

A meeting of the **CABINET** will be held in **CABINET ROOM, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON** on **THURSDAY, 25 MARCH 2004** at **11:30 AM** and you are requested to attend for the transaction of the following business:-

APOLOGIES

- | | Contact
(01480) |
|--|--|
| <p>1. MINUTES (Pages 1 - 6)</p> <p>To approve as a correct record the Minutes of the meeting held on 4th March 2004.</p> | <p>Mrs H J Taylor
388008</p> |
| <p>2. "GROWING SUCCESS": A CORPORATE PLAN (Pages 7 - 20)</p> <p>To consider a report by the Head of Policy on the adoption of a Corporate Plan prior to its submission to full Council for approval.</p> | <p>I Leatherbarrow
388005</p> |
| <p>3. MEDIUM TERM PLAN: REQUESTS FOR RELEASE OF FUNDING
(Pages 21 - 28)</p> <p>By way of a report by the Head of Financial Services to consider the release of funds for MTP schemes referred to.</p> | <p>S Couper
388103</p> |
| <p>4. 2004/05 TREASURY MANAGEMENT STRATEGY (Pages 29 - 36)</p> <p>To consider a report by the Head of Financial Services.</p> | <p>Mrs E Smith
388157</p> |
| <p>5. POLICE COMMUNITY SUPPORT OFFICERS</p> <p>(a) Governance Protocol (Pages 37 - 38)</p> <p>To consider a report by the Head of Administration regarding the deliberations of the Overview and Scrutiny (Planning and Finance) on the proposed Governance Protocol between the Council and the Police on the supervision and deployment of Police Community Support Officers in Huntingdonshire.</p> <p>(b) Memorandum of Understanding (Pages 39 - 52)</p> <p>With the assistance of a report by the Director of Operational Services to consider a draft governance protocol for the Police Community Support Officers.</p> | <p>R Reeves
388003</p> |
| <p>6. A14 THRAPSTON - BRAMPTON JUNCTIONS: HIGHWAYS AGENCY CONSULTATION (Pages 53 - 58)</p> <p>Further to Minute No. 03/91 to consider a report by the Director of Operational Services on the A14 Thrapston - Brampton grade separation scheme.</p> | <p>Mrs E Wilson
388301</p> |

7. CAMBRIDGESHIRE GUIDED BUS (Pages 59 - 66)

Further to Minute No. 03/151, to consider a report by the Director of Operational Services outlining a suggested response from the District Council to the County Council's application for an Order under the Transport and Works Act 1992 to facilitate the guided bus scheme.

**Mrs E Wilson
388301**

8. EASTON TO ELLINGTON PERMISSIVE CYCLE ROUTE (Pages 67 - 68)

To consider a report by the Head of Environment and Transport regarding a proposal to develop a cycle route linking Easton and Ellington.

**R Preston
388340**

9. BUILDINGS AT RISK REGISTER 2004 (Pages 69 - 72)

With the assistance of a report by the Planning Policy Manager to consider the contents of the 2004 Huntingdonshire Buildings at Risk Register.

**Miss K McAndrew
388417**

10. ACCOMMODATION FOR THE ICT SERVER ROOM (Pages 73 - 78)

To consider a joint report by the ICT Services Manager and the Projects and Assets Manager regarding proposals to extend the ICT server room at Pathfinder House.

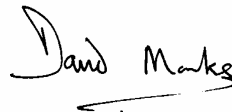
**D Ward
388117**

11. SAFETY ADVISORY GROUP (Pages 79 - 82)

To receive a report of the meeting of the Safety Advisory Group held on 3rd March 2004.

**Mrs H Lack
388006**

Dated this 17 day of March 2004



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.

**Agenda and enclosures can be viewed on the District Council's website –
www.huntsdc.gov.uk.**

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Cabinet Room, Pathfinder House, St Mary's Street, Huntingdon on Thursday, 4th March 2004

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

167. MINUTES

The Minutes of the meeting of the Cabinet held on 12th February 2004 were approved as a correct record and signed by the Chairman.

168. MEDIUM TERM PLAN: REQUESTS FOR RELEASE OF FUNDING

Further to Minute No. 03/146, consideration was given to a report by the Head of Financial Services requesting the release of funding for various schemes to be included or identified for inclusion in the Medium Term Plan. Copies of the report and associated justifications are appended in the Minute Book. Whereupon, it was

RESOLVED

(a) that the relevant funding be released for the following schemes and projects within the Council's MTP -

- ◆ Car Parks: Environmental Improvements Phase 5;
- ◆ AJC Small Scale Schemes: District Wide;
- ◆ Local Transport Plan 2004/05;
- ◆ Safe Cycle Routes: Creation of new routes to schools;
- ◆ St Neots Transport Strategy;
- ◆ Huntingdon Transport Strategy;
- ◆ Views Common: Cycle Route;
- ◆ Huntingdon Town Centre Environmental Improvements Phase 2;
- ◆ Oxmoor Environmental Schemes;
- ◆ Huntingdon town centre development;
- ◆ Market town centre developments;
- ◆ Heart of Oxmoor;
- ◆ Safe cycle storage racks;
- ◆ Rural bus stop provision;
- ◆ Railway stations: improvements;
- ◆ Accessibility Improvements/signage;
- ◆ Leisure Centres: future maintenance;
- ◆ Sawtry Leisure Centre: Extension to facilities;

- ◆ Ramsey Leisure Centre: fitness studio expansion;
 - ◆ Ramsey Leisure Centre: crèche/storage/office extension;
 - ◆ Additional Council Tax Clerk;
 - ◆ Discretionary repair grants;
 - ◆ Disabled facilities grants;
 - ◆ Fenstanton car park: Church Lane; and
 - ◆ Customer First: contact centre.
- (b) that, subject to the Executive Councillors for the Environment and for Resources & Welfare and Information Technology being advised of the sites identified, the relevant funding be released for –
- ◆ Crime and Disorder – lighting improvements; and
 - ◆ Bus shelters – extra provision.
- (c) that, subject to the post being established on a temporary, two-year basis the relevant funding be released for an additional Homelessness Officer;
- (d) that the Corporate Director, Commerce and Technology be requested to report to a future meeting on progress in producing a combined contract for the future maintenance needs of the District Council's Leisure Centres;
- (e) that the Director of Operational Services be requested to report to a future meeting on existing arrangements for the repayment of loans made for repair/refurbishment of housing secured as a charge to be redeemed on the sale of the properties concerned; and
- (f) that a report be presented to a future meeting on the proposed staffing/establishment arrangements for a Contact Centre.

169. DISTRICT AUDITOR'S ANNUAL AUDIT LETTER 2002/03

The Cabinet received and noted the District Auditor's Audit and Inspection Annual Audit Letter for 2002/03 (a copy of which is appended in the Minute Book). Members concluded that there were no particular issues emerging from the document that required their attention.

170. HOUSING MIX - SUPPLEMENTARY PLANNING GUIDANCE

Further to Minute No. 02/210 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 the outcomes of the consultation exercise undertaken on the draft Supplementary Planning Guidance – "Market Housing Mix".

Whereupon, it was

RESOLVED

that the revised "Market Housing Mix" document be adopted as Supplementary Planning Guidance.

171. ADOPTION OF PUBLIC OPEN SPACE, PLAY AREAS, BALANCING AREAS, LANDSCAPED AREAS AND WOODLAND

Further to Minute No. 02/156, consideration was given to a report by the Head of Community Services (a copy of which is appended in the Minute Book) regarding the level of multiplier used to generate commuted sums in respect of the maintenance of open space.

Having been advised of the practices adopted by other local authorities on the matter, the Cabinet

RESOLVED

that the Council's existing policy to apply a multiplier of 15 years to the annual maintenance costs associated with open space and associated areas provided through new build development for adoption by the Council or the appropriate Town or Parish be reaffirmed.

172. WATER COURSES - STANDARD OF PROTECTION STUDIES GENERAL AND HILTON

The Cabinet received and noted a joint report by the Heads of Environment and Transport and of Planning Services (a copy of which is appended in the Minute Book) outlining progress achieved to date on the Environment Agency's Standard of Protection Studies and the Strategic Flood Risk Assessment.

In so doing, Members' attention was drawn to the Standard of Protection report for Hilton which had been affected by flooding in 2001. The report concluded that only a small number of properties were at risk of flooding in the future and therefore the benefits of any improvements would be low and were unlikely to receive DEFRA grant aid. With that consideration in mind, the Cabinet

RESOLVED

that the contents of the Hilton Standard of Protection report be noted and no further investigation work carried out to raise the level of flood protection.

173. EMERGENCY PLAN

Further to Minute No. 03/153, consideration was given to a report by the Head of Environment and Transport (a copy of which is appended in the Minute Book) to which was attached a protocol for notifying and supporting District Councillors during an emergency.

The Cabinet were informed that the protocol had been produced in response to the Overview and Scrutiny Panels' concerns that the

Emergency Plan did not address the community leadership role that Ward Councillors could undertake during an emergency. Attention having been drawn also to the absence of a structured approach to the involvement of Parish Councils in emergency planning issues, the Cabinet

RESOLVED

- (a) that the contents of the report be noted;
- (b) that the protocol, appended to the report now submitted, for notifying and supporting District Councillors in an emergency be approved; and
- (c) that the Director of Operational Services be authorised to consult with Parish Councils on their role in an emergency and report back thereon to a future meeting.

174. TREASURY MANAGEMENT: INVESTMENT PERFORMANCE

A report by the Head of Financial Services was submitted (a copy of which is appended in the Minute Book) which reviewed the respective levels of performance achieved during the period April to December 2003 by External Fund Managers in the matter of investment of the Council's capital receipts.

RESOLVED

that the content of the report be noted.

175. OXMOOR ACTION PLAN - CALIFORNIA ROAD HUNTINGDON: GARAGE SITE

(The Chairman announced that he proposed to admit the following item as a matter of urgency in accordance with Section 100 B (4) (b) of the Local Government Act 1972 in view of the late receipt of notice from the Office of the Deputy Prime Minister as to the availability of additional funding from the Growth Area Delivery Grant for affordable housing and the need to commit expenditure in the current financial year)

Further to Min No 03/160, the Cabinet considered a joint report by the Heads of Legal and Estates and of Housing Services (a copy of which is appended in the Minute Book) regarding the proposed disposal of land in the ownership of the District Council at California Road, Huntingdon to facilitate the development of affordable housing to be provided by Huntingdonshire Housing Partnership (HHP).

Having been advised that the scheme had been successful in attracting funding from the Growth Area Delivery Grant, the Cabinet

RESOLVED

that the Executive Director of Central Services, after consultation with the Leader of the Council and the Executive Councillor for Resources, Welfare and IT, be authorised to

approve the terms and conditions for the sale of land at California Road, Huntingdon to HHP.

Chairman

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CABINET

25TH MARCH 2004

GROWING SUCCESS : A CORPORATE PLAN (Report by the Chief Officer Management Team)

1. INTRODUCTION

- 1.1 The purpose of this report is to provide Members with the opportunity to consider and recommend to Council the adoption of a replacement Corporate Plan.

2. BACKGROUND

- 2.1 The attached Plan builds on the earlier work considered by both the Overview & Scrutiny Panels and the Cabinet around the Council's priorities and the introduction of a Comprehensive Performance Management Framework (CPMF). The Plan is a key part of the Council's policy framework and has been developed to —

- ◆ support the Community Strategy;
- ◆ provide the context within which the Comprehensive Performance Management Framework will operate; and
- ◆ help in our prioritisation.

- 2.2 Through the Council's established service planning process, the aims and outcomes set out in the Plan will be cascaded throughout corporate and service strategies, service plans and down to the key performance areas of individual employees. The CPMF will be used to monitor and report on contributions towards achieving these priorities and outcomes and will provide better information to allow senior managers and Members to (re-)allocate resources and take action where necessary.

- 2.3 An important part of the corporate planning process is the setting of targets to promote improvement from the current baseline. The development of targets and establishing baselines, where they have not been identified, is being carried out through implementation of the CPMF and it is important that Members have an opportunity to be involved in this process. This view was echoed by both the Overview and Scrutiny Panels in considering the draft plan. It is intended that this work will be undertaken in the first quarter of 2004/05 and be considered by Members in June as part of the development of the Council's Best Value Performance Plan.

- 2.4 The draft Plan has been considered by the Overview and Scrutiny Panels at their meetings in March 2004.

In their discussion on the Plan, the Overview and Scrutiny Panel (Planning and Finance) commented upon the importance of recognising the geographical and social diversity which exists between different parts of the District and suggest that this should be reflected in the new Corporate Plan. Discussion also arose about the practicality

of balancing economic growth to reduce out commuting, with a minimal impact on the environment and quality of life within the District.

Having noted that the Plan would be submitted for approval to the Council meeting in April, Members were informed that when targets were developed, these would provide useful means for the Panel to monitor the Council's performance in future years.

The Overview and Scrutiny Panel (Service Delivery and Resources) commented that the Council needs to be able to demonstrate that the Corporate Plan is linked to the decision making process. Members also commented that there was a high cost associated with collecting data on some of the targets and that they would have preferred to be able to have an input into the targets prior to their submission to the Council.

3. RECOMMENDATION

- 3.1 The Cabinet are invited to recommend the Council to adopt the Corporate Plan – Growing Success – and to note the processes for the development of baselines and targets.

BACKGROUND INFORMATION

Report of the Chief Officers' Management Team to Cabinet on 29th January 2004.

