

A meeting of the **CABINET** will be held in **CABINET ROOM, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON** on **THURSDAY, 13TH NOVEMBER 2003** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

**1. MINUTES** (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 23rd October 2003.

**Mrs H J Taylor  
388008**

**2. PFI AND WASTE MANAGEMENT** (Pages 7 - 10)

To consider a report by the Director of Operational Services regarding the development of a Private Finance Initiative bid.

**Mrs E Wilson  
388301**

**3. EXCLUSION OF THE PUBLIC**

To resolve:-

that the public be excluded from the meeting because the business being transacted contains exempt information relating to terms proposed for the supply of goods and services.

**4. RECYCLING COLLECTIONS** (Pages 11 - 16)

Further to Minute No. 03/99, to consider a report by the Director of Operational Services on the future of the Council's green box recycling collection services.

**Mrs E Wilson  
388301**

**5. RE-ADMITTANCE OF THE PUBLIC**

To resolve:-

that the public be re-admitted.

**6. GARDEN WASTE TRIAL AND OPTIONS FOR SERVICE IMPLEMENTATION** (Pages 17 - 24)

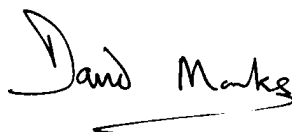
To consider a report by the Head of Environment and Transport on the outcome of the garden waste collection trial.

**R Preston  
388340**

7. **PUBLIC FINANCE INITIATIVE FOR WASTE** (Pages 25 - 32)
- To consider a report by the Head of Environment and Transport on the Private Finance Initiative bid to fund investment in new waste management infrastructure.
- R Preston  
388340**
8. **SUPPORTING PEOPLE - RETRENCHMENT POLICY** (Pages 33 - 36)
- To consider a report by the Head of Housing Services regarding future funding arrangements for the Supporting People County-Wide Joint Member Group.
- S Plant  
388240**
9. **BUDGET AND 2004 - 2009 MEDIUM TERM PLAN** (Pages 37 - 66)
- To consider a report by the Corporate Director, Commerce and Technology on the draft budget and 2004 – 2009 Medium Term Plan.
- S Couper  
388103**
10. **MONITORING OF THE CAPITAL PROGRAMME 2003/04** (Pages 67 - 80)
- To consider a report by the Head of Financial Services on progress of the 2003/04 programme.
- S Couper  
388103**
11. **PAPERLESS DIRECT DEBIT** (Pages 81 - 82)
- To consider a report by the Head of Revenue Services regarding a proposal to extend the Council's Direct Debit operations and introduce Paperless Direct Debit for Council Tax and Non Domestic Rates.
- J Barber  
388105**
12. **CAMBRIDGE SUB REGION INFRASTRUCTURE PARTNERSHIP**  
(Pages 83 - 100)
- With the assistance of a report by the Director of Operational Services, to consider progress on the Cambridge Sub Region Infrastructure Partnership.
- Mrs E Wilson  
388301**
13. **2003 IEG STATEMENT** (Pages 101 - 102)
- To consider a report by the Head of Information Management seeking approval to the content of the Council's Implementing Electronic Government (IEG) Statement.
- C Hall  
388116**
14. **DRAFT PPS7 - SUSTAINABLE DEVELOPMENT IN RURAL AREAS**  
(Pages 103 - 108)
- To consider a report by the Head of Planning Services on the Government's proposals to change planning guidance on sustainable development in rural areas.
- R Probyn  
388430**
15. **CAMBRIDGE SUB-REGION KEY WORKER HOUSING RESEARCH**  
(Pages 109 - 126)
- To consider a report by the Head of Housing Services on the findings
- S Plant**

- of a key worker research report, membership of the Employers Consortium and a sub-regional protocol for the allocation of key worker housing. **388240**
- 16. SUPPORTING PEOPLE STRATEGY** (Pages 127 - 130)
- With the assistance of a report by the Head of Housing Services, to consider the updated Supporting People Strategy and the 2004/05 housing support priorities. **S Plant  
388240**
- 17. MEMBERS' E-GOVERNMENT ADVISORY GROUP** (Pages 131 - 132)
- To consider a report by the Executive Director of Central Services regarding a revision to the Members' E-Government Advisory Group. **Mrs L Jablonska  
388004**
- 18. ST IVES MARKET TOWN TRANSPORT STRATEGY - APPOINTMENT OF MEMBERS TO WORKING GROUP** (Pages 133 - 134)
- To consider a report by the Head of Environment and Transport regarding the membership of the St Ives Market Town Transport Strategy Working Group. **R Preston  
388340**
- 19. SAFETY ADVISORY GROUP** (Pages 135 - 138)
- To consider the Minutes of the Safety Advisory Group held on 17th September 2003. **Mrs H Lack  
388006**
- 20. SHORT-TERM LOCATION FOR CONTACT CENTRE** **Mrs E Wilson  
388301**

Dated this 5th day of November 2003



Chief Executive

**Please contact Mrs H Taylor, Democratic Services Officer, Tel No. 01480 388008 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 Cabinet.**

**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.**

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held at Cabinet Room, Pathfinder House, St Mary's Street, Huntingdon on Thursday, 23 October 2003

PRESENT: Councillor D P Holley - Chairman

Councillors I C Bates, Mrs J Chandler,  
R L Clarke, Mrs K P Gregory, N J Guyatt,  
T V Rogers and L M Simpson

### **89. MINUTES**

The Minutes of the meeting of the Cabinet held on 2nd October 2003 were approved as a correct record and signed by the Chairman.

### **90. A14 THRAPSTON TO BRAMPTON - GRADE SEPARATED JUNCTIONS**

In the light of the petition submitted to full Council on 24th September 2003, consideration was given to a report by the Director of Operational Services (a copy of which is appended in the Minute Book) regarding the deferment by the Highways Agency of junction improvements on the A14 road from Thrapston to Brampton.

The Cabinet received representations from Councillors M Baker and J C Mugglestone and concurred with their concern in relation to the urgent need for improvements to these junctions in the interests of road safety. In that respect and in acknowledging also the advantages of seeking support from other interested authorities and organisations, the Cabinet

RESOLVED

that the Director of Operational Services, after consultation with the Executive Member for Planning Strategy, be authorised to lobby the Highways Agency, Go-East and the Department for Transport to reinstate the A14 Thrapston to Brampton Grade Separation scheme as originally proposed and as a matter of urgency.

### **91. PROPOSED PERFORMING ARTS CENTRE: ERNULF COMMUNITY SCHOOL/ST NEOTS LEISURE CENTRE SITE**

A report by the Head of Community Services was submitted (a copy of which is appended in the Minute Book) detailing proposals by Ernulf Community School to develop a performing arts college on the site of the School and the St Neots Leisure Centre.

Having noted the perceived benefits in making the facilities proposed available for wider use by the local community and in acknowledging the possible involvement of the District Council in that respect, the Cabinet

RESOLVED

- (a) that the bid by Ernulf Community School for Performing Arts College status be supported; and
- (b) that the Head of Community Services, in conjunction with the Executive Member for Leisure, be authorised to explore further the opportunities that may arise from a shared approach to managing and developing community cultural services at the Ernulf School/St Neots Leisure Centre site and to report thereon to a future meeting.

**92. PROPOSED CHANGES TO PLANNING POLICY GUIDANCE 3 (PPG3): HOUSING**

By means of a joint report by the Heads of Planning and of Housing Services (a copy of which is appended in the Minute Book) the Cabinet were acquainted with the contents of a suggested response to changes which the Government intended to make to planning policy guidance for housing.

Whereupon, it was

RESOLVED

that the contents of the Appendices to the report now submitted be approved for the purpose of the District Council's response to the Government's proposed changes to PPG3 – Housing.

**93. PROGRESS ON THE CAMBRIDGESHIRE AND PETERBOROUGH STRUCTURE PLAN 2003, REGIONAL PLANNING GUIDANCE FOR THE EAST OF ENGLAND (RPG14 AND ASSOCIATED STUDIES)**

Further to Minute No. 03/19 and by way of a report by the Head of Planning Services (a copy of which is appended in the Minute Book) Members were acquainted with progress on and the future timetable for the publication of the Regional Planning Guidance for the East of England (RPG 14) and a range of other studies impacting on the Eastern Region.

In so doing, Members' attention was drawn to the findings of the Stansted/M11 corridor development options study and the Milton Keynes study which would contribute to the RPG and influence the final settlement pattern. Whilst expressing reservations about the areas of overlap inherent in some of the study areas and having been advised that the Peterborough and Fens Sub Area had been renamed the Greater Peterborough Sub-Region Members noted that the final version of the Cambridgeshire and Peterborough Structure Plan had been adopted on 21st October 2003. Accordingly, it was

RESOLVED

- (a) that the findings of the Stansted/M11 Development Options Study and the Milton Keynes Study be

supported;

- (b) that the adoption of the Cambridgeshire and Peterborough Structure Plan 2003 be noted;
- (c) that the programme for delivering the Regional Planning Guidance for the East of England (RPG 14) be noted; and
- (d) that the Council's position with regard to proposals for the Greater Peterborough Sub-Region be reserved at the present time to ascertain its capacity for delivering growth in the region.

**94. COMPREHENSIVE PERFORMANCE ASSESSMENT: SELF ASSESSMENT**

Consideration was given to a report by the Head of Policy (a copy of which is appended in the Minute Book) to which was appended a first draft of the District Council's self-assessment for the forthcoming comprehensive performance assessment.

Members were acquainted with background to the assessment framework which had been introduced by the Government, under the aegis of the Audit Commission, to help Councils deliver better services to local communities, remove restrictions and requirements on planning, spending and decision-making for high performing authorities and to establish targeted support and for intervention for those which required it. Whereupon, the Cabinet

RESOLVED

that the contents of the report and draft self assessment be noted.

**95. QUARTERLY SUMMARY OF DEBTS WRITTEN-OFF**

The Cabinet received and noted a report by the Head of Revenue Services (a copy of which is appended in the Minute Book) summarising debts which had been written off during July-September 2003 as irrecoverable.

**96. EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED

that the public be excluded from the meeting because the business to be transacted contains exempt information relating to the terms proposed for the supply of goods and services and/or a particular applicant for financial assistance provided by the authority.

**97. FUNDING FOR TEMPORARY HOUSING INITIATIVE**

Consideration was given to a joint report by the Heads of Housing and of Financial Services (a copy of which is appended in the Annex to the Minute Book) on a proposal to provide capital funding to the

Nene Housing Society to facilitate the acquisition of housing for temporary use by homeless families.

Having considered the financial and other implications of the proposal, including –

- ◆ the wider range of solutions which thus would be available in which to address the problems of homelessness throughout the District;
- ◆ the requirement for approval of a supplementary capital estimate;
- ◆ the use of commuted sums derived from Section 106 Agreements; and
- ◆ the need to reflect the revenue costs in the forthcoming review of the Medium Term Plan

- the Cabinet

RESOLVED

- (a) that the District Council contribute the sum of £386,400 towards the cost of acquisition by the Nene Housing Society of housing in the District to provide temporary accommodation for homeless households; and
- (b) that approval be given to a supplementary capital estimate of £218,400 and the use of commuted sums amounting to £168,000 for the purposes referred to in the preceding resolution.

## **98. CAR PARKING STRATEGY - CONSULTATION DRAFT**

By way of a report by the Head of Environment and Transport (a copy of which is appended in the Annex to the Minute Book) Members were acquainted with the contents of a draft Car Parking Strategy prepared following the completion of a comprehensive car parking study.

Members were informed that the initial aim of the Strategy was to establish an appropriate balance between economic, transportation and environmental policies to optimise the use of avoidable parking provision in the District. Having discussed proposals outlined in the report for public consultation and in noting that appropriate provision would need to be made in the forthcoming review of the Medium Term Plan, the Cabinet

RESOLVED

- (a) that the draft Car Parking Strategy be approved for consultation purposes;
- (b) that the consultation arrangements outlined in paragraphs 5.1 and 5.2 of the report be approved; and
- (c) that the outcome of the public consultation be reported to Cabinet on 8th January 2004.



**99. RECYCLING COLLECTIONS**

With the assistance of a report by the Director of Operational Services (a copy of which is appended in the Annex to the Minute Book) the Cabinet received a report outlining proposals designed to unify the Council's green box recycling collection services.

Having been advised of the consideration currently being given by the Cambridgeshire Councils' Waste Forum to the requirements for fully integrated waste collection and disposal arrangements, recent developments with regard to the Peterborough Materials Recycling Facility and the associated implications for the Medium Term Plan, the Cabinet

RESOLVED

that consideration of the matter be deferred until the next meeting.

Chairman

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CABINET

13 NOVEMBER 2003

## **PFI & WASTE MANAGEMENT (Report by Director of Operational Services)**

### **1 INTRODUCTION**

- 1.1 The collections of household waste and recyclables are key services provided by the council and make substantial demands on the capital and revenue budget.
- 1.2 This report introduces three further reports, two of which address specific service developments and the third outlines the potential for a joint public finance initiative (PFI) for the future provision of waste collection and disposal.

### **2 SERVICE DEVELOPMENTS**

- 2.1 The service for the collection of dry recyclables, the 'green box' scheme, currently is provided in part by the council's Operations Division and in part by a contractor, Newslitter. The range of materials collected is different between the two service providers and negotiations have been undertaken to seek to harmonise the service on the more comprehensive service provided by the Operations Division.
- 2.2 A report (Recycling Collections) is included on the agenda for this meeting which addresses the harmonisation proposal and the consequential service delivery implications. It concludes that a single service should be delivered by the Operations Division.
- 2.3 Outcomes from the trial of a garden waste service which started in January 2003 are the subject of a further report (Garden Waste – Report on Trial Scheme). The trial has demonstrated that the alternating fortnightly collections of household waste and compostable garden waste are well supported by householders and deliver excellent recycling performance. The report recommends the district-wide roll-out of the service.
- 2.4 The garden waste report also highlights the implications of increased costs for the disposal of dry recyclable materials which currently are taken to the Peterborough materials recycling facility (MRF). These costs, and those relating to the Recycling Collections and Garden Waste reports, are summarised at Annex A.

### **3 PFI PROPOSAL**

- 3.1 Cambridgeshire County Council faces a substantial funding shortfall for waste disposal costs in future years. Its current contractual arrangements for landfilling waste expire in 2007 and it has to put in place appropriate contractual arrangements for waste disposal from that date to meet EU and national targets for reducing landfill.
- 3.2 The opportunity exists for district councils to include their collection services within the PFI bid. The first step for the district council would be to associate itself with the submission of an outline business case to establish precisely the funding available. A report (Public Finance Initiative For Waste) is included on the agenda and recommends that the council is part of the outline business case submission, but with no commitment to joint procurement at this time.

#### **4. CONCLUSION**

- 4.1 The Cabinet's attention is drawn to the close links between the various waste reports and are their particular attention is drawn to overall financial implications summarised in Annex A to this report if they accept the recommendations of the individual reports.

#### **Background Papers & Contact Officers**

See separate reports.

**ANNEX A SERVICE DEVELOPMENTS SUMMARY OF FINANCIAL IMPLICATIONS**

	REVENUE IMPLICATION (£000's)							CAPITAL (£000's)	
	03/04	04/05	05/06	06/07	07/08	08/09	03/04	04/05	
<b>Garden Waste</b>									
Approved MTP bids	282	226	226	226	226	226	2,782		
Proposed variation based on trial *	-20	178	392	378	378	378	-2,542	3,212	
Increased gate fee**		34	51	66	66	66			
<b>Total Budget Requirement</b>	<b>262</b>	<b>438</b>	<b>669</b>	<b>670</b>	<b>670</b>	<b>670</b>	<b>240</b>	<b>3,212</b>	
<b>Recycling</b>									
<b>Phase 5 (Eastern Area + part St Neots)</b>									
Approved MTP bid/budget	145	154	154	154	154	154	310		
deduct Phase 4 (flats/rural areas)	-51	-88	-88	-88	-88	-88	-155		
<b>Available budget</b>	<b>94</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>155</b>		
<b>News litter Cost (for comparison)</b>	<b>4</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>		
Operations Division	16	66	66	66	66	66	155		
Increased gate fee **		44	44	44	44	44			
<b>Operations Division Cost</b>	<b>16</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>155</b>		
<b>Other Phases</b>									
Increased gate fee**	29	100	100	100	100	100			
<b>Garden Waste/Recycling Services</b>									
<b>Additional Budget Requirement</b>	<b>-69</b>	<b>356</b>	<b>587</b>	<b>588</b>	<b>588</b>	<b>588</b>	<b>-2,542</b>	<b>3,212</b>	

Note. Additional budget requirement assumes decision is taken to provide district-wide green box scheme by Operations Division item marked with single asterisk (\*) included in MTP report circulated to Overview & Scrutiny Panels. Items marked with a double asterisk (\*\*) are not included in the MTP report.

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# Agenda Item 4

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**CABINET**

**13 NOVEMBER 2003**

## **GARDEN WASTE – REPORT ON TRIAL SCHEME (Report by Heads of Environment & Transport)**

### **1. INTRODUCTION**

- 1.1 In January 2003 the council started a trial of a garden waste collection service. The service provided alternating fortnightly collections of household and garden waste using wheeled bins. Valuable information on future recycling performance and public reaction to fortnightly collections has been obtained from the trial.
- 1.2 This report details the outcome of the trial and recommends the district-wide implementation of the wheeled bin based household waste and garden waste service.

### **2. KEY FINDINGS FROM THE TRIAL**

- 2.1 The introduction of wheeled bin collections on a fortnightly basis promoted a substantial increase in recycling and contributed to a significant reduction in residual waste for ultimate disposal. An objectives for the trial was to achieve a recycling performance of 19.6% in the trial area
- 2.2 A recycling rate of 47% has been achieved by households in the trial area (garden waste contributes 28% to this overall rate). To place this in context an actual district-wide recycling rate of 15% was achieved in 2002/03.
- 2.3 If this performance were to be achieved district-wide it would exceed the recycling targets of 36% in 2005/06 and meet the 2010/11 target of 45-50% to which the council is committed in the Cambridgeshire Joint Municipal Waste Strategy.
- 2.4 The vast majority of householders experienced no difficulty with the alternating fortnightly wheeled-bin based collections of waste and recyclables. Public reaction to the trial was regularly tested and the results of the most recent survey are reproduced at Annex A.
- 2.5 A major factor in the smooth implementation of the service and in achieving public commitment to the new service was that robust customer service arrangements were in place from the outset. The 24-hour '0800' helpline (manned 8 a.m. to 8 p.m.) worked well but was only needed in the early stages of the project -
- 1,604 calls were received during the first three months of the trial
  - calls peaked at 260 in the first week of the new collection arrangements
  - four months into the trial calls stabilised at around 30 per week, all during normal office hours

- 2.6 Only 23% of calls received were complaints about the collection arrangements. Personal visits were made to householders where queries/complaints could not be resolved over the telephone
- 2.7 More detailed information on the outcome of the trial is available in the background document Garden Waste Collection Trial; Progress Report July 2003.

### **3. FUTURE WASTE COLLECTION SERVICES**

- 3.1 The trial has demonstrated that the alternating fortnightly wheeled bin service is effective in delivering outstanding recycling performance and has the overwhelming support of the householders. Where householders have been resistant or have experienced difficulties our customer relations activity has worked well.
- 3.2 The council now needs to take a view on how it will deliver its waste collection services in the short to medium term. It is a signatory to the Cambridgeshire Joint Municipal Waste Strategy which identifies improved recycling as a major contributor to waste management within the county. Accordingly, future arrangements must deliver good recycling performance.
- 3.3 Cabinet will be considering a separate report in respect of harmonisation of arrangements for the collection of dry recyclables ('green boxes service') and this will make a contribution to improved recycling performance. However, the trial has demonstrated that the move to a fortnightly wheel bin based collection of residual household waste is a major influence on householders' participation rates in the green box service and use of local recycling facilities.
- 3.4 The sack collection system currently used provides no great incentive to householders to engage with the recycling services provided by the council. At best green box participation rates of 70% may be achieved, although to maintain this level substantial ongoing public awareness and education campaigns are required. The participation rate can quickly fall to below 50%.
- 3.5 In the trial area participation rates were consistently over 90%. It is estimated that annual district-wide collection of dry recyclables would rise from 6,500 tonnes to 9,500 tonnes (46%) as a result of the introduction of fortnightly wheeled bin collections of residual household waste. This step change in the collection of dry recyclables together with the capture of garden waste, and ultimately compostable kitchen waste, is what is required to deliver the recycling targets to which the council is committed.
- 3.6 Experience from elsewhere has confirmed that the introduction of a weekly wheeled bin collection actually increases the residual waste taken to landfill, often by up to 30%. Sack based collections services have already attracted the attention of the Health and Safety Executive as there are significant manual handling risks associated with this method of collection. There is a strong possibility that sack collections will eventually be declared an unsafe working practice.
- 3.7 Based on the evidence of the trial it is clear that the implementation of alternating fortnightly collections of residual household waste and

waste for recycling/composting, using wheeled bins, is the most effective way to deliver waste collection services. Other districts in Cambridgeshire are now also adopting this approach to waste collection.

- 3.8 However, Members should be aware that the trial also has confirmed that the initial estimates of the resources required for a district-wide service would need to be increased by a further four collection vehicles and crews. This arises mainly from the participation levels achieved and should be viewed in the context that the service will deliver a recycling performance that will achieve 2010/11 recycling targets.

#### **4. OTHER CONSIDERATIONS**

- 4.1 The trial has demonstrated that households which seek to maximise their recycling find that the 55 litre box green box is not big enough. This could be addressed by the introduction of a third wheeled bin, to replace the green box, or by providing neighbourhood mini-recycling facilities.
- 4.2 Other partners to the joint waste strategy are keen to pursue funding for a third wheeled bin from the latest government challenge fund. The council could associate itself with this bid and/or explore neighbourhood recycling facilities using equipment that is widely used on the continent.
- 4.3 The council takes waste collected by the green box service to the MRF (materials recycling facility) at Peterborough. A financial review of the operating cost of this facility is being undertaken by its owners (Peterborough City Council) and operators (Shanks Waste Solutions). Initial indications are that the charge for receiving materials at the MRF will rise from £15 per tonne to possibly £37 per tonne.
- 4.4 Currently the council receives a recycling credit of £32 a tonne from the county council and, therefore, based on the £15 disposal charge receives a net income of £17 per tonne for material taken to the MRF. This will become a cost of £5 per tonne if the new charge is implemented, possibly from December 2003. Negotiations are continuing and alternative disposal arrangements also are being explored.
- 4.5 Mention has already been made in 4.2 above of the latest government challenge fund to support waste minimisation/recycling. Our neighbouring councils were successful in the previous round in securing the capital required for the introduction of their garden waste services. If the decision of the Cabinet is to proceed with the district-wide roll-out of the garden waste service a bid could be made to the challenge fund for support for the associated capital expenditure.
- 4.6 It is hoped that the government shortly will approve the Animals By Products Order which will establish the regulatory framework allowing kitchen waste to be mixed with garden waste for composting. The county council have recently awarded a contract to Marshalls at Ellington for the processing of compostable material collected by the district council. Their processing facility is being updated to meet the

requirements of the new regulations. The separation of kitchen waste will further enhance our recycling performance.

4.7 The garden waste trial currently is funded until March 2004.

## 5. FINANCIAL IMPLICATIONS

5.1 The MTP includes provision for the roll-out of the garden waste service based on estimates prepared in advance of the trial. That estimate now has been revised in response to experience from the trial. The capital requirement increases from £2.78 millions to £3.45 millions reflecting the requirement for additional vehicles. The overall capital requirement would be reduced if a bid to the government challenge fund were successful.

5.2 The change in revenue budget of this additional capital expenditure and associated operational costs, inclusive of increased disposal costs of dry recyclables, is summarised below:-

	03/04	04/05	05/06	06/07	07/08	08/09
additional revenue	262	438	669	670	670	670

5.3 The above figures assume a phased roll-out during 2004/05 and 2005/06 (tranche 1 in July 2004 and tranches 2 and 3 in November 2004 and April 2005 respectively). Further detailed consideration needs to be given to the geographical areas in each tranche of the roll-out.

5.4 In the event of a decision being taken not to proceed with the roll out of the garden waste service all additional capital and revenue expenditure post 2003/04 would be saved; there may also be a further small saving in the base revenue budget. However, the deferred purchase of bins used in the trial will need to be funded in 2003/04 at a cost of £240k.

5.5 The above revenue implications take account of the potential change in gate fee at the Peterborough MRF only insofar as they relate to increased volumes of dry recyclables generated as a consequence of the introduction of the garden waste service. The overall additional revenue requirement from the gate fee increase follows and has been split between 'unavoidable', (existing service currently provided by Operations Division), 'harmonisation' (consequence of bringing Newsletter service in house) 'service development' (extension of service to flats/rural properties etc.) 'and 'growth' (increased yield arising from roll out of garden waste service) :-

	03/04	04/05	05/06	06/07	07/08	08/09
unavoidable	29	88	88	88	88	88
harmonisation	0	44	44	44	44	44
development	0	12	12	12	12	12
growth	0	34	51	66	66	66
<b>Total</b>	<b>29</b>	<b>178</b>	<b>195</b>	<b>210</b>	<b>210</b>	<b>210</b>

5.7 Assuming that Cabinet approve the proposal in the separate report on their agenda relating to the in-house delivery of the green box service then the overall change to the approved MTP resulting from the

increased gate fees and a decision to proceed with the garden waste service amounts to:-

	03/04	04/05	05/06	06/07	07/08	08/09
additional revenue	-69	356	587	588	588	588

- 5.8 The costs assume that all household waste is collected in wheeled bins. No allowance has been made for handling 'side waste', i.e. bags and boxes of additional waste placed with wheeled bins for collection at the same time. Accordingly, Cabinet should be aware that a rigorous enforcement regime would be adopted and side waste would not be collected.

