage, it has been agreed that a County Council engineer shall form part of the NH design team on an ongoing basis. Details of this collaboration arrangement are being discussed.

2.16 Legal agreement and DCO

- 2.17 As well the design and approval process, the Councils have proposed changes to the legal text of the DCO itself, and to a legal agreement drafted by NH to try and protect positions in various areas - a key learning point from the A14 project is that if matters weren't secured in the DCO or the supporting legal agreement then there is a risk over future influence.

- 2.18 National Highways has proposed a series of handover processes used on the A14 development that will provide the level of authorisation / approval in the process that the Joint Authorities require. The next step is to agree how the process outcomes are secured in the legal agreement/DCO. Although this area remains a key risk to the County, there does now appear to be an agreed way forward.
- 2.19 *On Friday 14th January, the Examiner noted National Highways proposed timetable for reaching agreement with local highways authorities and the overview of handover process for de-trunked assets and local highways, and remains dissatisfied with the progress that would be expected at this stage in the Examination or the assurance needed that agreement would be reached before the close of the Examination. As such and to cover the eventuality that agreement is not reached between parties before the close of the Examination, the Examiner proposes tightening the wording to ensure that there are adequate controls for local highways authorities to assess the quality and purpose of the assets that they inherit. Additionally, the Examiner proposes adding additional wording in the dDCO and corresponding explanation in the EM to secure the definition of De-Trunking Handover Plan and De-trunked Road Standards; and a paragraph to be added to include the scope and content of the De-Trunking Handover Plan and De-trunked Road Standards, and the process and timing of approvals.*

2.20 Non-Motorised Users

- 2.21 The core scheme includes 6km worth of NMU provision (see Map 1 appended). In addition to this NH have secured or are pursuing further funding for 12km of connectivity between St Neots and Cambourne and two further connections, as detailed on Map 2 (appended). However, officers and user groups do not consider that there is sufficient provision for cyclists, walkers, and equestrians within DCO, and NH indicate the project itself has insufficient funding to deliver on all the asks. While progress is being made, significant issues remain. Most of the NMU 'asks' do require an amendment to the DCO, in order to get the appropriate legal classification for each route in place that can then be added to the legal asset records, and onwards to ensure the correct maintenance regime. This is another fundamental reason why the changes need to be made now. It is costly and inefficient to have to make status changes via separate legal events once the DCO has been 'made'. This is a significant issue for the Joint Authorities.
- In addition to the NMU references above, the Council requires: A1198 signalised crossing south of CG roundabout with a NMU route to services (and connects to future Cambourne); CG roundabout from McDonalds to continue eastern provision; all-inclusive NMU at Hen Brook and design to be much more attractive because of Wintringham Park; and a number of other articles within the DCO relating to PROW.
- 2.22 In response, National Highways have successfully pursued an exceptional request to secure £500k of Designated Funding for feasibility work on four priority schemes as identified by the County, and subject to collectively demonstrating the strategic case. These are detailed in Map 3 (appended). The feasibility funding needs to be spent in the 2022/23 financial year and the further funding to deliver the schemes would need to be invested before March 2025. National Highways is drafting wording to include in the legal agreement to demonstrate its commitment to this approach which the County Council will monitor via the Legacy Management Plan. In addition, the A428 Designated Funds already agreed

include funding for St Neots Town Centre (£3.1m, Hen & Abbotsley wetland creation project (£100k feasibility) and Croxton Park (£20k feasibility). It should be noted that historically Cambridgeshire has been successful in receiving allocations from this funding source (including £30m from the A14 team). See images appended to report.

2.23 Environmental issues

2.24 The County has significant concerns regarding the absence of a clear carbon off-setting strategy, details of or an agreement on any intermediate emissions mitigation measures and a plan to implement and monitor said measures ; and a draft/conceptual plan regarding long term emissions mitigation measures. There is a risk that the impact of the scheme may result in national and local legislative and/ policy breaches regarding carbon reduction targets. NH has set out its position and associated justification as follows:

2.25 Last year National Highways (NH) published its Net Zero Plan which sets out three clear milestones:

- Net zero for operations by 2030
- Net zero for maintenance and construction activities by 2040
- Supporting the rapid shift to zero carbon travel on roads by 2050

2.26 The A428 project team is working with Skanska, construction industry leaders in the carbon field, on the road design and construction. They're looking at all emerging technologies and innovation to deliver the maximum carbon benefits. Throughout the public examination for the Development Consent Order process, they have submitted extensive evidence of assessments and plans in this area.

2.27 There is a strong intent to innovate on the scheme which has already committed to using hydro treated vegetable oil to fuel plant, and using electric plant and machinery where appropriate. Pioneering the newest tools and models, some not used before, the team is tracking in depth carbon savings of each design element, using that data to inform decision-making and continuously seeking opportunities for carbon savings throughout.

2.28 The County Council will monitor commitments regarding emissions mitigation via the Legacy Management Plan.

2.29 Ecology

2.30 The outstanding issues and fed into the examination still being discussed relate to Biodiversity Net Gain – simply, the outputs should align with the 'doubling nature' policy and Ox Cam policy. Council Officers consider that Borrow Pits do not constitute 'net gain', and have concerns about the quality of the net-gain offered by NH, for example gains should be made off site (e.g. ancient woods in Huntingdonshire).

2.31 National Highways has made the following justification for its position:

Recognising the impact on the environment of the road construction the A428 team is seeking to go beyond standard mitigation, using National Highways Designated Funds (DF) to investigate the creation of wetlands and sites such as Hen Brook for biodiversity net gain.

2.32 As part of the scheme they are:

- Improving brook biodiversity, caring for mammals, fish and other aquatic species.
- Designing culverts and underpasses to let water and land based animals safely pass beneath roads along watercourses.
- Changing watercourses in a way that is sensitive to aquatic habitats and species.
- Changing the profile of areas of land to slow down the movement of water during floods.
- Planting over 150 acres of woodland and hedgerows to integrate the scheme into the local landscape and maintain connectivity for wildlife.
- Investigating future opportunities to provide for barn owls and bats.

2.33 The team is seeking to innovate and consider all opportunities to deliver further initiatives. Overall, the scheme could deliver a 16% biodiversity net gain, a great improvement on the current requirements for National Highways to achieve 'no net loss' biodiversity and above the 10% Environment bill obligation.

2.34 The County Council will monitor commitments regarding ecology via the Legacy Management Plan.

2.35 Heritage and Archaeology

2.36 Council Officers feel that the archaeological strategy is unacceptable as it is based on the High Speed 2 Rail scheme strategy and contrary to County and District planning policies for cultural heritage. The Council should be in a position to approve schemes based on operating models conducted on other developments locally. Officers have supplied evidence based maplets and strategy notes for areas to be included in an approvable Archaeology Mitigation Strategy - negotiations with National Highways are on-going, recognising that presently matters are unresolved.

2.37 Legacy management

2.38 The Joint Authorities recognise the work done by National Highways in the local community via its community engagement programme. Current discussions are on-going regarding an A428 Legacy Fund, in addition to the use of designated funding for a number of projects. The County Council proposes to formalise all post-DCO legacy activity into a programme of work initially managed and monitored centrally by the Consents Team (the Legacy Management Plan); and ultimately to transition the activity to the respective council service areas and local community groups for delivery. It should be noted that National Highways Designated Fund is a national scheme and no definitive assurances can be provided by the A428 project team that funding will be secured.

- 2.39 The appendices provide images of A14 legacy schemes funded by National Highways designated funds

3. Alignment with corporate priorities

3.1 Communities at the heart of everything we do

There are no significant implications for this priority.

3.2 A good quality of life for everyone

The impacts of the project during construction and on traffic movement when operational need to be understood in detail, and commitments to mitigation secured.

3.3 Helping our children learn, develop and live life to the full

There are no significant implications for this priority.

3.4 Cambridgeshire: a well-connected, safe, clean, green environment

This project will improve connectivity significantly between St Neots and Cambridge, by replacing the existing road with dual carriageway, reducing congestion, drawing traffic away from the local road network and allowing for future traffic growth. It is however a major investment principally targeted at providing for journeys by car or HGV and will have implications for carbon generation. There will be landscaping, planting, and other measures included to mitigate the impact of the scheme.

3.5 Protecting and caring for those who need us

There are no significant implications for this priority.

4. Significant Implications

4.1 Resource Implications

Officer time is required to review the application, work with National Highways, and prepare to represent the Council at the Examination. This is being supported by appropriate specialists. Associated financial pressures are being looked at in more detail to provide an estimate of the resources required. It is expected that costs by the end of the Examination could be in the region of £150,000-250,000 and it is anticipated that some of this may be recoverable from National Highways, and that costs associated with the Council's statutory duties could be funded by Integrated Transport Block funding.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are risks to the Council in taking on new assets to maintain if they are not in a good condition. However, as the Council supports the project there is an acceptance that new roads and the detrunked or existing A428 will become the Council's responsibility.

Additionally, the traffic generated by the scheme will impact the Council's network and may lead to changes in travel patterns for both cars and Heavy Goods Vehicles, as with the A14.

4.4 Equality and Diversity Implications

There are no significant implications within this category

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

Local Members have been briefed on the scheme by National Highways, with support from Council officers.