Contact Officer: Ian Leatherbarrow, Head of Policy
☎ (01480) 388005

GROWING SUCCESS: A CORPORATE PLAN

Introduction

Growing Success is our second Corporate Plan, building on Huntingdonshire 2000+. It has been developed to set the policy framework for the Council – which is represented diagrammatically in Appendix A. Specifically the plan is designed to ensure the Council are in a position to support the delivery of the Community Strategy for Huntingdonshire – a statutory plan we have developed with our partners. The Vision, Priorities and outcomes we must achieve are based on extensive consultation with local people, other organisations working in Huntingdonshire and detailed research. This level of consultation and research will be maintained to help us understand and develop what we do and monitor our successes in achieving this plan.

Vision

We have asked local people what is important to them now and what they want for the future. This has allowed us to develop the following **Vision** for the future, where Huntingdonshire is a place where —

- ◆ we make the most of the opportunities that come from growth;
- ◆ local people can realise their potential;
- ◆ we balance our social, economic and environmental needs; and
- ◆ we have a good quality of life.

This Vision sets the context in which the Council will work so that Huntingdonshire can develop in a sustainable way. By this we mean that things that we do now must benefit future generations as well as today's. To do this we need to achieve three things at the same time —

- ◆ developing communities in a way which meets everyone's needs;
- ◆ effective protection and enhancement of our environment; and
- ◆ high and stable levels of economic growth and employment.

To be successful in this vision and sustainable development, we also must take into account a number of features:

- ◆ Huntingdonshire is made up of many different communities;
- ◆ some communities have greater or different needs than others;
- ◆ equality doesn't mean doing the same for everyone;
- ◆ to make progress we must put more resources to meet the greatest needs;
- ◆ we can't afford to ignore communities with fewer needs; and
- ◆ everyone needs to feel involved.

Priorities

To achieve this Vision for the future, we have six **Priorities** and for each Priority we have identified the outcomes or results that need to be achieved if we are going to make our Vision for the future happen —

- ◆ **safe and active communities**
 - low crime and low fear of crime;
 - high community involvement;
 - a low level of poverty;
 - places to meet and things to do;
- ◆ **a healthy population**
 - healthy lifestyles;
 - personal safety;

- ◆ **a clean, green and attractive environment**
 - a clean District;
 - a low level of pollution and landfill;
 - high energy efficiency;
 - appropriate biodiversity;
 - development of brownfield sites; and
 - a high quality of built environment.

- ◆ **a strong and diverse local economy**
 - residents with skills appropriate to the local job market;
 - appropriate business enterprise;
 - appropriate commercial development;
 - low out-commuting;
 - a healthy rural economy;
 - competitive market towns.

- ◆ **housing that meets local needs**
 - sufficient affordable housing;
 - sufficient well-maintained housing stock;
 - opportunities for the vulnerable to live independently;
 - a low level of homelessness;
 - appropriate new housing.

- ◆ **accessible services and transport choices**
 - services which meet local needs;
 - transport opportunities that meet local needs.

In addition to these overall priorities, our communities want —

- ◆ Huntingdonshire and the District Council to have a good reputation, which means that we must have a strong, positive reputation with the Government, our partners, the public and the media based on the way the Council operates and the services we provide;

- ◆ good value for money, which means an appropriate level of Council Tax for the level of services we provide;
- ◆ Council services that meet local needs, which means that our services are provided in a fair way that provides equality and that diverse local needs are being met effectively.

What We Must Excel At

To achieve the outcomes, priorities and vision, there are certain things that as an organisation we must excel at. These processes are —

- ◆ **effective community leadership**
 - meeting our statutory requirements;
 - giving clear direction and setting priorities;
 - having effective external relationships;
 - having effective political management;

- ◆ **improving services**
 - improving the quality of services;
 - improving the effectiveness of services;
 - improving the efficiency of services;

- ◆ **effective partnerships**
 - strong relationships which deliver better services;
 - a low level of risk associated with partnership;
 - benefits from partnership opportunities;

- ◆ **effective management**
 - efficient financial and resource management
 - effective prioritisation and allocation of resources;

- ◆ **managing expectations**
 - giving a clear appreciation of which we can do with the resources available;
 - recognising our successes; and

- o having a clear understanding of local needs.

Are our communities satisfied and are we meeting their needs?

Learning and Growing

To achieve excellence in our processes and deliver our priorities, the Council recognises that we must learn, change and develop. To do this we must —

- ◆ **have the right skills**
 - o employees that have appropriate skills;
 - o Members with appropriate skills;
 - o effective succession planning;
- ◆ be innovative and improve
 - o an organisational culture which encourages challenge and embraces new concepts;
 - o demonstrate and value key behaviours;
 - o value equality and diversity;
 - o have motivated employees who contribute to Council priorities;
 - o celebrate our successes;
- ◆ **share and use knowledge**
 - o learn from experience;
 - o work together;
 - o have an appropriate ICT infrastructure that enables the Council to work together;

Internal Processes

What must we excel at?

Learning and Growing

What people, systems and procedures do we need to have in place to ensure achievement of our Priorities?

These perspectives are set out in a “scorecard”, (appendix B). This scorecard identifies a number of measures or indicators which will tell us if we are successful, together with a baseline (the current situation) and targets for future improvement. This corporate scorecard will be used to set objectives, define activities for services.

Managing Our Performance

The Council has a Comprehensive Performance Management Framework which draws together the things we must achieve to meet our Priorities and Vision and enables us to examine our performance from a number of perspectives.

Perspective

What This Means

Community

Are we well managed and achieving our Priorities?

Policy Framework

Purpose

Type of Plan

Focus

Strategic

Broad

Community Strategy

a shared vision of how we want Huntingdonsh
to develop and
an action plan to make it happen.

Local Development Document (Local Plan)

a development framework for
Huntingdonshire which also gives spatial
expression to the parts of the Community
Strategy which relate to the use and
development of land.

Corporate Plan

our aims and objectives and how we will
deliver our part of the community strategy.

Corporate Strategies

equality and social inclusion, procurement,
corporate governance, resources, local
economy, people, financial, medium term
plan, risk management and communications
and consultations.

Service Strategies

tourism, leisure, housing, culture, etc.

Service Plans

operational activities.

**Team and Individual
Key Performance Areas**

Operational

Specific

COMMUNITY PERSPECTIVE

Aim	Outcome	Lag Measure	Lead Measure	Baseline
Good reputation	<ul style="list-style-type: none"> Strong positive reputation with the government, partners, public and the media 	<ul style="list-style-type: none"> CPA rating No of positive media reports 	<ul style="list-style-type: none"> % of actions completed from the CPA improvement plan 	<ul style="list-style-type: none"> Not yet available 92.6% of press releases issued are used in at least one local newspaper
Good value for money	<ul style="list-style-type: none"> An appropriate level of council tax for the level of services provided 	<ul style="list-style-type: none"> % of public who are satisfied with level of Tax for services provided 	<ul style="list-style-type: none"> Projected average council tax increase for the next 5 years 	<ul style="list-style-type: none"> Not available until consultation April 2004
Council services that meet local needs	<ul style="list-style-type: none"> Local needs are met effectively Services are provided in ways that meet diverse local needs and promote equality. 	<ul style="list-style-type: none"> % of public who believe local need is being met % of public who believe that services are provided in an equal and fair way the number of improvements identified in equality assessments that have been implemented. 	<ul style="list-style-type: none"> % of service plan targets on track the number of equality assessments completed 	<ul style="list-style-type: none"> Not currently available, but 60% people satisfied with council services. Higher levels for specific services.

Aim	Outcome	Lag Measure	Lead Measure	Baseline
<p>Safe and active communities</p>	<ul style="list-style-type: none"> • Low crime & fear of crime • High community involvement • Low level of poverty • Places to meet & things to do 	<p>% of public who feel that they have a good quality of life</p> <ul style="list-style-type: none"> • 85% satisfied with Huntingdonshire as a place to live • 9% think it has improved in last 2 years • 28% think it has got worse in last 2 years • 65+ age group highest average level of satisfaction • 16-24 age group expressing highest average levels of dissatisfaction. 	<ul style="list-style-type: none"> • % of safe and active community targets on track 	<ul style="list-style-type: none"> • 93% feel safe outside during the day • 83% feel safe inside at night • 59% feel safe outside at night • 58% feel communities are harmonious • 47% feel that by working together they can influence decisions about their community • 17% feel that they can influence decisions • 21% satisfied with opportunities to participate in decision making processes • 45% satisfied with level of cultural, recreational & leisure services • Per 1000 households: <ul style="list-style-type: none"> - 11.56 domestic burglaries - 12.3 vehicle crimes - 1.57 violent offences by a stranger

Aim	Outcome	Lag Measure	Lead Measure	Baseline
Healthy population	<ul style="list-style-type: none"> • Healthy lifestyles • Personal health and safety 		<ul style="list-style-type: none"> • % of healthy population targets on track 	<ul style="list-style-type: none"> • 41% satisfied with level of social & health services • Mortality rate – 631.7 per 100,000 population • Life expectancy – 77.3 (M), 81.9 (F)
Clean, green, attractive environment	<ul style="list-style-type: none"> • A clean district • Low level of pollution and landfill • High energy efficiency • Appropriate Bio-diversity • Re-development of brown field sites • A high quality built environment 		<ul style="list-style-type: none"> • % of clean, green, attractive environment targets on track 	<ul style="list-style-type: none"> • 62% satisfied with quality and amount of natural environment • 48% satisfied with quality of built environment • Noise not considered to be a problem, except traffic road works • Need 5,000 affordable homes by 2007 to meet local need • 95+% of district at an acceptable (EPA) level of cleanliness
Housing that meets local needs	<ul style="list-style-type: none"> • Sufficient affordable housing • Sufficient well maintained housing stock • Opportunities for the vulnerable to live independently • A low level of homelessness • Appropriate new housing 		<ul style="list-style-type: none"> • % of housing that meets local needs targets on track 	<ul style="list-style-type: none"> • 36% satisfied with availability of housing • 22% satisfied with affordability of housing

Aim	Outcome	Lag Measure	Lead Measure	Baseline
Strong & Diverse Economy	<ul style="list-style-type: none"> • Residents with skills appropriate to local job market • Appropriate business enterprise • Appropriate commercial development • Low out-commuting • A healthy rural economy • Competitive market towns 		<ul style="list-style-type: none"> • % of strong & diverse economy targets on track 	<ul style="list-style-type: none"> • 36% satisfied with employment opportunities • unemployment 1.4%, ranges by ward from 0.5% to 3.1% across the district • population of working age – no qualification – 12% Level 2 – 61% Level 3 – 41% Level 4 – 22% • 35.3% of the district's employed residents commute out of the district to work • employment by Industry (total 72,000) – Distribution/transport – 19,000 Public services – 17,000 Business – 15,000 Manufacturing – 14,000 Construction – 5,000 Agriculture – 2,500

Aim	Outcome	Lag Measure	Lead Measure	Baseline
<p>Accessible services and transport choices</p>	<ul style="list-style-type: none"> • Access to Services matches customer needs • Transport opportunities that meet local needs 		<ul style="list-style-type: none"> • % of accessible services and transport choices targets on track 	<ul style="list-style-type: none"> • 30% satisfied with public transport • at least 90% find it easy to access local shop/Supermarket/GP/PO by usual form of transport (Car, 80%) • 21% find it difficult to get to local hospital and theatre/cinema • 50.7% would like the facility to contact HDC outside current opening hours • Transport for routine journeys – car, 80%(driver) 42%(passenger); walk, 64%; bus, 18%; bicycle, 18%;taxi, 12 %;train14%;motorcycle, 2%

Internal Process Perspective

Effective Community Leadership	<ul style="list-style-type: none"> • Statutory requirements met • Clear direction and priorities - • Effective external political relationships • Effective political management 	<ul style="list-style-type: none"> • % of stakeholders who believe we have provided effective community leadership 	<ul style="list-style-type: none"> • % of attendance at representative bodies by members 	<ul style="list-style-type: none"> • Not currently available
Service Improvements	<ul style="list-style-type: none"> • Improved service quality • Improved service effectiveness • Improved service efficiency 	<ul style="list-style-type: none"> • Number of processes improved 	<ul style="list-style-type: none"> • Number of processes reviewed 	<ul style="list-style-type: none"> • Not currently available
Effective Partnerships	<ul style="list-style-type: none"> • Strong relationships which deliver better services • Low level of risks associated with partnerships • Benefit from partnership opportunities 	<ul style="list-style-type: none"> • No of partnerships achieving targets 	<ul style="list-style-type: none"> • Number of partnerships with clear outcomes and targets agreed 	<ul style="list-style-type: none"> • Not currently available
Effective Management	<ul style="list-style-type: none"> • Efficient financial and resource management • Effective prioritisation and allocation of resources 	<ul style="list-style-type: none"> • Total net revenue spend against budget • Ratio of direct to indirect costs 	<ul style="list-style-type: none"> • Value of efficiency savings made • Income generated • Direct costs and indirect costs 	<ul style="list-style-type: none"> • Not currently available
Manage Expectations	<ul style="list-style-type: none"> • Clear appreciation of what we can do with resources available • Recognition of our successes • Clear understanding of local needs 	<ul style="list-style-type: none"> • % of the public with an accurate expectation of what we are going to deliver 	<ul style="list-style-type: none"> • % of actions in Marketing Comms plans completed 	<ul style="list-style-type: none"> • Not currently available

Learn and Grow Perspective

<p>Employees and Members with the right skills</p>	<ul style="list-style-type: none"> • Employees with the appropriate skills • Members with the appropriate skills • Succession Planning 	<ul style="list-style-type: none"> • % of employees and Members with appropriate skills 	<ul style="list-style-type: none"> • % training & development plans delivered 	<ul style="list-style-type: none"> • Not currently available
<p>Innovation and improvement</p>	<ul style="list-style-type: none"> • A culture which encourages new concepts to be embraced and the status quo to be challenged 	<ul style="list-style-type: none"> • No of innovation awards internal/external 	<ul style="list-style-type: none"> • Number of innovative suggestions made by employees 	<ul style="list-style-type: none"> • Not currently available
<p>Key behaviours demonstrated and valued</p>	<ul style="list-style-type: none"> • Celebrate success • Motivated employees who contribute to corporate goals • Employees who value equality and diversity 	<ul style="list-style-type: none"> • Organisational score on employee cultural survey 	<ul style="list-style-type: none"> • % of employees demonstrating key behaviours • % of employees who have attended equality and diversity training courses 	<ul style="list-style-type: none"> • Not currently available
<p>Share & Use Knowledge</p>	<ul style="list-style-type: none"> • An organisation that learns from experience • Joined up working • ICT infrastructure that links the organisation 	<ul style="list-style-type: none"> • % of queries that can be dealt with at first contact 	<ul style="list-style-type: none"> • Number of services linked to Content Management System and Customer Relationship Management System 	<ul style="list-style-type: none"> • Not currently available

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CABINET

25 MARCH 2004

MEDIUM TERM PLAN REQUESTS FOR RELEASE OF FUNDS

(Report by the Head of Financial Services)

1 PURPOSE

- 1.1 The purpose of this report is to allow Cabinet to decide whether to release funds for the MTP schemes detailed in the attached annexes.