## 6. CONCLUSION

The Cabinet are recommended to:-

- (a) approve the district-wide roll out of the twin wheeled bin alternating fortnightly collection of household waste and garden waste;
- (b) consequent upon their decision in respect of recommendations (a) authorise the changes to the MTP contained in para 5.7 of this report;
- (d) authorise the Director of Operational Services to seek funding from the government challenge fund to support the capital cost attaching to recommendation (a);
- (d) authorise the Director of Operational Services to seek funding from the government challenge fund to meet the capital cost of providing a third wheeled bin for the collection of dry recyclable;
- (e) authorise the Director of Operational Services, after consultation with the Executive Councillor with responsibility for Service Delivery, to determine operational arrangements for the implementation of the service developments referred to in these recommendations; and
- (f) in the event of a decision not to proceed in respect of recommendation (a) to note the required expenditure of £240k in 2003/04 for the purchase of wheeled bins used in the trial.

## Background Papers

Garden Waste Collection Trial; Progress Report July 2003  
Garden Waste Questionnaire – August 2003  
Cambridgeshire Joint Municipal Waste Strategy

**Contact Officer: Mr R Preston, Head of Environment and Transport**  
**☎ 01480 388340**

## ANNEX A

### Initial Feedback From Garden Waste Questionnaire

In August 2003 a postal questionnaire was sent to all households participating in the Garden Waste Trial. 9000 questionnaires were sent out and over 4000 of these have now been returned.

Below is a breakdown of the answers to some of the key questions asked, based on the 3200 questionnaires currently processed.

#### **Q1. Do you put your green waste bin out for collection?**

95.8% of all respondent said they use their green waste bin?

#### **Q2. If no, why are you not making use of your green bin?**

Of those that don't use their bin the main reasons why not were: -

- 0.6% - 'No garden'
- 0.3% - 'Lack of space for bin'
- 0.1% - 'Too much trouble'

#### **Q3. How often have you put your green bin out for collection?**

55% said they put their green bin out every fortnight in winter (Jan-March)  
85.5% said they put their green bin out every fortnight in summer (April-Aug)

#### **Q6. Have you ever had additional green waste that would not fit into your green bin?**

35.5% of householders answered yes to this question.

#### **Q8. Normally, how full is your grey bin when you put it out for collection?**

Full –	55%
Three Quarters Full –	23%
Half Full –	15%
Quarter Full –	6%

#### **Q10. Have you had extra refuse that will not fit into your grey bin?**

Yes – 28%  
No – 72%

#### **Q11. If your answer to question 10 was yes, how many extra sacks of refuse have you had?**

1 Sack	– 10%
2 Sacks	– 11%
3 Sacks	– 4%
4 Sacks	– 1.5%
More than 5	– 1.5%

**Q13. Do you have a green Recycling Box? –**

94% answered yes to this Question

**Q14. Do you Use your Green Box? –**

91% answered yes to this Question

**Q15. Generally, how full is your green box for each collection?**

Overflowing –	69%
Full –	20.3%
Three Quarters Full –	2.2%
Half Full –	1.3%
Quarter Full –	0.2%

**Q16. If the option were available, would you prefer a green bin for your dry recyclables?**

69% said they would prefer a wheeled bin.

**Q23. Since the beginning of the trial, have your visits to a Household Waste Recycling Centre: -**

Increased –	3.6%
Remained the same –	27.1%
Decreased -	45.3%

**Q.24 Have you had any difficulties with the wheeled bin system?**

No – 77.5%  
Yes- 22.5%

(Currently collating the various difficulties expressed)

**Q27. Overall, how would you rate your satisfaction with the wheeled bin collection service?**

Very Satisfied –	58%
Satisfied –	30%
Neutral –	6%
Unsatisfied –	4%
Very Unsatisfied -	2%

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**CABINET**

**13<sup>th</sup> November 2003**

## **PUBLIC FINANCE INITIATIVE FOR WASTE (Report by Head of Environment & Transport)**

### **1. INTRODUCTION**

- 1.1 Waste is currently growing by 3% per annum and it is recognised nationally and locally that radical steps need to be taken to increase recycling, divert more waste from landfill and ultimately find alternatives ways of disposing of waste.
- 1.2 The County Council are developing a Private Finance Initiative (PFI) bid to fund investment in new waste management infrastructure and potentially waste collection infrastructure. They are looking for partner authorities to support them in their bid to DEFRA for PFI credits and this report provides Cabinet with an update on the process.

### **2. BACKGROUND**

- 2.1 Joint working on waste between local authorities in Cambridgeshire has been facilitated since 1997 through the Cambridgeshire Councils Association (CCA) Waste Forum, which is made up of elected members and officers from the five district Councils, the County Council and Peterborough City Council. The Huntingdonshire District Council member representative is Cllr Pat Gregory, executive member for the environment.
- 2.2 All authorities agreed a Joint Municipal Waste Management Strategy in 2002 following considerable stakeholder and public consultation. Through this strategy the district council is committed to optimising recycling level.
- 2.3 The key drivers for recycling and diverting waste from landfill come from European and national targets (see Annex 1 for details). The County Council, as Waste Disposal Authority, is particularly concerned with the requirements of the landfill directive that will increase the cost of landfill tax and reduce the amount that can be landfilled quite considerably.
- 2.4 Forecasts of the County Council's annual landfill tax bill indicate that it will rise from the current £2.9M to £7.2M by 2011/12. By 2030 the County Council will experience a revenue deficit of roughly £60M. As landfill tax increases the option of investing in alternative treatments will become relatively more attractive.

### **3. PRIVATE FINANCE INITIATIVE**

- 3.1 The Private Finance Initiative was first launched in the UK in 1992 and has grown into one of the government's most significant means to fund infrastructure developments. In the past, public authorities paid contractors directly for such projects. However through the PFI the private sector pays for construction and will then fully service and

maintain the infrastructure for a period of say 25-30 years in return for an annual payment (known as the unitary charge).

- 3.2 The Government believes that the PFI brings private sector skills and management to public sector services. It also believes that the transfer of risk to the private sector is particularly attractive to local authorities. PFI projects have included prisons, roads, schools and other capital projects required to deliver a public service.

#### **4. JOINT WASTE STRATEGY PFI BID**

- 4.1 The overall objective of the planned PFI bid is to enable the local authorities in Cambridgeshire and Peterborough to involve a private sector partner in a waste management contract to achieve the objectives of the Joint Waste Strategy and to strike the best possible balance between cost, environmental impacts and customer service over a 25-year period. The key milestones for the project are set out in Annex 2. The potential benefits and challenges associated with the PFI bid are at Annex 3.
- 4.2 The County Council are proposing that collection and disposal should be integrated in to one contract to maximise economies of scale, reduce the perceived risks to the contractor and therefore minimise the costs through the unitary charge.
- 4.3 If the District Council were part of the PFI procurement process then we would pay towards the unitary charge imposed by the contractor but would attract a revenue support grant to help pay towards these costs. There is still some uncertainty about the level of PFI credits available but an indication of the possible revenue support grant is at Annex 4.
- 4.4 As a partner in the PFI procurement process the District Council would need to decide whether to relinquish the collection services to a contractor or to sub contract the service back again. It appears at present that either option would be possible.
- 4.5 It is proposed that the PFI bid includes -
- To replace refuse and recycling vehicles every 7 years.
  - Provision of sufficient bins or boxes to deliver kerbside recycling for green waste, dry recyclables and residual waste to all households
  - To provide new, or replace or refurbish existing, Household Waste Recycling Centres (HWRC).
  - To provide transfer and sorting facilities to provide within each district drop-off points for the bulking up of material and/or to provide Materials Recycling/Reclamation Facilities
  - To provide for the disposal of residual household waste by Mechanical and Biological Treatment (or similar) facilities. This is a generic term used to describe a series of processes involving biological drying (composting) and material separation (for recycling).

## **5. DECISIONS**

- 5.1 The joint waste partnership is planning to submit an outline business case to DEFRA in December 2003 from which they would get an indication of the likely level of PFI credits (currently believed to be £40 million). The district council can sign up to support the bid to DEFRA for the first stage without any obligation to then be part of the procurement phase.
- 5.2 It is at the development of the procurement phase, which will be early next year, when a more binding decision will be required as to whether or not the district council wish to be part of the procurement process. At this stage key decisions would be required in terms of contract management arrangements and whether or not to sub-contract the collection services.
- 5.3 If the council decide not to be part of the procurement phase then the county council would seek some kind of agreement with us as to the method of delivery to disposal facilities and the quality of waste we produce in order to reduce contractual risk, and therefore costs, in the treatment process. The Council would not attract the revenue support grant (currently estimated at £202K in the first year) but would have independence and flexibility over their collection services although future legislative changes are likely to give powers of direction to the county council.

## **6. RECOMENDATIONS**

- 6.1 It is recommended that Cabinet:
- a) Approve the council's involvement as a partner in the submission of the outline business case to DEFRA for PFI credits; and subject to their decision on (a)
  - b) Authorise the Director of Operational Services, after consultation with the executive councillor for Environment, to agree the information included in the outline business case in respect of the council;
  - c) Require the Director of Operational services to provide to a future meeting of the Cabinet an evaluation and financial appraisal of the options for the future delivery of services including joint procurement supported by PFI credits and
  - d) Defer a decision on the council's involvement in any future joint procurement until it has received the Director of Operational Services evaluation and financial appraisal.

### **Background papers**

The Strategy for dealing with Municipal Solid Waste 2002-2022 in Cambridgeshire and Peterborough - Environment and Transport 3<sup>rd</sup> Floor Pathfinder House

**Contact Officer: Sonia Hansen, Development and Community  
Manager  
☎ 01480 388341**

## Annex 1

National and European targets for recycling waste and the diversion of biodegradable municipal solid waste (BMSW) from landfill are key drivers for the partner authorities. The Joint Waste Strategy sets local aspirational targets for 55-60% of waste to be recycled by 2020. The Prime Ministers Strategy Unit has proposed a target of a 33% recycling rate by 2015. The EU Landfill Directive requires a significant reduction in the amount of waste landfilled.

Considering projected waste growth against the various targets it is clear that even if a target of 60% recycling is achieved by 2020 there is still a gap between this and the amount of waste that it will be possible to landfill by that date under the landfill directive. Therefore authorities will need to find new alternative to landfill in addition to the extensive recycling that can be done. Such alternatives would require some form of treatment of Biodegradable Municipal Solid Waste i.e. the residual waste that can be broken down.

Planned rises in landfill tax from £15 per tonne in 2004/05 to £35 per tonne by 2011 will make landfill increasingly expensive.

The Waste and Emissions Trading Bill (currently being debated in Parliament) will introduce a system of trading landfill allowances or permits. Strict limits will be set for each authority on the amount of waste they can landfill. It is envisaged that authorities that need to exceed their landfill limit will have to buy permits from better performing authorities who have surplus allowances.

To enable a shift from 75% dependence on landfill (2002/03) to 40% or less by 2020 to achieve the landfill directive targets, significant investment is required in new infrastructure to recycle and recover value from waste. The CCA Waste Forum has noted that such investment is more likely to be achieved through a long-term partnership with the private sector, than from the partners' resources and that the availability of PFI credits for such an investment is an attraction.

Alternative methods of treatment that would enable partners to meet the landfill directive and recycling targets will require considerable investment. The District Council as Waste Collection Authority will need to maintain and replace collections infrastructure (lorries, bins, transfer stations). New recycling, composting and waste treatment facilities would be required across the county.

Originally the partners agreed a two-phase approach for procurement of the facilities and infrastructure necessary to achieve the Joint Municipal Waste Strategy. The first phase was to cover the procurement of waste and recycling treatment facilities. The second phase was to cover waste collection infrastructure.

With the planned roll out of the garden waste trial it is projected that we would achieve a recycling rate of 47% but further work will need to be done to achieve the required 55%.

## Targets for recycling and reduction in use of landfill

- EU Landfill Directive targets — permissible levels of biodegradable municipal solid waste which can be landfilled
  - 2010 = 75% of 1995 level
  - 2013 = 50% of 1995 level
  - 2020 = 35% of 1995 level
- National Waste Strategy targets
  - household waste recycled/composted by 2005 25%
  - household waste recycled/composted by 2010 30%
  - household waste recycled/composted by 2015 33%

In addition a target has been set to recover value from municipal solid waste of 40% by 2005, 45% by 2010 and 67% by 2015. Recover means obtain value from waste through recycling, composting, other forms of material recovery (such as anaerobic digestion and energy recovery through thermal treatment).

- Cambridgeshire Joint Municipal Waste Strategy targets
  - recycling/composting BVPI target for 2005/06 36%
  - recycling/composting target for 2010/11 45-50%
  - recycling/composting target for 2015/16 50-55%
  - recycling/composting target for 2020/21 55-60%
- HDC Best Value Performance Indicator targets for 2004 (2005)
  - percentage of household waste recycled 27%  
(39%\*)
  - percentage of household waste composted 13%  
(25%)
  - kilogrammes household waste per head 369  
(380)
  - household with kerbside collection of recyclables 100%  
(100%)

*\* this is a locally set target and assume the district-wide roll-out of garden waste collections – the BVPI standard set by government for the indicator is 21% in 2005*

## Cambridgeshire County Council issues

- existing disposal contracts generally end in 2007, new facilities are required by 2010 – 3 year lead time to have new facilities in place hence need to start process now
- requirement to reduce need for landfill to meet government/EU targets
- need to invest in alternative technologies – MBT preferred
- landfill tax rising from £15 to £35 per tonne (2004/5 to 2011/12)
- potential for Waste and Emissions Trading Bill which would require waste over-produces to buy permits from other better placed waste disposal authorities
- funding gap – in worst case disposal costs could rise from £9 million to £22 from 2005/06 to 2020/21 – hence PFI being considered

- government more likely to support PFI bid which demonstrates partnership and includes collection as well as disposal

## Annex 2

### PFI Project Milestones

Action	Date
All partners to decide whether to take part in joint bid	November 2003
Submit a bid to central government for PFI credits to support the contract. To include defining the business case for investment and consolidating the partnership	December 03 / Jan 2004
Partners to decide whether they wish to be part of the procurement process and if so the type of consortium arrangement for the joint procurement and contract. This information needs to be included in the Outline Business Case to be presented to central government.	January 2004
To procure a long term contract, using the EU negotiated procedure	November 2005
Obtain necessary planning approvals and IPPC approvals	
Contract Starts	Mid 2007

## Annex 3

### POTENTIAL BENEFITS OF A PFI FOR WASTE MANAGEMENT

The benefits of a successful PFI Waste Management project would be:

- The partnership and the individual authorities would have a high degree of confidence that their obligations in terms of targets for waste management would be met
- The necessary investment would be provided by the private sector
- The costs, though higher than current waste management costs, would be less than those anticipated with lack of investment
- The council tax payer would see improvements in service delivery through cohesion, economies of scale and flexibility
- The environmental benefits of a more efficient use of resources, through recycling, re-use and recovery, would be realised
- Such benefits would outweigh the environmental costs arising from the new infrastructure
- The long-term public private partnership would provide the authorities with some resilience in the face of unpredicted threats, but also the flexibility to take up new opportunities, such as technical developments

## **CHALLENGES ASSOCIATED WITH THE PFI**

There are a number of challenges or potential drawbacks of the PFI as follows:

- Choice of technology - Sensitive decisions would need to be taken on the type of non-land filled technology. Environmental performance would be one of the selection criteria and the final contract is likely to be outcome based rather than specification driven to allow industry to propose the most suitable technology
- Choice of location – Whilst we have the advantage of a site specific Waste Local Plan, there are likely to be objections and differing views across the county as to where facilities should be constructed
- Degree of risk transfer – In theory the more risk, or accountability for achieving the landfill directive target that the authorities transfer, the more of the service the contractor will want to have in its control. This hypothesis and its cost implications need to be tested with the industry.
- Relinquishing independence – The County Council are proposing that the PFI bid is put forward through a consortium of both Waste Disposal Authorities (County and Peterborough) and Waste Collection Authorities (District Council) in order to integrate the planning and financing of collection, recycling, processing and final disposal. For the District Council this will mean losing some independence of costs and accountability on waste collection
- Timescales – the County Councils bidding timescale gives very tight deadlines for the other partners to sign up to the bidding consortium. They are pressing for a decision on membership to this by the end of November 2003. A decision on joining the procurement consortium is needed early in 2004 from which time there is in effect no going back.
- Decisions on managing the waste contract – if councils do combine in a joint procurement consortium then how far should they go in jointly managing and administering their waste functions?

## Annex 4

### Provisional Revenue Support to Waste Collection Authorities from PFI Credits at £40m

	1	2	3	4
Authority	Total Capital Expenditure (undiscounted cash flows) (£'000)	Potential PFI credit (£'000)	First year of Revenue Support Grant 2007/08 (£'000)	Year 25 revenue support – 2031/32 (£'000)
Cambridge City	11,757	1,800	207	73
East Cambridgeshire	7,929	1,360	158	54
Fenland	6,644	1,070	124	44
Huntingdonshire	14,136	1,750	202	72
Peterborough	11,087	1,670	193	68
South Cambridgeshire	10,523	1,550	179	64
<b>Total</b>	<b>62,076</b>	<b>9,200</b>	<b>1,060</b>	<b>375</b>

#### Assumptions:

1. All vehicles are replaced at the start of the contract ie the capital expenditure occurs in 2007/8 and then every 7 years
2. The shortfall in bins and boxes is made good in 2007/8 and all bins and boxes are replaced once during the contract
3. In calculating the Revenue Support Grant, a 4% MRP and a Treasury Discount Rate of 7% have been assumed

If the Partnership is successful in its bid for a PFI credit which is reflective of the capital expenditure for the WCAs and this is passed down to them pro rata, then there will a significant degree of revenue support available to each Collection Authority. (As shown in columns 3 and 4 of the table above).

It should be noted that support from the PFI credit is over and above the funding which is provided through the Formula Spending Share. This additional support will be available to the WCAs to help meet the required investment in vehicles and bins to ensure that the collection infrastructure is compatible with the preferred disposal technology. It is, however, dependant on pursuing an integrated waste PFI procurement route satisfactory to DEFRA approval.



**CABINET**

**13 NOVEMBER 2003**

## **SUPPORTING PEOPLE - RETRENCHMENT POLICY (Report by the Head of Housing Services)**

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

- 1.1 To advise Cabinet of the decisions of the Supporting People county-wide Joint Member Group and to consider the financial implications for this Council arising from those decisions.

### **2. BACKGROUND INFORMATION**

- 2.1 At its last meeting on 1 October 2003 the Joint Member Group considered a number of options to address a shortfall in funding in the Supporting People budget.

- 2.2 The reasons for having to consider retrenchment (savings) for 2004/05 are as follows:

- ODPM have imposed a savings adjustment for 2003/04 of £214,000 for Cambridgeshire. It was agreed at the last Joint Member Group that it should be rolled forward to 2004/05 and tackled for that year.
- There is inherent underfunding of £300,000 (estimated) in the 2003/04 Supporting People budget as a result of Fairer Charging and other requirements that have not been funded centrally. This is being tackled in 2003/04 through the one-off risk sharing agreement between the County Council and five District Councils. It remains to be tackled for 2004/05 and subsequent years.

- 2.3 In addition to the £514,000 that is known about as set out 2.2, there are two additional issues that needed to be tackled as part of this retrenchment policy for 2004/05 or addressed separately:

- Any further savings adjustment that the ODPM may impose when the 2004/05 Supporting People grant is announced in February 2004.
- The revenue consequences in 2004/05 of housing developments prioritised last year for which capital allocations have been received and the revenue consequences of any revenue only housing developments that are prioritised this year. The amounts required if these were to be funded in full are £521,628 and £461,668 respectively.

- 2.4 Therefore, there are severe pressures building up in the Supporting People budget. In 2005/06 these will be further increased by any imposed savings requirement for that year and by the revenue requirements of capital development priorities agreed this year for development next year.

- 2.5 Given these pressures in the system, the Joint Member Group decided that it would be prudent to tackle the main pressures (as set out in 2.2) at this point in order to put the Supporting People budget in a realistic shape for 2004/05 and to prepare for the additional pressures that may come in that year (as set out in 2.3) and later years (as set out in 2.4).
- 2.6 The Joint Member Group decided that it wishes to clarify the implications and consequences of seeking £1.5m retrenchment for 2004/05. They have decided that this shall come entirely from “windfall gainers”. Windfall gainers are those providers of accommodation/services that have benefited from a switch in funding from their original source to Supporting People funding and, therefore, in theory their original source of funding has benefited.
- 2.7 The £1.5m retrenchment is 11.8% of the current SP budget of £13.5m.
- 2.8 The potential impact on those affected is as follows:

The Learning Disability Partnership	£751,275
Mental Health	£171,358 + £43,051
Physical Disability	£58,667
Young People at Risk	£56,979
<b>HDC for Homeless Families Hostel</b>	<b>£41,784</b>
Women’s Aid	£24,902
Cambridge City Council	£68,248
Hereward Housing Association	£41,953
Huntingdonshire Housing Partnership	£64,998
Fenland District Council	£0
South Cambridgeshire District Council	£80,108
YMCA	£96,677

- 2.9 In addition it was decided that all providers (not just those listed above) will be asked to make a 2% efficiency saving for 2005/06.
- 2.10 The Joint Member Group has asked that those affected be consulted and it wishes to be advised at its meeting to be held on 10 December 2003 of representations made on the consequences of retrenchment in order to arrive at a final decision on that date.

### 3. IMPLICATIONS FOR HDC

- 3.1 This Council has previously supported the running costs of Coneygear Court, the homelessness hostel in Huntingdon, owned and managed by Granta Housing Society. The Council benefited by a shift in funding to the Supporting People budget of circa £99,000. Under the retrenchment proposal £41,784 would need to be returned to the Supporting People Budget.
- 3.2 No provision for the return of the £41,784 is included in the Council’s Budget or approved MTP. If the Joint Members’ Working Group’s proposal is to be supported provision will need to be made in the review of the MTP.

#### **4. CONCLUSION**

- 4.1 The county-wide Joint Members Group is seeking to clarify the implications and consequences of imposing a budget saving of £1.5m from windfall gainers of Supporting People funding.
- 4.2 HDC was a windfall gainer in the amount of circa £99k, this was reflected in the existing approved budget. There is no current budgetary or MTP provision for the return of £41,784.

#### **5. RECOMMENDATION**

- 5.1 Provision of circa £42k to be made in the current review of the medium term plan in respect of reduced revenue support for Coneygear Court homelessness hostel, Huntingdon.

#### **BACKGROUND INFORMATION**

Reports and minutes of the Supporting People Joint Members Group.

**Contact Officers:**     **S Plant, Head of Housing Services**  
                                  **☎           (01480) 388240**

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**CABINET**

**13 NOVEMBER 2003**

## **BUDGET AND 2004-2009 MEDIUM TERM PLAN**

**(Report by the Corporate Director – Commerce and Technology)**

### **1 PURPOSE**

- 1.1** The purpose of this report is to allow Cabinet to discuss the draft budget and MTP in the light of the comments from the two Overview and Scrutiny Panels and thus make recommendations to December Council.

### **2 BACKGROUND**

- 2.1** Attached, as an Annex, is the draft budget and MTP report submitted to the two Overview and Scrutiny Panels earlier this month. Their comments on the report will be tabled.
- 2.2** Within the report reference is made to uncertainty in three areas:
- Recycling Gate Fees
  - Repairs to Pathfinder House
  - Acorn Centre Development

The latest position on these will be reported to the meeting.

### **3. RECOMMENDATION**

**The Cabinet is invited to consider what recommendations it wishes to make to December Council.**

#### **ACCESS TO INFORMATION ACT 1985**

See attached report

#### **Contact Officer:**

**Steve Couper**

Head of Financial Services ☎ **01480 388103**

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## BUDGET AND 2003-2008 MEDIUM TERM PLAN

(Report by the Corporate Director – Commerce and Technology)

## 1 PURPOSE

- 1.1 The purpose of this report is to allow the Overview and Scrutiny Panels to discuss the draft budget and MTP and determine what comments they wish to make on it to the Cabinet. They will discuss these at their meeting on the 13 November, before making their final recommendations to the December Council meeting.

## 2 BACKGROUND

- 2.1 Council, at its September Meeting, received a report on the Financial Strategy which adjusted the MTP, approved in February, for the latest information on items such as Pension Contributions, Interest Rates and Commutation. These adjustments brought forward the date at which significant Council Tax rises might be required as shown in the table below:

	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£M	£M	£M	£M	£M	£M
<b>BUDGET</b>						
Base (February Council)	15.8	17.6	18.5	19.8	20.9	
<b>Adjustments</b>						
Higher Pension Contributions			0.3	0.4	0.4	
Lower interest rates	0.1	0.1		0.1	0.1	
Commutation adjustment	0.3	0.4	0.6	0.5	0.7	
2002/03 outturn and inflation		0.1	0.3	0.3	0.6	
2008/09 Base						24.0
<b>Total</b>	<b>16.2</b>	<b>18.2</b>	<b>19.7</b>	<b>21.1</b>	<b>22.7</b>	<b>24.0</b>
<b>CONTRIBUTIONS FROM REVENUE RESERVES</b>	<b>2.2</b>	<b>3.6</b>	<b>4.3</b>	<b>5.0</b>	<b>5.7</b>	<b>0</b>
<b>COUNCIL TAX</b>	<b>£ 82.54</b>	<b>£ 82.54</b>	<b>£ 84.60</b>	<b>£ 86.72</b>	<b>£ 88.89</b>	<b>£ 206.22</b>
<b>Increase %</b>	0.0%	0.0%	2.5%	2.5%	2.5%	132.0%

2.2 In the light of this information the Council agreed the following basis for the production of the draft budget and MTP:

- **Cash limits of £18.2M, £19.7M, £21.1M, £22.7M and, £24.0M in the years 2004/05 to 2008/09 respectively.**
- **Any additional spending proposed in conjunction with the review of the MTP should be met from within the overall, updated levels of expenditure referred to above.**
- **No additional provision for revenue developments should be made in 2008/09 except for those related to demographic change.**
- **£3.5M per year should be earmarked in 2008/09 and subsequent years for capital investment.**
- **Further consideration would be given to the level of acceptable development post 2008/09 and Council Tax levels at future meetings.**
- **In conjunction with the review of the MTP consideration will be given to the scope for identifying further savings in expenditure.**

2.3 This report first considers the **Forecast of the outturn for 2003/04** (Para. 3), then the **Proposed spending variations** (Para. 4), **Technical Adjustments** (Para. 5) and finally **The overall result** in Para. 6.