4.7 Public Health Implications

Public health implications need to be understood after a review of the scheme.

4.8 Environment and Climate Change Implications on Priority Areas

Note: The application is still being reviewed so an initial assessment only is provided here. The assessment may change when there is a fuller understanding of the content.

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: Neutral

Explanation: No buildings are proposed as part of the project.

4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: Negative

Explanation: Although electrification of vehicle transport is expected and supported by Government policy, constructing a new dual carriageway although available for use by buses will not cater exclusively for sustainable modes of transport, and will attract and create new traffic. There is provision as part of the project to deliver facilities for active travel users, although at this stage there are concerns whether this is of a suitable standard.

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status: Neutral

Explanation: The project will involve construction works but does propose landscape works and mitigation including tree planting. This impact is highly dependent on the issues raised in by the Councils being resolved.

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: Neutral

Explanation: The construction will generate waste which will be subject to control through a management plan.

4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: Neutral

Explanation: Flooding and water management has been considered as part of the design of the scheme, which includes balancing ponds, consideration of climate change impacts and a Flood Risk Assessment.

4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: Negative

Explanation: The scheme will generate additional traffic which will not be electric vehicles for some time. The assessment may show that although there is additional air pollution from traffic, in many instances it moves the traffic away from the existing communities along the current A428 alignment.

4.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Positive/neutral/negative Status: Neutral

Explanation: No impact.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer:

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes

Name of Officer:

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications?

Yes or No

Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: David Allatt

Have any Public Health implications been cleared by Public Health?

Yes or No

Name of Officer:

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes or No

Name of Officer:

5. Source documents guidance

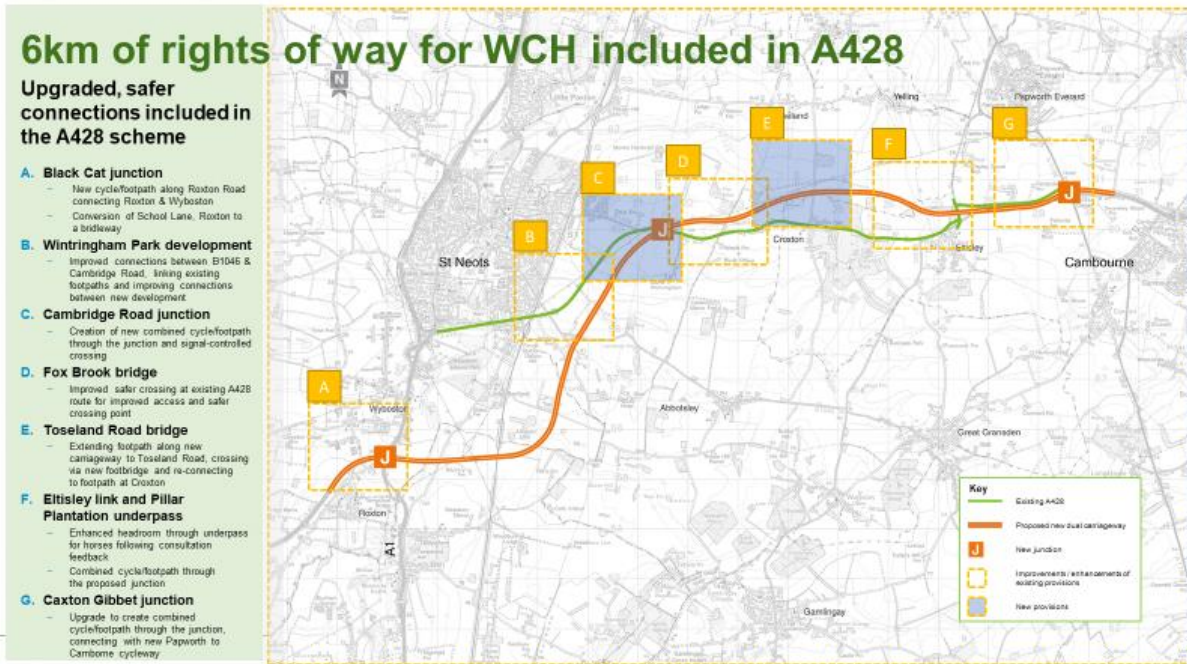
5.1 Source documents

Background information on the A428 Black Cat to Caxton Gibbet scheme is available from

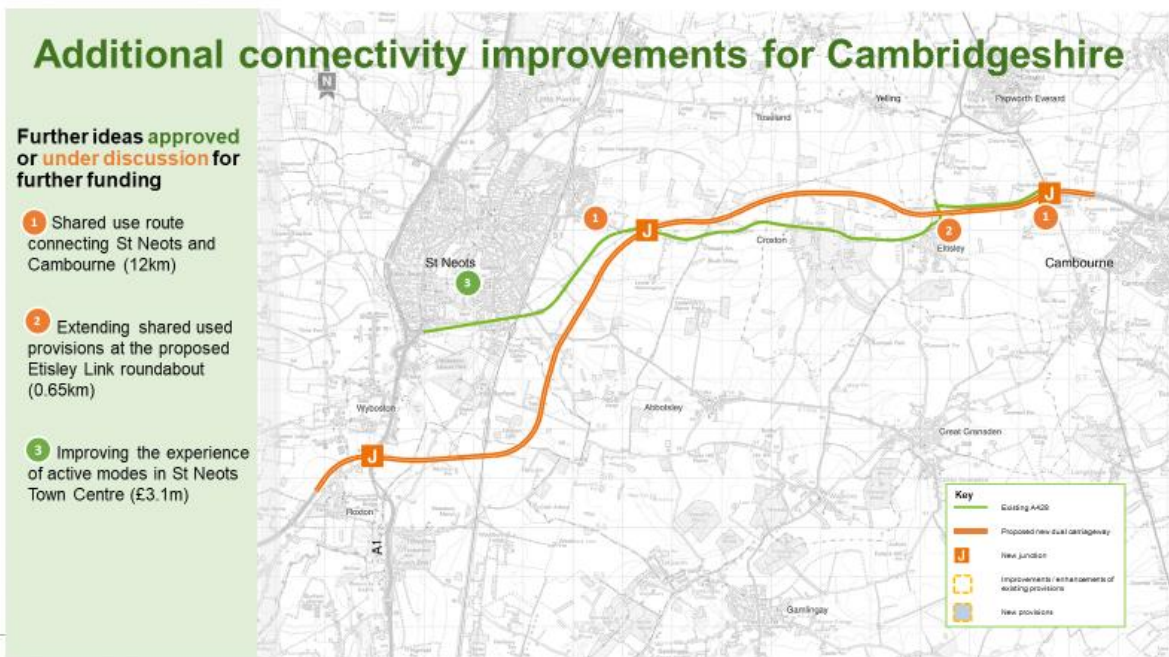
National Highways (Highways England): [A428 Black Cat to Caxton Gibbet improvements - Highways England](#)

The full Development Consent Order and submissions to the Examination are available on the Planning Inspectorate website: [A428 Black Cat to Caxton Gibbet Road Improvement scheme](#)

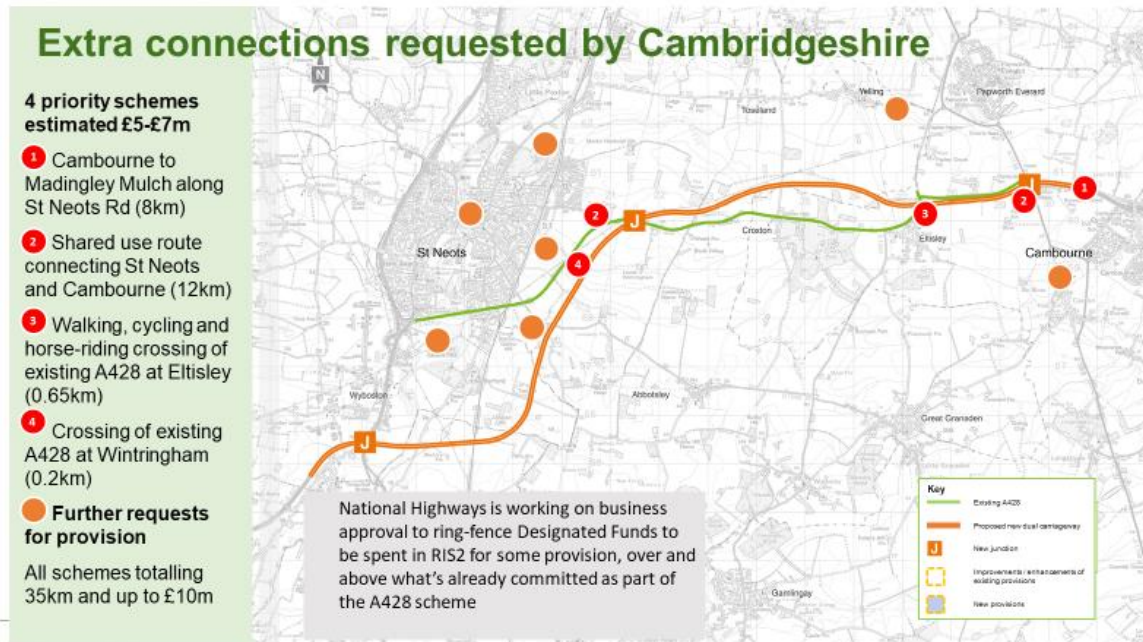
Appendices:
Map 1



Map 2



Map 3



A14 legacy schemes

Image 1 Bluntisham car park



Image 2

Fenstanton to Swavesey NMU



Image 3

Fenstanton to Swavesey NMU (Photo from by the BHS)



Image 4

Local Access road NMU facility



Image 5

NMU at Hilton Road



This page is intentionally left blank

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Performance Report, 2021/22 Quarter 3

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 2 February 2022

Executive Portfolio: Councillor Jon Neish, Executive Councillor for Strategic Planning

Report by: Business Intelligence and Performance Manager & Performance and Data Analyst

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of delivery of Corporate Plan key actions and corporate indicators and current projects from the Cabinet report attached.