2 BACKGROUND

- 2.1 The Council considered the draft budget and MTP report at its December meeting and agreed *that, having regard to the implications for future spending and Council Tax levels, Directors review with appropriate Executive Councillors the need for schemes/projects included in the MTP but not yet started and that specific prior approval be sought and obtained from the Cabinet before such schemes/projects are implemented.*

- 2.2 Officers have considered which schemes have wholly or partly started with reference to the following definitions:

STARTED

- The staff have been appointed and/or a legally binding contract is in place for all aspects.
- Some of the staff have been appointed or a legally binding contract is in place for **part** of the scheme **and there is no sensible option to avoid or defer those elements that are not yet legally committed.**
- The scheme is based on a partnership and **all** constituent projects have been agreed with those partners and they have reserved funding for them in the current year.

PARTIAL START

- Some of the staff have been appointed or a legally binding contract is in place for part of the expenditure and there is a practical cost-effective option to not carry out the full scheme at this time.
- The scheme is based on a partnership and **some** individual projects have been agreed with those partners and they have reserved funding for them in the current year.

- 2.3 Officers have subsequently identified which schemes that they wish Cabinet to consider releasing further funding for and have discussed them with the relevant Executive Councillor.

- 2.4 Annex A summarises and Annexes B to D detail the schemes where release of funds is now requested. In certain cases subsidiary detailed approvals may be required or conditions met.

3. RECOMMENDATION

3.1 The Cabinet is recommended to release the funds shown in Annex A.

ACCESS TO INFORMATION ACT 1985

None

Contact Officer:

Steve Couper

Head of Financial Services 📞 **01480 388103**

	Net Revenue Impact £000								Net Capital £000					
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2007/ 2008	2008/ 2009	2008/ 2009	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
SUMMARY														
Annex B														
C														
D														
St Neots Skate Park		3	5	5	5	5	5							
External & Internal Communications and Student Placement		39	45	36	30	30	30							
Economic Development feasibility study		20												
Total amount for which release now requested		62	50	41	35	35	35							100

467 St Neots Skate Park
Dan Smith & Steve Moller

Financial Impact

	Net Revenue Impact						Net Capital					
	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000
Approved Budget		3	5	5	5	5		100				
Already Committed												
Amount for which release now requested		3	5	5	5	5		100				

Justification

The release of the funds allocated by the authority will trigger the release of the £100,000 match funding from the Living Spaces Fund. No funds will be paid over until written confirmation that all external funds are in place, and all necessary permissions have been granted to enable demolition of the present equipment to commence and construction of the new facility to start. The current equipment is in a dilapidated condition and cannot continue to be maintained to the standards required. The Release of the funds will draw in £160,000 match funding. The necessary building works must be commenced and completed during the summer period. The release of the funds will also send a very positive message to the local community and especially the young people who have been actively involved in the project.

490 & 491 External & Internal Communications and Student Placement Ian Leatherbarrow

Financial Impact

	Net Revenue Impact						Net Capital					
	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000
Approved Budget		39	45	45	45	45						
Already Committed												
Amount for which release now requested		39	45	36	30	30						

Justification

These schemes are designed to support the continuing development of the Council's corporate communications. They represent the funding for improvements which have already started and which it could not be sustained at the same level without additional funding, and a student placement from an accredited journalism college.

In 2003/04 the Council implemented a number of improvements in its corporate communications, principally associated with DistrictWide – our newsletter. The frequency of DistrictWide was increased from two editions to four editions each year. The size of each issue has been increasing steadily from, initially, four pages to, more recently, twelve pages. The newsletter is now published in full colour, rather than in highlight colour, and improvements have been made to its distribution to ensure that there is not "spillage" across District boundaries and that all homes and businesses receive a copy. In addition, the Council is now publishing a twice-yearly newsletter to businesses – BusinessWide – an initiative identified through our consultation with the business community as their preferred method for receiving business-related information from the Council. These improvements and developments have been implemented incrementally over the year, largely from within existing budgets, although there is likely to be an overspend on the Central Communications budget. In a full year these additional costs cannot be met from within existing budgets.

In addition, the Council has implemented improved arrangements for internal communication with and between Officers and Members. They were implemented in part as a response to the findings of the Employee Survey in 2003 and as a result of improvements identified by senior management in terms of communications across the organisation.

The Council's Communications & Consultation Strategy envisages an important role for the Communications & Information Manager in developing communication skills across the organisation and in dealing with a number of high-profile corporate activities. However, the need for day-to-day support for Directorates with regard to preparing news releases and dealing with routine activities still exists. It is proposed that this gap could be bridged by the employment of a "sandwich year" student from one of the accredited journalism colleges, who would be able to provide support for Directorates on more routine, albeit no less important, communications issues and to deal with a number of day-to-day activities such as monitoring of the local media. This would release the Communications & Information Manager to deal with a broader range of development issues with services across the Council. The student would be employed from September each year but to secure a candidate of suitable quality, early negotiations are required with the journalism colleges and the funding for this placement is required before those negotiations can be completed. It is intended that the placement should be for a limited – 2 year – period, starting in September 2004, which would provide an opportunity to review the effectiveness of the post and the revised arrangements and to consider the extent of support need to fulfil Council communications requirements.

466 Economic Development feasibility study Ian Leatherbarrow

Financial Impact	Net Revenue Impact						Net Capital					
	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2003/ 2004 £000	2004/ 2005 £000	2005/ 2006 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000
Approved Budget		20										
Already Committed												
Amount for which release now requested		20										

Justification

The scheme is a one-off feasibility study to be undertaken in conjunction with the East of England Development Agency for the Ramsey Northern Gate development. The funding represents the Council's contribution towards the feasibility study. If successful the funding from EEDA will also meet the cost of support to help design and promote the project. Subject to the outcome of the study, in subsequent years the Council will be bidding to EEDA for substantial capital investment to match private investment.

This development will support the emerging Action Plan being prepared as part of the Ramsey Area Partnership and contribute to priorities both within the Community Strategy and the Council's Corporate Plan and Local Economy Strategy. The Northern Gate Development is predominantly an economic development initiative but will also address social and environmental issues and is aimed at –

- ◆ constructive use of brownfield land;
- ◆ the establishment of local quality employment;
- ◆ the development of an enterprise centre incorporating business support, training and skills development;
- ◆ the employment of environmentally friendly and sustainable technology and building methods;

- ◆ helping to realise the potential of the Great Fen Project;
- ◆ promotion of the use of waterways linking to the Great Fen Project; and
- ◆ promotion of integrated community facilities, including the potential for public meeting space, a new library, public service offices and community education facilities.

Encouraging negotiations are continuing with both EEDA and the Greater Cambridgeshire Partnership and if the Council is to be able to take advantage of potential support for this development, it needs to be in a position to make an early start on the feasibility work.

**2004/5 TREASURY MANAGEMENT STRATEGY
(Report by the Head of Financial Services)**

1. INTRODUCTION

1.1 The Council has adopted the CIPFA Code of Practice for Treasury Management as part of its Code of Financial Management. This requires an annual strategy statement to be prepared and this report therefore recommends the strategy for 2004/5

1.2 The prudential capital finance system comes into effect on 1 April 2004 and the Council agreed the prudential indicators at its meeting on 18 February 2004. The Prudential Code does not include guidance on investments and therefore the Secretary of State has published 'statutory' guidance which was not received until 12th March although it comes into effect from 1 April 2004. It requires each Authority to approve an Annual Strategy (which the Council already does). It recommends that this is approved by the full Council prior to 1 April each year, however in view of the late publication of the guidance, approval can be delayed beyond 1 April on this occasion.

2. BACKGROUND

2.1 At any moment the Authority's investments will consist of two distinct elements - cash flow and reserves. Cash flow is the day-to-day impact of managing the flow of funds into and out of the Council. For instance, the dates on which the County Council is paid its portion of the council tax will be different to the days the money is received from those living in the District. These cash flows will sometimes leave the Council with several million pounds to borrow or invest for a few days. The reserves are fairly stable in that there will be a definite estimate of the amount at the start and end of the relevant year but even this will fluctuate as a result of any variation in estimated interest rates and general under or overspending.

2.2 In recent years there have only been modest reductions in reserves due to the financing of capital expenditure being partially offset by contributions to revenue reserves and some underspending. However the new MTP approved by February Council shows major reductions in reserves over the coming five years as shown in the table below:

RESERVES	FORECAST	MTP				
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
POSITION AT END OF YEAR (March)	£M	£M	£M	£M	£M	£M
	71	58	39	24	16	13

2.3 The amount currently with each Fund Manager is as follows:

Investec	£29m
Alliance Capital	£29m
Cash Deposit Cash Managers	£20m
Total	£78m

2.4 There will be a need for the Fund Managers to return some funds to the Authority during 2004/5 to meet its cash flow requirements. The strategy is to reduce the funds of Investec and Alliance Capital equally.

2.5 Because cash flow is not an exact science, as there is no certainty as to when the cheques that are sent out on a particular day will be cleared and when income will be collected, it will normally be financially advantageous to have some delay before funds are returned which will increase the reliance on temporary borrowing to manage the process in the Council's best interests. It is expected that temporary borrowing will not exceed £7m at any one time, however the Council has approved the prudential indicator for the 'authorised limit for external debt' of £15m.

2.6 In the short-term, whilst the Authority holds substantial reserves, it is not imperative that the investment returns are maximised in any one year thus allowing a medium term approach to fund management to be taken. Thus an investment approach that accepts fluctuations between years in return for greater returns is possible. This in turn has an impact on the investment instruments the Council uses.

2.7 The fluctuating balance of the fund is managed internally to ensure that whilst sufficient sums are available on a daily basis to meet payments to creditors the investment return is maximised on those days where a surplus is held. Because of these constant fluctuations the majority of these sums are inevitably invested for short periods as time deposits with low risk counter-parties. Annex B outlines the mandate for the internal funds and lists the approved counter-parties though it should be noted that these will change during the course of any year as credit ratings or size of building societies change.

2.8 The Approved Investment Regulations (1990) allowed debt-free authorities to invest in a variety of instruments including 'non-approved' such as corporate bonds. The Authority's treasury management strategy made use of this freedom, and Alliance Capital in particular has shown that such a strategy can produce good returns. The new guidance on Local Authority Investments now categorises investments as 'specified' and 'non-specified':

- Specified investment:
 - It is in sterling
 - It is due to be repaid within 12 months
 - It is not defined as capital expenditure in the capital finance regulations 2003
 - It is with a body that has a high credit rating or it is made with the UK Government (i.e.gilts), or a local Authority
- Non-specified investments include all other types of investment. The draft regulations do not rule out any type but the Annual Investment Strategy must define which can be used

The guidance does not require or imply that a Council should make any change to the types of investments that it has been using.

- 2.9** The Council appointed Butlers as Treasury Management Advisors to assist in the choice of Fund Managers, develop the mandates and assist in monitoring the Managers' performance. This has been beneficial given the large sums invested, the complexity of the wider range of instruments used and the ability to compare performance with that achieved by other Fund Managers. CIPFA recommends, as part of the Code of Practice for Treasury Management, that the appointment of consultants be reviewed regularly. The Director of Commerce and Technology will tender for the treasury management consultancy service in 2004/5.

3. STRATEGY FOR 2004/5

- 3.1** The Council's investment funds will remain with the current three Fund Managers, subject to them achieving satisfactory investment returns. The level of investment risk and the range of investments to be used are encapsulated in the existing mandates (Annex A). There will be no significant increase in the level of investment risk but some minor variations may be required during the course of the year.

- 3.2** The guidance states that the Annual Investment Strategy should identify certain matters. Most of these are addressed as part of the mandates. However for clarification they are identified below.