### 3. FORECAST OF THE OUTTURN FOR 2003/04

3.1 The table below sets out the forecast variation from the approved budget.

<b>PREDICTED SPENDING VARIATIONS 2003/04</b>	Income £000	Expend- -iture £000	Recharge To Capital £000	Net Expend -iture £000
<b>Gross Budget</b>	-32,287	48,764	-648	15,829
Less reimbursed expenditure (Benefits and Highways Agency)	19,804	-19,804		
	<b>-12,483</b>	<b>28,960</b>	<b>-648</b>	<b>15,829</b>
<b>Predicted Spending Variations</b>				
MTP Schemes (details by scheme in Annex B2)	-179	-129		-308
Other items (details in Annex A)	263	100	-50	303
<b>TOTAL</b>	<b>84</b>	<b>-39</b>	<b>-50</b>	<b>-5</b>
Variation as % of budget	0.1%	0.1%		
<b>Technical Variations</b>				<b>230</b>
<b>TOTAL VARIATIONS</b>				<b>225</b>

3.2 Whilst there is some deferral of approved MTP schemes, for a variety of reasons, the overall spending variation is negligible.



## 4. PROPOSED SPENDING VARIATIONS

4.1 Officers have prepared the following proposed package of schemes and variations for the budget and MTP. It has not been possible to achieve the Council Cash Limits at this stage due to the high cost of unavoidable bids, over £0.5M by year 5, and the financial implications of certain policy initiatives such as Green Waste and Customer First. Each new scheme, or significant increase in the cost of an existing scheme, has had a project appraisal prepared which explains how the scheme will contribute to achieving the Council's objectives. This, and the likelihood of the service outcomes being delivered on time and within budget were the key aspects of the officers' recommendations for schemes being included within the package.

4.2 Appraisals are available to Members on the Council's intranet (Annex D explains how they can be accessed) and to the public, via the internet at [www.huntsdc.gov.uk/financial\\_serv/mtp/](http://www.huntsdc.gov.uk/financial_serv/mtp/) They are referenced by scheme numbers which are shown on the summaries in Annex B. All schemes with appraisals, mainly Annex B3, have their scheme numbers highlighted thus

39

4.3 Annex B has the following sections:

- A summary sheet
- The current approved MTP (Annex B1)
- Reductions and slippage where they are unavoidable or result in no obvious reduction in service (Annex B2)
- Additional Schemes or additional costs relating to existing schemes (Annex B3)
- Proposed deletions and reductions (Annex B4)

4.4 The table below compares the proposed package with the target set by Council.

VARIATIONS	MTP				
	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000
<b>Proposed Variations</b>					
Reductions and slippage (B2)	-693	-500	-382	-254	-239
Additional Schemes (B3)					
Unavoidable	431	475	537	558	564
Demographic					31
Maintenance	39	37	42	49	100
Other schemes	232	784	941	878	958
	702	1,296	1,520	1,485	1,653
Proposed deletions and reductions (B4)	-191	-461	-494	-582	-559
Interest adjustment	-35	-72	-95	-87	-56
<b>Total Variations</b>	<b>-217</b>	<b>263</b>	<b>549</b>	<b>562</b>	<b>799</b>
Council target	0	0	0	0	31
<b>Variation from Target</b>	<b>-217</b>	<b>+263</b>	<b>+549</b>	<b>+562</b>	<b>+768</b>

## 5. TECHNICAL ADJUSTMENTS

- 5.1 The Financial Strategy report contained adjustments relating to items such as Pension Contributions, Interest Rates and Commutation based on the latest information then available.
- 5.2 Since then, further information, particularly on interest rates, has become available and this will result in further adjustments in this report, influenced by the speed with which reserves are utilised. Further revisions on a number of items including interest rates (again), Government Grant and the forecast Outturn will be needed at subsequent stages of the process before the budget, MTP and Council Tax level are finally approved at February Council.
- 5.3 Uncertainty exists on the future level of increase on gate fees at the Peterborough Waste Facility and the cost of remedial works on Pathfinder House. No allowance has been made for any cash flow implications of the Acorn Centre development. As clarification emerges on these items they will be fed into the process.
- 5.4 Inflation is included at 2.5% and performance pay at 2%. The inflation that local authorities have to meet is normally greater than the RPI index. Interest rates are based on 3.55%, 4.2%, 4.9%, 4.9%, 4.6% and 4.5% for 2003/04 to 2008/09 respectively.
- 5.5 The Forecast Report indicated the sensitivity of the budget to variations in the assumptions on interest rates, inflation and pay.

## 6. THE OVERALL RESULT

- 6.1 Last year the Council accepted the planning assumptions that the Council Tax increase should be 0% in 2004/05 and subsequently 2.5% per year until revenue reserves were reduced to a prudent minimum level (£2M). Based on the proposed levels of expenditure and estimated funding items the balancing factor becomes the use of available revenue reserves. The following table summarises the result, whilst Annex C provides further detail.

	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>Total Budget</b>	<b>16,358</b>	<b>18,178</b>	<b>19,878</b>	<b>21,557</b>	<b>23,277</b>	<b>24,778</b>
<b>Total Funding</b>	<b>14,032</b>	<b>14,653</b>	<b>15,393</b>	<b>16,158</b>	<b>18,611</b>	<b>24,778</b>
<b>Use Of Revenue Reserves</b>	<b>2,326</b>	<b>3,525</b>	<b>4,485</b>	<b>5,399</b>	<b>4,666</b>	<b>0</b>

	£	£	£	£	£	£
<b>Council Tax Level</b>	<b>82.54</b>	<b>82.54</b>	<b>84.60</b>	<b>86.72</b>	<b>117.98</b>	<b>218.71</b>
<b>Increase %</b>	0.0%	0.0%	2.5%	2.5%	36.0%	85.4%

- 6.2 The table above gives part of the picture – the use of revenue reserves – whilst the table below shows the overall impact on reserves:

RESERVES	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>Use of Reserves:</b>						
Revenue	-2,519	-3,557	-4,506	-5,401	-4,417	0
Capital	-8,481	-12,773	-15,981	-10,688	-3,128	-4,435
<b>NET REDUCTION</b>	<b>-11,000</b>	<b>-16,330</b>	<b>-20,487</b>	<b>-16,089</b>	<b>-7,545</b>	<b>-4,435</b>

6.3 Two further options, of the many possible scenarios, have been provided to assist debate. The first is based on the same spending assumptions but with an increase in Council Tax of £12 per year (Band D) from 2005/06 until revenue reserves reach minimum prudent levels and larger increases become necessary. This is exemplified in the following table:

	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>Total Budget</b>	<b>16,358</b>	<b>18,178</b>	<b>19,863</b>	<b>21,499</b>	<b>23,192</b>	<b>24,734</b>
<b>Total Funding</b>	<b>14,032</b>	<b>14,653</b>	<b>15,952</b>	<b>17,283</b>	<b>18,643</b>	<b>22,861</b>
<b>Use Of Revenue Reserves</b>	<b>2,326</b>	<b>3,525</b>	<b>3,911</b>	<b>4,216</b>	<b>4,549</b>	<b>1,873</b>

	£	£	£	£	£	£
<b>Council Tax Level</b>	<b>82.54</b>	<b>82.54</b>	<b>94.54</b>	<b>106.54</b>	<b>118.54</b>	<b>185.60</b>
<b>Increase %</b>	0.0%	0.0%	14.5%	12.7%	11.3%	56.6%

6.4 A further increase in Council Tax, in the order of £45 (24%), would be required in 2009/10.

6.5 The final illustration has an increase in Council Tax of £12 per year (Band D) from 2005/06 but also includes the level of, unspecified, reduction in revenue spending required to ensure that this level of increase can be continued. The reduction would need to increase by around a further £2.6M to £5.8M in 2009/10 to maintain this position.

	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>Budget</b>	16,358	18,178	19,863	21,499	23,192	24,734
Less required reduction						-3,189
<b>Total Budget</b>	<b>16,358</b>	<b>18,178</b>	<b>19,863</b>	<b>21,499</b>	<b>23,192</b>	<b>21,545</b>
<b>Total Funding</b>	<b>14,032</b>	<b>14,653</b>	<b>15,952</b>	<b>17,283</b>	<b>18,643</b>	<b>19,672</b>
<b>Use Of Revenue Reserves</b>	<b>2,326</b>	<b>3,525</b>	<b>3,911</b>	<b>4,216</b>	<b>4,549</b>	<b>1,873</b>

	£	£	£	£	£	£
<b>Council Tax Level</b>	<b>82.54</b>	<b>82.54</b>	<b>94.54</b>	<b>106.54</b>	<b>118.54</b>	<b>130.54</b>
<b>Increase %</b>	0.0%	0.0%	14.5%	12.7%	11.3%	10.1%

## **7. RECOMMENDATION**

**7.1 The Overview and Scrutiny Panel is invited to consider the comments it would like to make to the Cabinet.**

### **ACCESS TO INFORMATION ACT 1985**

Source Documents:

1. Working papers in Financial Services
2. 2002/03 Revenue Budget and the 2002/07 MTP
3. Project appraisals can be found at  
[www.huntsdc.gov.uk/financial\\_serv/mtp/](http://www.huntsdc.gov.uk/financial_serv/mtp/)

### **Contact Officer:**

Steve Couper, Head of Financial Services ☎ **01480 388103**

## ANNEX A

<b>PREDICTED SPENDING VARIATIONS</b>	Income £000	Expenditure £000	Recharge To Capital £000	Net Expenditure £000
<b>MTP Schemes</b>				
Interest impact of capital expenditure	-163			-163
Other	-16	-129		-145
<b>Other Variations</b>				
Investment Interest	313			313
Building Control Income *	-25			-25
Septic Tank Income	20			20
Planning Delivery Grant unapplied	-45			-45
NNDR relief at Leisure Centres cancelled		70		70
Housing Benefits volume		20		20
Increased capital recharges			-50	-50
<b>TOTAL SPENDING VARIATIONS</b>	<b>84</b>	<b>-39</b>	<b>-50</b>	<b>-5</b>
<b>Technical Variation</b>				
Lower commutation adjustment				230
<b>TOTAL VARIATIONS</b>				<b>225</b>

\* The Council is required to break even on this service over a three-year period so this additional income should be used to support lower fees and/or additional expenditure next year.

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	Net Revenue Impact												Net Capital												External Contributions											
	2003/	2004/	2005/	2006/	2007/	2008/	2003/	2004/	2005/	2006/	2007/	2008/	2002/	2003/	2004/	2005/	2006/	2007/	2008/	2002/	2003/	2004/	2005/	2006/	2007/	2008/										
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000										
36 & 387	2	3	4	5	6	6	2	3	4	5	6	20	21	21	21	21	21	21																		
364	11	11	11	11	11	11																														
433	150	300	300	300	300	300																														
3/323/385	3	6	10	12	15	15	28	60	60	60	60	60	60	60	60	60	60	60	30																	
37	2	3	4	5	5	5	8	15	15	15	15	8	15	15	15	15	15	15		8	15	15	15	15												
95 & 389	6	10	15	20	26	26	69	70	85	85	100	69	70	85	85	100	100	100		69	70	85	85	100	100											
152 & 390	8	14	20	25	31	31	113	100	105	105	110	113	100	105	105	105	110	110			100	105	105	105	110											
180	16	21	21	21	21	21	15																													
246	2																																			
247	2	3	3	3	3	3	20	21	21	21	21																									
250/B	7	13	15	15	15	15	70	72	72	72	72																									
310	10	10	10	10	10	10																														
351	6	19	25	25	25	25								250	250	250	250	250																		
352	1	4	6	9	11	11								50	50	50	50	50	50																	
361	2	5	9	12	14	14								70	70	70	70	70	70																	
362		2	5	9	11	11																														
363		1	3	5	6	6																														
366	1	3	3	3	3	3								55	55	55	55	55	55																	
48							20																													
250/B														55	55	55	55	55	55																	
132			1	2	2	2										15	15	15	15			15	15	15	15											
80			15	46	46	46												226	226																	
277/B	1	2	3	3	3	3								40	40	40	40	40	40																	
278/B	1	2	2	2	2	2								30	30	30	30	30	30																	
400	4	8	13	18	19	19								33	33	33	33	33	33																	
311	20	20	20	20	20	20																														
399	15																																			
2							32																													
432	1	4	6	9	11	13																														
2	-108	-117	-126	-126	-126	-126								50	50	50	50	50	50																	

	Net Revenue Impact										Net Capital										External Contributions									
	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2009/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000					
402	25	25	25	25	25	25	25																							
403	-25	-25	-25	-25	-25	-25	-25																							
226/B							16																							
14		1	5	7	7	7	30	21	51																					
17/B	2	3	3	3	3	3	22													25										
166/B				4	4	6	6				75																			
							4																							
							1																							
49	3	10	37	59	59	59	30	51	144	841															60					
178		4	7	7	7	7																								
104	7	11	14	14	14	14	81	63	63	63																				
240/B	10	31	42	43	43	43	29	359	410																					
241/B	2	17	35	43	43	43		100	400	300																				
421	-1	-10	-25	-36	-40	-40		-50	-300	-150																				
50		1	6	10	10	10			21	154															30					
51		2	5	8	8	8			21	103																20				
52	3	8	34	65	74	74	30	51	144	779	390															60				
382					1	3					50															20				
53	8	8	8	8	8	8	130																							
231/386/43	5	11	16	21	25	25	48	103	103	103	103	103								103	103	103	103	103	103	103				
1																														
157 & 392	9	13	17	22	26	26	81	82	82	82	82	82								18	20	20	20	20	20	20				
383					1	3					50																			
							40																							
							350																							
99		20	17	17	17	17																								
105/B		15	15	20																										
200/B	40	110	-80																											
324																														
325		-8	-8	-8	-8	-8																								
		14	14	14	14	14																								
213/B	6	8	8	8	8	8		50		10																				
395	5	5	5	5	5	5																								
	39	45	45	45	45	45																								

	Net Revenue Impact												Net Capital							External Contributions						
	2003/	2004/	2005/	2006/	2007/	2008/	2003/	2004/	2005/	2006/	2007/	2008/	2002/	2003/	2004/	2005/	2006/	2007/	2008/	2002/	2003/	2004/	2005/	2006/	2007/	2008/
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	13	7	7	7	7	7																				
Contingency (adjustment re Members' Allowances)																										
Interest adjustment future years		-331	-228	-96	71																					
82 Enhanced Security of Data Network and Computer Systems	1	2	3	4	4	4							15	15	15	15	15	15								
83 ICT Feasibility Studies		1											8													
182 Unified Messaging System for Voice and e-mails	4	4	4	4	4	4							30													
202/B IMD Helpdesk support	13	13	13	13	13	13																				
374 IMD Technical Support	32	31	31	31	31	31																				
375 Desk Top Rationalisation	3	25	25	28	30	30							100													
376 Business Continuity Review	20																									
377 Network Infrastructure	15	15	15	15	15	15																				
7 & 301 Cyclical Renewal of Computer Software applications	11	20	27	33	42	42							197	66	131	112	284									
27 & 301 Creation of Common Land & Property database (Gazetteer)	42	44	58	58	58	58							64	80												
33 & 301 Corporate Geographical Information System (GIS)	75	85	108	108	108	108							181	234	108											
42 & 301 e-Government	-18	-15	-12	-10	-8	-8							321	55	45	45	45									
145 & 301 Replacement/Upgrade Payroll/Personnel System	42	43	43	43	43	43							141	15												
161 & 301 Tourist Information St Ives	1	12	13	13	13	13								35	15											
276 & 301 Contact Tracking	6	7	7	7	7	12							30													
301 IEG Grant	-15	-20	-20	-20	-20	-20							-200	-200						200						
301 One Stop Shop	46	85	94	96	96	96							243	121	96											
301 Combined Contact Centre	58	315	456	463	463	463							475	348	280											
301 Corporate Payments and bookings	26	51	69	69	69	69							161	92												
301 Web Team Development	20	21	24	26	27	27																				
301 Planning - Public Access	8	9	9	9	9	9							35													
301 Content Management System	-80	9	9	9	9	9							171													
301 Programme/Project Support Officer	1	2	3	4	4	4							25	25	25	25	25									
301 Bringing Cambridgeshire to you	25	25	25	25	25	25																				
301 Leisure Systems development	2	6	6	6	6	6							59	29												
301 Web Developer	32	31	31	31	31	31																				
301 CCN Connections	50	50	50	50	50	50																				
301 Online Communities	12	24	24	1	1	1							10	5												
Housing Management System													17													
Environmental Health System - Data Capture													25													
Internet/Intranet Service Extensions													13													

	Net Revenue Impact						Net Capital						External Contributions						
	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2002/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000
Management Reporting Tools												8							
Saffron System (LSVT)												1							
Financial Management System												46							
32 Corporate Electronic Data Management (EDM)												194							
44 Electoral Registration - Rolling Register												8							
45 Electronic Document Imaging Pilot in Planning Services												27							
144 Replacement of Computer (Reality Server)												50							
146 Environmental Health - Software Upgrade												10							
148 Revenues Computer System - Software upgrade												76							
7 & 301 Planning/Building Control System - Upgrade												30							
7 & 301 Licencing Application Review												25							
7 & 301 Committee Minutes Application Review												40	5						
315 Tax and Pension Credits - Set up costs																			50
300 Pathfinder House improvements and One Stop Shop	3	118	355	480	480	480							100	4,500	5,000				
115 Pathfinder House - Lift Upgrading and Repairs	1	8	8	8	8	8						50							
128 Public Buildings Access - Disability & Discrimination Act	5	5	5	5	5	5						52							
234 Castle Hill House repairs					2	4												72	
242 Council Chamber Improvements					2	4	4	4							82				
Pathfinder House - Automatic door replacement	2	2	2	2	2	2								21					
Pathfinder House - Maintenance/Refurbishment												12							
108 Pathfinder House - Access Arrangements etc.												50							
111 Offices - Lighting Replacement and Improvements												30							
192/B Vehicle fleet replacements.	3	8	-150	-124	-115	-115	-115	-115				288	674	127	1,477	223	168		
209 Triple Mower Replacement	1	1	1	1	1	1	1	1				20							
232 Godmanchester Depot Repairs					1	2	2	2									51		
248 St Ives Octagon Depot					1	2	2	2									51		
267/B Vehicle Tracking	31	32	32	32	32	32	32	32						19					
314 Vehicle Workshop Mobile Lifts (health & safety)	1	1	1	1	1	1	1	1						20					
249 St Ives Caxton Road Depot					1	1	1	1									31		
316 Tax and Pension Credits - Increased caseload	62	62	62	62	62	62	62	62											
318 Increased benefit expenditure	25	25	25	25	25	25	25	25											
319 Increased verification framework funding	-35	-35	-35	-35	-35	-35	-35	-35											
320 Supported housing changes	-25	-25	-25	-25	-25	-25	-25	-25											

	Net Revenue Impact										Net Capital							External Contributions										
	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2009/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2002/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	2002/ £000	2003/ £000	2004/ £000	2005/ £000	2006/ £000	2007/ £000	2008/ £000	
344	21	21	21	21	21	21	21																					
345	15	15	15	15	15	15	15																					
188	4	2	4	4	4	4	4																					
360	15	10	10	10	10	10	10																					
207	9	48	47	41	41	41	41																					
354	18	30	30	30	30	30	30																					
359	28	26	26																									
38 & 124	-14	-13	-13	-13	-13	-13	-13	47					256															
380																												
252		3	3	3	3	3	3																					
256		26	24	24	24	24	24																					
	24	-2	-2	-1																								
		839	1,583	2,359	3,151	3,151	3,151																					
	9	12	15	19	21	21	21	28	90	50	93		160															
	271	213	191	122	123	123	123																					
	-100																											
	9	3	1	4	2	2	2																					
	-3	-4	-4	-7																								
	<b>2,799</b>	<b>4,551</b>	<b>5,458</b>	<b>6,734</b>	<b>7,859</b>	<b>7,786</b>	<b>7,786</b>	<b>6,352</b>	<b>11,574</b>	<b>11,707</b>	<b>13,183</b>	<b>3,313</b>	<b>2,331</b>	<b>3,711</b>	<b>4,084</b>	<b>3,922</b>	<b>4,017</b>	<b>4,014</b>	<b>4,143</b>									





	Net Revenue Impact								Net Capital								External Contributions							
	2003/2004 £000	2004/2005 £000	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000	2002/2003 £000	2003/2004 £000	2004/2005 £000	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000	2002/2003 £000	2003/2004 £000	2004/2005 £000	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000				
262/B	-7	-8	7	8			36	-480	444						-200	200								
334	10																							
22	-2	-1					-66	46	20															
		-50	-50	-50	-50	-50																		
159 & 342																								
384					-1	-1																		
21	-2						-75	75																
36 & 387							4	-4																
37							6	-6																
95 & 389							-15	15																
311		-5	-5	-5	-5	-5																		
	-45	-45	-45	-45	-45	-45																		
14	1	2	1					30	-30															
49	-2	-1					-24	-21	45															
104	-1						-24	24																
240/B							21	-26																
241/B	-1	-1						-50	50															
421	1	1						50	-50															
52	-1	-1					-9	-21	28															
53	-3						-124	124																
99		-10																						
105/B		-5	-5	-10																				
200/B	-10	-20																						
324/B	-4	-63	35																					
453	-1	-1	-1	-1	-1	-1																		
213/B																								
503	-195	-217	-134	-85	-27	-25	-633	-560	518	222	300	-144	220		200									
300	-1	-109	-190	-83				-50	-4,250	1,000	3,300													
128	-1						-41	34																
234				-2	-4	-4																		
108							-12	12																
111							-3	3																
267/B	-31	-32	-12					-19	19															
507	-8	-46	-46	-46	-46	-46		222																

	Net Revenue Impact								Net Capital								External Contributions							
	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2002/ 2003 £000	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2002/ 2003 £000	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000				
188		-2	-4	-4	-4	-4																		
207	18	-18	-22	-16	-16	-16																		
252		-3	-3	-3	-3	-3																		
256		-13																						
		-6	-6	-6	-6	-6																		
	<b>-447</b>	<b>-693</b>	<b>-500</b>	<b>-382</b>	<b>-254</b>	<b>-239</b>	<b>-1,581</b>	<b>-718</b>	<b>-3,385</b>	<b>1,690</b>	<b>3,517</b>	<b>-215</b>	<b>320</b>	<b>-2,955</b>	<b>-2,539</b>	<b>-3,084</b>	<b>-3,236</b>	<b>-3,350</b>						







	Net Revenue Impact												Net Capital												External Contributions											
	2003/	2004/	2005/	2006/	2007/	2008/	2002/	2003/	2004/	2005/	2006/	2007/	2002/	2003/	2004/	2005/	2006/	2007/	2002/	2003/	2004/	2005/	2006/	2007/												
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000												
<b>B4 Potential deletions and reductions</b>																																				
<b>to base/approved MTP</b>																																				
504 Removal of APCs		61	-121	-99	-153	-153																														
64 Health Improvement Promotion (reduction)		-6	-4	-4	-4	-4																														
434 Cleaning up Travellers' sites ( fund from contingency in future)	-30	-30	-30	-30	-30	-30																														
397 Yaxley infrastructure appraisal (deletion)		-1	-1	-1	-1	-1																														
398 Yaxley Pump priming (deletion)			-2	-5	-8	-9																														
78/B Huntingdon Town Centre CAPS Scheme (reduction)			-1	-1	-1	-1																														
162/B St Ives Town Centre CAPS scheme (reduction)			-1	-1	-1	-1																														
346 Business Support and Local Economy Partnerships (reduction)		-4	-4	-4	-4	-4																														
91 Leisure Fairs (deletion)						-5																														
169/B Summer Outdoor Arts Event (deletion)						-20																														
118 Sports Pavilions in Parks - Refurbishment (reduction)		-1	-1	-1	-1	-1																														
1 17th Century Street Festival (deletion)			-11	-11		-11																														
427 St Ivo (Outdoor) Car Park Extension (deletion)		-2	-4	-4	-4	-4																														
429 & 441 Grant Aid to Voluntary Organisations (reduction)		-15	-15	-15	-15	-15																														
285 Rural Post Offices (deletion as no demand)	-7	-9	-10	-10	-10	-10																														
472 Accessibility Improvement/Signs in footpaths and car parks (reduction)		-1	-2	-4	-5	-5																														
52 St Ives Town Centre 2 - Completion (deferral)		-4	-28	-57	-67	-66																														
Reduce Contingency		-103	-103	-103	-103	-103																														
499 Farmers Markets (delete subsidy)		-8	-8	-8	-8	-8																														
<b>to both base/approved MTP and additional schemes/top-ups</b>																																				
475 Speed Management in Huntingdonshire (deletion)	-1	-2	-3	-4	-5	-6																														
476 A/C - Safe routes to schools (deletion)		-1	-4	-6	-9	-11																														
484 Pavement re-surfacing (deletion)	-1	-4	-6	-9	-11	-14																														





## DRAFT BUDGET/MTP (Based on Paragraph 6.1)

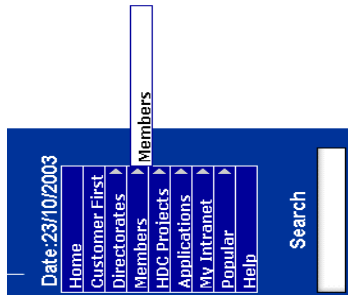
	Forecast	Draft Budget	Draft MTP			
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000
<b>TOTAL APPROVED SPENDING (February Council)</b>	<b>15,829</b>	<b>17,581</b>	<b>18,488</b>	<b>19,764</b>	<b>20,889</b>	
<b>ADJUSTMENTS</b>						
<b>Reported to September Council</b>						
Higher Pension Contributions			300	400	400	
Lower interest rates	100	100		100	100	
Commutation adjustment	300	400	600	500	700	
2002/03 outturn and inflation		100	300	300	600	
2008/09 Base						23,916
<b>This Report</b>						
Estimated Outturn variation	533					
Interest Adjustments	-96	214	-90	-102	-26	-32
<b>Total Adjustments</b>	<b>837</b>	<b>814</b>	<b>1,110</b>	<b>1,198</b>	<b>1,774</b>	<b>23,884</b>
<b>PROPOSED VARIATIONS</b>						
<b>Reductions and slippage (B2)</b>	<b>-447</b>	<b>-693</b>	<b>-500</b>	<b>-382</b>	<b>-254</b>	<b>-239</b>
<b>Additional Schemes (B3)</b>						
<i>Unavoidable</i>	201	431	475	537	558	564
<i>Demographic</i>						31
<i>Maintenance</i>	2	39	37	42	49	100
<i>Other schemes</i>	-17	232	784	941	8784	958
		702	1,296	1,520	1,485	1,653
<b>Proposed deletions and reductions</b>	<b>-39</b>	<b>-191</b>	<b>-461</b>	<b>-494</b>	<b>-582</b>	<b>-559</b>
<b>Interest adjustment</b>	<b>-8</b>	<b>-35</b>	<b>-72</b>	<b>-95</b>	<b>-87</b>	<b>-56</b>
<b>Total</b>	<b>-308</b>	<b>-217</b>	<b>263</b>	<b>549</b>	<b>562</b>	<b>799</b>
<b>Inflation</b>			<b>17</b>	<b>46</b>	<b>52</b>	<b>95</b>
<b>Total Variations</b>	<b>-308</b>	<b>-217</b>	<b>280</b>	<b>595</b>	<b>614</b>	<b>894</b>
<b>TOTAL BUDGET</b>	<b>16,358</b>	<b>18,178</b>	<b>19,878</b>	<b>21,557</b>	<b>23,277</b>	<b>24,778</b>
<b>FUNDING</b>						
Government Support	-9,504	-10,060	-10,638	-11,235	-11,846	-12,113
Collection Fund Deficit	20					
Council Tax	-4,548	-4,593	-4,755	-4,923	-6,765	-12,665
<b>TOTAL FUNDING</b>	<b>-14,032</b>	<b>-14,653</b>	<b>-15,393</b>	<b>-16,158</b>	<b>-18,611</b>	<b>-24,778</b>
<b>USE OF REVENUE RESERVES</b>	<b>2,326</b>	<b>3,525</b>	<b>4,485</b>	<b>5,399</b>	<b>4,666</b>	<b>0</b>

COUNCIL TAX	£	£	£	£	£	£
Total Band D Equivalents	55,100	55,651	56,208	56,770	57,337	57,911
<b>Council Tax Level</b>	<b>82.54</b>	<b>82.54</b>	<b>84.60</b>	<b>86.72</b>	<b>117.98</b>	<b>218.71</b>
<b>Increase %</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>36.0%</b>	<b>85.4%</b>

**ACCESSING APPRAISALS ELECTRONICALLY**

➤ **If you have access to the Council’s intranet:**

1. Choose the Members tab on the menu you will see at the left of the home page and a white Members box will appear that you need to click on to make the Members Services page appear.