Please note the report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, 2021/22 Quarter 3
Meeting/Date:	Cabinet, 10 February 2022
Executive Portfolio:	Councillor Jon Neish, Executive Councillor for Strategic Planning
Report by:	Business Intelligence & Performance Manager Performance and Data Analyst
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress against Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 October to 31 December 2021 and on projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan Refresh 2021/22, as approved by Council on 21 July 2021.

The report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

Recommendations:

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

1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery.

2. BACKGROUND

- 2.1 The Council's Corporate Plan has recently been refreshed to reflect the impact of Covid-19 on services and was approved at the Council meeting on 21 July 2021. The performance data in this report and its appendices relates to the indicators and actions selected for 2021/22. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details all results to the end of December.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 20 open projects.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) 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 3 will be submitted to Cabinet with this report following the Overview and Scrutiny meeting on 2 February 2022.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 3. **Appendix C** provides information about projects, including the purpose of the project and commentary from the project managers as to the current status of each project.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises Quarter 3 progress in delivering Key Actions for 2021/22:

Status of Key Actions	Number	Percentage
Green (on track)	17	68%
Amber (within acceptable variance)	7	28%
Red (behind schedule)	1	4%
Awaiting progress update	0	0%
Not applicable	0	

Most key actions were on track at the end of Quarter 3 with one significantly behind schedule. The key action that has been categorised as 'Red' is due to staff resource challenges within the planning team, with the focus currently on core service delivery. Multiple key actions have been impacted throughout the year by the Covid-19 pandemic and lockdown restrictions, which have affected services' ability to deliver and allocation of resources.

Actions which have seen positive progress during Q3 include:

- KA 1. One Leisure Fitness Membership sales are on track to meet recovery targets while admission to activities such as swimming, classes and sports are all ahead of target.
- KA 7. Partnership collaboration to improve opportunities for residents in the Oxmoor area has progressed. Activities including starting a new job club which is being run solely by volunteers. The area has also received targeted support from the Household Support Fund.
- KA 10. Waste contamination rates continue to be monitored and November saw the lowest rate of contamination to date influenced by direct communication with residents and a focus on crew rejections.
- KA 14. HDC have been successful in securing an extra £3.5 million from National Highways designated funds to enhance the St Neots Future High Streets Fund town centre regeneration projects.
- KA 19. A further six commercial estate properties have been let with a total income of nearly £81k per year, this is an increase of £55.8k on previous rental income.

3.5 Quarter 3 results for 2021/22 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	23	68%
Amber (within acceptable variance)	6	18%
Red (below acceptable variance)	5	15%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable/ targets TBC)	2	

While the majority of performance indicators were Green at the end of Quarter 3, five were given a Red status because performance was below an acceptable variance.

Indicators where services are meeting or exceeding their targets include the following:

- PI 1 & 2. Performance in the speed of processing new Housing Benefit or Council Tax Support claims and changes of circumstances remains within target (and has been all year) despite high volumes of work due to the increase of people transferring to Universal Credit.
- PI 3. There have been an additional 134 successful outcomes for homelessness cases since Q2. Of these, 80% were homelessness preventions and the remainder were successful homelessness reliefs.
- PIs 6 & 7. One Leisure memberships, service users and attendances continue to recover, with targets exceeded in relation to One Leisure facilities admissions. The number of Active Lifestyles sessions delivered are also ahead of target, which has been consistently high all year.
- PI 10. The number of missed bins per 1,000 households is within the target set. Improvements in processes have resulted in fewer bins being reported as missed when crews have already recorded a waste event taking place.
- PI 20. A further 114 affordable homes were completed in Quarter 3.
- PI 21. The net growth in the number of homes with a Council Tax banding is slightly higher (824) than the increase seen by the end of the same quarter in 2020/21 (724).
- PI 35. There are now over 43,000 customer accounts on our customer portal, with a significant increase recorded so far this year (up to 56% of households in the district at Q3 2021/22 compared to 31% at year-end 2020/21).

The pandemic is having less impact on performance for most services compared to last year but is a significant factor in the following indicator not achieving its target:

- PI 23. Rate reliefs awarded to key business sectors impacted by restrictions introduced to tackle the pandemic have skewed the payment profile for Business Rates and made forecasting the proportion to be collected this year more difficult.

There were five Red indicators with performance below acceptable variance that were not directly linked to Covid-19 or the impact of the lockdown on services:

- PI 14. To the end of Q3, 30% of planning appeals decided were allowed against the Council. Small numbers can make a significant difference to this indicator as this performance relates to just six (out of 20) appeals. The cases overturned are being reviewed to identify any trends to improve this performance going forward.
- PI 18. As reported in Q2, performance in processing minor planning applications within agreed timescales had started to improve (from 62% at Q1 to 65% in Q2). However, Q3 saw a decrease in performance, bringing the cumulative total down to 64%. Officers are being encouraged to work with applicants to seek extensions to deadlines to manage the number of minor applications processed on time.
- PI 27. As at the end of December, 79% of invoices (year to date) from suppliers had been paid within 30 days. Following successful recruitment in Q2, the need to support and train a new starter had an impact on the small team and this indicator. Despite this challenge, the team provided training to services and have gained feedback on current processes with a view to improving future performance.
- PI 33. As reported in Q1 and Q2, significant resource issues in Development Management contributed to more Stage 2 complaints not being resolved in time.
- PI 34. As reported in Q2, there continues to be an increase in avoidable contacts now that Council Tax calls are being directed to the Customer Services contact centre. This has improved the number of Council Tax calls answered but has also led to an increase in contacts classed as 'avoidable'. An example of an 'avoidable' contact includes a customer calling simply to clarify information on their bill. Work is underway to improve the wording of bills to help reduce this. Also, further training in the team is being delivered to capture all avoidable contact communication to ensure all relevant data regarding 'avoidable' contact is being collected.

3.6 The status of corporate projects at the end of December is shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	5	25%
Amber (progress behind schedule, project may be recoverable)	10	50%
Red (significantly behind schedule, serious risks/issues)	5	25%
Pending closure	0	
Closed (completed)	0	

The majority (75%) of projects were on track or likely to be recoverable. Details of all projects can be found in **Appendix C**.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 2 February 2022. Comments from the Panel will be submitted to Cabinet with this report.

5. RECOMMENDATIONS

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

6. LIST OF APPENDICES INCLUDED

Appendix A – Corporate Performance Summary, Quarter 3, 2021/22

Appendix B – Corporate Plan Performance Report, Quarter 3, 2021/22

Appendix C – Project Performance, December 2021

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Business Intelligence and Performance Manager, email

daniel.buckridge@huntingdonshire.gov.uk

Emma Charter, Performance and Data Analyst, email emma.charter@huntingdonshire.gov.uk

Project Performance (Appendix C)

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

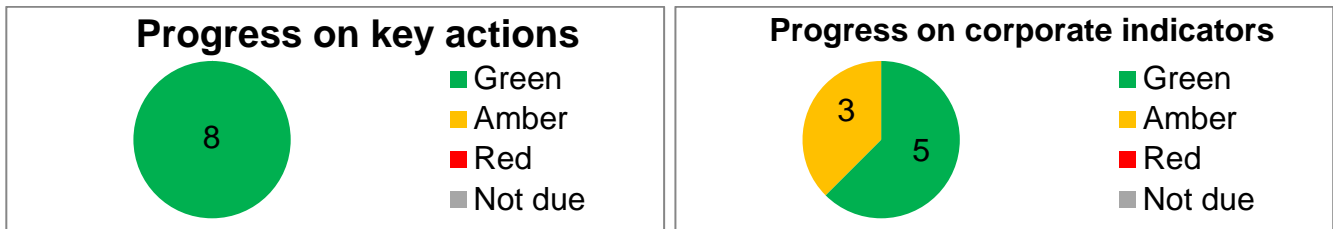
This page is intentionally left blank

Appendix A

Corporate Performance Summary Quarter 3, 2021/22

People

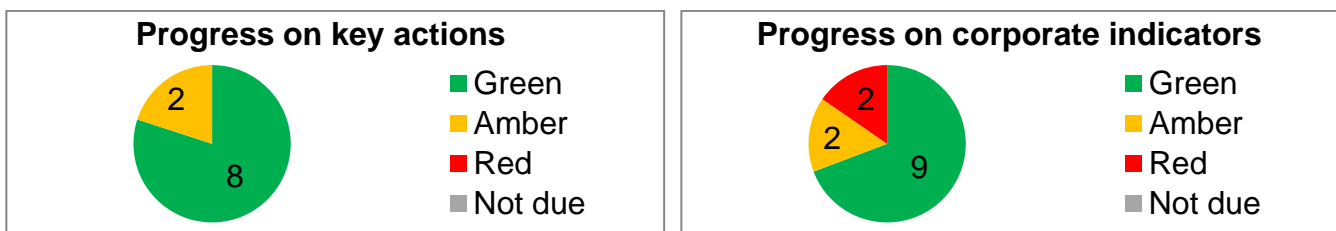
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include targeted support to residents in the Oxmoor area via the Household Support Fund.