- (a) **Specified investments.** A definition of 'high credit rating' for specified investments (see paragraph 2.8): the mandates confirm a short-term rating of at least F1.
- (b) The frequency that credit ratings are monitored: Butlers monitor the credit ratings of banks and building societies and notify your treasury management staff of any changes immediately. Unless the Authority is notified of a variation, it is assumed that the credit rating has not changed. Where a credit rating is downgraded that bank or building society can be removed from the counter-party list immediately.
- (c) **Non-specified investments.** The procedure for determining the categories of non-specified investments: Members approve the Annual Strategy that sets out the classes of investment and these are reviewed during the year with the Capital Receipts Advisory Group, the consultant and the Fund Managers.
- (d) The categories of non-specified investments that can prudently be used during 2004/5: these are identified in the mandates for the Fund Managers, but may be subject to change when the ODPM issues its final guidance.
- (e) The maximum amounts that can be held in each category, as a percentage of the total portfolio managed by each Fund Manager or as a sum of money: the limits are given in the mandates.

- (f) **Liquidity of investments.** The time deposits managed by CDCM are the least liquid investments and their mandate specifies the maximum period for which funds may prudently be committed. The investments managed by Alliance Capital and Investec are all highly liquid. The procedure to ensure that there are sufficient funds to meet the cashflow needs of the Authority, is for officers to review the mandates of the Fund Managers with the Capital Receipts Advisory Group (see paragraph 3.4).
- (g) The minimum amount that is held in 2004/5 in investments that are not long-term (over 1 year). This will be £38m
- 3.3** The funds managed internally will continue to be minimised and will normally only cover the day-to-day variations in cash flow. Investments will be made in accordance with Annex B.
- 3.4** Your officers will discuss with the Capital Receipts Advisory Group the approach to be taken to balance reduced investment levels over the next five years with the achievement of reasonable returns on the remaining investments. They will need to consider varying the level of funds invested with each Fund Manager, narrowing of the mandates, reducing or changing the Fund Managers and modifying the approach on the level of funds managed internally.
- 3.5** Temporary borrowing will be restricted to that necessary for:
- cash flow,
 - the cost effective staged return of our investments as they are needed to finance Council spending over the coming five years,
 - taking advantage of situations and where interest rate levels make it beneficial to invest sums for longer than cash flow projections, suggest they will be available subject to there being no, or minimal risk in so doing.
- 3.6** The Council approved the prudential indicator for the 'authorised limit for external debt' of £15m, and the 'operational boundary for external debt' of £7m, at its meeting on 18 February 2004.
- 3.7** The Director of Commerce and Technology will tender for treasury management consultancy services during 2004/5.
- 3.8** The Director of Commerce and Technology, supported by the consultant, will continue to consult with the Capital Receipts Advisory Group, to monitor the performance of the funds and to raise any issues and concerns with the Fund Managers.
- 3.9** The Cabinet will receive quarterly reports on the performance of the funds and an annual report on the performance for the year.
- 3.10** The strategy is not intended to be a strait-jacket but a definition of the general approach that is intended for the current year. Minor changes that are broadly consistent with this strategy are delegated to the Head of Financial Services, after consultation with the Capital Receipts Advisory Group in certain cases. Any proposal for significant change to this strategy will be referred back to Cabinet.

4. RECOMMENDATION

- 4.1** Cabinet is requested to recommend to Council that it approves this Strategy.

BACKGROUND PAPERS:

Background files in Financial Resources Section

2003/04 Strategies

Reports on the 2004/05 Budget and Medium Term Plan to Cabinet and Council

CIPFA's Treasury Management in the Public Services Code of Practice 2002

ODPM Draft Guidance on Local Government Investments December 2003

Contact Officer:

Mrs. Eleanor Smith Financial Resources Manager (01480) 388157

EXTERNAL FUND MANAGER MANDATES

Alliance Capital and Investec

Duration of investments	Average duration of Fund must not exceed 3 years No individual investment shall exceed 10 years
Types of investments	Marketable securities issued or guaranteed by the UK Government (Gilts) Deposits made with or marketable certificates of deposit issued by approved banks (CDs) Sovereign and supranational securities, including floating rate notes (Bonds) Corporate, bank and building society securities, including floating rate notes, commercial paper and asset backed securities (Corporate Bonds)
Credit Ratings	CORPORATE INVESTMENTS Standard & Poors AA- or Aa3 or above or equivalent A- or A3 or better, maximum term 3 years NON-UK GOVERNMENTS AND SUPRANATIONALS AA- or Aa3 or above or equivalent for non-UK Governments AAA or Aaa for Supranationals SHORT-TERM INVESTMENTS Standard & Poor's A1/P1 or above or equivalent
Maximum limits	40% Corporate Bonds 20% Supranational and sovereign securities 40% Floating rate notes 75% Gilts 75% Corporate Bonds plus Gilts 50% Corporate bonds + supranational and sovereign securities + floating rate notes 20% with any one counterparty (except UK Government) for fixed deposits and CDs 10% per issuer or £1m for corporate bonds and FRNs 10% per issuer for securities guaranteed by non-UK EU Governments and supranational securities
Benchmark	60% 3 month LIBID 40% 0-5 year gilt index.

CDCM

Duration of investments	Up to and including 5 years maximum maturity No more than 25% may be invested for longer than 3 years
Types of investments	Fixed Deposits Deposits at call, two or seven day notice
Credit Ratings	F1+ by FITCH IBCA or equivalent
Maximum limits	£3m per institution and group for English and Scottish Clearing Banks and their subsidiaries, and Overseas Banks on list of authorised counterparties. Building Societies With assets more than £2,000m £3m With assets more than £1,000m £2m Other building societies in the top 25 £1m
Benchmark	3 month LIBID

INTERNAL FUND MANAGEMENT

Duration of investments	Fixed deposits up to and including 1 year
Types of investments	Fixed Deposits Deposits at call, two or seven day notice
Credit Ratings and Maximum limits	See below The credit rating is the short-term rating issued by FITCH unless otherwise indicated
Benchmark	LGC 7 day rate

COUNTER-PARTY LIST

	SHORT TERM RATINGS
LIMIT £2.5M	
BANKS (Rated F1)	
Abbey National plc	F1+
Alliance and Leicester	F1+
Barclays	F1+
Co-Operative	F1
HBOS	F1+
HSBC	F1+
Kleinwort Benson	P1*
Lloyds TSB Group	F1+
Northern Rock	F1
Royal Bank of Scotland	F1+
BUILDING SOCIETIES (Assets over £5 billion – Rated F1 or better)	
Britannia	F1
Coventry	F1
Nationwide	F1+
Portman	P1*
Yorkshire	F1
ALL LOCAL AUTHORITIES, POLICE AND FIRE AUTHORITIES	N/A

* Moody's credit rating

LIMIT £1.5M	SHORT TERM RATINGS
BANK SUBSIDIARIES Wholly owned by F1 Rated banks	
RBS Trust Bank Ltd	F1+
Ulster Bank Limited	A1**
Ulster Bank Ireland	A1**
OTHER BANKS	
Bank of Ireland	F1+
Bank of Scotland (Ireland)	F1+
Bristol and West	F1
Close Brothers	F1
DePfa Bank	F1+
Dexia Banque Internationale a Luxembourg	A1+**
Hamburgische Landesbank	F1+
HFC Bank	F1
Irish Intercontinental Bank	F1
KBC Bank NV	F1+
Singer and Friedlander	F1
OTHER INSTITUTIONS Rated F1	
3i Group Limited	A1**
Irish Life and Permanent plc	F1
BUILDING SOCIETIES (Assets over £2 billion)	
Chelsea	
Cheshire	
Cumberland	
Derbyshire	
Leeds and Holbeck	
Newcastle	
Norwich and Peterborough	
Principality	
Scarborough	
Skipton	
West Bromwich	

LIMIT £1M	SHORT TERM RATINGS
BUILDING SOCIETIES (Assets over £1.5 billion)	
Dunfermline	
Nottingham	
Staffordshire	
Stroud and Swindon	

** Standard and Poor's credit rating
Standard & Poors AA- or Aa3 or above or equivalent

CABINET

25TH MARCH 2004

**POLICE COMMUNITY SUPPORT OFFICERS – GOVERNANCE PROTOCOL
(Report by the Head of Administration)**

1. INTRODUCTION

- 1.1 The Overview and Scrutiny Panel (Planning and Finance) considered the report to be submitted to the Cabinet at their meeting held on 9th March 2004. The Panel had discussed the Council's support for the funding of PCSOs at an earlier meeting on 14th October 2003 when 3 members had called in the Cabinet's decision to enter into a memorandum of understanding with the Police. At that time, the Panel decided not to refer the matter back to the Cabinet but to ask for a projected review after the operation of the scheme for six months to be reported back to the Panel.

2. DISCUSSION

- 2.1 The Panel were invited to comment on the proposed Governance Protocol between the Council and the Police on the supervision and deployment of the PCSOs in Huntingdonshire. They also received a draft service agreement on the potential involvement of the PCSOs in the enforcement of the Council's powers in relation to the control of dogs and a report on the first six months operation of the scheme. In addition the Panel requested sight of the agreed Memorandum of Understanding on the funding of the PCSOs, a draft of which had been submitted to their October meeting.
- 2.2 The Panel expressed their full support for the concept of funding PCSOs in Huntingdonshire but raised a number of issues which they suggested should be reflected in the Governance Protocol. The following paragraph numbers refer to those contained in the draft Protocol.
- 2.3 Paragraph 2.2 – The Panel acknowledged that direction and control of the PCSOs should remain the responsibility of the Police and they have been informed that the officers will be allocated to those parts of the District which statistically experience higher levels of anti-social behaviour. Nevertheless the Panel feel that the Council should recognise a desire for PCSOs to be visible throughout the District. Although smaller communities may suffer from a fewer number of incidents of anti-social behaviour, the Panel suggest that those incidents may have a disproportionately higher impact on those communities than in larger towns where a greater volume of incidents are experienced. The Panel suggest that this should be acknowledged by the Police and reflected in the Protocol.

- 2.4 Paragraph 3.1 – It is the Panel’s understanding that the Council’s primary purpose in funding PCSOs is to deal with issues relating to anti-social behaviour. They therefore have questioned the inclusion of traffic management enforcement and road safety education as one of the five objectives of the PCSOs in the Governance Protocol. While accepting that there may be occasions where it would be appropriate for PCSOs to become involved in such issues, the Panel are of the opinion that this should be afforded a lower priority than the other objectives in the Protocol.
- 2.5 With regard to the performance of the scheme to date, Members of the Panel have raised questions with regard to communication links with the PCSOs and whether sufficient contact can be made with them when they are active in the community.
- 2.6 There was also some concern as to whether the Council’s support for the PCSOs could be varied annually as part of the MTP process when this is not reflected in the Memorandum of Understanding. The Panel also questioned how the Council’s level of financial support was reflected in the total number of PCSOs deployed in Huntingdonshire in comparison with the contributions by other authorities elsewhere in the County.

3. CONCLUSION

- 3.1 The Panel have asked that information be presented to them on a regular basis on the performance and achievements of the scheme and for an involvement in the ongoing evolution of the Governance Protocol. They, therefore

RECOMMEND

that the Cabinet take the Panel’s views into account in determining the final content of the Governance Protocol and associated documents.

BACKGROUND PAPERS

Police Community Support Officers – Governance Protocol
Memorandum of Understanding between Cambridgeshire Constabulary and
Huntingdonshire District Council
Minutes of Overview and Scrutiny (Planning and Finance) held on
14th October 2003

Contact Officer: Mr R Reeves, Head of Administration
☎ 01480 388003

CABINET

25TH MARCH 2004

**POLICE COMMUNITY SUPPORT OFFICERS – GOVERNANCE PROTOCOL
(Report by Director of Operational Services)**

1. PURPOSE

- 1.1 To consider the draft governance protocol established for the Police Community Support Officers.

2. BACKGROUND

- 2.1 At its meeting of 14 October 2003, the Scrutiny Panel considered the “Memorandum of Understanding” which is the strategic protocol between the Cambridgeshire Constabulary and the District Council regarding the Police Community Support Officers.

- 2.2 Following that Scrutiny Panel, the Memorandum of Understanding has now been revised and agreed with the Constabulary; with amendments which reflect the issues raised by the Panel and by Cabinet.

3. DISCUSSION

- 3.1 Following on from the strategic protocol, the Constabulary Central Division Officers and Officers of the District Council have developed an operational Governance Protocol to deal with:

- Guidance/Interface between the Constabulary Central Division and the District Council
- HDC services additional deliveries through PCSOs

- 3.2 The draft Governance Protocol is attached at Annex A and the Scrutiny Panel are invited to comment on it, prior to its consideration by Cabinet.

- 3.3 The District Council services that can be delivered by PCSOs will be in addition to the service delivery by District Council Officers thus giving a greater coverage to those issues often considered by residents to be most of a ‘nuisance’. It is considered essential to ‘pilot’ the delivery of these services by PCSOs in a ‘trial area’ before delivering them across the District to ensure any problems are sorted out. It is proposed that the Service Agreement for responsible dog ownership is the first to be developed and is to be tested in the St Neots area.

- 3.4 As experience is gained, then additional Service Agreements will be developed. This will also be in line with the requirements of the Anti-Social Behaviour Act 2003.

- 3.5 In terms of performance management, the Constabulary are still developing a Constabulary-wide performance management system. As it is important to develop performance management, the Central Division and District Council have agreed to agree some PIs for the 5 objectives to provide some interim performance data and it is anticipated this will be completed in the next month. In the meantime, a report is appended as Annex B to show the information currently available.
- 3.6 The Council will be holding a series of training events for PCSOs to bring in the Service Agreements. Scrutiny Panel Members will be invited to the next event in April to meet the PCSOs and to see the training provided.
- 3.7 This report has been presented to the Scrutiny Panel (Finance & Planning) and any comments they have made will be presented to Cabinet orally.