2. Then click on the “MTP Project Appraisals” item in the Links section



➤ **If you have access to the internet:**  
 The appraisals can be found at [www.huntsdc.gov.uk/financial\\_serv/mtp/](http://www.huntsdc.gov.uk/financial_serv/mtp/)

**CABINET**

**13 NOVEMBER 2003**

## **MONITORING OF THE CAPITAL PROGRAMME 2003/04 (Report by the Head of Financial Services)**

### **1. PURPOSE**

- 1.1** This report highlights the variations from the currently approved Capital Programme for 2003/04, as updated for Committee, Cabinet or officer decisions already taken in accordance with the Code of Financial Management.

### **2. DETAILED INFORMATION**

- 2.1** Annex A details, for each scheme, the number of weeks variation from the planned completion date together with any expected variation in the total scheme cost. The final page of the Annex defines the content of each column. The total value of slippage/deferral amounts to £4,668k in addition to the £449k already reported. Whilst this is a large sum nearly £3.3m relates to the rolling out of the green waste service which is being proposed on a phased basis and the continuing delay in getting grant confirmation on the Sawtry Fitness Studio.
- 2.2** The previous report in July stated that the new approved programme for 2003/04 after adding slippage and deferrals from 2002/03 was £16,472k. Additional costs of £48k were approved for a scheme at Henbrook, St Neots. The report also explained that the Government had changed the system for Social Housing so that funding would no longer be via local authorities and therefore the allocated sum of £2,755k needs to be deleted reducing the approved programme to £13,765k.
- 2.3** The total variations identified since the last report result in a reduction of £104k. The details which include £140k saving on vehicle purchase through more competitive procurement are shown in Annex B.

### **3. REVENUE IMPLICATIONS**

	<b>2003/ 2004</b>	<b>2004/ 2005</b>	<b>2005/ 2006</b>	<b>2006/ 2007</b>	<b>2007/ 2008</b>	<b>2008/ 2009</b>
	£000	£000	£000	£000	£000	£000
Slippage/deferral	-128	-128				
Additional Funding	2	4	4	4	4	4
Net Savings	-5	-10	-10	-10	-10	-10
<b>TOTAL</b>	<b>-131</b>	<b>-134</b>	<b>-6</b>	<b>-6</b>	<b>-6</b>	<b>-6</b>

#### **4. RECOMMENDATIONS**

**4.1** It is **RECOMMENDED** that Cabinet:

- i)** Note the expected net savings (Annex B).
- ii)** Note the monitoring statement (Annex A).

#### **BACKGROUND PAPERS**

Capital programme and monitoring working papers.  
Previous Cabinet and Committee reports on capital expenditure.

**Contact Officer – Steve Couper ☎ 01480 388103**

PORTFOLIO:	Environment	Approved Date	Completion Deferral (weeks)	Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
					Approved 2003/04	Approved Total	Projected Variance	
<b>Car Parks</b>								
>>	02/017/B Fenstanton Car Park	30-Dec-03	0	0	22	22	0	CA
<b>CCTV</b>								
>>	00/020.00 CCTV - Camera Replacements (03/04)	28-Feb-04	0	4	74	74	0	SH
	03/405/A CCTV - Vehicle Mounted Unit	28-Feb-04	0	0	150	150	0	SH
	00/021/A Extra Cameras for New Areas	30-Nov-02	0	8 **	75	145	0	SH Slippage results from contractor's delay.
<b>Crime Reduction</b>								
00/036.01	Crime and Disorder - Lighting Improvements (03/04)	31-Mar-04	0	0	17	17	0	SH £4k brought forward to 2002/03 to complete schemes in that year.
<b>Environmental Health</b>								
03/306/A	Stray Dog Boarding Costs	01-Apr-03	0	0	10	10	-10	JC Contract in place from 1 April 2003
<b>Environmental Improvements</b>								
03/431.01	Area Joint Committee Small Scale Imps (03/04)	31-Mar-04	0	0	103	103	0	CA
02/241/B	Heart of Oxmoor	28-Feb-06	0	0	100	800	0	MS
01/049/A	Huntingdon Town Centre - Phase 2	31-Dec-05	0	0	75	1066	0	CA Expenditure re-phased between 02/03 and 03/04.
01/104.00	Oxmoor Environmental Improvements (02/03)	30-Mar-03	0	13 **	24	24 #	0	CA
01/104.01	Oxmoor Environmental Improvements (03/04)	31-Mar-04	0	0	63	63	0	CA
02/240/B	Oxmoor Kent Road Improvements	30-Nov-04	0	0	338	1041	0	CA Cabinet approved additional funds to accept lowest tender, decision called in by Scrutiny on 14th October 2003.
01/157.01	Small Scale Imps - District Wide (03/04)	31-Mar-04	0	0	82	82	0	CA
01/052/A	St Ives Town Centre - Phase 2	31-Dec-06	0	0	58	1394	0	CA
01/053/A	Yaxley - Broadway Environmental Imp	01-Mar-03	0	52	124	130	0	CA CCC responsible for delivery of scheme.
<b>Information Technology</b>								
01/146/A	Upgrade to Environmental Health Software	31-Mar-03	0	21	3	16	0	JC Fully committed
<b>Public Transport Support</b>								
03/400.00	Bus Shelters - Extra Provision (03/04)	31-Jan-04	0	0	33	33	0	CA
<b>Transportation</b>								
00/003.01	Accessibility Improvements/Signs (03/04)	28-Feb-04	0	0	60	60	0	CA

MTP - CAPITAL SCHEMES MONITORING REPORT

24 October 2003

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Slippage (weeks)		Approved 2003/04	Approved Total	Projected Variance	
<b>Waste Management</b>								
02/279/B Joint Waste Management Contract Procurement	30-Mar-04	52	0	0	50	120	0	RP Deferred by MTP bid 02/240/B.
<b>PORTFOLIO: Finance</b>		<b>Total for Portfolio</b>			1461	5350	-10	
<b>Administration</b>								
03/999 VAT Exempt Capital (02/03)	31-Mar-03	0	0	**	95	160	0	SC
03/999.01 VAT Exempt Capital (03/04)	31-Mar-04	0	0	0	28	28	0	SC Completion dates are provisional and will be revised during April 2003.
<b>Housing Benefits</b>								
03/315/A Tax and Pension Credits - Set Up Costs	31-Mar-04	0	0	0	0	0	0	JB
<b>Information Technology</b>								
01/148/A Revenues System - Software Upgrade	31-Dec-02	0	26	**	40	76	0	JB Slippage due to suppliers inability to support the project
<b>PORTFOLIO: Housing Strategy</b>		<b>Total for Portfolio</b>			163	264	0	
<b>Housing Support</b>								
01/039.01 Disabled Facilities Grants (03/04)	31-Mar-04	0	0	0	272	272	0	EM £14k carried forward from 2002/03.
00/141.01 HRAs and RENS (03/04)	31-Mar-04	0	0	0	278	278	0	EM
01/158.01 Social Housing Grant - General	30-Mar-03	0	13		0	0	0	FM Approx £500k of gross expenditure dependent on RSL projects will be slipped to 03/04 from 02/03.
01/158.02 Social Housing Grant - General (03/04)	31-Mar-04	0	0	0	0	0	0	FM Completion dates are provisional and will be revised during April 2003.
<b>PORTFOLIO: Leader</b>		<b>Total for Portfolio</b>			550	550	0	
<b>Economic Development</b>								
03/365/A Huntingdon Boatyard Improvements	28-Feb-04	0	12		100	100	0	KP
02/236/A Huntingdon Riverside Marina	01-Feb-03	0	12	**	12	20	3	KP

MTP - CAPITAL SCHEMES MONITORING REPORT

24 October 2003

Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Approved 2003/04		Approved Total	Projected Variance		
02/239/B	28-Feb-04	0	537	30	540	0	KP	Land identified in St Ives. Acquisition commenced July 2003. Programme revised and consequential slippage identified. Conceptual Feasibility Study prepared, awaiting instruction to proceed.
<b>Information Technology</b>								
00/027/A	01-Jun-02	95	86	0	159	0	JY	Project re-appraisal to be submitted to MTP
03/301.05	31-Mar-06	0	243	0	460	0	CH	Completion dates are provisional and will be revised during July 2003. Post Cabinet meeting on the 26th June.
<b>Office Accommodation</b>								
01/111/A	30-Oct-02	0	3	30 **	30	0	RP	Scheme substantially complete, however, software problems relating to taxi plate production outstanding.
01/108/A	30-Aug-02	0	12	69	50	0	RP	On hold pending report on condition by specialist being carried out in October..
>> 03/999	31-Dec-03	0	21	0	21	0	BLB	Essential works only being undertaken on Pathfinder House pending decision on future
00/999	30-Mar-03	0	4	8 **	29	0	RP	
03/300/A	31-Mar-06	0	100	0	9600	0	RP	
01/128/A	30-Mar-04	0	66	0	90	-9	RP	
<b>Total for Portfolio</b>					1184	11099	-6	
<b>PORTFOLIO: Leisure</b>								
<b>Community Initiatives</b>								
03/423.00	31-Mar-04	0	10	0	10	0	DS	Completion date is provisional and will be revised during May 2003.
<b>Information Technology</b>								
00/999	30-Mar-03	0	30	17	30	0	SM	Orders placed.
03/301.09	30-Apr-04	0	35	0	50	0	CH	
<b>Leisure Events and Facilities</b>								
00/999.00	01-Mar-03	0	114	17	283	0	SB	Grants committed - delivery relies on recipients progressing schemes.
00/999.01	31-Mar-04	0	105	0	105	0	SB	

## Active Schemes 2003/04

	Approved Date	COMPLETION		Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
		Deferral (weeks)	Approved 2003/04		Approved Total	Projected Variance		
<b>Leisure Policy and Development</b>								
00/001/B St Neots Tennis Initiative Partnership	01-Mar-02	0	30	80	30	30	0	JP NOF bid accepted
<b>Parks and Open Spaces</b>								
03/378/A Car Park-Riverside Park, St Neots (River Rd)	31-Mar-04	0	35	-13	35	35	0	SM Order placed
01/074/A Huntingdon - Riverside Park - Bridge Replacement	30-May-04	0	15	0	15	90	0	SM
01/121/A Pilot Linear Park Development	30-Nov-03	0	79	0	79	119	0	SM Outstanding sections of scheme to be agreed with Cllr. Barnes.
03/369/A Play Equipment (02/03)	30-Mar-03	0	66	39	66	66 #	0	SM £66K slipped to following year.
03/369.01 Play Equipment (03/04)	31-Mar-04	0	46	-5	46	46	0	SM 25% sites completed, 35% ordered, 40% to be ordered.
00/999 Play Equipment Replacement - St Neots	30-Jul-02	0	7	0 **	7	50	0	SM Scheme substantially completed - some minor works to be completed by 30 September.
01/118/A Sports Pavilions - Refurbishment	30-Sep-03	0	18	56	18	40	0	SM Meeting planned with architects.
01/107/A Various Parks - Signs	30-Dec-03	0	25	0	25	40	0	SM Order placed. Design by fabricator started.
02/004.01 Young People's Activity Parks (03/04)	31-Mar-04	0	64	0	64	64	-30	SM Schemes dependant on Partnership Funding. Revision of criteria to be considered for revision.
<b>Recreation Centres</b>								
00/022/A CCTV - Improvements at Leisure Centres	28-Feb-04	0	66	0	66	80	0	SB 20K to be shipped to 2004/05 for Sawtry
02/134/B Huntingdon Leisure Centre - Air Handling Unit	07-Jan-04	0	145	0	145	145	0	Part of Overall Condition Survey. Work expected Nov to Dec 03
03/337/A Huntingdon Leisure Centre - Spinning Bikes	15-Apr-03	0	5	0 **	5	5	-1	PJ Delivered April 03
01/135.00 Leisure Centres - Disabled Facilities	31-Mar-04	0	15	0	15	15 #	0	SB
01/135.01 Leisure Centres - Disabled Facilities (03/04)	31-Mar-04	0	30	0	30	30	0	SB
02/134/B Leisure Centres - Future Maintenance (03/04)	31-Mar-04	0	372	0	372	372	0	SB Cabinet report 15 May 2003 accepted costing proposals.
03/334/A Leisure Centres - Swimming Pool Covers	31-Aug-03	0	45	0 **	45	45	0	Variations to MTP now read 2003/04 +96K, 04/05 -244K, 05/06 +206K, 06/07 +38K, 07/08 +157K
>> 03/379/A Leisure Centres - Telephone System Imps	31-Mar-04	0	30	-27	30	30	0	PJ Orders to be placed in June Sequential installation across all sites.
								Expected go live by November 03



	Approved Date	COMPLETION			Approved 2003/04	NET EXPENDITURE £000's		COMMENTS
		Approved Date	Deferral (weeks)	Slippage (weeks)		Approved Total	Projected Variance	
02/259/A	Ramsey - New Multi Activity Area	30-Nov-02	0	69	215	221	0	SB Negotiations with schools continuing.
03/340/A	Ramsey Leisure Centre - Air Conditioning	31-Jul-03	0	0 **	5	5	0	Currently out to tender for car park Decision to assist with on-going maintenance of access road pending.
02/134.02	Ramsey Leisure Centre - Changing Rooms	24-Aug-03	0	0 **	89	89	0	PJ Installation complete Part of Condition Survey Completed Aug 03
03/999	Ramsey Leisure Centre - Swimming Pool Roof	31-May-03	0	11 **	10	20	0	PJ Substantial contribution 200K+ from Central R&R
>>	02/262/B Sawtry - Fitness Studio	30-Mar-05	0	-53	594	630	0	SB On site from 14th April Project delay. Completion 22 August (4 weeks late) Design complete. All Phase 2 grant bids being reviewed by Sport England. Decision expected on status end of May - not received by June 5th Decision to proceed received 16/7/03. Not a guarantee of funding. Tenders being prepared. Car park to proceed (subject to planning) in England.
>>	03/341/A St Ivo - Air Conditioning	30-Jun-03	0	8 **	10	10	0	PJ Installed July
>>	02/134.04 St Ivo Leisure Centre - Changing Rooms	31-Jan-04	0	0	72	72	0	Part of Condition Survey Work to take place during Easter
>>	02/134.06 St Ivo Leisure Centre - Hammer Cage	30-Sep-03	0	0	30	30	0	Order placed. Delivery and installation expected by end of October
>>	02/134.05 St Ivo Leisure Centre - Sports Hall Floor	31-Mar-04	0	0	56	56	0	Part of Condition Survey Single supplier (granwood) to overlay floor. Work to take place in Easter 2004.
>>	02/134.07 St Ivo Leisure Centre - Squash Crts Roof Underline	31-Mar-04	0	0	17	17	0	Part of Condition Survey Worked expected to take place in January
03/333/A	St Neots Leisure Centre - Creche & Kitchens	30-Nov-03	0	8	270	272	0	PJ Tenders came in 100K over expected.
02/134.01	St Neots Leisure Centre - New Car Park	31-Mar-04	0	-31 **	66	67	0	PJ Work deferred. No decision on whether to proceed with re-tendering or packaging with Completed August 03 Contribution from Cambs CC to
<b>Total for Portfolio</b>					2821	3269	-31	

## Active Schemes 2003/04

	COMPLETION			NET EXPENDITURE £000's			COMMENTS
	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved		Projected Variance	
				2003/04	Total		
<b>PORTFOLIO: Planning Strategy</b>							
<b>Economic Development</b>							
00/999	Hunt Town Cent Dev - HDC Estate Advice	0	0	21	76	0	EW
01/077/A	Hunt Town Cent Dev - Planning Dev Issues	0	0	126	418	0	MS Completion date quoted relates only to activity in 2003/04. The scheme runs to 2005/06.
02/244/A	Priony Centre Redevelopment	0	21 **	30	30	0	MS
<b>Information Technology</b>							
01/045/A	Electronic Document Imaging Pilot in Planning	52	0	16	27	0	JT Peripheral equipment/software to be evaluated for purchase in 2003-04 dependent upon requirements generated by customers
00/999	Rep Planning/New Building Control Syst	0	-7 **	1	148	0	JT
<b>Planning Policy &amp; Conservation</b>							
02/078/B	Huntingdon Town Centre Regen - CAPS Scheme	0	0	20	110	0	RPb Completion date quoted relates only to grant payments in 2003/04. The scheme runs to 2005/06.
<b>Planning Policy and Conservation</b>							
02/224/A	Town Centre Developments	0	0	31	268	0	RPb Completion date quoted relates only to activity funded in 2003/04. The scheme runs to 2006/07.
01/175/B	Town Centre Vision	0	0	10	10	0	RPb
<b>Transportation</b>							
>>	03/352.00 AJC - Safe Routes to School (03/04)	0	0	50	50	0	StB
	03/366/A Cycle Route - Views Common, Huntingdon	0	8	55	55	0	StB
	00/037.00 Cycle Safety Storage Racks (02/03)	0	8 **	0	51	0	StB
	00/037.01 Cycle Safety Storage Racks (03/04)	0	0	9	9	0	StB
>>	02/277/B Huntingdon Bus Station - Imps and Refurbishment	0	0	40	40	0	RP Combining with St Ives Bus Station to let as one contract.
03/361.00	Huntingdon Market Town Transport Strategy (03/04)	0	0	70	70	0	StB
01/095.00	Local Transport Plan (02/03)	0	39	15	210	0	StB Final part of scheme now tied in with CCC scheme
01/095.01	Local Transport Plan (03/04)	0	0	70	70	0	StB
01/152.01	Safe Cycle Routes (03/04)	0	0	100	100	0	StB
02/247.01	Speed Management in Huntingdonshire (03/04)	0	0	21	21	0	StB

MTP - CAPITAL SCHEMES MONITORING REPORT

24 October 2003

Active Schemes 2003/04

	Approved Date	COMPLETION Deferral (weeks)	Slippage (weeks)	NET EXPENDITURE £000's			COMMENTS
				Approved 2003/04	Approved Total	Projected Variance	
>> 02/278/B	30-Oct-03	0	8	30	30	0	Project being combined with Huntingdon Bus Station as one contract.
02/250.01	28-Feb-04	0	0	127	127	0	StB
<b>Total for Portfolio</b>				842	1920	0	
<b>PORTFOLIO: Resources Etc.</b>							
<b>Information Technology</b>							
03/301.01	31-Mar-06	0	0	475	1103	0	CH Project monitored by the Programme Board.
00/999	31-Mar-03	0	8 **	21	45	0	CD
03/301.02	31-Mar-04	0	0	30	30	-20	RP This was previously Robert Ward's scheme. We believe it is now overtaken by corporate scheme.
03/301.03	31-Mar-04	0	0	171	171	0	CH Project monitored by the Programme Board.
00/032/A	31-May-03	35	0	181	231	0	JB Deferral agreed by EDM Project Board to ensure that implementation did not clash with upgrade to business systems in the pilot area (Revenues). Project monitored by
00/033/A	01-Aug-04	0	0	300	735	0	JY Project phasing to be reviewed for
03/301.06	31-Jan-05	0	0	161	253	0	CH Decision by Project Board to remove IVR from scope for 2003-04
03/301.04	31-Mar-04	0	0	0	0	0	JT Elections system review deferred to 2004-05 at request of Head of
03/375/A	31-Mar-04	0	0	55	100	0	DW Project monitored by the Programme Board
03/301.07	31-Mar-05	0	0	-83	316	0	CH
03/301.04	31-Mar-04	0	0	30	30	0	Deferred to 2004-05 at request of Head of Service
01/044/A	31-Mar-03	104	0	8	20	0	LJ Balance to be consolidated into system review in 2004-05
01/082.00	31-Mar-03	4	0 **	0	15	0	MO To be revised to take account new legislation requirements
01/082.01	31-Mar-04	0	0	15	15	0	MO Project suspended - software supplier and timing of project dependent upon Corporate EDM Solution.
00/999	31-Mar-02	104	0	46	49	0	SC Upgrade deferred at request of
00/999	31-Mar-03	14	8	17	208	0	AJ
01/083/A	31-Mar-03	0	13	3	3	0	MO

MTP - CAPITAL SCHEMES MONITORING REPORT

24 October 2003

Active Schemes 2003/04

	COMPLETION			NET EXPENDITURE £000's			COMMENTS
	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved 2003/04	Approved Total	Projected Variance	
03/301.04 Land Charges Application Review (03/04)	31-Mar-04	0	0	72	72	0	CH Web bookings facility
03/301.11 Leisure System Development	31-Mar-05	0	0	59	88	0	LJ Installation complete June 03 - customisation in progress
00/999 Licencing Application Review	31-Mar-03	8	5 **	9	25	0	AJ Project complete - awaiting final bills
00/999 Management Reporting Tools	31-Mar-03	0	8 **	1	144	0	CH Completion dates are provisional and will be revised during July 2003. Post Cabinet meeting on the 26th June.
03/301.10 Online Communities and Rural ICT Access	31-Mar-05	0	0	10	15	0	
03/301.04 Planning Application Review	31-Mar-04	0	0	35	35	0	
03/301.12 Planning Public Access	31-Mar-04	0	0	35	35	0	CH
01/144/A Replacement of Computer (Reality Server)	31-Mar-03	52	0	43	50	0	DW
01/124/A Replacement of Printing Equipment/Systems	31-Mar-03	52	0	150	303	0	LJ
03/301.08 Replacement/Upgrade Pay/Personnel System	31-Mar-02	104	0	134	158	0	CG Further delay due to supplier selection taking longer than planned
03/301.04 Switchboard Application Review	31-Mar-04	0	0	23	23	0	
02/182/B Unified Messaging System for Voice/e-mails	30-Jun-03	0	0 **	42	42	0	
<b>Policy and Research</b>							
02/213.00 Mobile Information Unit (03/04)	30-Jul-03	0	0	50	50	0	IL
<b>PORTFOLIO: Service Delivery</b>							
<b>Information Technology</b>							
02/226/B Car Park - Hand Held Data Capture	30-Jan-04	0	0	16	16	0	RW Available products being evaluated prior to orders being place in September.
<b>Operations Services</b>							
03/368/A Graffiti Removal Machine	30-Jun-04	0	0	12	12	0	RW Equipment purchased and expected to be operational by end of June. Interviews to be held during July. Post should be filled during September. Funding in current year to be reviewed following appointment.
03/343/A New Arboricultural Section	30-Sep-03	0	0	35	35	0	RW New rounds implemented from start of April.
03/313/A New Refuse Collection Round	01-Apr-03	0	0 **	155	310	-32	RW Start deferred until 10 February 2003 as a result of review of service delivery arrangements. Scheme now implemented.
02/245/A Recycling Kerbside Collection Extension	01-Nov-02	17	0 **	155	189	-33	RW
03/304/A Refuse/Green Waste Collection	31-Mar-04	52	0	2760	2782	0	RW
<b>Total for Portfolio</b>				2093	4364	-20	

MTP - CAPITAL SCHEMES MONITORING REPORT

24 October 2003

Active Schemes 2003/04

	COMPLETION			NET EXPENDITURE £000's			COMMENTS
	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved 2003/04	Approved Total	Projected Variance	
03/999 Universal Green Box Scheme	30-Oct-03	0	0	310	310	0	RW Negotiations ongoing with Newsletter regarding level of service etc.
02/267/B Vehicle Tracking System	30-Jan-04	0	0	19	19	0	RW Orders to be placed in October to secure commissioning in January 04 following completion of fleet renewal.
02/192.01 Vehicles Fleet Replacement (03/04)	31-Dec-03	0	0	576	674	-76	RW Orders placed for vehicles by end of April. Vehicles being delivered from June to December.
<b>Public Conveniences</b>							
01/163/A General Improvements-Public Cons	01-Feb-04	0	8	27	36	0	CA Budget being used to complete feasibility studies to support project 03/302/A.
03/302/A New Public Conveniences	31-Mar-06	0	0	300	1200	0	CA Cabinet report called in by Scrutiny panel. New report going back to Cabinet in December
<b>Total for Portfolio</b>				4365	5564	-141	
<b>Total all Portfolio</b>				<b>13479</b>	<b>32380</b>	<b>-208</b>	

**ANNEX: MTP - CAPITAL SCHEMES MONITORING REPORT - DEFINITIONS**

**Active Schemes 2003/04** All schemes with approved funding (gross or net) in the year to which the report relates or which have a predicted 'current' or 'actual' completion date within the year.