Place

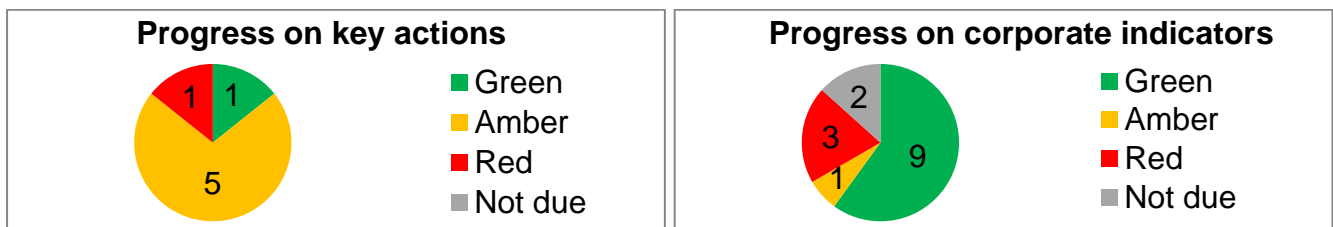
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include securing an extra £3.5 million from National Highways designated funds to enhance the St Neots Future High Streets Fund town centre regeneration projects.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include re-letting six commercial properties at a total annual rent of £81k – an increase of over £55k compared to previous rents.

This page is intentionally left blank

STRATEGIC THEME – PEOPLE

Period October to December 2021

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
8		0		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
5		3		0		0		0	

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

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 1. Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often	Ongoing	Cllr Prentice / Cllr Bywater	Jayne Wisely	Fitness Membership sales on track to meet recovery targets with admission to activities such as swimming, classes and sports all ahead of target. Partnerships with Hunts Community Cancer Network and others continue to flourish. Work with green spaces team has continued delivering sessions in open spaces.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 2. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Keane	Amanda Burns	<p>A total of £162k has been made in Discretionary Housing Payments to help people on low incomes pay their housing costs. £55k remains in the budget for Q4.</p> <p>Covid-19 Test & Trace Support Payments of £500 are designed to help people on qualifying benefits who have been requested by the NHS to self-isolate and will lose income. Demand for these is extremely high - 844 applications were received in Q3 compared to 152 applications for the same period last year.</p>
G	KA 3. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Jon Collen	<p>Joint protocols have been agreed with several public sector partners to ensure referrals are made under their 'Duty to Refer' to the housing authority. These start customers on a pathway to help try to prevent homelessness through earlier intervention. They include pathways for care leavers and 16-17 year olds (with the County Council) and prison leavers (with HMP Peterborough, Probation and other criminal justice agencies).</p> <p>A protocol and pathway is being agreed with mental health and substance misuse partners and is due to be implemented by March 2022.</p>
G	KA 4. Adopt a new Homelessness Strategy and a new Lettings Policy	March 2022	Cllr Fuller	Jon Collen	<p>Consultation draft of the Homelessness Strategy was approved by Cabinet in July. Wide-ranging consultation is taking place through September-October. Some slippage as this is partnership initiative and we have to work to timescales in line with other Councils. Formal adoption to be completed by end of March 2022. Revised Lettings Policy was approved and went live in July 2021.</p>

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 5. Identify and implement solutions to eradicate the need to place homeless families in B&Bs	Ongoing	Cllr Fuller	Jon Collen	Latest scheme provided in partnership with Chorus came on-line in May, providing an additional 22 units as alternatives to B&B. Further alternative options to B&B will continue to be explored. However, latest Government initiative to assist rough sleepers with accommodation during Omicron outbreak has seen an increase of placement of single people in B&B.

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

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 6. Support community planning including working with parishes to complete Neighbourhood Plans	Ongoing	Cllr Neish	Clara Kerr	Cabinet approval of modified Grafham and Ellington Neighbourhood Plan to proceed to referendum. Referendum anticipated January 2022.
G	KA 7. Develop our asset-based approach to working with partners to improve opportunities for residents in the Oxmoor area, taking actions to increase community resilience and reduce demands and pressures on partner organisations	Ongoing	Cllr Bywater	Finlay Flett	This work continues and has evolved through targeted work around the response to the pandemic. This includes the creation of the weekly community fridge and the launch of the Oxmoor job club, both of which are run solely by volunteers. The Oxmoor area has seen targeted support via the Household Support Fund and is a target location for the new tenancy agreement work.
G	KA 8. Work with Recognised Organisations and other community organisations to increase volunteering	Ongoing	Cllr Bywater	Finlay Flett	Hunts Forum were tasked with reviewing the Recognised Organisation process to create tiers of trusted partners and groups. This work continues alongside the Community Strategy. Volunteering numbers continue to be stable and there will be a re-focus on this area of business once things have settled down from the Omicron variant.

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 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 1. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	21	21	23	21	G	23	23	G

Comments: (Revenues & Benefits) The number of new benefit claims received has remained steady throughout the whole of 2021/22.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 2. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	5	5	5	4	G	5	4	G

Comments: (Revenues & Benefits) Volumes of work remain high due to the increase in people transferring to Universal Credit.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 3. Number of homelessness preventions achieved (cumulative year to date)	523	374	300	357	G	400	475	G
Aim to maximise								

Comments: (Housing Needs & Resources) 357 successful outcomes to the end of Q3 (made up of 271 successful preventions and 86 successful reliefs).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 4. More people taking part in sport and physical activity: Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)	6,829	23,573	18,500	18,127	A	25,000	25,000	G
Aim to maximise								

Comments: (Leisure and Health) Q4 is most productive quarter for usage. Difficult to predict with current wave of Covid-19 but should be very close to target.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 5. More people taking part in sport and physical activity: Number of individual One Leisure Active Lifestyles service users (cumulative year to date) Aim to maximise	824	824	2,500	2,226	A	3,500	3,500	G

Comments: (Leisure and Health) Target set at 19/20 levels. Over the year and with the emergence of Omicron this has proved to be too high. Average attendance is below pre-Covid levels. The environment is still volatile given our target audiences. However, we have a number of new activities planned for Q4. Six full weeks at the start of the year were lost due to Covid-19 regulations therefore recovery has been good.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 6. Providing more opportunities for people to be more active: Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date) Aim to maximise	719	715	1,875	1,948	G	2,500	2,500	G

Comments: (Leisure and Health) The team are delivering the required number of sessions to meet the annual target. This has always remained on target despite the challenges faced.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 7. People participating more often: Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches and Burgess Hall (excluding school admissions) (cumulative year to date) Aim to maximise	304,252	302,933	750,000	838,885	G	1,031,800	1,100,000	G

Comments: (Leisure and Health) Admissions ahead of target mainly due to higher levels of swimming (which One Leisure believe is seen as safer exercise following Covid-19 pandemic).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 8. People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date) Aim to maximise	5,709	5,500	43,500	26,970	A	58,000	40,000	A

Comments: (Leisure and Health) Target set at 19/20 levels. Over the year and with the emergence of Omicron this has proved to be too high. Average attendance is below pre-Covid levels due to customer reticence, restrictions on numbers, and partners not returning to pre-Covid behaviours affecting onward referrals. Six full weeks were also lost at the start of the year.

STRATEGIC THEME – PLACE

Period October to December 2021

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
8		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
9		2		2		0		0	

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

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 9. Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces	Ongoing	Cllr Beuttell	Helen Lack	First three audits complete. Looking to roll out to all parks as part of an individual site assessment portfolio.
G	KA 10. Deliver programme of waste minimisation activities to encourage people to reduce, re-use and recycle	Ongoing	Cllr Beuttell	Andy Rogan	Projects are running well. Contamination rate for November was the lowest to date at 4.74% which has been the result of crew rejections and direct communications with the residents.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					We're now halfway through the food waste trial and feedback remains good. Initial data shows that the refuse tonnage has decreased in this area and the organic tonnage has seen a slight increase. From feedback, many residents have reduced the amount of food they waste overall by buying what they need, portion control and freezing what they can. A survey with residents has just concluded and results can be reported on in the next update.