4. RECOMMENDATION

- 4.1 Cabinet are asked to approve the Governance Protocol with Cambridgeshire Constabulary (Central Division) regarding Police Community Support Officers.

BACKGROUND PAPERS

- Memorandum of Understanding
- Medium Term Plan

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

POLICE COMMUNITY SUPPORT OFFICERS

GOVERNANCE PROTOCOL BETWEEN HUNTINGDONSHIRE DISTRICT COUNCIL AND CAMBRIDGESHIRE CONSTABULARY CENTRAL DIVISION

1. Introduction

1.1 The purpose of this document is to establish a Governance Protocol between Huntingdonshire District Council and Central Division with regard to Police Community Support Officers (PCSOs); in particular to establish:

- ❖ A Steering Group to provide strategic guidance on the work of the PCSOs and agreement on day-to-day management and supervisory responsibility
- ❖ A performance management framework to report on the effectiveness of PCSOs
- ❖ A set of service level agreements for the delivery of particular HDC services by PCSOs
- ❖ The mechanism for delivery of information gathered by PCSOs, including contact points between PCSOs, their line managers and HDC Officers/Members
- ❖ Training.

1.2 For the purpose of clarity, this Protocol includes all Huntingdonshire PCSOs, including those within Northern Division area and managed by Central Division (Farcet & Yaxley).

2. Tactical Guidance

2.1 The work of PCSOs in Huntingdonshire will be overseen by a Steering Group comprising Officers from the Cambridgeshire Constabulary Central Division and Huntingdonshire District Council.

2.2 The direction and control including day-to-day supervision and management of PCSOs in Huntingdonshire will remain entirely within the remit of Cambridgeshire Constabulary Central Division (including dealing with complaints about PCSOs).

2.3 The Steering Group will comprise:

- ❖ Superintendent Simon Edens or his substitute
- ❖ Sector Inspectors
- ❖ Elizabeth Wilson, Director of Operational Services or her substitute
- ❖ Claudia Waters, HDC Community Support Officer
- ❖ Executive Member for Environment (Community Safety) or substitute
- ❖ HDC Service officers as appropriate

The Steering Group will meet on a monthly basis for 2004 and thereafter a quarterly basis.

3. **Performance Management**

3.1 The Constabulary are developing Cambridgeshire-wide PIs but this work has not been completed. In the meantime, Central Division will provide information to measure performance under the 5 objectives of:

- ❖ To impact on low level anti-social behaviour
- ❖ To provide reassurance and reduce fear of crime in the community
- ❖ To provide traffic management by enforcement and education on road safety
- ❖ To reduce incidents of damage (including vandalism and graffiti)
- ❖ To develop and optimise public inter-action.

3.2 Central Division will develop PIs and targets for these 5 objectives and these will be included in this Protocol. The data to be provided to HDC will be quarterly data wherever possible. Responsibility for the measuring of the indicators is with the Constabulary. When the Force-wide PIs are available, these will be included in this Protocol.

4. **Service Level Agreements on HDC Services**

4.1 The following services provided by HDC are considered appropriate for PCSOs to provide 'additionality in the enforcement of legislation relating to:

- ❖ Dog Fouling, Stray Dogs and Responsible Dog Ownership
- ❖ Littering
- ❖ Abandoned Vehicles
- ❖ Flytipping
- ❖ Graffiti and Flyposting

4.2 A Service Level Agreement for each service will be developed for inclusion with this Protocol and piloted before being introduced across the District.

5. **Information Gathering and Contact Points**

5.1 The information gathered by PCSOs which relate to HDC services will be provided to HDC through the following points of contact:

- ❖ CCTV Control Room (out of hours service)
- ❖ Godmanchester Depot (9am – 5pm)

Information will be collated by these two points of contact and disseminated to relevant service providers in HDC.

5.2 Other direct contact points at HDC include:

- ❖ Countryside Services
- ❖ Environmental Health
- ❖ Housing

6. **Training**

- 6.1 HDC will provide structured training sessions for PCSOs covering all the services outlined in Section 4. These will be provided annually on a rolling programme.

Draft Service Agreement
Huntingdonshire District Council and Cambridgeshire Constabulary Central Division
Police Community Support Officers.

Responsible Dog Ownership

1 Introduction

- 1.1 Huntingdonshire District Council and Cambridgeshire Constabulary recognise the importance of responsible dog ownership and in particular the need to address problems associated with irresponsible dog ownership. The purpose of this document is to detail the service level agreement/protocol between Huntingdonshire District Council and Cambridgeshire Constabulary Central Division Police Community support Officers (PCSO's) with regard to responsible dog ownership.
- 1.2 This service level agreement/protocol will assist in fulfilling the aims and objectives already established between the 2 organisations and by working in partnership will make a significant contribution in dealing with irresponsible dog ownership
- 1.3 Responsible dog ownership covers a range of issues which includes:
- Dog fouling
 - Dog straying
 - Dogs on leads
 - Dangerous dogs
 - Nuisance dogs
 - Dog bans in certain public areas
 - Dog identification (Collar and tags/ microchip)

2 Dog Fouling

- 2.1 It is an offence under the **Dogs Fouling of Land Act 1996** if a person in charge of a dog fails to clean up forthwith any faeces deposited by the dog on land which has been designated under the Act. An authorised officer of the Local Authority can be empowered to serve an 'on the spot fine' on offenders. Failure of the offender to pay may result in them being summoned before a Magistrates Court.
- 2.2 PCSO's may witness an offence or receive complaints from members of the public during their routine patrols. In carrying out an investigation into an offence the PCSO will need to ascertain and record the following information.
- Name and address of perpetrator
 - Name and address and other relevant contact details of complainant
 - Date, time and place where offence was committed
 - Details of type and breed of dog

- Details of evidence to substantiate or confirm that faecal material has been deposited
 - Names and addresses of any witnesses
- 2.3 In the first instance PCSO's will make contact with the perpetrator and inform them of the nature of the complaint and the legal implications/penalties which may be incurred as a result.
- 2.4 At the end of each working week, information collated by the PCSO's regarding dog fouling will be forwarded to the Environmental Health Services Division (EHSD) Animal Welfare Officer, Val Trusty. The provision of information will enable the EHSD to establish and identify persistent offenders.
- 2.5 A decision on whether to issue an on the spot fine will be made by the EHSD based on the information provided by the PCSO's and any other relevant factors including the EHSD's Enforcement Policy.
- 2.6 There may be occasions where the EHSD are aware of a particular problem in a locality and will contact the PCSO's to ask them to carry out observations or make additional patrols to certain key areas. These may be in particularly sensitive areas around schools, children's play areas or well-used footpaths.
- 2.7 As a pilot it is suggested that a limited number of PCSO's within a given locality may be authorised by Huntingdonshire District Council to serve on the spot fines after receiving appropriate training. Any pilot study would be evaluated after a three-month period to determine its viability.

3 Dog Straying

- 3.1 When a PCSO is made aware, either by a member of the public or an officer of the District Council, that a dog is straying, i.e. outside the confines of its property with no owner, they should carry out the following actions.
- Determine whether there is any identification on the dog, i.e. collar and tag.
 - Try and ascertain from local knowledge who the dog belongs to.
 - If the dog appears 'friendly' take hold of the dog and if possible reunite with it with the owner.
- 3.2 If the owner of the dog cannot be identified, the PCSO should telephone the EHSD, (01480 388302) and provide relevant details. The Animal Welfare Officer will try and arrange collection from the location or any other appropriate place where the dog has been taken by the PCSO. This could be a local police station or Wood Green Animal Shelter.
- 3.3 It should be noted that it is not an offence for a dog to stray, although if a dog is impounded and taken to Wood Green or the police station then a detention fees may be charged as well as kennelling costs etc.

4 Dogs on leads

- 4.1 Certain roads throughout the district, mainly in towns and large villages, have been designated under the **Control of Dogs on Roads Order 1991**. In these areas any dog out of the confine of its home should be attached to a collar and lead and be under the control of the owner.
- 4.2 If a PCSO is aware of an offence they should advise the dog owner of their legal responsibilities. In the case of a persistent offender then details of the name and address of the owner should be taken as well as details of the location of the offence, dates and times etc and forwarded to the EHSD's Animal Welfare Officer as part of a weekly report.

5 Dangerous dogs

- 5.1 The legislation concerning dangerous dogs is jointly enforced between the Cambridgeshire Constabulary and Huntingdonshire District Council. If a PCSO is aware that there is a dangerous dog in a location, or has been advised by a member of the public that they have been bitten or attacked by a dog they should take full details and refer to the police in the first instance.
- 5.2 Where a dog is thought to be potentially dangerous but has not yet caused any injury to any person, then relevant details should be forwarded as soon as possible to the EHSD's Animal Welfare Officer.

6 Nuisance dogs

- 6.1 A nuisance dog is one whose manner of keeping has caused or is likely to cause complaints from neighbouring premises. This could be due to loud and prolonged barking or heavy fouling of the owner's garden causing smell and fly problems.
- 6.2 If a PCSO is aware, through observation or through contact with members of the public, that the keeping of dogs (or other animals) is causing a nuisance to neighbouring premises, they should record the relevant information including details and duration of the nuisance and forward this information to the EHSD's Animal Welfare Officer as part of a weekly report
- 6.3 The Animal Welfare Officer may request the PCSO to keep a log sheet recording details over a period of time to enable sufficient evidence to be gathered so that the EHSD can take appropriate action.

7 Dog bans in certain public areas

- 7.1 There are currently bylaws prohibiting dogs to enter play areas that have been fenced off. These areas are clearly signed.
- 7.2 If a PCSO is aware that there is a breach of this bylaw they should approach the owner of the dog and advise them that an offence is being committed.

- 7.3 Where there appears to be a persistent offender, relevant details should be recorded and forwarded to the EHSD's Animal Welfare Officer as part of a weekly report.

8 Dog identification

- 8.1 It is an offence for any dog to be in a public area without suitable identification. This could take the form of a collar or tag, microchip or tattoo.
- 8.2.1 If a PCSO is aware that a dog is in a public area without such identification they should advise the owner of their legal responsibilities and where persistent offenders are identified, record appropriate information and forward to the EHSD's Animal Welfare Officer as part of a weekly report.

9 Communication

- 9.1.1 Where a PCSO or an Officer of the EHSD are aware of a significant problem concerning irresponsible dog ownership they will liaise together as appropriate.
- 9.2 At the end of each working week a report recording relevant details as identified above will be forwarded by the PCSO's to the EHSD.
- 9.3 Any necessary training for PCSO's regarding responsible dog ownership will, where practicable, be provided by the EHSD.

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HUNTINGDONSHIRE POLICE COMMUNITY SUPPORT OFFICERS

1 Introduction

1.1 September 2003 saw the introduction of 18 Police Community Support Officers Posts across the Huntingdonshire District. Seven based at Huntingdon of which two cover Yaxley and Farcet, six at St Neots and four at St Ives, with one vacancy.

1.2 The purpose of this document is to provide a general summary of PCSO activity since their introduction. This document is not to be solely relied upon for accurate activity analysis at micro beat level but as an overview of average resource usage.

2 Objectives

2.1 HDC and Cambridgeshire Constabulary have identified the following objectives for the PCSOs to work towards.

- To impact on low level antisocial behaviour
- To provide reassurance and reduce fear of crime in the community
- To provide traffic management by enforcement and education on road safety
- To reduce incidents of criminal damage, vandalism and graffiti
- To develop and optimise public interaction

3 Reality Check

3.1 PCSOs are assigned to specific geographical beat areas. They patrol these areas by foot, cycle and vehicle depending on the patrol purpose. Either in pairs, or working in close proximity with other PCSOs, Community Beat Managers and, Community Liaison Officers.

3.2 Sector Inspectors have overall responsibility for managing and developing PCSOs, however generally this has been delegated to Sector Managers who are responsible for supervising the Community Beat Managers and Liaison Officers.

3.3 PCSOs are tasked either through the Sector Managers, Patrol Sergeants, CBMs or CLOs. They are never directly allocated crime to investigate or deployed to incidents by the Force Control Room.

3.4 To impact on the above objectives PCSOs plan their work using data from crime pattern analysis, intelligence items, calls for service and community complaints via other reporting sources i.e. letters, emails, telephone calls.

3.5 This information is disseminated by Sector Intelligence Officers via Community Action Forums, the Divisional Intelligence Unit via the Briefing Database, and local supervisors.

3.6 Daily activities can be broken down as follows:

- High visibility mobile, cycle and foot patrols in areas subjected to youth disorder, antisocial behaviour, under aged drinking, high crime series.
- Traffic management through enforcement of parking regulations and education on road safety.
- Low-level crime investigation recording minor crimes, statement taking and house-to-house enquiries.
- Intelligence gathering from the community and Partner Agencies, such as HHP, Age Concern, HDC.
- Community Interfacing at organised events, police surgeries, i.e. Rural Issues Event held at Burgess Hall 26/01/04. Bringing representatives from HDC, Police, Fire service, CSW, to discuss issues affecting the rural community e.g. hare coursing, fly tipping, community safety issues, abandoned vehicles, and farm thefts.
- Partnership working with youth outreach workers at St Neots to address youth disorder involving Cambridgeshire Constabulary's Guardian Awareness Programme. Attendance at Parish Council Meetings, Watch meetings, and school liaison visits.