		COMPLETION				NET EXPENDITURE £000's				COMMENTS
PORTFOLIO:	ENVIRONMENT	Approved Date	Deferral (weeks)	Slippage (weeks)	Approved 2003/04	Approved Total	Projected Variance			
CCTV										
019	CCTV - Alarm Actuated Camera Position	31-Dec-02	0	0	40	40	0			
<i>Project appraisal reference</i>	<i>Name of scheme</i>	<i>The date given for the completion of the project in the original appraisal or in a subsequently approved revised project appraisal.</i>	<i>The currently predicted or actual (for comes) time in weeks by which completion will vary from the approved date.</i>	<i>The currently predicted or actual time in weeks by which completion will vary from the approved date or extend beyond the period for which a 'deferral' has been authorised.</i>	<i>Net amount included in MTP for the current year together any approved slippage from the previous year.</i>	<i>The overall net cost of the scheme based on historic actuals and future approved.</i>	<i>The projected difference between the approved total net cost of the scheme and the actual net expenditure to deliver the scheme.</i>		<i>Brief narrative describing any deferral, slippage or financial variance.</i>	
<i>Projects are allocated to portfolio holders and then grouped by function.</i>		<i>For appraisals that relate to an annually recurring sum the approved date is assumed as the end of March for the year being reported on.</i>	<i>To qualify as a 'deferral' the delay/acceleration must have been approved in advance by a project board (which includes a Chief Officer).</i>	<i>Schemes where deferral/slippage is based on an 'actual' completion date are distinguished in the report by **.</i>		<i>For annually recurring sums this is the current year funding only. These are indicated in the report by #.</i>				

**COST VARIATIONS ON APPROVED SCHEMES**

	<b>£000</b>
<b>Savings</b>	
<b>Stray Dogs – Boarding Costs</b>	-10
Contract in place 1 <sup>st</sup> April 2003 capital costs not now required	
<b>Young People’s Activity Parks</b>	-30
Partnership Funding still disappointing, unlikely to require all of the budget	
<b>New Refuse Collection Round</b>	-32
<b>Recycling Kerbside Collection Extension</b>	-32
<b>Vehicle Fleet Replacement</b>	-76
Vehicle purchased for much less than budgeted	
<b>Contact Tracking</b>	-20
To be integrated into Customer First project	
<b>Additional Costs</b>	
<b>Leisure Centres – Future Maintenance Condition Survey</b>	+96
Extra cost for 2003/04 approved by Cabinet 15 May 2003	
<b>NET SAVING</b>	<b><u>-104</u></b>

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**CABINET**

**November 2003**

**PAPERLESS DIRECT DEBIT  
(Report by the Head of Revenue Services)**

**1. INTRODUCTION**

- 1.1 The Council wishes to extend its Direct Debit operations, and to introduce Paperless Direct Debit for Council Tax and National Non Domestic Rates. The Direct Debit rules require that the Council's application to be an Originator of Paperless Direct Debit instructions is supported by a certified copy of the Cabinet report and minutes that approve this facility.

**2. BACKGROUND**

- 2.1 The Council already operates Direct Debit services using forms that must be sent to the customer, returned to the Council for entry on to the computer system, and then sent on to the bank to be held on their records.
- 2.2 Paperless Direct Debit allows the whole transaction to be conducted over the phone with the customer and by electronic transfer of data with the bank. The service is cheaper and more efficient using these methods.

**3. FINANCIAL IMPLICATIONS**

<b>Expenditure Item</b>	<b>£</b>
Software	500
BACS fees	400
Conversion fees	900
<b>Total</b>	<b>1,800</b>

There is no specific budget for this expenditure, but the costs can be met from existing budgets. There will be a minimal saving on the postage budget and opportunity cost savings in the time taken to administer Direct Debit requests from customers.

**4. RECOMMENDATION**

- 4.1 It is therefore

**RECOMMENDED**

that the Application to be an Originator of Paperless Direct Debit instructions be approved.

**Contact Officer:** Julia Barber, Head of Revenue Services ☎ [01480] 388105

<b>Items for consideration</b>	<b>Comment or paragraph no.</b>
Disability Discrimination Act	This is a commercial transaction between the Council and BACS. There are no direct DDA issues, however, telephone services within the local taxation department do not include a facility to handle calls from deaf customers.
Racial issues	This is a commercial transaction between the Council and BACS. There are no direct racial issues. Telephone services within the local taxation department do include a facility to handle calls from customers whose first language is not English.
Social Inclusion issues	This is a commercial transaction between the Council and BACS. There are no direct Social Inclusion issues. The issue of access to bank accounts for some members of the community is a larger issue, and cannot be tackled here.
Legal implications	New BACS agreement required. DO will sign when we have Cabinet approval
S17 mainstreaming – community safety	This is a commercial transaction between the Council and BACS. There are no Community Safety issues. Staff will follow BACS procedures when setting up PDD's, and it's unlikely that we will be more susceptible to fraud using this method.
Financial implications	Fairly small set up costs, met from existing budgets. In the medium term, there will be economies due to faster service and reduced postage (no need to send everything on to the banks)
Property implications	None
IT/IM issues	IT are involved in the procurement of the new software, and will take care of installation / housekeeping
Risk	This is an opportunity rather than a risk. Telephone direct debit will be quicker and cheaper. Possible risk of failure of software – this would only delay implementation. Software is up and running elsewhere.
Customer First	An excellent opportunity for CF. Contact centre and Customer Service Centre would both easily be able to handle paperless DD enquiries. Could also be rolled out to other departments in due course.

**CABINET**

**13<sup>TH</sup> NOVEMBER 2003**

## **CAMBRIDGE SUB REGION INFRASTRUCTURE PARTNERSHIP (Report by the Director of Operational Services)**

### **1. PURPOSE**

- 1.1 To consider the progress on the Cambridge Sub Region Infrastructure Partnership.

### **2. BACKGROUND**

- 2.1 Cabinet received a report on 31 July 2003 concerning the development of the Partnership. Members will remember that the Partnership is seen as the 'vehicle' for delivery of the development required by the Structure Plan for the Cambridge Sub Region as well as the delivery of the necessary infrastructure.

### **3. DISCUSSION**

- 3.1 Since the last discussion by Cabinet, the Partnership has been considering the appropriate way to develop the Partnership through such mechanisms as an Urban Development Corporation or Urban Regeneration Companies. Attached is a paper from the County Council which outlines a proposal for a formal partnership company. It is recommended that Cabinet support this position and in so doing consider appointing a representative to the Board.
- 3.3 Members may wish to know that the Office of the Deputy Prime Minister has allocated £12.41m to the sub-region including £3.31m for Oxmoor and £2.1m for establishing a formal infrastructure partnership delivery vehicle over 3 years.

### **4. RECOMMENDATION**

- 4.1 The Cabinet:
  - (a) approve the establishment of the formal infrastructure partnership;
  - (b) nominate a Councillor as the representative of the District Council on the Partnership Board.

### **BACKGROUND INFORMATION**

**Contact Officer: Mrs E Wilson, Director of Operational Services**  
**☎ 01480 388301**

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**ESTABLISHMENT OF FORMAL DELIVERY VEHICLE**

**To:** Cambridge Sub-region Infrastructure Partnership Group

**Date:** 23<sup>rd</sup> October 2003

**From:** The Partnership Steering Group

**Purpose:** To consider the establishment of the Infrastructure Partnership as a formal delivery vehicle to implement the Cambridgeshire and Peterborough Structure Plan Strategy for the Cambridge Sub-region.

**Recommendation:** *To endorse the establishment of the formal partnership and to agree to make the necessary internal arrangements to allow partner organisations to become members by January 2004.*  
*To endorse the approach to recruitment set out in this report.*

<b><i>Officer contact:</i></b>	
Name:	John Onslow
Email:	john.onslow@cambridgeshire.gov.uk
Tel:	01223 717741

## **1. Introduction**

- 1.1 This paper sets out proposals for the establishment of the Infrastructure Partnership by March 2004 as a formal delivery vehicle for the Cambridge Sub-region Strategy (Structure Plan).

## **2. Background**

- 2.1 At the additional Infrastructure Partnership Group meeting held on 1<sup>st</sup> September 2003, group members agreed to move towards a formal Infrastructure Partnership, along the lines of an Urban Regeneration Company, recognising the benefits of a strong co-ordinating body that has the support of a range of public and private sector members.
- 2.2 The Group recognised that there is a clear link between demonstrating progress in the establishment of delivery vehicles in Growth Areas and securing infrastructure funding from Government.

## **3. Growth Areas Delivery Grant and Timetable**

- 3.1 Government has now announced Growth Area Delivery Grant of £2 million for establishing the formal Partnership and up to £18 million for other key projects related to help deliver housing in the Sub-region. In order to demonstrate commitment to this process, we now need to move towards putting in place the formal Partnership. Although, there is still work to do on the details of the partnership structure, the Partnership Group's approach has shown a clear way forward.
- 3.2 Responses to the Growth Area Delivery Grant allocations have now been submitted to ODPM. We have indicated that the formal Infrastructure Partnership should be in place by March 2004. To achieve this, the key dates should be:

- 23<sup>rd</sup> October: Partnership Group endorses proposals for Final Partnership.
- November: Board appointment and Chief Executive recruitment process starts.
- November: Local Authority member briefings
- November/December: Stakeholder Briefings
- December: Board appointed.
- January 2004: Board appoints Chief Executive.
- January to March: appointment of senior posts.
- March 2004: Formal Partnership operational.

## **4. Purpose of Formal Partnership**

- 4.1 The Infrastructure Partnership will be responsible for overall co-ordination of the delivery of housing and infrastructure across the Cambridge Sub-region as identified in the Cambridgeshire Structure Plan. The Board will provide the strategic overview while the Executive will co-ordinate activity across the main development and infrastructure providers. The Partnership will deliver through its members but will also bring in additional capacity and skills to accelerate delivery and overcome barriers. Planning and Development Control powers will remain with local authorities.
- 4.2 The co-ordination functions will be:
- To drive forward and accelerate the overall infrastructure/development programme
  - To ensure the delivery of the Affordable Housing Sub-regional Strategy
  - To ensure the establishment of effective project delivery arrangements across partnership organisations and where necessary set up delivery teams, in agreement with other authorities e.g. for major sites
  - To promote the work of the partnership and involve wider stakeholders and the public in community and infrastructure development
  - To agree, manage and review the business plan by co-ordinating the various funding streams from Government, Section 106 and PFI and lever external funding
  - To administer performance and financial monitoring systems
- 4.3 The key benefits the formal Partnership would deliver are:
- A clear and single focus on delivery to ensure maximum progress against targets
  - Co-ordination of joint working to maximise efficiency and effectiveness
  - Collective lobbying voice and greater ability to lever funding
  - Additional CPO powers to bring forward development
  - Specialist skills and resources eg housing, land assembly, funding
  - Local accountability

## **5. Structures and Roles**

An overall structural chart is shown in Appendix 1.

### Partnership Board

- 5.1 The Partnership Board would comprise representatives from the County Council and the five District Councils, English Partnerships, EEDA, The Housing Corporation and the Greater Cambridge

Partnership (See Appendix 2) The Regional Government Office (GO-East) have indicated that their role will be advisory.

Advising the Board would be stakeholder groups:

- Stakeholder Conference (to meet at least annually to ensure wider stakeholder involvement ownership and challenge)
- Technical Panel (Group to bring in external expertise, scrutiny and challenge e.g. from Cambridge University, local business, local authorities)
- Developer Forum (representing the development and housing interests and having an independent chair)
- Utilities Forum (Utility Companies investing in the Sub-region)
- Health Forum (representing the Strategic Health Authority and local Healthcare Trusts)

5.2 The Stakeholder conference will be chaired by the Chair of the Board. The chairs of the remaining advisory groups are proposed as additional members of the Board. Representatives of the partner organisations will be accountable to the Board and will seek to further the aims and objectives of the Partnership. The Board will not be able to make changes to spatial or transport policy: its remit is to deliver statutory plans. (See Appendix 3 for draft roles of the Board which are subject to legal advice)

5.3 It is proposed that there is an independent Chair of the Board and that the position would be advertised and receive remuneration of £10,000 for 5 days work per month.

#### Partnership Executive

5.4 The Infrastructure Partnership Executive (see Appendix 4 for structure) would have a Chief Executive appointed by the Board and would undertake the key officer co-ordination functions (see 4.2). A draft job description is shown in Appendix 5. It is suggested that two Strategic Directors would support the Chief Executive.

#### Housing

5.6 The Housing Task Group has completed its work on developing a housing delivery strategy. The Officer Steering Group has endorsed the Group's key recommendation that a Sub-regional Strategic housing function be included within the Infrastructure Partnership executive team. This would co-ordinate delivery of affordable and key worker housing across the Sub-region and perform the following roles:

- strategic housing needs assessment and strategy development
- development programme and delivery;
- housing grant and wider funding;
- monitoring, evaluation and review.



## **6. Expected Life**

- 6.1 The Infrastructure Partnership has been designed to address the implementation of the Cambridgeshire Structure Plan covering the period to 2016. Housing projections for the follow-on period to 2021 are being prepared as part of RPG for the region and the life of the Partnership could be extended to cover this period if required.
- 6.2 A longer term funding framework will be needed for the future viability of the partnership and effective delivery. In the shorter term, it is proposed that the timescale for the Partnership be linked to coincide with the current Growth Areas funding which extends initially for 2.5 years to 2005-6 and that this is reviewed in the light of decisions on future funding.

## **7. Funding contributions by partners and other bodies**

- 7.1 All partners will be expected to contribute financially to the set-up and operational costs of the Partnership. Cambridgeshire County Council has already contributed £0.5m to the set up costs and EEDA have matched this contribution. The district councils have collectively contributed £97,500 so far.
- 7.2 Existing contributions need to continue at current levels to support the Partnership and its work. The Growth Area Delivery Grant has provided additional funding, which allows recruitment of staff to proceed and contribute to overheads and particular projects.

## **8. Legal Powers to Establish LLP**

- 8.1 Initial legal advice from Eversheds indicated that the most advantageous form for the future Partnership would be a Limited Liability Partnership (LLP) rather than a company limited by shares or guarantee, as this offered more flexibility on local authority representation which was a key issue of concern raised by the Group. Further legal advice from Eversheds has been sought on whether local authorities have the powers to establish an LLP. The advice is that:

*The provisions of the Limited Liability Partnerships Act 2000 can be used to establish the Partnership. Section 3 of the Local Government Act 1999 ("LGA 1999") (relating to Best Value) imposes a duty upon local authorities to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Section 2(1) LGA 2000 provides that a local authority can do anything which it considers is likely to achieve the promotion or improvement of economic, social or environmental well-being in its area. Legal advice defines "anything" as including the power to "establish companies and other forms of corporate body" and, in our view, an LLP would constitute a "corporate body"..*

- 8.2 Eversheds have also advised that Counsel's opinion is required as the LLP is a relatively new structure. Following a preliminary consultation with Counsel, Eversheds have reported that

*“Counsel was clearly of the view that local authorities have the power to enter into LLPs.”*

Full advice from Counsel is expected by October 17<sup>th</sup> and will be shared across the Partnership Group before the Partnership Group's meeting.

## **9. Operational Powers**

- 9.1 The Partnership would rely on the powers of its constituent authorities and bodies for its operational powers. This would include for instance the power of compulsory purchase vested in English Partnerships and EEDA as well as with the local authorities. Planning powers would remain with the constituent authorities.

## **10. Practical Issues**

- 10.1 Establishing the formal partnership raises practical issues for each partner. These are outlined below.

### Board Membership

- 10.2 Each partner will need to go through the appropriate process to agree to become a member of the Partnership and to nominate a Board member. The process will depend on political arrangements and standing orders within the organisation. The critical date is that these decisions need to be reached in time for the first meeting of the new Board, in January, when the Board will formally appoint its Chief Executive.
- 10.3 In the case of the County Council this process is underway. The Environment and Transport Scrutiny Committee and Strategic Planning Service Development Group have considered the establishment of the partnership. Its forward plan includes provision for this issue to be considered by the Cabinet on 9<sup>th</sup> December. The final decision will rest with the full Council, which will consider the matter on 17<sup>th</sup> December.

### Recruitment

- 10.4 The Partnership Group is asked to endorse the use of an Human Resources consultancy to manage the setting up of the partnership, including key appointments. The County Council is prepared to oversee this work. It is suggested that a panel, made up of leaders of the local authorities and representatives from other organisations on the Partnership Group, is set up to oversee this process and to undertake the shortlisting for the Chair of the Board and the Chief Executive. See Appendix 6 for the suggested appointment and recruitment processes.
- 10.7 Having secured Growth Areas Delivery Grant, there is now funding for setting up suitable project delivery arrangements. Given the short

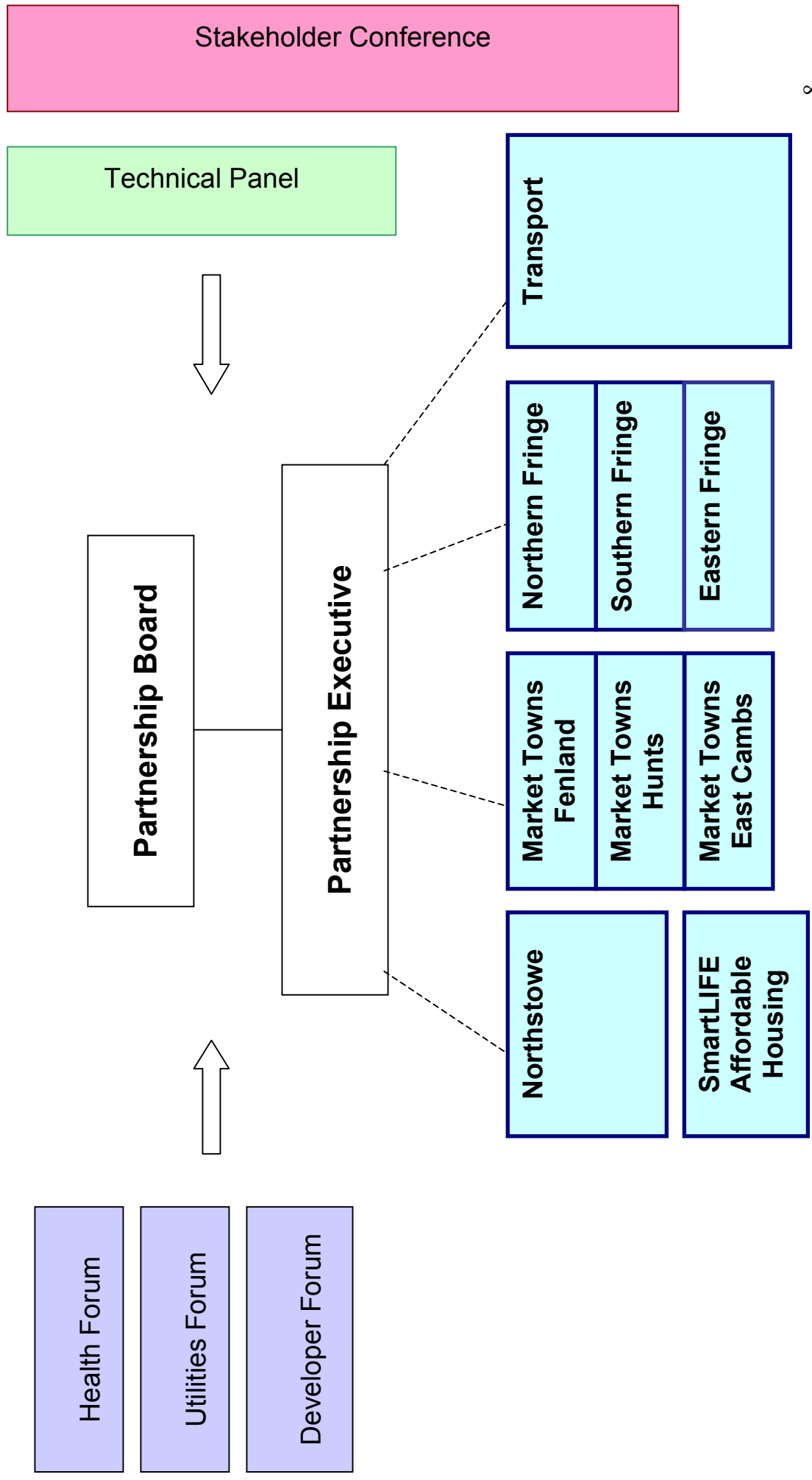
timeframe for drawing down the grant it is imperative to move forward on appointing lead officers (referred to in the bid as project directors) for the major early development proposals. The Partnership Development grant would be used to fund the set up of formal Partnership executive team. Other grants would fund the appointment of these project lead officers.

- 10.8 The County Council is moving forward to establish delivery arrangements for transport infrastructure and additional Growth Area Delivery Grant funding is being sought for Northstowe and Southern Fringe.
- 10.9 It is suggested that the process for identifying lead officers of Growth Areas Delivery Grant projects is taken on by the lead authorities in each case with involvement of other partners.

## **11. Communication Issues**

- 11.1 The Growth Area Delivery Grant for the setting up of the Partnership demonstrates Government support to establish the formal partnership. It will be important that progress is made and communicated to Government in order to draw down funds from the Grant.
- 11.2 It is proposed that a series of briefing and discussion sessions is held in November and December to update stakeholders on progress made in establishing delivery arrangements. It is suggested that the first briefings and discussions to take place in November, would be joint District-County member sessions, held in each district.
- 11.3 It is also suggested that the draft proposals will be posted on the website and a joint press statement issued.

**Appendix 1  
Infrastructure Partnership for the Cambridge Sub-region**



### **Potential Board Membership**

1. Independent Chair
2. Cambridge City Council
3. Cambridgeshire County Council
4. East Cambridgeshire District Council
5. Fenland District Council
6. Huntingdonshire District Council
7. South Cambridgeshire District Council
8. East of England Development Agency
9. Greater Cambridge Partnership
10. The Housing Corporation
11. English Partnerships
12. Representative of Technical Panel
13. Representative of Developer Forum
14. Representative of Utilities Forum
15. Representative of Health Forum

### **Draft Roles and Responsibilities of the Partnership Board:** ***N.B. These are subject to legal advice***

Members of the Board agree to:

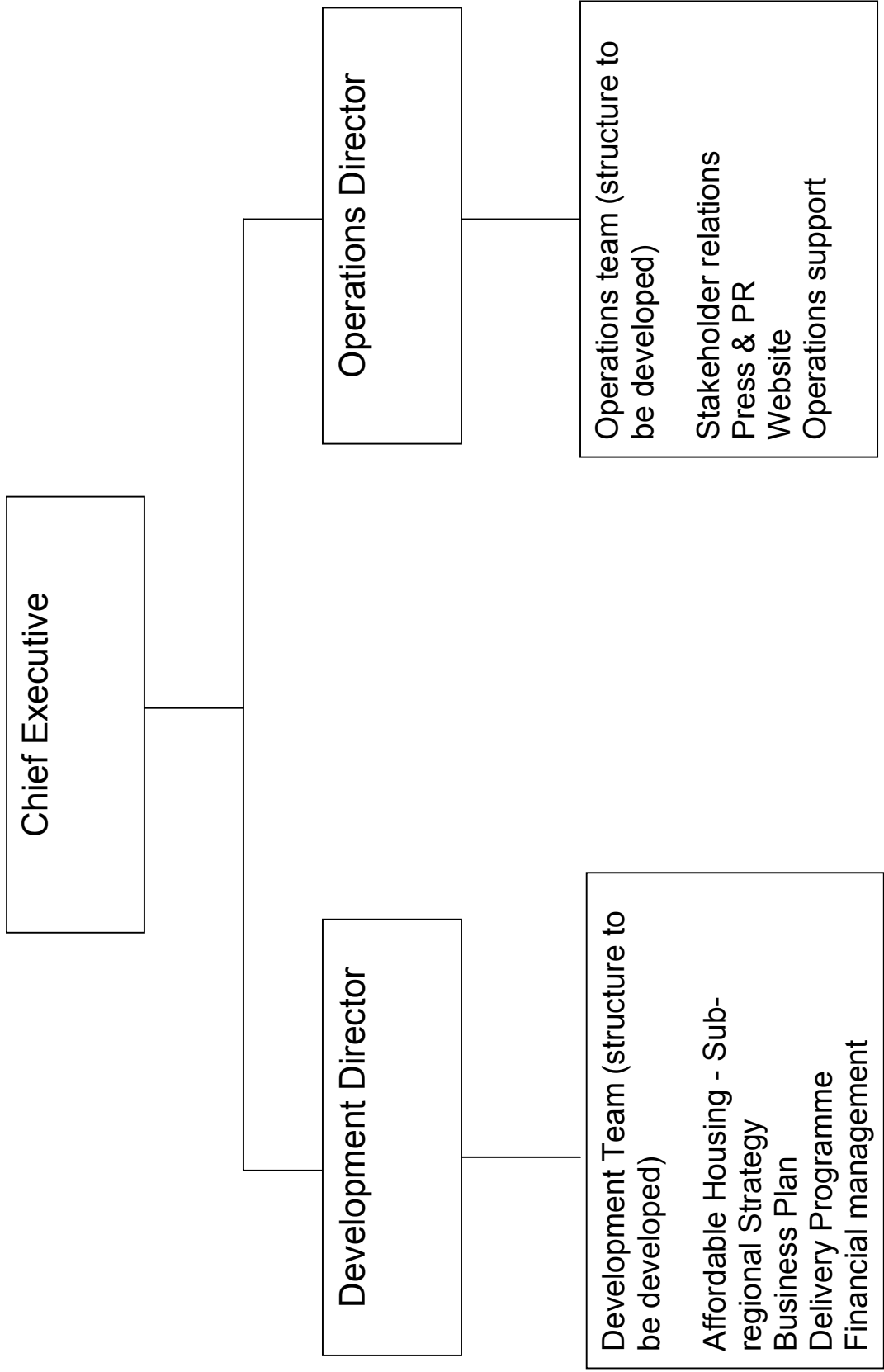
- Champion the delivery of the Sub Regional Spatial Strategy (as set out in the Cambridgeshire Structure Plan) to ensure delivery of 47,000 new homes by 2016 in accordance with the Plan and subsequent Local Development Documents.
- Publish and review a co-ordinated project plan and financial schedule for delivery of homes and infrastructure.
- Ensure member organisations deliver the Strategy using their powers and community leadership responsibilities.
- Ensure a joined up approach across organisational boundaries to deliver the Strategy promptly and efficiently.
- Ensure member organisations act within the agreed Strategy in drawing down funding from Government, developer contributions and other sources.
- Coordinate funding bids and lobby stakeholders in the interest of securing additional funding for the Partnership and its member organisations.
- Promote sustainable development in the sub region, ensuring the needs of new and existing communities are fully addressed.
- Promote the work of the Partnership in a positive manner.
- Ensure effective performance management of the Partnership's work.