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 11. Develop a Regeneration Plan	Ongoing	Cllr Fuller	Clara Kerr	Framework regeneration plan issued to organisation. Comment awaited.
G	KA 12. Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy (CPIER/LIS)	Ongoing	Cllr Fuller	Clara Kerr	<p>The primary focus has been the continued support of business through the pandemic in the form of business grants, including working with the Cambridgeshire and Peterborough Combined Authority (CPCA) to administer grants.</p> <p>It is recognised that continued close working is required to review the ambitions of CPIER/LIS and review in light of impacts of Covid-19.</p> <p>The Council continues to maintain focus on inward investment and promotion of Huntingdonshire in the Cambridgeshire economy.</p>

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 13. Continue to work with partners and influence the Combined Authority (CA) and secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	Ongoing dialogue in relation to the A141, St Ives Study, Local Transport and Connectivity Plan, Bus Franchising. A141/St Ives study CPCA board paper anticipated January 2022.
G	KA 14. Support the implementation of 'Prospectuses for Growth' for St Ives, Huntingdon and Ramsey and the St Neots Masterplan	Ongoing	Cllr Fuller	Clara Kerr	Collaborative working underway to deliver programme of accelerated projects across St Ives, Huntingdon and Ramsey. In addition, longer term regeneration masterplanning underway. In St Neots, the Future High Streets Fund (FHSF) projects have been stood up and are in development across the key project areas, working with legal advisors and securing appropriate specialist advice for The Old Falcon and Priory Quarter. Additional funding (£3.5m) has been secured from National Highways toward highway related works.
G	KA 15. Continue to provide active input into and work with partners on key transport developments, including the A428, East-West Rail (EWR) and A14 improvements	Ongoing	Cllr Neish	Clara Kerr	A428 Development Consent Order (DCO) hearings commenced with the Planning Inspectorate. Ongoing dialogue with Highways England to resolve outstanding matters and continued working on Statement of Common Ground. EWR Environmental Statement still in development and DCO not yet commenced.
G	KA 16. Work with partners to develop Oxford-Cambridge Arc (Ox-Cam) growth corridor proposals and maximise the opportunities this can offer locally	Ongoing	Cllr Neish	Clara Kerr	There has been limited activity with the Ox-Cam Arc agenda in Q3. Focus on A428 DCO and pending EWR DCO addressed under KA15.

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

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 17. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met	Ongoing	Cllr Fuller	Clara Kerr	New Annual Monitoring Report (AMR) published. The Council has a housing land supply that equates to 5.52 years.
A	KA 18. Design and implement strategies to use Council assets to support the delivery of affordable homes	Ongoing	Cllr Fuller / Cllr Gray	Pamela Scott	There has been a slight delay in the submission of planning applications for this project due to the completion of site surveys and the appointment of contractors. Information on the sites has now gone out to Town and Parish Councils and residents affected by the projects. It is anticipated that planning applications should be submitted in the next quarter with start on sites still achieved in 2022/23 subject to planning.

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 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 9. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date) Aim to maximise	90%	85%	80%	77%	A	80%	80%	G

Comments: (Operations) Slight drop in standards due to leafing season. Standards are expected to improve during Q4. There may possibly be issues due to high levels of Covid-19 cases impacting staff and services.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 10. Number of missed bins per 1,000 households (cumulative year to date) Aim to minimise	0.57	0.57	0.75	0.59	G	0.75	0.65	G

Comments: (Operations) Continued work with the collection crews to ensure missed collections are identified. Better reporting means fewer missed bins are reported if the crews have already recorded a waste event.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 11. Percentage of household waste recycled/reused/composted (cumulative year to date)	58%	61%	60%	60%	G	60%	58%	A
Aim to maximise								

Comments: (Operations) Figures are based on a projected tonnage for recycling in December as actual figures haven't come through as yet. With the decline in garden waste tonnage, it is predicted that the forecast outturn will be circa 58% for the year. Work on delivering the Waste Minimisation Strategy and action plan is ongoing (see KA 10 for further information), which is expected to lead to further improvements in diverting waste from landfill.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 12. Number of complaints about food premises (cumulative year to date)	123	107	412	57	G	550	300	G
Aim to minimise								

Comments: (Community) The number of complaints to the Council about food premises is lower than anticipated in Q3. It is possible that a lower number of people eating out compared to previous years (due to the pandemic) could have been a factor. There were 129 requests for advice during Q3 and 96 generic food complaints (which did not relate to specific businesses).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 13. Percentage of licensed taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter) Aim to maximise	31%	32%	39%	38%	A	40%	38%	A

Comments: (Community) No change from last year - purchase of newer cars to replace older licensed vehicles has slowed due to lack of business during Covid-19.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 14. Total number of appeals allowed as a percentage of total number of planning appeals decided (cumulative year to date) Aim to minimise	24%	26%	15%	30%	R	15%	28%	R

Comments: (Development) 6 of 20 appeals allowed to date, with the percentage influenced by small numbers in either direction. We are reviewing those overturned appeals to determine if there is a pattern in terms of use of policy or comments from consultees. This should reduce the percentage for the following year.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 15. Number of costs awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date) Aim to minimise	0	0	0	0	G	0	0	G

Comments: (Development) No claims for costs on applications determined against officers' recommendations at Committee to date.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 16. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development (cumulative year to date) Aim to maximise	£7,975,727	N/A	No target set	£95,000	G	No target set	£95,000	G

Comments: (Growth) In the financial year 2021-22, to date £95,000 has been allocated to two projects approved by Cabinet on 22nd October 2021.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 17. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date) Aim to maximise	88%	86%	86%	87%	G	86%	86%	G

Comments: (Development) We are above the target but we will monitor applications for the last quarter to ensure there's no slippage at end of year.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 18. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise	88%	77%	84%	64%	R	84%	65%	R

Comments: (Development) National monitoring combines minor and other applications into a single percentage, the target is 70%, we are operating at 73.9%. We will be addressing this by encouraging officers to seek extensions of time for all applications.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 19. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise	90%	84%	81%	81%	G	81%	81%	G

Comments: (Development) On target to achieve local designated percentage. We will continue to encourage officers to seek extensions of time for all applications where necessary to stay on target.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 20. Number of new affordable homes delivered in 2020/2021 (cumulative year to date) Aim to maximise	274	95	No target set	222	G	331	363	G

Comments: (Housing Strategy) In this Quarter, 114 affordable homes have been completed. This follows 32 and 76 completions in Q1 and Q2 respectively. Some Registered Providers (RPs) have reported difficulties in respect of securing labour and materials; this is making forecasting to the end of the financial year more challenging. Forecasts are therefore more cautious and more susceptible to change. However, the target number of 331 by year end is, at this stage, expected to be achieved. Note: latest figures from one RP were unavailable at the time of publication.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 21. Net growth in number of homes with a Council Tax banding (cumulative year to date) Aim to maximise	1,038	724	No target set	824	G	No target set. Defer to AMR	N/a	G

Comments: (Growth) Valuation Office Agency data shows the total at 29 December 2021 was 824 higher than at 31 March 2021. This is slightly higher than the increase seen by the end of Q3 last year.

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period October to December 2021

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

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

WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 19. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Justin Andrews	Q3 saw completion of a further six lettings at a total income of £80.9k p.a. (an increase of £55.8k on previous rents), comprising new lettings at The Meadow, Huntingdon, Caxton Road (now fully let), Oak Drive (now fully let) and one unit at Levellers Lane. One rent review concluded at £41.5k p.a (increase of £2.6k p.a) and one unit was vacated at Alms Close but is in legals to re-let.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Total transactions year-to-date amount to 25 (£319k of annual rent showing an increase in rent of £116.7k p.a.). Four additional transactions concluded (consents, wayleaves etc) generating a capital receipt of £18k to be offset on works at properties.
A	KA 20. Develop the Council's approach to data and business intelligence to support efforts to improve organisational efficiency including the development of unit cost and value metrics to measure service performance	Ongoing	Cllr Gray	Tony Evans	<p>With the delivery of a secure data processing environment, work has begun on integrating data from our HR and Finance systems to provide detailed cost data. Challenges have presented themselves in being able to isolate the specific costs associated with the delivery of core business processes rather than an entire service which delivers many business processes and project work.</p> <p>Further work continues to develop an effective management framework that can consume the metrics and provide insight to their trends and develop action plans to affect them.</p>
A	KA 21. Develop the Council's approach and methodologies for business change, service design and user research to enable effective change management within the organisation	Ongoing	Cllr Keane	Tony Evans	The methodologies and approaches that have been developed have been used in externally funded projects and employed within the Recovery Programme to good effect. This has led to adoption of co-design and data driven projects. However, the adoption of these approaches to business change within the wider council remains challenging with limited success in delivering effective change management to core services.
A	KA 22. Develop Workforce Strategy including options for best use of apprenticeship levy	Ongoing	Cllr Keane	Justin Andrews	Formalising plans on utilising apprenticeship levy to meet future skills gaps.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 23. Develop our understanding of customer and resident needs and demands	Ongoing	Cllr Keane	Michelle Greet	Work ongoing and to be developed further under the Community Strategy. Work also underway to introduce a customer forum to HDC.
A	KA 24. Expand how we offer online and out of hours access to our services via the customer portal and other solutions	Ongoing	Cllr Keane	Michelle Greet	Work is ongoing to review and improve the online offering to customers and enable access to services at a time that suits them.
R	KA 25. Introduce a new electronic pre-application planning advice service	End Q4	Cllr Neish	Planning Service Manager (DM)	Service has seen significant ongoing challenges recently with a number of the team taking new roles outside HDC. Additional resources have been brought in and a service stabilisation plan is being delivered. The focus for now is on core service delivery therefore this particular action has been postponed, although work to improve digitisation of all services continues (see PI 36).