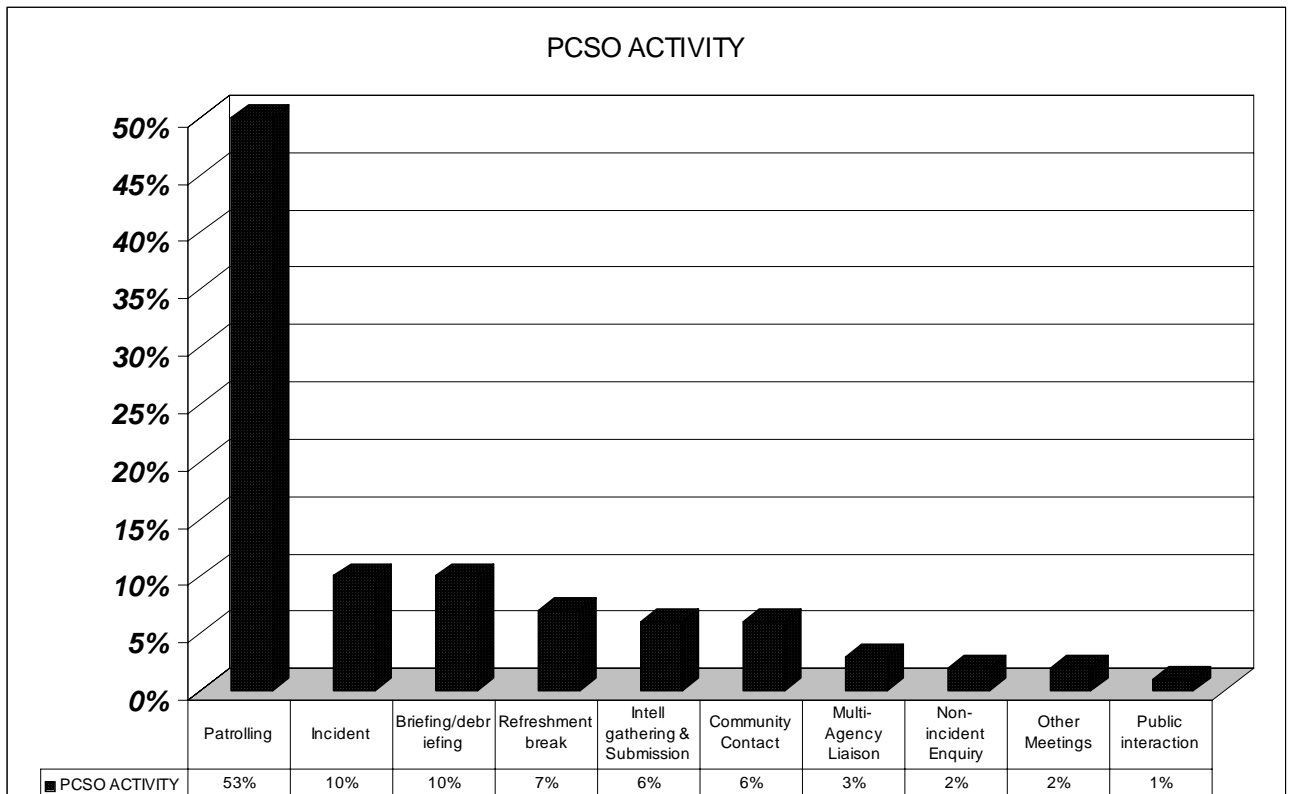


Figure 1: PCSO Activity Chart

4 Success Stories

- 4.1 PCSO's on patrol in Godmanchester saw a male acting suspiciously. He was observed and was seen carrying a large knife. It was reported to the force control room and the PCSO's maintained observations until police officers were dispatched to arrest the male for being in possession of the knife in a public place.
 - 4.2 An example of effective partnership working with local services. Following reports of nuisance youths riding the buses in Godmanchester, jumping out of emergency exits, lifting up the engine flap and acting in an antisocial behaviour, PCSO's liased with the Bus company, rode on the buses and identified the culprits who were initially warned. They continued to behave in that manner and so names of the children involved were provided to their respective schools and parents received notification that they were banned from the buses, as a result the antisocial behaviour has ceased.
 - 4.3 PCSO's in St Neots whilst on patrol saw a vehicle containing a group of youths acting in a manner which led them to suspect illegal drug usage. Police officers were called and the vehicle and youths were searched under the Misuse of Drugs Act were found to be in possession of illegal substances, and were subsequently arrested.
 - 4.4 PCSOs in St Ives were on patrol with community beat managers and observed drug dealing taking place. They continued their observations until a sufficient number of police officers arrived, the persons were subsequently arrested, which later led to the execution of a search warrant at an address in Ramsey where further illegal drugs were seized and persons were arrested.
-

5 Summary

- 5.1 The introduction and integration phase has on the whole been a success, with positive feedback from both local community, stakeholders and community leaders regarding increased visibility leading to renewed confidence and reassurance in the police and local services. However, it is evident that there is a need to balance the District wide approach to the management and deployment of the PCSO's taking into account local community needs.
 - 5.2 Aside from the need to agree and set SMART objectives, and regularly measure performance, there may be a need to agree and adopt a District wide PCSO Operating Model ensuring disparity regarding resource usage is kept to a minimum and the steer remains focus led.
-

LIST OF OFFICERS: -

HUNTINGDON

ADAM RATCLIFFE
DEBBIE THORBURN
VICKI DOCKING
BARRY CHHAMBERLAIN
LEE MCDADE
SHIRALEE GEORGE
ANGIE WILSON

YAXLEY/FARCET
BRAMPTON/GODMANCHESTER
BRAMPTON/GODMANCHESTER
OXMOOR
YAXLEY/FARCET
OXMOOR
TOWN CENTRE/STUKELEYS

ST NEOTS

ALAN NEWMAN
SYD DAVIES
LAUREN BACHMAN
CAROLE CORN
CLAIRE REEVE
ROGER POOLE

TOWN CENTRE
EYNESBURY
EYNESBURY
EATONS
BUCKDEN
KIMBOLTON

ST IVES

DEAN DRAGE
JILL TIERNAN
LISA THOMPSON
BOB CARR

ST IVES
RAMSEY
RAMSEY
ST IVES

CABINET

25TH MARCH 2004

**HIGHWAY AGENCY CONSULTATION ON A14 THRAPSTON TO
BRAMPTON JUNCTIONS
(Report by Director of Operational Services)**

1. PURPOSE

- 1.1 To consider proposals by the Highway Agency for improvements to the junctions between Thrapston and Brampton on the A14.

2. BACKGROUND

- 2.1 At the Cabinet on 23 October 2003, a report was considered relating to the withdrawal by the Highway Agency of a scheme to improve junctions, by the use of grade separated inter-changes/fly-overs, between Thrapston and Brampton on the A14. At that time, Cabinet expressed considerable concern at the withdrawal of this scheme, especially in the light of the fact that there had been considerable consultation and the expectations of local people had been raised in terms of dealing with what was considered to be highway safety issues.
- 2.2 The Highway Agency has now published a revised set of proposals for consultation. A copy of the plan showing the junctions is attached (Annex A).
- 2.3 The District Council has been asked to respond on all of these proposals.

3. IMPLICATIONS

- 3.1 Before commenting on any of the proposals, it is important for the Council to make it very clear that it supports the option preferred by the District Councillors and Parish Councils representing communities along the route. Anything less than the provision of grade separated inter-changes/flyovers, as was originally proposed, is considered unsatisfactory and leaves local people exposed to unnecessary risks. It is very important that this position is clearly stated and that any subsequent comments on the proposals for individual junctions are seen as not prejudicing the Council's position regarding its preferred solution.
- 3.2 An additional introductory remark also needs to be made in terms of the raising of residents' expectations related to this consultation process. It would be extremely damaging to the credibility of the Highway Agency if once this consultation had been completed, the Agency was to be unable to deliver even these lesser proposals to resolve issues at these junctions. It is therefore important that we make clear to the Agency that following consultation some implementation takes place as a matter of urgency.
- 3.3 Three options have been discussed with local representative and these are summarised in the table below —

	Option 1	Option 2	Option 3
Location 1 – Denford Road	acceleration/ deceleration lanes + close central reservation	close central reservation	no change
Location 2 – Polopit Road/Tichmarsh Turn	acceleration/ deceleration lanes only + close central reservation	close central reservation	no change
Location 3 – Obelisk Farm	acceleration/ deceleration lanes only + close central reservation	close central reservation	50 mph speed limit on both east-bound and west-bound lanes + provision of fixed safety cameras
Location 4 – Toll Bar Lane - Bythorn/Keyston	Grade separation	Grade separation or upgrade existing agricultural crossing	
Location 5 – Chainbridge Lane	acceleration/ deceleration lanes only + close central reservation	close central reservation	
Location 6 – B660/Catworth Fox	acceleration/ deceleration lanes only + close central reservation	no change	
Location 7 – Staunch Hill – Leighton	Grade separation	acceleration/ deceleration lanes	
Location 8 - Spaldwick	acceleration/ deceleration lanes only + close central reservation	no change	
Location 9 – Wooley/Easton	Grade separation	acceleration/ deceleration lanes	
Location 10 - Ellington	acceleration/ deceleration lanes only + close central reservation	no change	
Location 11 - Little Meadow	acceleration/ deceleration lanes only + close central reservation	close central reservation	

3.4 These options are in descending order of preference. In addition local representatives would also like to see consideration given to the following additional safety improvements –

- a comprehensive review of footpaths and bridleways severed by the A14 to remove the need for these to cross at grade.
- the upgrading of safety signage and particularly the introduction of countdown markers at all junctions.
- the introduction of further matrix signs to give advice of queues etc.

3.5 Regular users of the various junctions perceive the greatest risk as having to **decelerate on the carriageway** to execute left turns off the A14. Following drivers do not appreciate that this is necessary and do not slow, resulting in the turning manoeuvre having to be aborted to avoid a collision. At the very least, therefore, it is considered that deceleration lanes are required at all junctions if speed restrictions are not introduced and rigorously enforced.

3.6 Notwithstanding the foregoing the following comments are made about the individual junction proposals.

Location 1 – A14 junction with Denford Road at Thrapston

- ❖ Whilst this junction is not within the District of Huntingdonshire, all the proposed options are considered to provide low safety benefits which would appear not to provide acceptable alternatives in terms of local residents' concerns.

Location 2 – A14 junction with Titchmarsh turn

- ❖ Only the options of a grade separated junction and the closure of the central reserve gap provide a medium safety benefit.
- ❖ The closure of the central reserve gap appears to provide the same benefits as the grade separated junction and thus could be supported.

Location 3 – A14 junction with Coales Lodge

- ❖ All the options provide low safety benefits but the options for gap closure and conspicuous warning signs do at least provide for high benefits in terms of route improvements. These options could therefore be supported.

Location 4 – A14 junction with Tollbar Lane/Bythorn & Keyston

- ❖ The proposed grade separated junction provides for medium safety benefits and high route improvements. The only other options which provide benefit are the left turn deceleration lane off the westbound A14, the eastbound acceleration lane from the Bythorn turn and the option for conspicuous warning signs. If the grade separated junction is not to go ahead, then these other options should be supported.

Location 5 – A14 junction with Chainbridge Lane

- ❖ The grade separated junction proposal only offered low safety and economic benefits but high route improvement benefits. Both the conspicuous warning signs and advanced direction signage provides similar benefits and could be supported. However, closure of the central reservation and the access north of the A14 in association with the provision of a grade separated junction at location 4 is preferred.

Location 6 – A14 junction 16 with B6660 Fox Lane/Catworth

- ❖ The only option with any high benefits is the conspicuous warning sign option and therefore is the only option which should be supported. However, this does not address the poor safety record on the over-bridge where mini-roundabouts are required on each side of the A14 to make the slip-road/minor road junctions safer.

Location 7 – A14 junction 17 with Staunch Hill/Leighton Bromswold

- ❖ The grade separated junction proposal provided low safety and economic benefits but high route improvements. The only other options which provide a similar level of benefits include provision of a left turn east-bound acceleration lane out of Staunch Hill, conspicuous warning signs, relocating the eastbound advanced direction signing and measures to improve forward visibility for east-bound drivers turning right off the A14 at this location. Only these options should be supported.

Location 8 – A14 junction 18 with Thrapston Road/Spaldwick

- ❖ There is an option for this junction which provides high safety benefits and this is related to providing fixed or interactive warning signs. As this option provides high safety benefits it should be supported.

Location 9 – A14 junction 19 with Woolley and Easton

- ❖ The grade separated junction proposal provided high safety benefits and route improvements. No other option provides the similar level of benefit although local representatives consider the provision of deceleration lanes at the Easton junction and Williams Transport Depot would yield significant benefits. Alternatively they would like to see a modified access to the Williams Transport Depot in association with other improvements.
- ❖ The closure of both the Easton and Woolley central reserve gaps does provide high safety and route improvement benefits and should be supported as an alternative.

Location 10 – A14 junction 20 with Ellington

- ❖ The three options outlined for this junction provide a mix of benefits, but it is suggested that highlighting the limits of the eastbound slip-road exit and warnings of queues will provide safety benefits. Better signage also is required to stop people

going the wrong way on the two-way slip road. Planned development in the vicinity of the junction may also impair sightlines.

Location 11 – A14 junction with Little Meadow

- ❖ As neither option proposed for this junction provides high or medium safety benefits, there is no reason to support either option. However, action could be taken to prohibit lorries parking on the slip-road.

General Issues

- ❖ There are a series of options for dealing with the whole of the route between Locations 1 to 11. It would seem appropriate to support the two options which provide high safety benefits, which include conspicuous warning signs.