### **Additional Responsibilities for the Chair**

- Provide effective leadership by promoting a delivery culture for the Partnership and motivating Board members to deliver the Partnership's objectives through their organisations.
- Act as an ambassador for the Partnership and actively promote delivery of the Strategy amongst stakeholders and with ministers and other political groups.
- Set and review targets for the Chief Executive, in consultation with Board members.
- Ensure the Partnership Board operates strategically and effectively in delivering the Strategy through its members, and ensure that stakeholder and advisory group views are properly represented.
- Ensure the highest levels of probity and governance amongst Board members and the Partnership.

Suggested remuneration for Chair: £10,000 for 5 days per month.

Infrastructure Partnership Executive: Outline Structure



## Appendix 5

### Draft Job Description and Person Specification: Chief Executive

#### JOB DESCRIPTION

Post: Chief Executive  
Salary: C £100,000  
Location: To be determined within the Cambridge Sub -region

#### Purpose

To lead the Partnership in ensuring the delivery of homes, jobs and infrastructure in accordance with the Development Strategy for the Sub region.

#### Primary Roles

1. Provide strategic leadership for the Partnership, ensuring delivery of the Business plan as agreed by the Board
2. Work effectively with Partnership members to champion and promote the vision and strategic framework for the Sub Region.
3. Secure and co-ordinate public and private sector investment into the area to meet the needs of the Business Plan and to seek out new opportunities for funding for the Sub Region.
4. Plan and co-ordinate the management, delivery and overall effectiveness of the work of the Partnership, effectively marketing the strategy and maximising the use of resources.
5. Ensure the establishment of effective project delivery arrangements across partnership organisations and where necessary set up delivery teams.

#### Principal Accountabilities

1. Ensure the delivery and continuing development of the Partnership's strategic vision through effective monitoring, review and target setting within a business planning framework.
2. Ensure the co-ordination of funding and that funding is directed towards investments in infrastructure in support of the Sub Regional strategy. Secure funding to maximise and co-ordinate public and private sector investment through the development and implementation of a comprehensive development strategy with the investment underpinning the Sub Regional Strategy
3. Provide support to Partnership members in ensuring effective land assembly and facilitate development partnerships between the private and public sectors.
4. Effectively monitor the performance of implementing the Business Plan against agreed targets.
5. Develop productive and open relationships with the Partnership's stakeholders at the most senior levels and promote collaborative



- relations between public and private sector interests, through effective liaison and communication with the local community, local business interests, local authorities, the media, members of parliament, ministers and Government departments and agencies.
6. Provide clear, timely and accurate information and advice to the Board to enable proper consideration of business, assured decision making and delivery of the Business Plan.
  7. Monitor and evaluate the impact of standards, service quality and targets, and provide regular reports to the Board.
  8. Ensure that the Partnership implements all its statutory requirements, including Health and Safety regulations.
  9. Ensure an effective performance management system is operated and provide leadership and support to the Partnership's Directors and other staff.
  10. Promote a positive and inclusive culture, effective staff management and development policies and a learning organisation.
  11. Respond to requirements as outlined by the Board as and when they arise.

## **PERSON SPECIFICATION**

### **Part One – Experience**

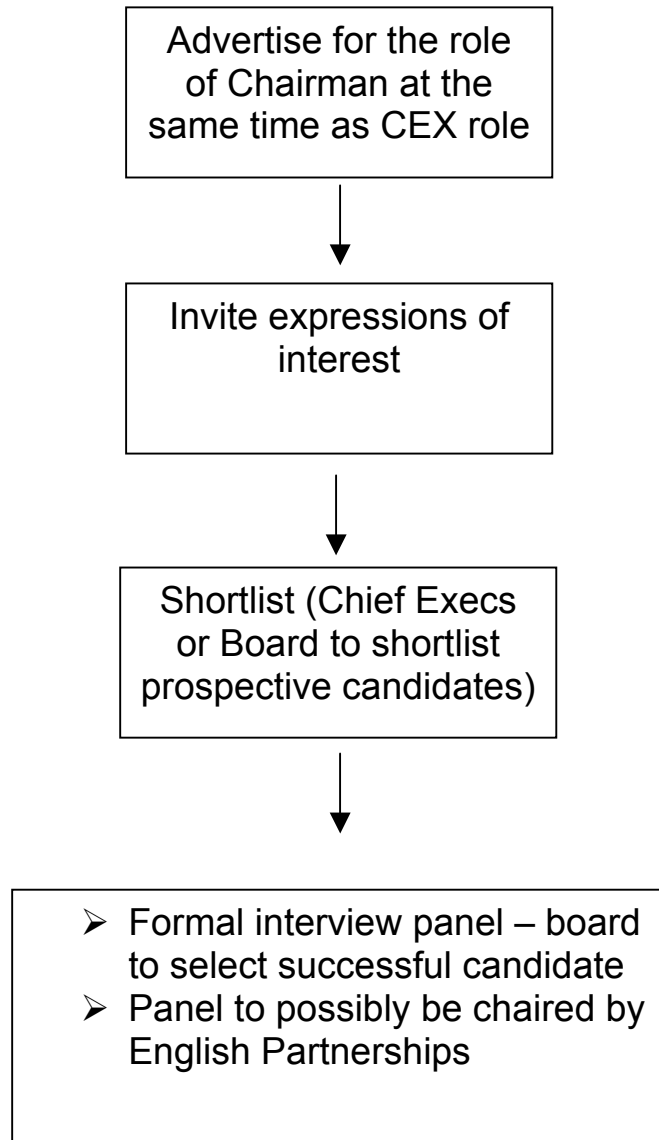
1. Evidence of successfully using high level skills to transform strategic vision into reality by securing private sector investment to deliver projects.
2. A proven track record of successfully managing, promoting and developing complex public/private sector partnerships in a senior management role.
3. Evidence of successfully delivering effective innovative projects in urban areas.
4. A proven track record of successfully delivering action and results of the highest level in a comparable environment, including the successful delivery of a major property redevelopment is desirable
5. Evidence of successful management of PR and media experiences through engagement of PR/Media staff.
6. Evidence of success in motivating people and brokering collaborative working relationships with a range of internal and external bodies, building partnerships across traditional organisational and sector boundaries.
7. Evidence of success as an organisational ambassador.

### **Part Two - Abilities, Skill and Knowledge**

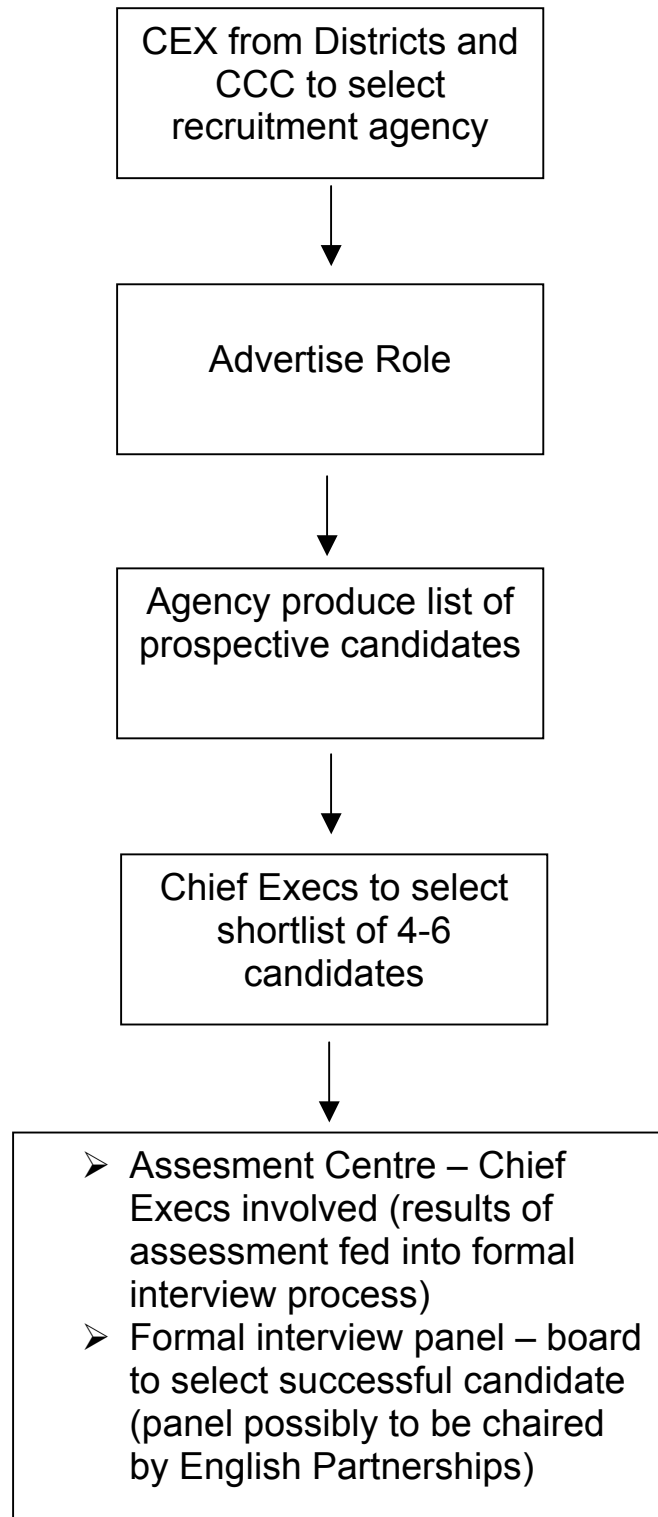
1. Ability to provide visionary leadership, promote and articulate the key priorities for the development of the area and translate broad objectives into real outcomes.
2. Excellent interpersonal and team working skills, and a proven ability to form partnerships, and motivate, enthuse and drive individuals.

3. Excellent communication and presentation skills, with the ability to communicate ideas, issues, systems and procedures successfully at all levels to a variety of audiences.
4. Ability to co-ordinate and communicate the promotional activities of the public and private sector.
5. Ability to exercise effective judgement with constrained time-scales and resources in the light of competing pressures.
6. Well-developed skills in managing a range of complex functions in a disciplined environment.
7. Well-developed negotiating and influencing skills, with the ability to act as an effective and persuasive ambassador for the area, with the ability to engage individuals and organisations and broker successful partnerships.
8. Well-developed knowledge and understanding of the development business and property development issues in the public and private sectors is desirable.
9. Ability to manage budgets and resources effectively.
10. Knowledge and understanding of a fast growth area including the Cambridge Sub Region, its economic, business and cultural environment and the political context.
11. Knowledge and understanding of Local Government and the public sector, including sensitivity to public accountability and the policy and legal framework in which the Partnership will operate.
8. Evidence of a well-developed knowledge and understanding of the strategic issues facing both the public and private sectors in furthering sustainable development. Evidence of a clear understanding of the current developments and best practice for tackling the many challenges facing the area.
9. Evidence of a clear understanding of the current developments and best practice for tackling the many challenges facing the area.

## Chairman Appointment Process



## Chief Executive Recruitment Process



Cabinet

13<sup>TH</sup> NOVEMBER 2003**IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT 2003****(Report by Chris Hall, Customer First Programme Manager)****1. INTRODUCTION**

- 1.1 The purpose of this report is to provide the Cabinet with the opportunity to comment on the Council's Implementing Electronic Government (IEG) Statement 2003 and approve the recommendations listed below.

**2. SUPPORTING/BACKGROUND INFORMATION**

- 2.1 The Council is required to submit a statement of progress against electronic government targets to the Office of the Deputy Prime Minister (ODPM) on an annual basis. Statements were submitted in 2001 and 2002.
- 2.2 The 2003 statement is based on self-assessment and is designed around the National Strategy for e-Government, which can be viewed at:  
<http://www.localgov.gov.uk/Nimoi/sites/ODMP/resources/20021127%20Final%20NS%20with%20cover.pdf>
- 2.3 The document was compiled by the Customer First Team and input was sought from all divisions within the Council.
- 2.4 The draft IEG statement 2003 has been submitted to the following committees and groups for consultation and their feedback has been incorporated into the document as appropriate:
- Customer First Programme Board
  - Customer First (e-Government) Advisory Group
  - Chief Officers Management Team (COMT)
  - Corporate Strategy Advisory Group (CSAG)
  - Overview and Scrutiny – Planning and Finance
- 2.5 The draft IEG statement 2003 will be submitted to the ODPM on the 10<sup>th</sup> November 2003. The approved version will be submitted after approval by Cabinet and full Council.


**3. RECOMMENDATIONS**

- 3.1 Cabinet is invited to comment on the draft Implementing Electronic Government Statement 2003.
- 3.2 Cabinet is asked to note any comments offered by Overview and Scrutiny Panel – Planning and Finance (11<sup>th</sup> November 2003)
- 3.3 Cabinet is requested to recommend approval of this document, for submission to the ODPM, to full Council (10<sup>th</sup> December 2003)

## **BACKGROUND INFORMATION**

The draft IEG Statement 2003 will be circulated alongside this report.

**Contact Officer:** Chris Hall, Customer First Programme Manager

 **01480 388116**

 **Email [Chris.Hall@huntsdc.gov.uk](mailto:Chris.Hall@huntsdc.gov.uk)**

CABINET

13 NOVEMBER 2003

## **DRAFT PPS 7 – SUSTAINABLE DEVELOPMENT IN RURAL AREAS (Report by Head of Planning Services)**

### **1. INTRODUCTION**

- 1.1 This report informs Cabinet of a draft revision of government planning advice on development in rural areas, and recommends a response on behalf of the Council.

### **2. BACKGROUND**

- 2.1 The Government's planning policies are at present set out in a series of Planning Policy Guidance Notes (PPGs), which are revised from time to time. These are to be replaced progressively by a new series of 'Planning Policy Statements' (PPSs), which are intended to be more concise and focused documents. Like their predecessors, PPSs will be strong 'material considerations' that local planning authorities and others are expected to take into account when preparing plan policies and considering individual planning applications.
- 2.2 The first draft PPS to be issued for consultation is PPS 7, which deals with policies for rural areas. When finalised it will replace PPG 7 (*The Countryside - Environmental Quality and Economic and Social Development*), as well as PPG 21 on Tourism. Comments on the draft PPS need to be submitted by 12 December.

### **3. ASSESSMENT OF THE REVISED GUIDANCE**

- 3.1 A summary of the key messages and implications emerging from the draft PPS is set out in Appendix A to this report. The appendix also indicates suggested responses to the draft PPS for submission to the Government.
- 3.2 Much of the guidance contained in the draft is uncontentious, and references to the role of planning in helping to retain village facilities deserve particular support. However, certain aspects of the guidance require clarification, particularly in relation to the limited circumstances in which housing in the open countryside may be acceptable, and the scale of business development that may be appropriate in rural locations. It is important that policies to ensure the effective re-use of rural buildings, and to assist farm diversification and the health of rural economies, do not undermine wider objectives to promote sustainable patterns of development.

### **4. RECOMMENDATION**

- 4.1 Cabinet is recommended to approve the comments set out in Appendix A of this report as the Council's response to the proposed PPS 7 on Sustainable Development in Rural Areas.

**Background Papers:**

ODPM (1993) Draft PPS 7: Sustainable Development in Rural Areas

DoE (1997) PPG 7: The Countryside – Environmental Quality and Economic and Social Development

DETR (2001) Amendments to PPG 7 concerning Farm Diversification and Best and Most Versatile Agricultural Land

HDC (2001) Retention of Shops, Post Offices and Public Houses in Villages (Supplementary Planning Guidance)

HDC (2003) Re-Use and Redevelopment of Farm Buildings and Outbuildings (Supplementary Planning Guidance)

HDC (2003) Huntingdonshire Design Guide (Draft Supplementary Planning Guidance)

HDC (2003) Huntingdonshire Landscape & Townscape Assessment (Draft Supplementary Planning Guidance)

**CONTACT OFFICERS** - enquiries about this report to Michael Bingham (Policy Team Leader) on 01480 388431 or David Pilling (Planning Officer) on 01480 388433.



## **APPENDIX A SUMMARY OF KEY ISSUES AND RESPONSES**

This appendix summarises the key issues arising from the draft PPS 7. Responses to be made on behalf of the Council are set out in bold italics at appropriate points. Note that these responses are limited to issues where a particular expression of support is appropriate, or where there is a strong need for clarification / additional guidance.

### **A Location of development**

- A1 As its title suggests, the PPS puts 'sustainable development' at the heart of government policy for rural areas. It makes clear that this means concentrating most new development at towns and cities, but at the same time catering for the needs that arise within rural communities.
- A2 It advises that catering for these rural needs is best done by focusing development in or near to 'local service centres', where employment, housing, services and other facilities can be provided close together. It suggests that a local service centre could comprise a country town, a single large village or a group of villages, depending upon the geography of the area.
- A3 Away from such places, the advice is that limited development to meet specific local needs for housing and other uses should be allowed in other villages. This advice is broadly consistent with the approach taken in the new Cambridgeshire and Peterborough Structure Plan, as well as the settlement strategy in the Huntingdonshire Local Plan Alteration (although the latter will need to be revisited in the context of preparing a new Local Plan for the district).

### **B Housing in the open countryside**

- B1 The draft PPS repeats previous advice that housing in the open countryside, away from 'established settlements', should be strictly controlled. A previous reference (in PPG 7) to the possible acceptability of 'infilling' or minor extensions to groups of houses in the countryside has been removed. So too has the 'exception' that allowed an isolated new house to be built in the countryside if it were considered 'truly outstanding' in architectural and landscape terms; this had proved problematic to apply in practice, having prompted many speculative applications that were not of the required quality, yet which were complex and time-consuming proposals for authorities to assess.
- B2 A subtle but significant change has been the widening of another 'exceptions' provision, whereby isolated dwellings for agricultural and forestry workers could be allowed if essential for the operation of those enterprises. This provision is now extended to 'other rural-based enterprises'. Any such proposals will need to be supported by clear evidence of need, but there is concern that the draft PPS offers no guidance on the types of use that may qualify for this exception. Such guidance would assist in preventing inappropriate speculative applications.

***Response: the PPS should give further guidance on the types of 'rural-based enterprises' that may generate the need for business-related dwellings in the open countryside***

## **C Agricultural, business & tourism development**

C1 Revisions to the existing PPG 7, in March 2001, gave encouragement to farm diversification schemes, and this draft PPS gives further support. Local planning authorities are advised to adopt positive planning policies towards diversification, and to support well-conceived projects put forward by farmers. The PPS does, however, acknowledge that proposals should be consistent in scale with their rural location and not result in excessive expansion of built development in the countryside.

C2 Unfortunately the draft does not offer advice on what types of activity may legitimately be regarded as 'diversification', whether in terms of the types of use involved or the degree of connection to the farming operation. This Council's SPG on the re-use and redevelopment of farm buildings and outbuildings makes clear that diversification schemes should make an ongoing contribution to the farm business as a whole (rather than, for example, merely involving land disposal for development by others). Similar advice in the PPS would be welcome clarification.

***Response: the PPS should make clear that farm diversification schemes should make an ongoing contribution to the farm business as a whole***

C3 The draft PPS also offers general support to business and tourism development in rural areas, although it makes clear that proposals should be guided by suitable policies in the development plan. New tourist and visitor facilities (including accommodation) should in general be directed towards existing towns and villages, although existing rural buildings may be used for these purposes as well.

## **D Re-use or redevelopment of existing buildings**

D1 The draft PPS supports the re-use of existing buildings in the countryside for business, tourism, educational or similar purposes, but subject to important caveats - these include the need to preserve the character of buildings of historic or architectural importance, and to prevent large-scale development that would prejudice attempts to promote sustainable patterns of development. The redevelopment of buildings for such purposes is also deemed to be acceptable, but subject to similar controls.

D2 This Council's SPG on the re-use and redevelopment of farm buildings and outbuildings already provides a local policy framework which is compatible with these objectives. The PPS could, however, offer greater clarity on the scale of development (whether through conversion or redevelopment) that might trigger concerns about 'unsustainability'. This is especially pertinent in a predominantly arable area such as Huntingdonshire, where there are substantial modern farm buildings which could be converted.

***Response: further guidance on how the appropriate scale of re-use/redevelopment proposals in the open countryside may be assessed against sustainability objectives is needed (either in the PPS itself or in accompanying guidance material)***

- D3 The draft takes a more flexible approach than its predecessor to the re-use of buildings in the countryside for houses. Such conversions are deemed inappropriate in locations remote from settlements and services, but elsewhere residential conversions are encouraged in certain circumstances, including meeting an identified housing need or enabling dependants to live with carers. Previously, PPG 7 made clear that local authorities could adopt policies giving preference to a business re-use, prior to any residential proposals being considered. This is a significant change, and would benefit from clearer guidance on what constitutes an 'identified housing need'. It should relate specifically to locally-generated housing requirements (such as those for affordable properties) rather than the general 'need' for housing across an authority as a whole.

***Response: the PPS needs to clarify the circumstances in which the conversion of non-residential buildings to dwellings in the countryside may be appropriate; in particular, what constitutes an 'identified housing need' and in what situations it would "otherwise provide the most sustainable option" (para. 19)***

## **E Rural services**

- E1 Draft PPS7 gives explicit support to both the provision of new community facilities and the retention of existing ones to maintain the vitality of village life. It advocates the approach adopted already by this authority in having policies for the retention of the last shop, post office or public house in a village. Furthermore, it sees such policy support being widened to encompass other facilities such as village halls and petrol stations. This is welcome, and is something that can be addressed in the review of the Council's Local Plan.

***Response: the recognition of the role that planning policies can play in supporting the retention of community facilities in villages is welcomed***

## **F Design & conservation**

- F1 Emphasis is placed in the PPS on securing high quality design, with the requirement to ensure that new building contributes to a sense of local identity. At the same time, it is stressed that a positive approach should be taken to high quality modern design that is sensitive to its setting and the character of the area. These issues have already been addressed by this authority through the recent publication of the draft Huntingdonshire Design Guide and Landscape & Townscape Assessment. The PPS also offers support to tools such as Village Design Statements and Parish Plans as means of highlighting local characteristics and raising design quality. Again, this is welcome support for a process in which the Council has already begun to engage (having adopted two Village Design Statements as SPG).

- F2 In an important change, the PPS states that 'local countryside designations', such as an Area of Best Landscape, are now considered to be 'unnecessary'. Planning authorities are encouraged to adopt criteria-based policies in their place. This reflects a wider concern that designating areas of 'best' landscape can diminish the attention paid to safeguarding and enhancing the qualities of 'ordinary' landscapes. This Council's recently-published Landscape & Townscape Assessment will provide a sound basis for the operation of appropriate criteria-based policies to address this issue, which will need to be included in the review of the Local Plan.
- F3 Nonetheless, the PPS does need to clarify what types of local designations this change is intended to preclude. It is assumed that it relates to measures to conserve and enhance the aesthetic qualities of the countryside. There would be concern if this change were used to prevent local authorities from adopting more 'strategic' policies, such as those to prevent coalescence between settlements (e.g. local or strategic gaps), or to secure improvements in the recreational opportunities available in the countryside (e.g. through the identification of 'community forests' or major habitat creation projects). The draft PPS already recognises the value of land around towns in providing opportunities to enhance recreational opportunities and manage potential land use conflicts, and it is important that local authorities are not prevented from adopting policies that would assist with this objective.

***Response: the draft PPS needs to clarify what 'local countryside designations' refers to, and should ensure that this does not preclude the adoption of appropriate strategic policies to manage land use around towns, such as local or strategic 'gaps'.***

**CABINET**

**13 NOVEMBER 2003**

## **CAMBRIDGE SUB-REGION KEY WORKER HOUSING RESEARCH (Report by the Head of Housing Services)**

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

1.1 The purpose of this report is:

- to bring to members' attention the findings of a key worker research report;
- for Cabinet to give consideration to whether this Council would like to become members of the Employers Consortium regarding key worker housing; and
- for Cabinet to consider the participation of this Council in a sub-regional protocol for the allocation of key worker housing.

### **2. SUPPORTING/BACKGROUND INFORMATION**

#### **2.1 Key Worker Research**

The Cambridge sub-region Affordable Housing Group commissioned a consultancy research report on key workers. The report was funded by the Housing Corporation and Bedfordshire Pilgrims Housing Association.

2.2 The Cambridge sub-region's housing market is under pressure. With high and rising costs, some key workers (whose pay is generally determined nationally) find it difficult to gain access to the local housing market. Key workers provide a range of services essential to the health and well being of the community. Difficulties in recruiting and/or retaining key workers in the sub-region caused by high local housing prices will, over time, erode the sub-region's quality of life and hinder its ability to deliver economic growth and mixed, balanced communities.