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 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 22. Total amount of energy used in Council buildings (cumulative year to date) Aim to minimise	6,263,445 kWh (38% down on 2020/21 target)	N/A	TBC	TBC	N/a	9,873,037 kWh (2% year on year target reduction since baseline year 15/16)	TBC	N/a

Comments: (Corporate Resources) Due to timing issues with billing, it is not possible to report on this indicator at this time. Performance is expected to be on track based on results in Q1 and Q2, and full-year performance will be included in the next report.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 23. Percentage of Business Rates collected in year (cumulative year to date) Aim to maximise	98%	84%	No target set	85%	G	99%	98%	A

Comments: (Revenues & Benefits) Normally we would set the target as the performance at the end of Q2 in the previous year but this cannot be used due to the impact that the pandemic had on collection rates last year. The award of reliefs to businesses in the retail, hospitality and leisure sectors has skewed the payment profile making forecasting more difficult. A further £4m has now been allocated to HDC to award reliefs in 2021/22 for businesses that have not been able to benefit from previous reliefs. Work is underway to determine the best way of allocating this.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 24. Percentage of Council Tax collected in year (cumulative year to date) Aim to maximise	98%	85%	No target set	85%	G	98%	98%	G

Comments: (Revenues & Benefits) Normally we would set the target as the performance at the end of Q3 in the previous financial year but this can't be used due to the impact that the pandemic has on collection rates last year. It has been a challenging year so the performance at Q3 is very encouraging.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 25. Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date) Aim to minimise	1	0	7	4	G	10	5	G

Comments: (Community) There has been one additional appeal upheld in Q3, however this remains within target

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 26. Percentage satisfaction with ICT support services from feedback received (cumulative year to date) Aim to maximise	95%	98%	95%	96%	G	95%	95%	G

Comments: (3C ICT) To note: in October, 100% of responses were satisfactory or above.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 27. Percentage of invoices from suppliers paid within 30 days (cumulative year to date) Aim to maximise	76%	73%	98%	79%	R	98%	81%	R

Comments: (Corporate Resources) Following successful recruitment to fill a vacancy in Accounts Payable, the income team have managed to train and support the new starter and the invoice process is now up to date as at the end of December. However, losing a fully trained long term team member impacted greatly upon an already small team so this has had an impact on the number of invoices paid on time during Q3.

Following discussion with services, a training session took place which provided an opportunity to collect feedback on the current process and how it works in practice in services. This exercise has identified where further work or more support is needed to process invoices for payment on time. Further training sessions are planned, and these will help to ensure services are aware of the impacts of delayed processing of invoices.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 28. Staff sickness days lost per full time equivalent (FTE) (cumulative year to date) Aim to minimise	5.1 days/FTE	3.8 days/FTE	TBC	4.7 days/FTE	G	TBC	7 days/FTE	G

Comments: (Corporate Resources) Sickness absences remain lower than previous years, but increasing from last year when sickness levels were at an all time low (noting Covid-19 isolation is not classed as sickness).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 29. Income generated from Commercial and Operational Estate Rental Income (cumulative year to date) Aim to maximise	£4.8m	£3.8m	£3.67m	£4.3m	G	No target set but use budget of £4.89m	£5.1m	G

Comments: (Corporate Resources) Income from the commercial estate and letting of surplus previously operational estate has held up and re-letting of vacant units buoyant.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 30. Percentage of calls to Call Centre answered (cumulative year to date)	89%	82%	80%	80%	G	80%	80%	G

Aim to maximise								
-----------------	--	--	--	--	--	--	--	--

Comments: (Customer Services) Almost all staff are now fully multi-skilled, which will help us maintain our service levels. We are scheduled to go live with a new Contact Centre telephone system on 2nd February and we are focused on implementing this with a minimum of disruption. The upgrade will enable staff to take customer calls remotely, improving the resilience of the service.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 31. Customer Services satisfaction rate (cumulative year to date)	N/A	N/A	80%	N/A	N/a	80%	N/A	N/a
Aim to maximise								

Comments: (Customer Services) We have decommissioned the old Customer Relationship Management system that surveys were generated from. We are evaluating the option for surveying customers through the new OneVu Customer Portal.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 32. Percentage of Stage 1 complaints resolved within time (cumulative year to date)	93%	95%	90%	90%	G	90%	90%	G
Aim to maximise								

Comments: (Customer Services) The data suggests that we can expect to meet our year end target by responding to 90% of S1 complaints on time.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 33. Percentage of Stage 2 complaints resolved within time (cumulative year to date) Aim to maximise	87%	87%	90%	68%	R	90%	70%	R

Comments: (Customer Services) The data suggests that we are not on target to meet the target of responding to 90% of S2 complaints on time this year. During 2021 there were some significant resource issues within Planning Services that impacted on complaint response times.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 34. Percentage reduction in avoidable contacts (cumulative year to date) Aim to maximise	-15%	-12%	-15%	+33.7%	R	-15%	+20%	R

Comments: (Customer Services) The Customer Services contact centre is now taking some of the calls previously handled directly by Council Tax - this will ensure more calls will be answered and customers are helped. This has led to an increase in the contacts classed as avoidable because many customers call to clarify information on their bills which we class as avoidable contact as well as the overall volumes increasing.

We also capture as Avoidable instances where there is a Web Form alternative which also increases the figures. We have delivered training with our team to make sure we are capturing all avoidable contact communication.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 35. Percentage of households with customer accounts generated (latest result) Aim to maximise	31%	27%	40%	56%	G	40%	60%	G

Comments: (Customer Services) We now have 43.7K accounts on the OneVu platform. A small proportion of these are registered to addresses outside the district. Multiple residents of a property may also have their own accounts, and advisors create accounts on the customer's behalf when they call in.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 36. Percentage of all council services that have an end to end digital process (latest position at end of each quarter) Aim to maximise	19%	N/A	25%	20%	A	35%	22%	A

Comments: (Transformation) Delivery of integrated forms relating to Operations services has continued, meaning some of our highest volume transactions are now integrated. Performance has been slower than expected due to challenges within 3C ICT around staff retention. Delivery of integrated Revenues and Benefits forms has been delayed due to increase workload linked to Covid-19. Delivery of integrated Environmental Health and Licensing forms have been delayed due to delays in the implementation of a new line of business system within the three partner councils.

Appendix C: Project Performance – end of December 2021

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Cycle Route Improvements	Management of work with County on delivery of cycling routes. 120 submitted to CCC.			A	In Progress	Dec 21 update: The draft Local Cycling and Walking Infrastructure Plan (LCWIP) was consulted on by the County Council (CCC) over the summer. HDC responded in July, and an update has been requested. The Greater Cambridge Partnership (GCP) is overseeing the Area Connectivity project. CCC has been undertaking engagement with members on the St Ives and Huntingdon Covid-19 emergency measures (badged as Active Travel Tranche 2 schemes).	Strategic Planning	Clara Kerr	Melissa Reynolds
Market Towns Programme	Programme to Regenerate St Neots, St Ives, Ramsey and Huntingdon. Building on the work of Prospectuses of Growth (St Ives, Ramsey and Huntingdon) and Masterplanning work undertaken for St Neots.	31/03/2024	31/03/2025	A	In Progress	Dec 21 update: The Future High Street Fund (FHSF) agreement has been signed off with almost £13m across six projects. Extensive community and civic consultation in St Neots in creating a sense of vision, community and regeneration of the town centre. Additional £3.5m gained via National Highways. Submission to Cambridgeshire and Peterborough Combined Authority (CPCA) for Market Towns Accelerated Projects - approx. 14 projects awarded funding representing £1.8m across the three market towns. Majority of Accelerated Projects will be delivered within budget and timeframe. Additional £800k to be rolled out in 2022/23 financial year. Master planning - the three market towns, aspiration and pipeline of practical projects to be identified by March 2022.	Strategic Planning	Clara Kerr	Seamus Cleary
Accelerated Programme	A programme of short-term interventions to support the market towns of St Ives, Huntingdon and Ramsey and respond to challenges associated with COVID 19.	31/03/2022	31/03/2022	A	In Progress	Dec 21 update: Funding Agreements - all funding agreements have been signed except for Smarter Towns, Ramsey Civic Hub and Pedestrianisation. Public Conveniences - Contract tendered. Tender Period 03.12. 2021 - 10.01.2022. Smarter Towns - procurement waiver submitted. Highlight Report completed. Project In Flight. Ramsey Civic Hub – Novation: Terms and Conditions agreed between parties. Contract engrossed by the CPCA. Contract circulated for signing. Ramsey Pedestrianisation – Initial discussions held with HDC and CCC. Wider Ramsey project being discussed with a view to integrating projects to aid co-ordination and resolve on site constraints. Small scale quick win pedestrianisation projects being scoped. Ring fencing of funding planned to build in scope to complete implementation of Traffic Regulation Order and alignment with master planning process.	Development	Clara Kerr	Seamus Cleary/Kenneth Rose
Affordable Housing Delivery Project- 13 sites	Yr1: Review of 42 sites, establishing package of sites for affordable housing and competition to find delivery partner. Cabinet approved sale of 13 sites to Longhurst Group. Exchange of contracts target date Jan 2021. Project brief to come to WP Board on 15 December. Yr2: Longhurst to obtain planning permissions, complete land purchase of viable sites and start on site. Land value could be used for Private Rented homes. Yr3&4 Developments to be completed by March 2023.			G	In Progress	Dec 21 update: We have contacted all the Ward Councillors and Town and Parish Councils that have a development site in their area and advised them of the plans to develop the individual sites; we have also contacted individual residents that are directly impacted. We will be attending meetings with some Town and Parish Councils during December and January to advise them of our plans in more detail and to hear their views. The surveys on the sites should be completed by 17th December 2021, these have been slightly delayed due to the availability of the companies to carry out the different surveys required for the submission of planning. We expect planning applications to now be submitted in January 22.	Development	Jo Lancaster	Pamela Scott