4. CONCLUSIONS

- 4.1 In general, the only options that should be supported without reservation are those which provide a similar level of benefit as the grade separated junction proposals. However, if this cannot be achieved the preferences of the local representatives should be endorsed.

5. RECOMMENDATION(S)

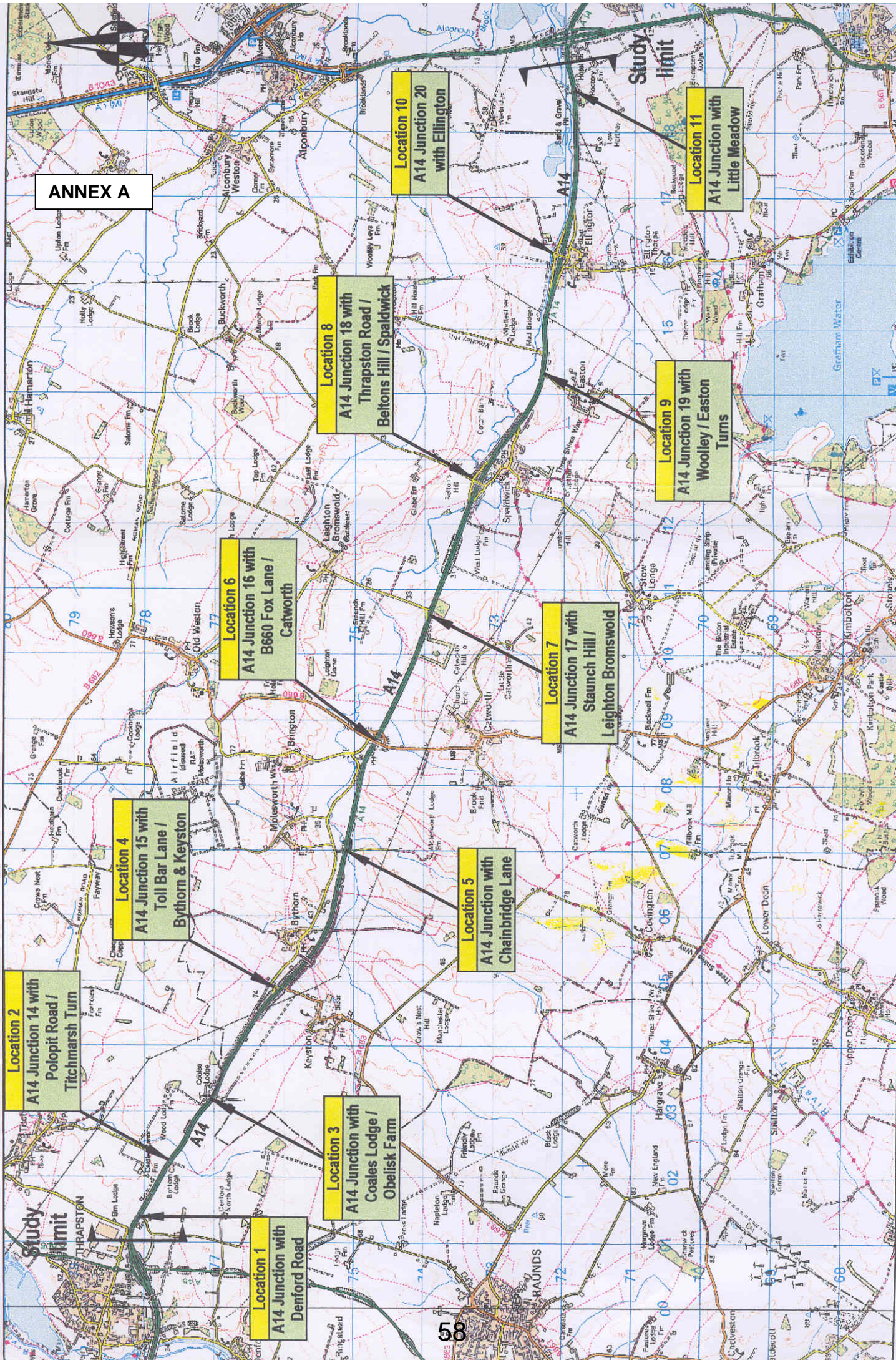
- 5.1 That the Cabinet approve the conclusions set out in this report in response to the Highway Agency Consultation.

BACKGROUND INFORMATION

- ❖ Highway Agency Consultation dated 18th February 2004.

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

ANNEX A



Location 2
A14 Junction 14 with
Polopit Road /
Titchmarsh Turn

Location 4
A14 Junction 15 with
Toll Bar Lane /
Bythorn & Keyston

Location 6
A14 Junction 16 with
B660 Fox Lane /
Catworth

Location 8
A14 Junction 18 with
Thrapston Road /
Beltons Hill / Spaldwick

Location 10
A14 Junction 20
with Elvington

Location 11
A14 Junction with
Little Meadow

Location 9
A14 Junction 19 with
Woolley / Easton
Turns

Location 7
A14 Junction 17 with
Staunch Hill /
Leighton Bromswold

Location 5
A14 Junction with
Chainbridge Lane

Location 3
A14 Junction with
Coales Lodge /
Obelisk Farm

Location 1
A14 Junction with
Denford Road

CABINET

25 March 2004

CAMBRIDGESHIRE GUIDED BUS (Report by Head of Environment & Transport)

1. INTRODUCTION

1.1 Cambridgeshire County Council formally served notice of their Transport and Works Act (TWA) Order application, relating to the Cambridgeshire Guided Bus (CGB), on 19 February 2004.

1.2 This report invites Cabinet to consider a response to the application and updates Cabinet on the process for dealing with aspects of the CGB not subject to the Order.

2. BACKGROUND

2.1 Members will be aware that the CGB proposals have been developed in response to the requirement for improved public transport between Huntingdon and Cambridge, identified by CHUMMS.

2.2 The District Council was instrumental in securing a route within Huntingdon that extended beyond the town centre to the railway station and Hinchingsbrooke Hospital.

2.3 The TWA Order will provide the County Council with the authority to construct the guided sections of the route (principally between St Ives and Histon but including sections within Cambridge City) including the necessary planning consents and associated powers to compulsorily purchase land. The period for submitting objections to the application runs until 2 April 2004. Unresolved objections will be considered at a public enquiry, probably in September/October 2004.

2.4 Essential to the success of the project, but not formally part of the TWA application, are a range of measures on existing public highways to improve journey times and reliability of the CGB service. These will be subject to approval by the Huntingdonshire Environment & Transport Area Joint Committee.

3. TRANSPORT & WORKS ACT ORDER

3.1 The TWA Order application comprises a substantial volume of material including outline technical proposals, land acquisition plans, impacts on existing rights of way and a comprehensive environmental statement. The environmental statement includes consideration of the on-highway proposals.

3.2 Two aspects of the application have been explored further with the County Council. These relate to –

- detailed design issues in respect of the St Ives Park and Ride site; and
- the opportunity to improve pedestrian and cyclist access from Fenstanton to the guideway and hence St Ives.

- 3.3 Issues at St Ives Park and Ride site include the need to provide layover facilities for local buses in order to release land at the existing bus station and allow it to be included in any future redevelopment at the eastern end of the town. St Ives is developing as a destination for group travel and the site also provides an opportunity to create tourist coach parking. Finally, a cycleway/bridleway will be created along the route linking St Ives to Cambridge. The routing for cyclists through the site requires further attention in the detailed design stage.
- 3.4 An existing footpath (Footpath 12) links Fenstanton to the route of the guideway. The County Council have been asked to consider improving this link to provide better access from the village to the Park and Ride site and St Ives town centre.
- 3.5 It is not considered that the issues raised in paragraphs 3.3 and 3.4 above would provide the basis for a sustainable objection to the TWA Order. The County Council has also indicated a preparedness to enter into discussion on these issues during the detailed design of the project.

4. PROPOSALS BETWEEN HUNTINGDON AND ST IVES

- 4.1 The essence of the CGB is that it is an open system and that operators with buses meeting the quality standards will be able to develop a range of commercial routes throughout Huntingdonshire which eventually feed into the guideway at St Ives for the final leg to Cambridge. At this point in time, however, works are only proposed to enhance services running from Hinchingsbrooke Hospital, through Huntingdon town centre and along the A1123 to St Ives where they join the guideway.
- 4.2 The following paragraphs outline the key measures and associated issues in respect of the route from Hinchingsbrooke Hospital to St Ives.
- 4.3 Hinchingsbrooke Hospital is a key destination for both workers and patients and the CGB services will significantly improve public transport access to the site. The adjacent residential development also will potentially generate patronage from residents wanting to access St Ives and Cambridge for employment and leisure purposes.
- 4.4 Concern has been expressed that the service may attract drivers heading for Cambridge from the north and west of Huntingdon and that this would exacerbate the parking problems that exist in the residential areas. In the short-term this could be addressed by the introduction of waiting restrictions (similar to those recently agreed for the nearby Scholars Avenue). Eventually the CGB service should be extended to a park and ride site to the northwest of the town. The concept of a park and ride site is already identified in the Local Transport Plan, albeit in the vicinity of Godmanchester, and the opportunity exists to identify a potential site through the current work on the local development framework.
- 4.5 To avoid Huntingdon-bound buses emerging from Hinchingsbrooke being delayed by morning traffic congestion on the Brampton Road it is proposed to construct a bus-lane (also available to emergency

vehicles) from the junction to the A14 over-bridge. This can be wholly accommodated within the existing highway limits.

- 4.6 Improvements to the Huntingdon ring-road already have been identified in the Market Town Transport Strategy. These are necessary to reduce congestion, improve access to major town centre redevelopments and improve journey times for existing bus services.
- 4.7 The CGB will require one additional improvement only to the ring-road. This will be an all-traffic lane on the outside of Nursery Road to avoid delay to buses travelling towards St Ives caused by traffic which is queuing on the ring-road, in morning and evening peaks. The lane will extend from the new access road to be provided to Chequers Court to the Riverside Road/Hartford Road junction. This and the development related contra-flow lane at this location generally can be accommodated within the existing highway limits but may have an impact on some mature trees.
- 4.8 To avoid the morning congestion on Hartford Road buses travelling into Huntingdon will be provided with a bus-lane from the vicinity of Toll Bar Cottages to the ring-road. The addition of this lane generally will be achieved within the existing highways limits. However, a footway/cycleway will be provided in conjunction with the bus-lane and this will encroach onto land in the District Council's ownership, i.e. Huntingdon Riverside Park, necessitating the removal of the existing hedge. It will be necessary to provide appropriate replacement planting to preserve the character of the park.
- 4.9 Traffic travelling into Huntingdon from the St Ives direction often queues to join the roundabout at Hartford from the vicinity Huntingdon Garden and Leisure during the morning peak. It is proposed that a bus-lane is provided from the vicinity of the store to the Old Houghton Road for the benefit of west-bound buses. The Old Houghton Road will be opened for west-bound buses; access for other vehicles will be prevented by rising bollards.
- 4.10 The proposal to reopen Old Houghton Road is opposed by the Hartford Civic Society. However its impact will be minimal as only Huntingdon-bound buses will use it. The alternative, of extending the bus-lane alongside the A1123 to the roundabout will require land to be acquired and will be costly as substantial filling will be needed to low lying land before the bus-lane can be constructed.
- 4.11 From Huntingdon Garden and Leisure to the top of Houghton Hill (junction with Sawtry Way) buses in both directions will use the existing carriageway. A bus lane will be provided from the top of Houghton Hill to the Houghton Road/Hill Rise junction for St Ives-bound buses to allow them to bypass the queuing that takes place on this section of road in the evening peak.
- 4.12 Residential development is planned on both sides for much of this length of Houghton Road. It will necessitate a major new junction to give access to the developments and the bus lane will have to be integrated with this. The opportunity also will be taken to improve the Houghton Road/Hill Rise junction to create an improved right turning facility for west-bound traffic into Hill Rise from the A1123. The

challenge with all of these works will be to minimise the impact on existing hedgerows and trees and to secure appropriate new planting to mitigate any adverse impacts.

- 4.13 Provision was made to route east-bound buses through St Ives town centre in the environmental improvements completed in 2002. Although still supported by the Chamber of Commerce the St Ives Town Council have now withdrawn their support, having previously been instrumental in promoting the idea, and the St Ives Civic Society has confirmed its opposition.
- 4.14 There remain good economic and public transport justifications for this routing although it is understood the County Council are now investigating an alternative route which would result in buses continuing along the A1123 and then using Harrison Way to access the Park and Ride site from the north. This would necessitate the provision of a bus-lane on the Harrison Way approach to the Meadow Lane roundabout. In the longer term it is considered that the town centre routing should be actively pursued in conjunction with a rationalisation of the market managed by the District Council.
- 4.15 West-bound buses after leaving the Park and Ride site will enter the town via Station Road, pass through the bus station and use the route taken by existing St Ives to Huntingdon services to pass through the town.
- 4.16 In addition to the specific measures detailed in the preceding paragraphs all light-controlled junctions along the route will be able to detect the approach of CGB vehicles and set the priority at the junction accordingly. With the exception of this facility all other measure will be available to all buses and will make a substantial contribution to service reliability.