2.3 The research report reviews current practice and policy, quantifies demand from key workers within the Cambridge sub-region, and researches the types, tenure and locations of key worker housing provided. It then goes on to make proposals for a joint process for allocating key worker housing across the sub-region, putting forward a co-ordinated plan for targeting the delivery of key worker housing across the sub-region for 2004/05 to 2006/07.

2.4 A copy of the executive summary of the research report is at Appendix A to this report. A copy of the full report is available in the members' room; on request from the democratic services; or available to read or download from the internet at the following address: [www.huntsdc.gov.uk/Housing\\_Serv/documents](http://www.huntsdc.gov.uk/Housing_Serv/documents)

## 2.5 **Employers' Consortium**

The County Council was instrumental in creating and leading a consortium of public sector employers to bid for funding for key worker housing under the Government's Starter Home Initiative (SHI).

2.6 The consortium has achieved 3 successful bids under the SHI and related schemes, bringing a total of £6.2m into the County. In addition, districts have been providing key worker housing via Section 106 Agreements.

2.7 When new homes are ready for occupation there is a need to have appropriate procedures in place to nominate key workers to the properties. The process of nomination would benefit from an agreed protocol.

2.8 Appendix B contains a list of organisations currently represented on the Employers' Consortium as well as a list of potential members. This Council has been invited to become a member of the Consortium.

## 2.9 **Protocol for Key Worker Housing**

A protocol for the allocation of key worker housing is appended to this report at Appendix B. This protocol is in the process of being endorsed by each organisation represented at the Employers' Consortium as well as district councils.

## 3. **IMPLICATIONS**

### 3.1 **Key Worker Research**

The findings of the research report will inform future housing and planning policy direction and aid negotiations (as a material planning consideration) with developers.

3.2 For Huntingdonshire the projected demand for key worker housing for the period to 2006/07 is 31 units per annum. However, the demand from this group has to be weighed against the demand from other groups eg social rented housing, which has a higher demand but is also included in the 'affordable housing' definition.

3.3 There is likely to be a short-term peak in demand for housing from new recruits to Hinchingbrooke Hospital's new diagnostic centre (300 additional staff). The diagnostic centre is due to open around January 2005. The consultant estimates that an additional 30 units would be required to satisfy the demand.

### 3.4 **Employers' Consortium**

The definition of key workers is as follows:

*"Key workers eligible for assistance with their housing costs will be public sector workers who are employed by the public sector and will be involved in the care and comfort of the community. Eligible workers will be employed in sectors experiencing recruitment and retention problems in the Cambridge sub-region and be unable to afford similar accommodation on the open market".*

3.5 Currently this Council does not have any significant recruitment and retention problems associated with housing provision. However, it may experience this in the future from eligible workers covered under the definition.

- 3.6 Roles of the Employers' Consortium include agreeing on an annual basis: the priority key worker job types; and the maximum and advisory minimum incomes for eligibility to key worker housing. The Council has a role to play in the social and economic well being of the area. Officer participation at the Consortium will ensure that there is HDC representation in the decision making process.
- 3.7 Potentially the Consortium, with an established protocol and managing agent, would stand a better chance of accessing future Government funding initiatives than individual Councils.
- 3.8 There is a strong drive from Government to provide for the needs of key workers. It is anticipated that future grant funding from the Housing Corporation for affordable housing will reflect this requirement.

#### 3.9 **Protocol for Key Workers**

Although the protocol is at final draft stage it is envisaged that some further fine tuning will be required once the protocol has completed its passage through the decision making processes of all signatories. If the Cabinet decide that the Council will become signatories to the protocol it is suggested that approval and signature of the final document is delegated to the Head of Housing Services.

- 3.10 The Council will be expected to contribute towards the fee of the managing agent. Although the managing agent has yet to be selected, it is anticipated that this District's contribution would be modest. The total cost is anticipated to be around £10k per annum and this could be shared by as many as 16 partners. The method of sharing cost has yet to be agreed.

### **4. CONCLUSIONS**

- 4.1 The research report assists the Council in its understanding of the demand for key worker housing locally. It will be used to formulate future policy and it will aid negotiations with developers.
- 4.2 The Council has been invited to become a member of the Employers' Consortium.
- 4.3 Key worker housing is best addressed on a sub-regional basis rather than by districts individually, therefore, there needs to be a sub-region agreement on roles and responsibilities.

### **5. RECOMMENDATIONS**

- 5.1 It is recommended to Cabinet that:
- a) the content of the executive summary of the key worker research report be noted;
  - b) the Council becomes a member of the Employers' Consortium;
  - c) the Council becomes a signatory to the key worker protocol; and
  - d) the Head of Housing Services be granted delegated authority to sign the sub-region protocol for the allocation of key worker housing, following consultation with the Executive Member for Housing Strategy on the final proposed protocol.

## **BACKGROUND INFORMATION**

Cambridge Sub-Region Key Worker Housing Research Report

**Contact Officer:** **Stephen Plant, Head of Housing Services**  
**☎ 01480 388240**



**EXECUTIVE SUMMARY**

1. The Cambridge sub-region’s housing market is under pressure. With high and rising costs, some key workers (whose pay is generally determined nationally) find it difficult to gain access to the local housing market. Key workers provide a range of services essential to the health and well being of the community. Difficulties in recruiting and/or retaining key workers in the sub-region caused by high local housing prices will, over time, erode the sub-region’s quality of life and hinder its ability to deliver economic growth and mixed, balanced communities.
2. This report reviews current practice and policy, quantifies demand from key workers within the Cambridge sub-region, and researches the types, tenure and locations of key worker housing provided. It then goes on to make proposals for a joint process for allocating keyworker housing across the sub region, putting forward a co-ordinated plan for targeting the delivery of keyworker housing across the sub region for 2004-2005.
3. In producing this report we undertook a mix of qualitative and quantitative research:
  - Qualitative research: this involved a desktop review of the policy context; telephone interviews with nine RSLs and three local authorities (Hampshire, Hertfordshire and Surrey County Councils); meetings and workshops with local stakeholders; and group discussions with social workers and teachers to ensure that key workers opinions were taken into account.
  - Quantitative research: we asked major employers of key workers to participate in a “data mining” exercise to identify the potential key worker population, types of workers being recruited and evidence of staff retention difficulties. Some employers were more able to help than others. A postal survey of local key workers was undertaken, which achieved 1039 responses.

**EXPERIENCE FROM THE SUB-REGION AND ELSEWHERE**

4. Although an emerging field, there is a great deal of work going on around the country in order to provide for the needs of key workers. We cover this in detail in the main body of the report. The Cambridgeshire Key Worker Employers Consortium (CKWEC) was one of the earliest examples of public service employer consortia. CKWEC formed in late 2000 to assemble a bid for Starter Homes funding.
5. The concept of the key worker is a relatively novel one and has been defined differently by different central Government policies. Central government and regional policies now leave regions and sub regions with the freedom to define key workers in response to local conditions. The emerging Structure Plan makes reference to the need for affordable for housing key workers but this has yet to be reflected in all local plans across the Cambridge sub-region. CKWEC has defined key workers eligible for assistance with their housing is as follows:
 

*“Key workers eligible for assistance with their housing costs will be public sector workers who are employed by the public sector and will be involved in the care and comfort of the community. Eligible workers will be employed in sectors experiencing recruitment and retention problems in the Cambridge sub-region and be unable to afford similar accommodation on the open market”.*
6. The Consortium has agreed arrangements for the management of access to key worker housing delivered in the sub-region (including setting up a managing agent). The

arrangements are expressed in a draft Protocol (see Appendix 1). However, neither the definition of key workers eligible for assistance with housing, the principles for managing access to housing earmarked for key workers, nor the Protocol, have been discussed formally with the councils in the sub-region. This needs to be taken forward as soon as possible.

7. Private sector workers have been excluded from the definition of key workers and the draft Protocol. However, local councils may have an identified need to provide housing for particular private sector workers on broader economic grounds. There therefore needs to be some flexibility so that councils which identify a particular local need can make appropriate provision.

## **HOUSING COSTS AND AFFORDABILITY IN THE CAMBRIDGE SUB-REGION**

8. We examined housing affordability in the Cambridge sub-region, looking at incomes required to access housing and at the budget shortfalls that typical key workers would experience when attempting to enter the market. We also reviewed the affordability of the private rental market at district level. We found that the income required for accessing the housing market is subject to wide variation across the sub region; the income required to access housing in the lower quartile of the property market varies from approximately £18k in Fenland to £36k in Cambridge. This is therefore a problem for particular parts of the sub-region – in particular, the Greater Cambridge area<sup>1</sup> - and for workers in particular categories and in particular household circumstances. Conversely, this means that it may be difficult to make a case for applying large amounts of funding to support key workers in certain parts of the sub-region, given that housing is generally affordable. In any event, the general affordability of some locations may mean that there is low demand for certain types of key worker housing and housing assistance.

## **RECRUITMENT AND RETENTION**

9. Initial anecdotal evidence from employers has suggested that they suffer from two main labour problems. Firstly, there is a problem of recruitment, particularly of people aged under 30. Then there is a problem of retention, which becomes particularly acute in the 30-34 age range. Here we consider both aspects of the problem.

- Recruitment: Our data indicates that approximately 3,000 workers are recruited each year for the key worker occupations in the Cambridge sub-region, both from within the sub-region and beyond. However not all employers have provided information, particularly those in Suffolk. If the Suffolk data was available, the figure would be higher. An analysis of employers' data shows that recruitment per annum is particularly concentrated in the Cambridge City district. This is for the most part attributed to Addenbrooke's hospital, the largest employer of key workers in the sub region.

- Retention: Our key worker survey suggests that employers are likely to be facing a staff retention problem linked to housing costs and that it is people in the 25-34 age range who are most vulnerable. This age range is emerging from a period where (our discussion groups suggest) house sharing is considered acceptable and even popular due to the social benefits it can afford.

*1 When using the term "Greater Cambridge" we refer to the postcodes CB1,2,3,4,5 – broadly covering an area corresponding to a 30 minute peak time journey to Cambridge and roughly equating to Cambridge City and South Cambs*

## **CHARACTERISTICS OF KEY WORKERS**

10. We have provided a profile of the current key worker population, covering areas such as income, satisfaction with housing, and housing costs. In brief:
- Living with friends is a significant option for younger key workers: 22% of key workers under 24 responding to our survey were living with parents, relatives or friends. This dropped sharply to 7% in the 25-29 age group, and fell to a negligible level thereafter.
  - Satisfaction with the tenure of accommodation is lower for those in rented accommodation than those in owner occupation. Remarkably high proportions of those in owner occupation are satisfied (97%).
  - Excluding the under 24s who are often sharing accommodation, younger people (who report being on lower incomes than the norm) are more likely to be making mid and high level rent and mortgage payments than the better paid members of older (46+) age groups. The proportion of people making high level payments peaks at 35-39, and declines thereafter. Whilst there are likely explanations for this (possibly that older people purchased their home some time ago when house prices were much lower) it does emphasise the point that individuals in their thirties often find themselves under particular financial pressure.
  - The vast majority of survey respondents wish to be owner occupiers.

## **ASPIRATIONS OF KEY WORKERS**

11. The survey of key workers provided information on preferences for the types, tenures, locations and characteristics of housing:
- Trade offs: people on the whole are not willing to change career to secure the housing they want but some are willing to move away if that means they can meet their housing aspirations – although the willingness to relocate declines with age. There is, however, a blip at the age of 30-34, which indicates that this group is more willing to change career than other age groups. This group of key workers are also more likely than any other to state that they would consider moving away to get the type of housing they want.
  - Type of housing demanded: The general preference for a (semi) detached home is unsurprising. The interesting factor here is the gap between expectations and desires. Grouping together those wishing to live in a house (either terraced or semi-detached) and those expecting to, we see a picture where most groups expect to have their desires satisfied in the next two years (for example, 95% of those with children want to live in a house; and 96% of them expect to). This suggests that families neither want nor will accept flatted accommodation.
  - Location preferences: the common factor amongst survey respondents was the importance attached to good transport connections. Thereafter, respondents split (very broadly) into three groups.
    - The first group had children. They were very child orientated in their outlook, wanting to locate near to good schools and to have a property with a garden.
    - The second group – younger and without children - did not form the homogenous block of opinion that might have been expected. Couples without children had no particular wants as a group, other than the desire for a garden. They neither particularly

sought a suburban or a town centre location, but showed a small preference for a rural location.

- Young (aged under 25) single people wanted to live near to shops and recreation /entertainment facilities, but more important than this was living near to work and friends/family. We might have expected that this group would show a clear preference for living in a central location in town, but this proved not to be the case, although their general preference to live near facilities suggests an urban location would best satisfy their needs.

- It is apparent that a journey to work of more than 35-45 minutes is not considered acceptable in the sub-region.

## **OVERALL DEMAND AND PROGRAMME FOR KEY WORKER HOUSING DEVELOPMENT**

12. We calculated overall demand by looking at both staff recruitment and staff retention aspects to employers' needs. These figures were generated at district level, with separate estimates being made for Hinchingsbrooke and Addenbrooke's, reflecting their importance as key worker employers.
13. On the basis of our estimate of the requirement for key worker housing (both for recruits and for existing staff) we put forward the following as an appropriate annual programme for the three years 2004-2007:
  - Attributed to Addenbrooke's: 150 - 339 (recruitment) plus 97 (retention) = 247-436 units per annum<sup>2</sup>.
  - For other key workers in the sub-region (excluding the needs of the new unit at Hinchingsbrooke): 118 (recruitment) plus 67 (retention) = 185 units per annum
14. Using net projections at district level, this equates to the following programme:

**Table 1.1 Overall district level net key worker housing demand per annum (units)**

Cambridge City	48
South Cambridgeshire	67
East Cambridgeshire	23
Huntingdonshire (incl. current Hinchingsbrooke requirement)	31
Addenbrookes	247
Fenland	17
TOTAL	432
Hinchingsbrooke new unit (opening Jan 2005)* 30	30

\*itemised separately as this may represent a short term increase in demand

15. Forecasting demand beyond 2007 is extremely difficult. We are unable to provide estimates for the longer term and therefore the programme of key worker housing should be kept under close review.

2 These figures provide a range. The higher figure represents the gross estimate for recruitment. Gross figures do not take account of the fact that key workers on a single income may not be able to afford the costs of sub-market rent or shared ownership/equity share. Our net estimates take account of these 'low earners' who would not form part of the effective demand for key worker housing.

16. We would expect that, as the 'backlog' of demand from existing key workers is gradually satisfied over time, the need for additional housing for existing key workers will reduce. Similarly, as new housing for recruits comes on stream, casual vacancies will arise to meet some of the demand from recruits.

17. On the other hand, there will be an increasing need for key workers in the sub-region to match population growth. Furthermore, there is a big expansion plan for Addenbrooke's (which is expected to double its clinical staff requirements by 2016) and a new diagnostic treatment centre scheduled to open at Hinchingsbrooke hospital in January 2005, requiring 300 additional staff.. There is likely to be a short term peak in demand for housing from new recruits to Hinchingsbrooke Hospital's new diagnostic centre when the centre opens around January 2005. We have not included this demand in the figures presented above for the years 2004-2007 but could expect to see an additional requirement of about 30 units to satisfy this demand.

18. We believe that the tenure and scheme profile should be as follows:

- The tenure of the housing should be a mix of low cost home ownership and sub market rent. All provision for existing key workers should be low cost home ownership.
- For new recruits, from the information available to us regarding age profile and tenure expectations, we believe a 50/50 split between sub market renting and low cost home ownership should be adopted.

19. Therefore, the total annual programme would be (using the lower net demand figure):

**Table 1.2 Annual programme (net demand)**

	<b>'Tenure</b>	
	Sub market rent	Low Cost Home Ownership
Attributed to Addenbrooke's	75	172
Rest of sub-region	59	126
<b>Total</b>	<b>134</b>	<b>298</b>

Note: Low Cost Home Ownership includes equity share and shared ownership. These figures exclude any demand from the two Suffolk districts, from the police or the fire service.

20. We believe that the preferred basis for the low cost home ownership should be equity loan (the SHI-type model) or equity share. However, we recognise that shared ownership, at low share sizes and with a low rental cost, may be a better alternative for those on lower incomes. More detailed local analysis will be required to determine which tenure is the more appropriate on a scheme by scheme basis.
21. Given the concentration of key worker employment in the Cambridge and South Cambs areas, it is apparent that the bulk of the programme should to be located within a 30 minute drive time of Cambridge – effectively in Cambridge City and South Cambs.

#### **NEXT STEPS**

22. We have sketched out the actions that we believe the sub-region should take to progress the delivery of key worker housing, as follows:
  - **Overall Approach.** It will be important for the sub-region to agree its general approach to the future provision of key worker housing. This is likely to include overall numbers and tenure, a broad indication of where key worker housing is to be provided (e.g. at district level) and more detailed location criteria (e.g. family housing near to schools and other local facilities). Over time, the sub-region approach can become embedded in development plans and other local policy guidance (e.g. SPG) as they are rolled forward. In the meantime it will be important for all the districts to 'sign up' to the approach (perhaps through 'member ratification'). The sub-region could also consider producing a joint 'key worker housing SPG'.
  - **Development Programme.** A detailed site by site programme of key worker schemes for the next 12 months needs to be agreed. A broad outline of developments expected over the subsequent two years would also be helpful, providing clarity about longer term plans.
  - **Section 106 agreements.** A very useful practical step would be the adoption of standard clauses in S106 agreements which can be used across the sub-region with developers. Relevant clauses will need to be worked up (with legal advice as appropriate) but at least one clause should cover the mechanism for 'allocating' key worker housing (as set out in the Employers' Consortium protocol).
  - **Finalising and agreeing the membership and operation of the Employers' Consortium and the draft protocol across the sub-region.** A draft allocation protocol has been agreed by Employers' Consortium members as part of this study. However, work remains to be done to establish the protocol, including a process of deciding which employers are to be represented on the Employers' Consortium, how their activities

relate back to wider sub-region policy setting at district level, and who chairs the Employers' Consortium. The Employers' Consortium will then need to decide whether it wishes to appoint a managing agent, the role of the agent, funding and selection of the agent, and agreeing timescales, the precise administrative configuration of the allocation process, and service level agreements.

- **The relationship with RSLs developing and managing key worker housing.** The way the sub region works with developing and managing RSLs for keyworker schemes needs further consideration. The sub-region will need to decide whether a common approach is advantageous and, if so, what that approach should be. One option may be to identify 'preferred sub-region partners for key worker housing' but this is not the only option and other mechanisms may provide a better way forward.

## EMPLOYERS' PROTOCOL – KEY WORKER HOUSING

- 1.0 The protocol covers the proposed definition of key workers and the approach for identifying key workers who will have access to housing provided for key workers in the Cambridge Sub Region.
- 2.0 Key Workers Eligible for Housing Assistance
  - 2.1 The definition of key workers eligible for assistance with their housing is as follows: - “Key workers eligible for assistance with their housing costs will be public sector workers who are employed by the public sector and will be involved in the care and comfort of the community.<sup>1</sup> Eligible workers will be employed in sectors experiencing recruitment and retention problems in the Cambridge sub-region and will be unable to afford similar accommodation on the open market”.
  - 2.2 This definition needs to be seen in the context of government priorities which remain for teachers, health workers and police.
  - 2.3 The Cambridge sub-region for these purposes relates to the District Council areas of Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdon, Fenland, Uttlesford, Forest Heath and St Edmundsbury.
  - 2.4 Within the above definition, priority for key worker housing is to be based on the following criteria, in the order set out.
    - 2.4.1 Criteria 1 – Broad Occupational Groups: priority occupational groups are those identified as suffering a recruitment or retention problem priority by employers. These groups will be defined by the Employers' Consortium on an annual basis, justified by the best broadly based evidence (such as high vacancy levels in the past 12 months, known future expansion in service delivery). In coming to a view on priorities, the Employers' Consortium will be mindful of the priorities being set by the Government and the Region's Housing Board, which emphasises the particular needs of nurses, teachers and police. Newly recruited staff who have yet to take up post may be included provided a job offer has been accepted and the employer supports the application.
    - 2.4.2 Criteria 2 - Salary: a maximum income will be set, alongside an advisory minimum income. The maximum limit is intended to ensure that provision is not made for those able to afford accommodation on the open market [see 3.1.2]. There will also be an advisory minimum figure, to screen out those who would be unable to afford the cost of the intermediate accommodation available. These figures will apply across the sub-region, and will be reviewed annually.
    - 2.4.3 Criteria 3 – Proximity to place of work: when there are a number of households which qualify under Criteria 1 and 2, priority will be given to those working near the available accommodation with an advisory maximum travel time to work of 30 minutes but in certain circumstances this can be increased to 45 minutes. This is intended to ensure a) that long commutes are not built into the system, and b) that key worker housing provision in a given area is concentrated on delivering against the needs of that same

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<sup>1</sup> In consultation with other partners, the Employers' Consortium may choose to include private sector employees where public sector services have been contracted out to the private sector.



- local area. Exceptions may be made where workers have a legitimate reason for living at a distance from their place of work.
- 2.5 Private sector workers (other than those who are providing a service otherwise delivered by the public sector) have been excluded from this sub-regional definition. However, arrangements are set out later in this section whereby a district council can, if it chooses, make available accommodation earmarked for employees in a specific job type (please refer to paragraph 7 onwards).
- 3.0 Operational Arrangements
- 3.1 Roles and Responsibilities of the Employers' Consortium The Employers' Consortium will have the following roles: -
- 3.1.1 The Employers' Consortium will agree, on an annual basis, the priority key worker job types. Promotion of a particular job type by an employer as a priority should be evidence-based. However, there needs to be an understanding that whilst some recruitment and retention problems can be shown by direct recent evidence, others may reflect events in the coming year (e.g. planned expansion of a particular service, requiring the recruitment of a number of new workers). Once accepted as a priority each individual worker will retain their priority status even though their particular occupational group may not be selected as a priority in subsequent years.
- 3.1.2 The Employers' Consortium will agree, on an annual basis, the maximum and advisory minimum incomes for eligibility to key worker housing. At the launch of the protocol the maximum limit will equate to that used for the Starter Home Initiative –Local Government spinal column point 45 [£32,847]. For couples, an assessment of joint income will also be undertaken in order that those who can jointly afford accommodation without assistance do not qualify for help. This should be done following consultation with the managing agent, who will have knowledge of housing market conditions.
- 3.1.3 On an annual basis, the Employers' Consortium will provide a short report for onward dissemination to partners including County and District Council members, Registered Social Landlords [RSLs], Government Office, the Regional Development Association and the Housing Corporation. This report should provide information on the number and types of key workers helped by the scheme and progress in delivering key worker accommodation. It should highlight lessons to be learnt or good practice to be disseminated. It may be helpful if the report reflected on how key worker needs are best addressed what sort of impact mechanism is having on recruitment and retention issues or on service quality, if the correct types of housing are in fact being brought forward and if provision is in the right place.
- 3.1.4 The Employers' Consortium will appoint a managing agent to administer the protocol. Selection of the managing agent will be via a transparent, competitive process. The operation of the contract will require a service level agreement (including performance targets) to be signed between the managing agent and the Employers' Consortium. The managing agent should be appointed on a 3 year renewable contract reviewed annually. The contract will be with Cambridgeshire County Council acting as lead partner for the employers' consortium.
- 3.1.5 The Employers' Consortium will contribute to the funding of the role of managing agent. All members of the Employers' Consortium will be required to contribute in line with the number of key workers employed. Employers' Consortium members should understand

that any contribution they make to the management of the scheme does not necessarily mean their employees will be a priority for the available housing in any one year.

3.1.6 It is important that the Consortium's voice is heard in terms of forward planning for funding bids and generally in influencing the region's housing strategy. However, the Employers' Consortium does not make policy. It is recognised that the Employers' Consortium will be one partner in a broader coalition which sets policy and strategy. Local authorities will be important partners given their policy-making role, and control over Section 106 negotiations and the planning process.

#### 4.0 Roles and Responsibilities of the Managing Agent

4.1 The roles and responsibilities of the managing agent will be as follows: -

4.1.1 The managing agent is contracted by the Employers' Consortium to act as a clearing house between the Employers' Consortium and the RSLs that are developing and managing the key worker housing. Members of the Employers' Consortium will therefore lead the selection of the managing agent but will ensure the involvement of District Councils in the process.

4.1.2 The managing agent will hold a list of all key workers seeking key worker housing in the Cambridge sub-region. All developing RSLs and employers will be asked to refer applicant key workers to the managing agent in order to register their interest in key worker housing. The managing agent will carry out some financial checks but will not undertake detailed financial vetting. The managing agent will act as a central collection and application point, so that applicants apply only once. Information collected by the managing agent must meet the established RSL standard. Given varying house prices in each of the Cambridge sub-region's districts, it will be the managing agent's responsibility to advise applicants that they will not be supported if their income is sufficient to buy the housing offered through the key worker scheme on the open market.

4.1.3 Potential applicants can approach the RSL or managing agent but the managing agent will advise on employers' priorities. In the case of dispute, it will be the Employers' Consortium which has the decision on who is to get priority for housing.

4.2 Where there is a casual relet or resale: -

4.2.1 The relevant RSL informs the managing agent of the vacancy and the managing agent provides the RSL with the prioritised list of key workers eligible for the 'vacancy'. The RSL will then contact key workers on this list with news of the opportunity and carries out the necessary vetting process. Vetting will be undertaken on the basis of information supplied by the managing agent. The vetting process will include a stage at which the RSL checks to ensure that key workers are not able to buy the key worker housing on the open market.

4.3 In the case of a new housing scheme: -

4.3.1 The developing RSL and managing agent will need to keep each other informed of progress with the new development. At the point when the RSL wants to begin marketing the scheme, the managing agent provides the RSL with a list of potential occupiers eligible for the housing. The RSL should then market the scheme to the people on the list. Again, the developing RSL will be responsible for the detailed vetting of the applicant on the basis of information supplied by the managing agent. The

vetting process will include a stage at which the RSL checks to ensure that key workers are not able to buy the key worker housing on the open market.