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
CPP - Core Portal Project	Part of the Customer Portal Project - delivers the ability to create integrated dynamic eForms to the council with supporting people process and technology. Additionally delivered forms for Operations Streets, Waste, Grounds.			A	In Progress	Dec 21 update: Version 2 of the waste forms is undergoing testing held up by dependency on Greater Cambridge Shared Waste Service. Transition to business as usual (BAU) operations continues slowly as resources shared with Core and Contact Centre Telephony projects which are due to go live in Q4 FY 21/22.	Transformation	John Taylor	Tony Evans
CPP - Data & Analytics	Creates a unified view of demand across digital and phone channels that will provide the basis for understanding demand for services and unit cost of interaction.			A	In Progress	Dec 21 update: Progress has been made on the delivery of the data store, this is undergoing testing and documentation, changes are needed to the security model to complete delivery of this item, this is with 3C ICT. Digital continue work on the delivery of the integration with the Customer Portal for form and Frequently Asked Questions (FAQ) reporting. Upon delivery of the integration work on dashboard generation will begin that builds on the existing work delivered for Complex Change. Resources are scarce in Digital and in Transformation and shared between other priority projects which is causing delays on this project.	Transformation	John Taylor	Tony Evans
CPP - Dynamics Replacement	Replaces Dynamics with IEG4 CsVu			R	In Progress	Dec 21 update (as per November, no change): System live and in operation - handover of running and administration of the system proceeding. Updates to portal integrations with Gov.UK Pay completed. Final tasks around updating systems for issue reporting and subsequent processes are all that is left to complete handover to BAU teams. Weekly meetings in place, with resources in Customer Services now taking the lead. This has been delayed due to leave within the project team.	Customer Services	John Taylor	Michelle Greet
CPP - eBilling	Delivers an eBilling capability that will allow residents to request online council tax bills, letters and benefits statements and letters			R	On Hold	Dec 21 update (No change from Nov; project is likely to start in Q1 22/23): Delay in contract with new printing provider (see Hybrid Print Project) will mean delays in this piece of work starting - unable to give timescales at the moment. Setting up of all bill and letter templates for daily work has to be completed before e-billing work can commence. At this stage the project remains on hold.	Revenues & Benefits	John Taylor	Amanda Burns

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Environmental Health System Procurement / Implementation	Shared Project across HDC, City and SCDC to replace systems used in Community (mostly EH & Licensing) & CHIA			R	In Progress	<p>Dec 2021 update: Idox is running a number of fixes into live this week, including the one data issue affecting HDC.</p> <p>As reported last month, we are still having difficulty in getting other parts of the system correctly set up by Idox, including items that were clearly identified in the contract. Issues such as using Single Sign On (SSO), offline working and allowing emails generated by the Tascomi PP system to be delivered to internal addresses have still not been resolved since Go Live in March 2021.</p> <p>Council & Cambridgeshire Home Improvement Agency leads are currently conduct a review of all outstanding issues in order to agree priorities in their resolution for escalation with Idox.</p> <p>Delivery of a number of areas of work that were originally forecast to be ready for the Go Live was not achieved, and these will be prioritised for future phases of the project, including integration with IEG4 to deliver online forms direct to the system and integrations with other software packages to reduce the amount of double keying being carried out by staff.</p>	Environmental Health	John Taylor	David Pope
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project	31/03/2021	31/03/2022	R	In Progress	<p>Dec 21 update: Meetings have started to take place with key users of Lots 4 & 5 and B&H Digital with the main focus being the development of a user portal. Good progress is being made and portal testing has started.</p> <p>Procurement are investigating the option of either a Crown Commercial Service (CCS) Framework direct award or mini competition to help select a supplier for the former Lot 1 category. CCS pricelists have been requested to assist making this decision. Unified Post are also CCS suppliers and have sufficient capacity to take on this work if selected.</p> <p>Development and testing is progressing well with Revenues & Benefits and Unified Post.</p> <p>Contracts need to be signed and a copy returned to the suppliers of Lots 2 and 4&5.</p>	Community	John Taylor	Andy Lusha
Oak Tree Centre Remediation Work	The remediation of the existing Oak Tree Centre building to make it a sustainable building.	10/12/2021	31/01/2022	G	In Progress	Dec 21 update: 80% complete.	Corp Services	Justin Andrews	Carl Egonu
OL Ramsey Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.	31/09/2022	03/03/2022	G	In Progress	<p>Dec 21 update: Contracts have been approved, signed and sealed. The project is well underway and continues to remain on schedule and on budget.</p> <p>Works completed so far are cavity wall insulation, roofing insulation and new single ply roof applied to all old felt roofs. LED lighting install underway along with the new pipework for the Air Source Heat Pumps.</p> <p>Project Gateways 0,1 and 2 Passed.</p>	One Leisure	Justin Andrews	Matthew Raby
Pathfinder House Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.			G	In progress	<p>Dec 21 update: Contracts have been approved, signed and sealed.</p> <p>The project is drawing to a close with handover with the last of the commissioning taking place in January 2022. The project remains on schedule and on budget.</p> <p>Works completed include 4 new Air Handling Units, 2 new ICT Chillers, Partial LED Lighting and New Building Management System to control and optimise energy efficacy of all the equipment.</p> <p>Project Gateways 0,1 and 2 Passed.</p>	Corporate Services	Justin Andrews	Matthew Raby

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
New HR system	Full OJEU tender to replace the existing HR and Payroll system with a new, modern, cloud-based solution which better integrates with other systems (e.g. active directory, Tech1 etc.) Joint procurement with CCC and SCC, Procurement lead is CCC. PM is external consultant.			A	In progress	Dec 21 update: Phase 1 (Core HR and Payroll) - further work required on linking to Active Directory and integrations with ICT on leavers, starters and movers. Engagement with ICT ongoing, unclear if issue is with PM or internally - but in hand. Phase 2 (Talent Modules) continues to be progressed at various stages of testing/development, we have had issues with quality of supplier work on copy from test to Live. Risk mitigation means we are focusing our efforts on recruitment, to sign off build in live end of Jan, so test to live copy can be taken for upgrade (statutory upgrade required by April 2022). Some added complications have arisen with consultants/ suppliers not understanding our more complex securities set up (with 3 customers on one account). HR team BAU increased activity, has made progress slower. Continued scoping of 'new recommendations' from ICT around security settings, combined with supplier requirement to shift to Multi Factor Authentication will impact on 'non Single Sign On' users e.g. Variables; Members; Operations workforce - Impacts including budget and best fit solution for 3 councils still under review - but likely to be greater issue for HDC, given our larger 'non SSO' workforce.	HR	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)
Covid Recovery Programme	Package of projects that will be undertaken as the recovery work for the Council.	31/03/2022	31/03/2023	A	In Progress	Dec 21 update: 8 in flight projects with identified project managers, 1 descope (young entrepreneurs through ongoing work with CPCA). Programme tracking as green as risks regarding capacity have been managed. Recovery roadshow events at service team meetings for Jan & Feb. Physical activity campaign (#activehunts) launched 1st Jan 2022 and run for three months. Priority work for coming month: development of dashboard v2 using datasets from the impact assessment alongside location and person definitions, support services adapting service delivery as a result of impact assessment findings to incorporate into service plans, identify new pilots as a result of the Impact Assessment conclusions.	Community	Neil Sloper	Liz Smith
Decriminalisation of Parking within Huntingdonshire	The Council will be undertaking the process to decriminalise parking; with the enforcement of on-street parking offences currently falling within the remit of the police as a criminal offence, this process enables a Local Authority to undertake enforcement covering several common on-street offences under civil powers (Civil Parking Enforcement).	01/07/2023	01/07/2023	G	In Progress	Dec 21 update: Works progressing on the development of the agency agreement between HDC & CCC. Project is on track.	Operations	Neil Sloper	George McDowell
Godmanchester Sluice	Funding of repair/renovation to sluice structures, Mill Steps site, and potential additional fish/eel passage. None of this is HDC money.	30/11/2021	30/11/2021	A	In Progress	Dec 21 update: Breheny Civil engineering have returned to site to complete the construction with an estimated finish date of March 2022. They are occupying the top spaces in the car park and the rest remains open to the public as normal. They will be installing the larinier channel on 17 December, this is the final section of the fish pass. Area improvement works will continue which include landscaping of the area, new railings, surface and finishes etc.	Operations	Neil Sloper	Andrew Rogan