- 4.3.2 With experience, the managing agent will be able to gauge how many potential applicants an RSL needs to contact in order to fill the available accommodation as quickly as possible. However, in the event of over-subscription to the scheme it will be the responsibility of the managing agent to alert the Employers' Consortium to the problem. The Consortium will have to narrow down its priority job types.

- 4.4 In the event of low demand:

- 4.4.1 The first step will be for the managing agent to identify other possible candidates from its existing database which meet the criteria of the Employers' Consortium. If this fails to provide enough names, the managing agent will ask the Employers' Consortium's to agree a wider list of eligible workers (on the basis of job type, not income) and will take responsibility for contacting relevant employees in the first instance. The fall back position is to allow the RSL to undertake its own direct marketing to either general needs applicants or to other key workers, possibly with reference to housing authority lists.

## 5.0 The Allocation Process

The allocation process flow is described diagrammatically as Appendix 1. The diagram has been split into halves: one covers the process to be followed in the case of relets and resales; and the other covers housing delivered as a part of a new scheme. The central principle of the allocation process as described here is that of ensuring that details are only provided once by the applicant. Schemes which involve different sites or different RSLs will not require the applicant to fill in new information in each new instance. However, it is recognised that applicants' circumstances will change quickly and that a developing RSL will need to confirm with applicants that the original details provided remain accurate.

## 6.0 Underlying Principles

- 6.1 Employer representation on the Employers Consortium will be a pre-requisite for employees' access to key worker housing created through this scheme. Employers who do not pay their fees and provide the requisite information will not be able to access housing for their employees through this scheme.

- 6.2 When a key worker housing scheme involves public subsidy or is delivered through a S106 agreement on a mixed tenure scheme, then the accommodation will be available through this scheme.

- 6.3 When a key worker housing scheme involves part funding direct from an employer, with the remaining funding being made through public subsidy or S106, then the employer has rights to place their employees into a proportion of the units created in line with the proportion of direct funding offered to the project. For example, if an employer contributes 25% of the funding (not made by the RSL) to a development, then the 25% of the units could be expected to be occupied by that employer's workers. The remaining units would have occupiers nominated from the priority list maintained by the managing agent.

- 6.4 If an employer develops key worker housing on its own land holdings and/or is the funder of the full costs of the accommodation, then the employer has exclusive 'rights' to place its own workers into this accommodation. In doing this, the employer may choose

to set up independent arrangements with the developing RSL. (The employer may however choose to accept candidates from the central list maintained by the managing agent if too few candidates for the accommodation come forward from with the ranks of its own employees).

- 6.5 The arrangements described in the Protocol requires co-operation between the employers and between the employers and the planning and housing authorities (i.e. the district and county councils involved). This includes local authorities negotiating separate arrangements with an employer and/or RSL to provide for specific groups of key workers on sites in their area using a S106 agreement and/or public subsidy. Nothing can be put in place to stop this, other than precluding all employees in their area from the wider benefits of the Employers' Consortium scheme put forward here. It is hoped that when S106 agreements are negotiated by districts, these are line with this protocol and the methods adopted at sub-regional level.
- 7.0 Private Sector Workers
- 7.1 The Employers' Consortium scheme excludes the private sector (other than where employees are providing services for the public sector on a contract basis). However, local councils may have an identified need to provide housing for particular key workers on broader economic grounds. A Council could identify a subsidised/S106 key worker scheme for key workers falling outside the Consortium's definition. The provision that such a Council made for groups outside the Employers' Consortium's definition of key worker would be additional to the allocations made through the Employers' Consortium scheme.
- 7.2 An alternative route for councils to make local provision for 'private sector' key workers could be through the development/management of other affordable housing provided in their area. For example, an authority could earmark a number of social rented relets or LCHO [Low Cost Home Ownership] resales for their own priority group and/or give priority to new build schemes delivered through the rest of their affordable housing programme. But affordable housing is a scarce resource and if a council uses on part of its affordable housing programme in this way, it may not be able to secure additional housing for key workers, managed through the Employers' Consortium scheme.
- 8.0 Review
- 8.1 This protocol will be reviewed on an annual basis.

## 9.0 List of Potential Members of the Employers Consortium

*This is not an exhaustive list but gives an indication of the scope and range of key worker employers who could be considered.*

Addenbrookes Hospital

Ambulance Service [Cambs, Suffolk {covering St Edmundsbury and Forest Heath} and Essex {Uttlesford} ]

Anglia Support Partnerships representing Primary Care Trusts and all NHS Trusts bar Addenbrookes

Cambridgeshire County Council

Essex County Council

Suffolk County Council

Cambridge City Council

East Cambridgeshire District Council

Fenland District Council

Fire and Rescue [Cambs, Suffolk {covering St Edmundsbury and Forest Heath} and Essex { Uttlesford} ]

Huntingdon District Council

Police [Cambs, Suffolk {covering St Edmundsbury and Forest Heath} and Essex { Uttlesford} ]

Primary Care Trust covering Uttlesford area

Prison Service [ Whitemoor, Littlehey, Highpoint]

South Cambridgeshire District Council

West Suffolk Hospital

West Suffolk PCT

*The current members are:*

Addenbrookes Hospital

Anglia Support Partnerships representing Primary Care Trusts and all NHS Trusts bar Addenbrookes

Cambridgeshire County Council

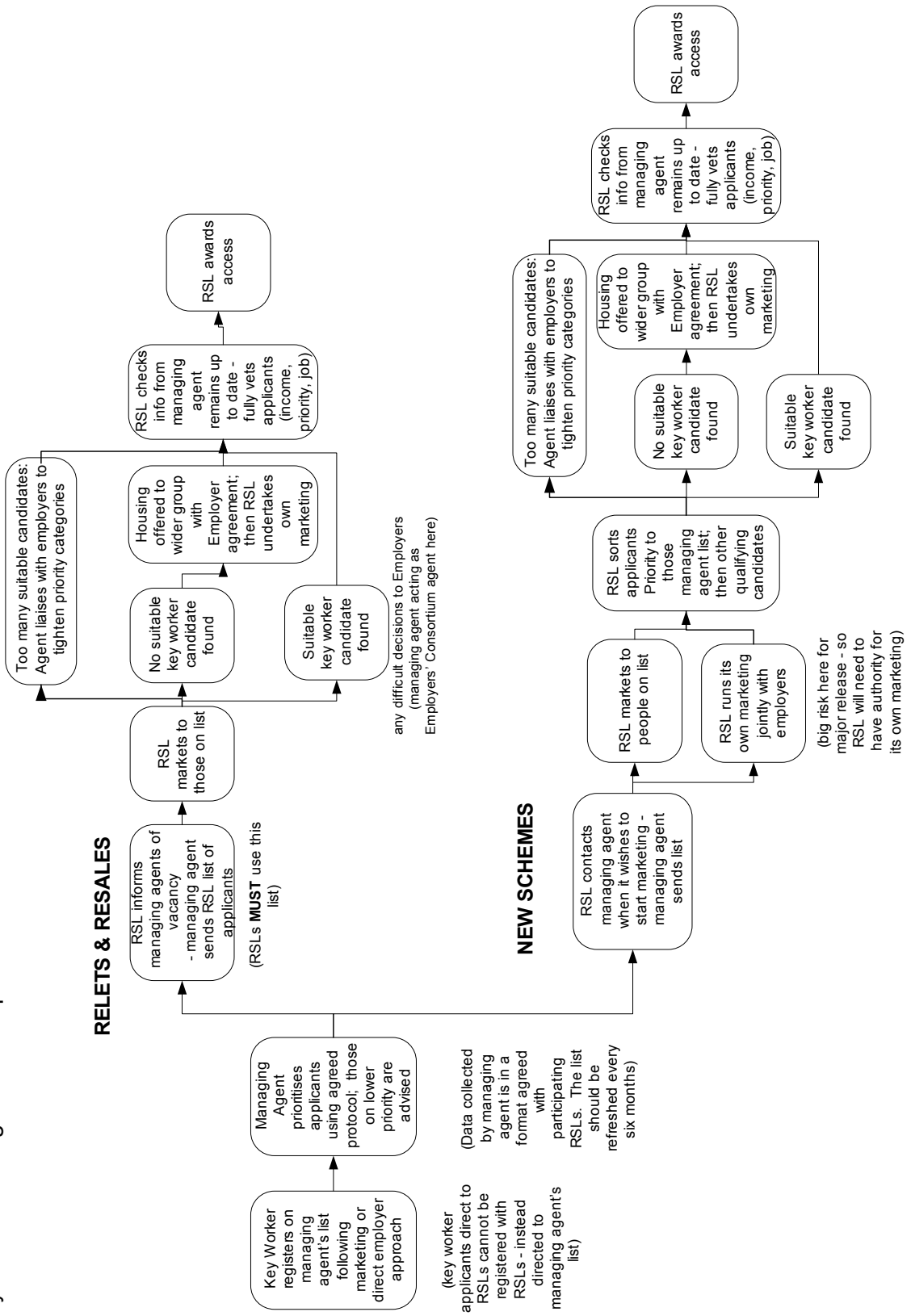
Fire and Rescue Service

Police

Bedford Pilgrims Housing Association

Cambridge Building Society

Key worker housing: allocation process flow



**OVERVIEW & SCRUTINY PANEL  
(SERVICE DELIVERY & RESOURCES)**

**4 NOVEMBER 2003**

**CABINET**

**13 NOVEMBER 2003**

**SUPPORTING PEOPLE STRATEGY  
(Report by the Head of Housing Services)**

**1. PURPOSE OF REPORT**

- 1.1 For Cabinet to consider endorsing the updated Supporting People Strategy and agree the 2004/05 housing support priorities included within it.

**2. BACKGROUND INFORMATION**

- 2.1 The first Supporting People Strategy was endorsed by Cabinet on 12 September 2002. This covered the period 2003-2008. This first strategy had been developed through an incremental process over nine months and included extensive consultation in the period November 2001 to January 2002.
- 2.2 During summer 2002 this first strategy was also formally endorsed by the other commissioning agencies participating in the Supporting People partnership in Cambridgeshire: the five District Councils, the Probation service and Primary Care Trusts.
- 2.3 The ODPM evaluated all Supporting People strategies over the autumn and rated the Cambridgeshire strategy as good. Nationally, 21 strategies were rated as excellent, 49 as good, 53 as fair and 26 as poor.
- 2.4 The vision, principles and key challenges set out in the first Supporting People Strategy continue to be appropriate. These have not been changed in the updated version of the Strategy.
- 2.5 The Supporting People Strategy is a large document (101 pages). A copy of the report is available in the members' room; on request from democratic services; or available to read or download from the internet at the following address:  
[www.huntsdc.gov.uk/Housing\\_Serv/documents](http://www.huntsdc.gov.uk/Housing_Serv/documents)
- 2.6 The elements of the Strategy that have been updated are as follows:
- a) The three-year review programme agreed by the Supporting People partnership in autumn 2002. It is an ODPM requirement that all services funded through Supporting People are reviewed in the period 2003-2006. The review programme has already commenced, with a Best Value review of sheltered housing due to report in June 2004 and a review of the five Home Improvement Agencies in the county due to report in January 2004.

- b) The risk-sharing agreement across the six local government partners. This was endorsed by the Joint Member Group for Supporting People in April 2003. The risk-sharing agreement was devised as a way of tackling the estimated £300,000 unfunded costs arising in 2003/04 as a result of the implementation of Fairer Charging and other previously identified risks. Although all administering authorities are facing unfunded costs as a result of these risks, as far as is known an agreement to share these risks in this way remains unique. This highlights the strength of the partnership in Cambridgeshire. Part of the risk-sharing agreement requires that the partnership agree how this risk will be tackled in subsequent years.
- c) Cambridgeshire was one of four authorities that the Audit Commission invited to take part in these pilot inspections. The inspection found that Supporting People in Cambridgeshire is a good, two-star service that has promising prospects for improvement. They identified a number of practical pointers for further improvement and the action plan for tackling these is included in the updated Strategy.
- d) A best practice report from all four pilot inspections will be available shortly. Supporting People in Cambridgeshire will be subject to formal inspection again in November 2005.
- e) The housing support priorities for 2004/05. These have been arrived at collectively on the basis of the existing inter-agency priorities for the seventeen client-groups affected by Supporting People. They comprise the following three sets of proposals in priority order:
- f) Priority List A

These are proposals agreed by the commissioning partners in 2002/03 where the revenue requirements are yet to be fully funded. The revenue requirement of each of these proposals is to be re-considered in the light of issues of affordability, pressures on the SP budget, uncertainty over additional revenue from ODPM for 2004/05, alternative funding arrangements and information about benchmark unit costs.

- Stonham Staithe move-on for 4 young people (Fenland)
- Kelsey/Fulbourn re-provision for 14 people with mental health problems (South Cambs.)
- King St/Fulbourn scheme for 8 older people with mental health problems (Cambridge City)
- Jubilee bungalows for 4 older people – budget for commitment of subsidy at 70%, i.e. £2000 (Fenland)
- Robert Ellis House re-provision for 8 people with a physical disability (Huntingdonshire)
- CHS extra sheltered housing scheme at Moorlands – budget for commitment of subsidy at 65%, i.e. £73,000 (South Cambs.)
- Wet hostel (Cambridge City)
- Papworth/Willingham project for 6 young people with learning disabilities (South Cambs.)

- g) Priority List B

These are new capital schemes identified as part of the 2003/04 prioritisation round. They are prioritised ahead of new revenue only



schemes because there is to be a Housing Corporation capital allocation round this autumn, the schemes have no other way of obtaining this capital and they reflect pressing needs on the statutory authorities.

- Foyer project, Wisbech (Fenland)
- Older carers learning disability project for 6 people (Huntingdonshire)
- Transitions project for 5 young people with learning disability and autistic spectrum disorder (South Cambs.)
- Specialist hostel provision (5-7 places) for offenders in Wisbech (Fenland)
- Extra sheltered housing scheme at Linton (South Cambs.)

#### h) Priority List C

These are new revenue only schemes identified as part of the 2003/04 prioritisation round.

- Domestic violence and other move-on (Cambridge City)
- Five schemes for homeless people (Cambridge City x 2, Fenland and Huntingdonshire x 2)
- Five learning disability schemes (Cambridge City, East Cambs., Fenland, Huntingdonshire and South Cambs.)
- Offender/ex-offender schemes requiring revenue only (as determined by Probation/YOS)

- 2.7 The Strategy explains how this order of priorities has been reached. They have been agreed at an officer level across the partnership and are now being considered formally by the partner agencies for endorsement. Further discussion remains to be held on the revenue limits to be attached to schemes in Priority List A on the basis of affordability and pressures on the SP budget. Nevertheless, it is important to agree the priorities at this stage in order to send clear signals to housing providers as soon as possible, to produce the optimum outcomes for Cambridgeshire from the Housing Corporation autumn bidding round and to exert the maximum influence on ODPM in relation to any growth in Cambridgeshire's SP budget for 2004/05.

### 3. CONCLUSION

- 3.1 Endorsement of the updated Supporting People Strategy is being sought of commissioning agencies participating in the Supporting People partnership in Cambridgeshire: the County Council, the five District Councils, the Probation service and Primary Care Trusts.

### 4. RECOMMENDATION

That Cabinet give consideration to:

- 4.1 endorsing the updated Supporting People Strategy; and
- 4.2 agreeing the 2004/05 housing support priorities in order for further discussions to take place with partner agencies and to enable agreed proposals to be submitted to the Housing Corporation for capital schemes and to ODPM for additional revenue grant.

## **BACKGROUND INFORMATION**

Source Documents

Supporting People Strategy 2003 – 2008

[www.huntsdc.gov.uk/Housing\\_Serv/documents](http://www.huntsdc.gov.uk/Housing_Serv/documents)

Agendas and minutes of Commissioning Body and Joint Member Group for Supporting People in Cambridgeshire

**Contact Officer: Mr S Plant, Head of Housing Services**  
**☎ (01480) 388240**

**CABINET**

**13TH NOVEMBER 2003**

**MEMBERS' E-GOVERNMENT ADVISORY GROUP  
(Report by Executive Director of Central Services)**

**1. INTRODUCTION**

- 1.1 The Cabinet considered the Customer Service Strategy (version 1.6) at their meeting on 26th June 2003. As a result of decisions taken by the Cabinet at that meeting the Customer First Programme was established. The E-Government Advisory Group at its meeting held on 16th September 2003 determined that its terms of reference should be amended to reflect their involvement in the Customer First Programme.

**2. TERMS OF REFERENCE**

- 2.1 The E-Government Advisory Group has proposed the following revised terms of reference:-

1. To advise the Cabinet on the scope for exploiting the potential for delivering services electronically in ways which —
  - ◆ reflect and contribute to the Council's drivers, strategies, policies and service objectives;
  - ◆ meet the needs and reasonable expectations of Huntingdonshire's stakeholders, for example, residents, customers, visitors, businesses, Members and Officers;
  - ◆ support the continued planning for and delivery of services in a contemporary setting, taking account of the social, economic and environmental well-being of the District and its residents;
  - ◆ promote a balanced, inclusive and value-added approach to service delivery and assist with capacity building in local communities and with partner agencies and organisations.
2. To monitor progress in developing and implementing the Council's e-Government strategy (the annual Implementing Electronic Government (IEG) statement).
3. Within the boundaries of the budgetary and Medium Term Plan processes, to make recommendations to the Cabinet as to priorities for implementing the Council's IEG statement ; and

4. To undertake evaluations, by invitation of the Customer First Programme Board, of pilots and other projects commissioned by the Programme Board.

### **3. RECOMMENDATIONS**

3.1 The Cabinet are invited to:-

- ◆ approve the suggested amended terms of reference for the Group as outlined in paragraph 2 of this Report;
- ◆ approve the re-naming of the E-Government Advisory Group to the Customer First Advisory Group.

### **BACKGROUND PAPERS**

Report and Minutes to Cabinet – 26th June 2003.

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**CABINET**

**13 NOVEMBER 2003**

**ST IVES MARKET TOWN TRANSPORT STRATEGY  
APPOINTMENT OF MEMBERS TO WORKING GROUP  
(Report by Heads of Environment & Transport)**

**1. INTRODUCTION**

- 1.1 Work will shortly be commencing on a market town transport strategy for St Ives. Members will be aware that transport strategies have already been adopted for St Neots and Huntingdon.
- 1.2 Cabinet are requested to approve the nomination of members to a Sub-Committee of the Huntingdonshire Environment and Transport Area Joint Committee to contribute to the development of the St Ives Market Town Transport Strategy.

**2. STRATEGY PROCESS**

- 2.1 There is now a well-tested approach to the development of market town transport strategies that involves a transport audit, meetings with stakeholders/interest groups and a process of public and Member consultation. The area of study for the St Ives strategy will differ from the previous strategies in that it will cross the boundary into an adjoining district, South Cambridgeshire.
- 2.2 To achieve improved Member involvement in the process it has been agreed by Area Joint Committee that a sub-committee be established bringing together representation from the county council and both districts.

**3. APPOINTMENT OF REPRESENTATIVES**

- 3.1 With the exception of the representation from South Cambridgeshire District Council it was proposed that the sub-committee be formed of equal representation from the county council and district council drawn from the Area Joint Committee. The criteria for appointment and the proposed District Council nominee follow —

- Member representing a St Ives ward – Councillor Reynolds
- Member representing communities within strategy area envelope – Councillor Newman
- Member from outside the strategy area envelope – Councillor Sanderson

**4.0 RECOMMENDATIONS**

- 4.1 The Cabinet are recommended to:
1. confirm the nominees to the sub-committee of the Area Joint Committee

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## HUNTINGDONSHIRE DISTRICT COUNCIL      AGENDA ITEM 19

MINUTES of the meeting of the SAFETY ADVISORY GROUP held on Wednesday, 17th September 2003

PRESENT:                      Councillor J W Davies (Chairman)  
   Councillors A B Hulme and L M Simpson

APOLOGY:                      A Hansard and K Reynolds

IN ATTENDANCE:              P Corley, S Douglas, P Duerden, Mrs H Lack,  
   Mrs C Rowlands, C Sneesby and R Ward

The Chairman welcomed Mr C East Risk Management Assessor at the District Council of the Group.

### **10.      MINUTES**

The Minutes of the Meeting of the Advisory Group held on the 4th June 2003 were approved as a correct record and signed by the Chairman.

### **11.      ANNUAL SAFETY INSPECTION**

The Group considered a report by the Head of Administration (a copy of which is appended in the Minute Book) detailing matters identified for investigation or requiring attention during the annual inspection of the Council workplaces on 2nd July 2003. The Group were acquainted with action taken as a result of the inspection.

The Chairman reported that the inspection had been positive and productive and it had been helpful for the Group to observe the Council's employees undertaking their work duties. Following a request by a Health and Safety Executive Inspector, during a recent inspection of the depot, the Head of Personnel Services undertook to inform him of the forthcoming meeting at which the Cabinet would be considering the outcome of the wheeled bin trial in the North of the District.

### **12.      DRIVER DEVELOPMENT TRAINING**

The Group received a report by the Head of Personnel Services (a copy of which is appended in the Minute Book) detailing a pilot scheme for driver development which had been agreed at their meeting held on the 29th May 2002. Members noted that after an initial assessment of service providers, "13/50" had been selected to conduct the pilot scheme and 10, high mileage users had attended the course during July 2003. The Group were acquainted with the results of the driver assessment and were pleased to note that feedback had been unanimous both in praise for the assessment and the assessor. Moreover, delegates would have no hesitation in recommending it to all of the Council's drivers.

RESOLVED

that the Driver Development training course be incorporated into the health and safety section of the District Council's corporate training programme, with participation determined initially on the perceived level of risk and number of miles travelled and subsequently through the annual training needs assessment element of the appraisal process and be funded by individual Directorate training budgets.

**13. NATIONAL EMPLOYERS ORGANISATION FOR LOCAL GOVERNMENT SERVICES - CONSULTATION ON DRAFT PART 4 GUIDANCE ON HEALTH AND SAFETY.**

The Group received and noted a report by the Head of Personnel Services (a copy of which is appended in the Minute Book) in connection with a consultation document from the National Employer, for future inclusion with Part 4 of the "Green Book" national conditions of service. Following discussion, Members agreed with the content of the proposed inclusion in the Green Book, it was

RESOLVED

that the Executive Councillor for Resources and Welfare be nominated lead Councillor with responsibility for driving up health and safety standards throughout the Council.

**14. FIRST CONTACT REVIEW**

The Group received and noted a report by the Head of Personnel Services (a copy of which is appended in the Minute Book) reviewing the operation of the Council's First Contact facility offered by the District Council as a listening service to all its employees.

The Group were pleased to note that the service had been well used by those employees and noted that it would be re-launched in the near future.

RESOLVED

that the First Contact service be continued in its current form.

**15. ACCIDENT/INCIDENT REPORT**

(a) District Council Employees

The Group received and noted a report by the Head of Personnel Services (a copy of which is appended in the Minute Book) detailing 20 accidents which had taken place since the last meeting of the Group.

In relation to incident numbers 1701 and 1702, the Health and Safety Adviser reported that in each case, in addition to heat exhaustion, the employee had an underlying medical condition that may have contributed towards the incident.



In relation to Incident No 1705, the Health and Safety Adviser reported that all new employees are required to complete a pre-employment health questionnaire at which time medical conditions are assessed and where necessary, employees are referred to the Occupational Health Nurse to determine their fitness for employment. The Head of Operational Services advised that the employees had not had an epileptic fit for the previous 3 year period and had a doctor's certificate stating that he was able to work. In addition, he informed the group that regular medical certificates would be sought before they were allowed to operate machinery.

In relation to Accident number 1695, the Health and Safety Adviser reported that the affected filing cabinets now had been bolted together by external fixings on the top of the units as opposed to the current system of internal fixings to allow employees to regularly check their stability.

(b) Leisure Centre Employees

The Group received and noted a report by the Head of Community Services (a copy of which is appended in the Minute Book) detailing accidents which had been reported at the Leisure Centres since the last meeting of the Group.

In relation to Accident No 5095, the Leisure Centres' Health and Safety Co-ordinator clarified the circumstances of the incident and advised that the member of staff had not closed the door of the unit correctly resulting in the door opening and injuring the member of staff.

## **16. ANNUAL ACCIDENT/INCIDENT REPORTS**

(a) District Council Employees

The Head of Personnel Services submitted a report (a copy of which is appended in the Minute Book) which summarised accidents previously reported to the Group during 2002/3. Members noted that there had been an overall increase of 25% in the total number of reported accidents in the current year and a 63% increase in the number of employees absent from work for more than three days after an accident, details of which were reportable to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. There had been a 45% reduction in employees being involved in an accident, categorised as hit by a moving, or flying object when compared with a previous year.

Concern was expressed that accidents in the Central Services Division had increased by 157%. In that context, the Health and Safety Adviser informed the Group that despite the seemingly large increase, the actual number of accidents was low.

In addition, the Group noted that whilst the largest number of

injuries were sustained when employees were handling lifting or carrying equipment, the greatest increase on the previous year involved those who were hit by moving, flying or falling objects.

(b) Leisure Centres Employees

The Group received a report by the Head of Community Services (a copy of which is appended in the Minute Book) detailing accidents previously reported to the Group during 2002/03 and a comparison with the previous year. Members noted that the single highest case for employee related accidents was as a result of being injured whilst handling, lifting or carrying.

**17. HEALTH AND SAFETY TRAINING**

The Group were acquainted with a report by the Head of Personnel Services (a copy of which is appended in the Minute Book) outlining training courses which had been held since the last meeting of the Group.

**18. WORKING TEMPERATURE OF OFFICES**

Safety Representatives outlined employees' concerns regarding the working temperature of the offices in Pathfinder House. Members noted that temperatures had exceeded 30°C for a prolonged period during the summer and had been much higher than in previous years. In their view this would have resulted in adversely reduced employees' efficiency in those areas affected within the Council. The Head of Personnel Services reminded the Group that in the previous year, a survey had been undertaken to identify "hot spots" with a view ultimately to introduce portable air conditioning units. More recently however, it had been determined that there was insufficient electrical power to run such high capacity units.

The Health and Safety Adviser reported that the District Council's Headquarter and Other Office Accommodation Advisory Group currently were investigating alternative short and long-term solutions to the problem.

Chairman