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Hinchingbrooke Country Park	Business Plan investment to return site to non-subsidy. Subject to agreement of long lease with County Council	31/12/2023	31/12/2023	A	In Progress	Dec 21 update: Gateway 0 and 1 passed, Gateway 2 scheduled for Jan 2022 with Gateway 3 following July 22 following finalised Programme. New CCC lease has been agreed in principle with acceptance of HDC revised proposal. Final signed lease expected in January 2022. Concept design amendments scheduled for completion by January 12th 2022 with supportive on-site visits agreed for completion early January 2022. Policy Pathway in progress with final stage meetings Jan-Feb 2022 reviewing Business Case. Concept Designs and supporting high level costings expected to be inline with project programme, additional funding opportunities being reviewed to match increase in material costs due to economic changes - scheduled in line with requirements of programme. Final programme ready for approval upon review phase, expected February 2022. Key stakeholders engaged with comms path in train.	Operations	Neil Sloper	Judith Arnold
Operations Back Office System - Yotta	Streets/Grounds/Recycling and Waste Services: Phase 1: Streets April 2019 / Phase 2: Grounds Sept 2019 / Phase 3: Waste Services May 2020 / 3C project across the three authorities.	01/06/2019	31/03/2022	A	In Progress	Dec 21 update: User Acceptance Testing (UAT) of new processes progressing and approaching end. Risk of exceeding timescales due to lack of resource reviewed by Project Board and accepted.	Operations	Neil Sloper	Tony Allen
Wyton (North Huntingdon One Public Estate project)	Wyton (One Public Estate) To explore scale of growth potential of land north of Huntingdon, inc delivery of former Wyton Airfield, and the necessary infrastructure requirements and fiscal / legal mechanisms to ensure coordinated delivery			R		Dec 21 update: Board meeting held on 4 November to discuss transport updates, the Growth Strategy Paper and wider updates since the last Board met. Very useful updates from the Combined Authority regarding the A141 and St Ives Transport work with papers expected to go to CPCA board and committee in January 2022. The Growth Strategy paper was positively received and helpful comments on how to progress and next steps including finalising details were made. Several actions recorded; Natalie Elworthy will now liaise with those that these actions are attributed to.	Place	Jo Lancaster	Natalie Elworthy

This page is intentionally left blank

Overview and Scrutiny Work Programme 2021/22

Performance and Growth

In Progress

Topic	Membership & Scope	Lead Officer	Progress
Transport Strategy	Councillor I D Gardener Councillor P L R Gaskin Councillor M S Grice One vacancy	Corporate Director Place	Study has not commenced.
Asset Management Strategy	Councillor I D Gardener Councillor D A Giles	Jackie Goldby/Justin Andrews	<p>1st February 2021 – Members met with the Interim Commercial Estates Manager and provided input and feedback into the Strategy.</p> <p>Next Step The Strategy will be presented to Overview and Scrutiny in Autumn 2021.</p>
Market Towns	Councillor B S Chapman Councillor S J Corney Councillor D B Dew Councillor A Roberts Councillor T D Sanderson	Oliver Morley	<p>16th November 2021 – Members met to complete scoping document.</p> <p>December 2021 – Members heard from the Corporate Director – People and selected a focus for the group.</p> <p>Next Step The focus of the group will be presented to the Corporate Director – Place with resulting actions reported back to the scheduled meetings.</p>

Customers and Partnerships

In Progress

Topic	Membership & Scope	Lead Officer	Progress
Digital Strategy	Councillor D M Tysoe Councillor R J West	Tony Evans	Next Step The Digital Strategy will follow the completion of the Core Service Strategy.
Climate Change Strategy	Councillor T D Alban Councillor Mrs S R Wilson One Vacancy	Neil Sloper	18th October 2020 – The Democratic Services Officer (Scrutiny) attended the Centre for Public Scrutiny and Local Government Association Scrutinising Climate Action Webinar on 18th September. Next Step Research is being undertaken with an expected consultation due in Spring 2022.
Strategic Review of Markets	Councillor B S Banks Councillor S J Corney Councillor Ms A Dickinson Councillor Mrs A Diaz (also the Executive Councillor for Operations and Environment, Councillor Mrs M L Beuttell)	George McDowell	5th November 2020 – The Panel received a report and suggested scoping document for the Strategic Review of Markets. Members agreed to endorse the approach and aims as set out in the scoping document and appointed five O&S Members to join the Executive Councillor for Operations and Environment in conducting the Strategic Review.

	To conduct a Strategic Review of HDC Markets and produce a Vision statement and a Strategy.		<p>18th February 2021 – The review commenced and Members discussed the survey.</p> <p>23rd March 2021 – Members reviewed the survey and provided feedback.</p> <p>22nd June 2021 – Members reviewed the results of the survey and provided feedback.</p> <p>20th July 2021 – Members agreed that a survey of market traders would be undertaken over the summer.</p> <p>Next Step – The report will be presented to the Panel in March 2022.</p>
Waste Strategy	Councillor Ms A Dickinson Councillor D A Giles Councillor Mrs S Smith Councillor Mrs S R Wilson	Neil Sloper	<p>Study has not commenced.</p> <p>Update (provided on 24th November 2020) – The delivery of HDC's Waste Strategy is linked to two other strategies. The first is DEFRA's Resources and Waste Strategy. This strategy determines any changes to waste collection practices and the options available for the collection of household waste. This has been delayed until spring 2021.</p>

			<p>The second is the RECAP (Cambridgeshire and Peterborough Waste Partnership) Waste Strategy, which is the parent strategy to HDC's Waste Strategy. The partnership has conducted modelling work with DEFRA to look at the impacts and alternatives of different approaches to waste and recycling collection models but is unable to continue the work until DEFRA's strategy is clear.</p> <p>The delay in the delivery of DEFRA's Strategy has had a knock-on effect for the expected date of RECAP's Strategy, meaning that the delivery of HDC's Strategy has been delayed until January 2022.</p>
Lifelong Health – Part Two	<p>Councillor S J Criswell Councillor Mrs A Dickinson Councillor K P Gulson Councillor Mrs S Smith Councillor Mrs S R Wilson One vacancy</p> <ul style="list-style-type: none"> Identify ways of developing better health outcomes for residents. Identify the benefits of a whole system approach for the Council. 	Oliver Morley	<p>12th September 2019 – The Panel received the final report of Part One and agreed to continue the study under the guise of 'Part Two'.</p> <p>14th October 2019 – The Task and Finish Group met with Liz Robin, Public Health.</p> <p>10th December 2019 – Following the presentation of the Part One report to Cabinet and the meeting with the Director of Public Health, the Task and Finish</p>

		<p>Group met to refocus the scope of the study. The study will now focus primarily on collaboration with Parish & Town Councils and community groups in order to improve residents' physical activity and well-being.</p> <p>13th January 2020 – The Task and Finish Group received a presentation from Active Lifestyles and assessed the interaction the service has with Parish & Town Councils and community groups.</p> <p>28th January 2020 – Alyce Barber, Community Development Officer, attended and informed Members of her work with projects that helps build social contact, builds support networks and addresses mental health issues. Members will also discuss the evidence that links an individual's mental health with physical health.</p> <p>12th February 2020 – The Task and Finish Group received and discussed a number of case studies.</p> <p>26th November 2020 – The Group met and conducted an evidence review. Members recognised that the health issues discussed were around before the pandemic, however they have been</p>
--	--	--

			<p>affected by it. Despite this, it was decided that any health plan for the District should look beyond the pandemic and be a post Covid-19 plan. The Group decided that the recommendations should be focused on the following themes: access to healthy food, mental well-being and physical health.</p> <p>Next Step – A final report is in the process of being drafted.</p>

Completed

Topic	Membership & Scope	Lead Officer	Progress
Health	Councillor M Haines Councillor Mrs M Kadewere Councillor T D Sanderson Councillor Mrs S Smith Councillor Mrs S Wilson	TBC	17th November 2021 – Members met to complete scoping document. December 2021 – A presentation from Oliver Morley was arranged, following which, it was decided to disband the group.
Flooding Review	Councillor Mrs S J Conboy Councillor S J Corney Councillor I D Gardener Councillor D M Tysoe Councillor R J West Compile and review evidence (quantitative and qualitative) relating to the December 2020 flooding events, to: 1) Understand what happened. 2) Review the response. Consider future prevention/mitigation.	Corporate Director Place	28th January 2021 – The Task and Finish Group met and began the review. 25th February 2021 – Quinton Carroll, Hilary Ellis, Sue Grace and Emyr Price of Cambridgeshire County Council attended the meeting and answered Members' questions. 11th March 2021 – Paul Burrows and Phillipa Hulme of the Environment Agency attended the meeting and answered Members' questions. July 2021 The final report was presented to the Panel and Cabinet. October 2021 Cabinet feedback was presented to the Panel.

This page is intentionally left blank