5. CONCLUSIONS

- 5.1 At paragraph 3.5 the opinion is expressed that it would be difficult to sustain an objection to the TWA Order application. The Cabinet previously has established a policy that –
- the District Council supported the concept of guided-bus in principle;
 - required further evidence that the financial case for the project was sound; and
 - required to be reassured that any adverse environmental impacts would be dealt with appropriately.
- 5.2 Subsequent to that decision, which itself was informed by the opinion of an independent transportation consultant retained by the District Council, the Government has endorsed the financial case for the project and confirmed some £65 million of funding through the Local Transport Plan settlement.
- 5.3 The environmental statement prepared in support of the project is comprehensive insofar as it addresses issues in respect of the guideway and in general terms deals adequately with the on-highway sections. However, issues arising from the on-highway sections in respect of landscaping can only be fully addressed when detailed

designs are approaching completion. All such proposals will be subject to final approval by the Huntingdonshire Environment and Transport Area Joint Committee.

- 5.4 Exchanges of correspondence with Cambridgeshire County Council (see Annex A) have confirmed their willingness to an approach that would allow the District Council to influence the final designs submitted to the joint committee.
- 5.5 In the circumstances, therefore, it appears that the policy objectives outlined in paragraph 5.1 has been either been met or arrangements are in place for securing them during the design of the scheme.

6. RECOMENDATIONS

- 6.1 It is recommended that Cabinet:
- a) notes that the TWA Order application has been served on the District Council;
 - b) does not object to the application;
 - c) authorises the Director of Central Services to negotiate with the County Council in respect of the transfer of land in the District Council's ownership required for the scheme; and
 - d) authorises the Director of Operational Services, after consultation with the Executive Councillor for Planning Strategy, to seek agreement with the County Council on –
 - I. detailed proposals for the sections of on-highway works within the District;
 - II. detailed proposals for the St Ives Park and Ride site; and
 - III. the use to be made of Footpath 12.

Background papers

Cambridgeshire Guided Bus: Transport and Works Act Order application
— deposit copy held by Planning Division, further copy in Environment & Transport Division

Contact Officer: Richard Preston, Head of Environment & Transport
☎ 01480 388340

ANNEX A

Letter to Mr G Hughes
Cambridgeshire Guided Bus Project Director
Cambridgeshire County Council

12 March 2004

Dear Graham,

Cambridgeshire Guided Bus

You will be aware that the District Council's Cabinet will determine the council's response to the County Council's Transport and Works Act (TWA) proposals at their meeting on 25 March 2004. Having now had the opportunity to review the TWA documentation there remain a number of significant areas of concern but these, with the exception of issues concerning the design and operation of the St Ives Park & Ride site, relate principally to the proposals in respect of works to existing public highways.

My understanding is that all works on the existing public highways will be subject to the ultimate approval by the Huntingdonshire Environment & Transport Area Joint Committee (AJC). I am anxious to ensure that the proposals put before the AJC have the greatest likelihood of being supported by the joint committee. To that end I would hope that we can build on the excellent partnership working that has characterised the approach to the project to date, to achieve schemes that address adequately the District Council's outstanding concerns.

Together with colleagues from the council's Planning Division I have already met with Chris Creed to discuss the design brief being issued to W S Atkins and we have been actively involved in the briefing process. This provides a strong foundation for future joint working that will help to ensure that the final proposals include comprehensive measures to minimise adverse environmental impacts and to mitigate adequately those that cannot be avoided throughout the length of the project within Huntingdonshire.

It would be helpful to formalise arrangements that would lead to both council's, at an officer level, being able to sign-off the proposals before they are submitted to the AJC. In that regard it may be appropriate to reconstitute the joint technical group which informed the St Ives to Huntingdon route development, possibly augmented by the inclusion of an appropriate representative from the W S Atkins design team.

In addition to considering the general environmental issues such a group will need to focus on:-

- providing reassurance that parking on residential roads in Hinchingsbrooke Park will be controlled from the opening of the CGB;
- bringing forward early proposals for a Park & Ride site (currently identified in the LTP for Godmanchester) for a location on the north-western periphery of Huntingdon such that land can be identified in the emerging Huntingdonshire Local Development Framework;
- co-ordinating the improvements to Huntingdon ring-road arising from the CGB, major developments in the town centre and the Market Town Transport Strategy;

- addressing concerns regarding the reopening of the former Houghton Road as a bus-only route through Hartford;
- dealing sensitively with the impacts of the proposed bus lane on the Houghton Road (A1123) approach to St Ives from the west; and
- routing options within St Ives and the potential for activating, possibly in the longer term, the route through the town centre.

Turning to areas within the TWA submission the District Council would welcome early discussion on the following issues in respect of the St Ives Park & Ride site —

- provision of lay-over facilities for local buses;
- coach parking; and
- routing of the cycleway through the site from the maintenance track to the exit to the town centre.

Finally, the inclusion of the route of Footpath 12 (from Fenstanton to the guideway) in the TWA land plans is noted, although the purpose is unclear. This does raise, however, the potential for creating a high quality cycleway link from the village, via route of Footpath 12, to the Park & Ride site and St Ives. This may help to mitigate some of the concern within the village over the potential reduction in the bus service that they currently enjoy.

I look forward to your confirmation that that AJC is the vehicle by which all on-highway aspects of the scheme will now be approved. Further, that you will concur with my suggestion of a joint technical group to provide a mechanism for signing-off proposals before they are submitted to the AJC and that, possibly through the Steering Group, we can resolve the issues relating to the Park & Ride site and Footpath 12.

Yours sincerely,

Richard Preston
Head of Environment & Transport

Letter to Mr Richard Preston
Huntingdonshire District Council

Dear Richard

Cambridgeshire Guided Bus

Thank you for your letter of 4th March 2004 concerning the next steps for this project.

As you note in your letter, the County Council and Huntingdonshire District Council have worked hard over the course of the Guided Bus scheme development to ensure that proposals, as they come forward, are acceptable to both Councils. A particular example of this is the Huntingdonshire Task Group which in just a short period of time, secured agreement on the principles of the on street measures in your district.

We want to continue this close working relationship on the project and I too am anxious that schemes moving forward to AJC and other processes have been worked up together and thus have the greatest chance of success through the political process. To this end, I would suggest the establishment of a Huntingdonshire Steering Group. As an initial thought, this should consist of myself and Bob Menzies from the County side and yourself and others as appropriate from the district council. The remit here would be to coordinate and move forward at a high level the elements of the scheme that lie in Huntingdonshire including on street, Market Town Strategy and LTP schemes. A meeting at an early stage to scope the work that needs to be done would be helpful.

Picking up the points from your letter, I would anticipate that the key elements that would be covered by the group would be to:

- i. steer and at an officer level sign off the proposals to move towards AJC including any parking measures that may be required;
- ii. to scope work for identifying and moving forward with the Huntingdon and Godmanchester park and ride site as contained in the LTP;
- iii. co-ordinating the other Market Town Strategy works

To work up the details of the schemes in your area, I also suggest that the Huntingdonshire Task Group be re-convened and include key players from the County, Atkins and Huntingdonshire.

Through the above proposals, I would hope that we can move forward together on the required elements of the guided bus and LTP within Huntingdonshire. Clearly, however, the programme and actual delivery of any of these elements will still be subject to the political decision making process and budget allocations.

I trust that this is a satisfactory way to progress these important schemes and look forward to getting together to scope the work we need to oversee.

Yours sincerely

Graham Hughes
Guided Bus Project Director

CABINET

25 March 2004

EASTON TO ELLINGTON PERMISSIVE CYCLE ROUTE (Report by Head of Environment & Transport)

1. INTRODUCTION

- 1.1 There is only limited opportunity for cycling in an East /West direction (i.e parallel to the trunk road) in the A14 corridor to the West of the A1. All minor roads to the South of the trunk road tend to run North/South.
- 1.2 The Member for Ellington has identified a potential route that would improve East/West movement and link the settlements of Easton and Ellington. Authority is sought to establish the identified route as a permissive cycleway.

2. PROCESS AND FINANCIAL IMPLICATIONS

- 2.1 The proposed route (see Annex A) would use an existing farm track which is in private ownership. The landowner has indicated informally that he would be prepared to allow public access along the track.
- 2.2 To bring the route into use would require —
 - issues of public liability indemnity to be resolved;
 - a formal agreement to be concluded with the land owner; and
 - advisory signing and way marking to be provided along the route.
- 2.3 It is estimated that this will not cost more than £1,000 and that this could be met from existing revenue budgets.

3. RECOMENDATIONS

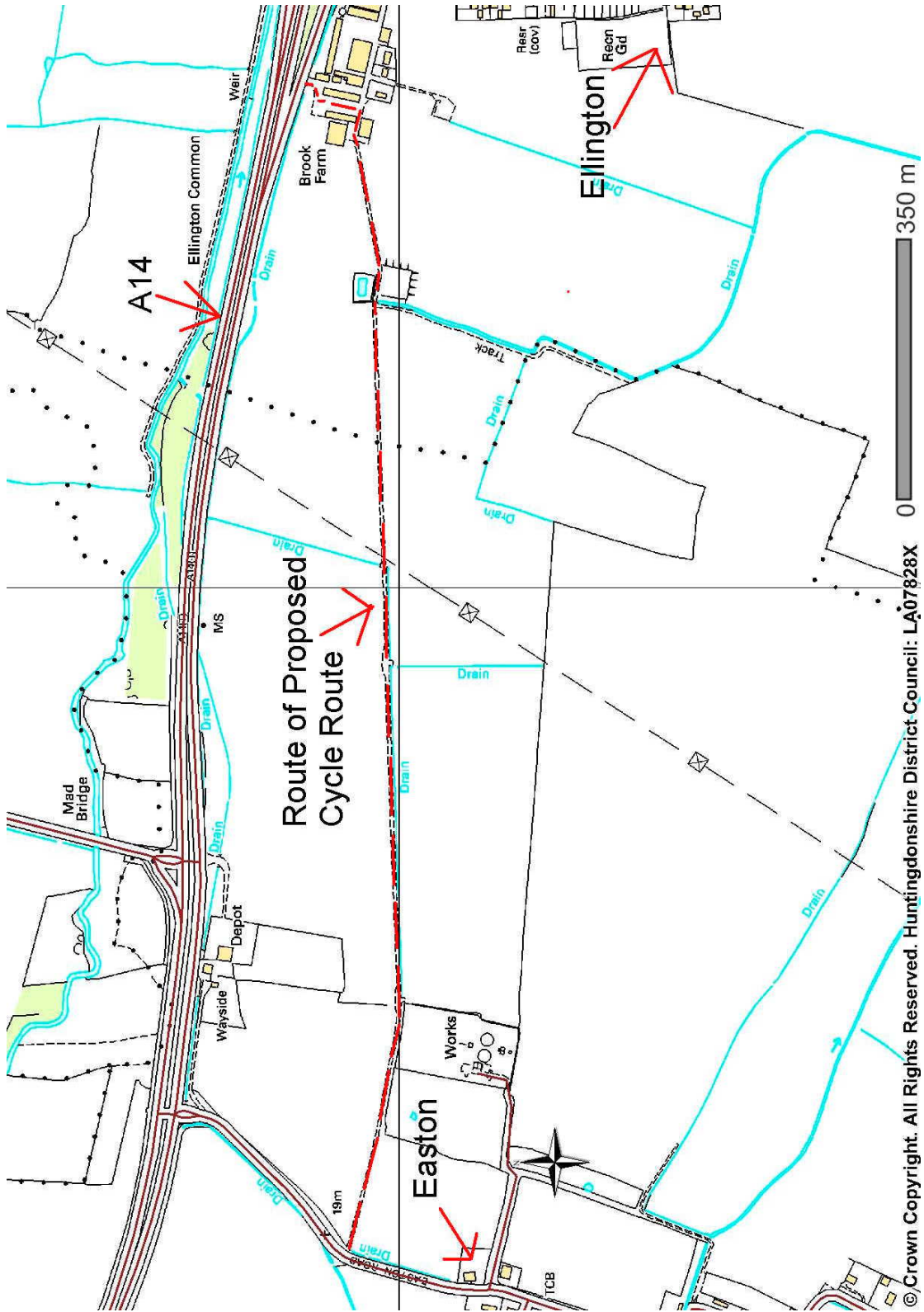
It is recommended that Cabinet authorises the Director of Operational Services to take such actions as are necessary to establish the permissive cycleway between Easton and Ellington.

Background papers

Nil

Contact Officer: Richard Preston, Head of Environment & Transport
☎ 01480 388340

ANNEX A



CABINET

25TH MARCH 2004

BUILDINGS AT RISK (BAR) REGISTER 2004 (Report by Planning Policy Manager)

1. INTRODUCTION

1.1 The purpose of this report is to:

- Present the 2004 Edition of the Huntingdonshire Buildings at Risk Register
- Provide a brief update on the condition of Listed Buildings at Risk in the District through conveying the key findings of the 2003 re-survey; and
- Introduce future strategies to be adopted when dealing with Buildings at Risk in Huntingdonshire and seek the cabinet's endorsement of the proposed approach.

2. BACKGROUND

2.1 In accordance with Policy En4 of the Huntingdonshire Local Plan the District Council undertakes the publication of the Buildings at Risk Register. This document provides a publicly accessible report of the condition of Listed Buildings within Huntingdonshire. The 2004 Register is the third edition of the Register with earlier ones having been published in 2000 and 2001.

2.1.1 It is important that the condition of Listed Buildings within the District is monitored to ensure that the owners of problem buildings are offered professional advice and support from the Local Planning Authority at the appropriate time.

3. THE BUILDINGS AT RISK INITIATIVE 2001 - 2003

3.1 A copy of the 2004 Buildings at Risk Register will be made available for review within the planning department. The foundation of the register is the Buildings at Risk Management Database. The database record and individual building files are systematically updated as new information on a building's situation is obtained.

3.2 Over the last year a comprehensive re-survey of all buildings categorised as being at risk in Huntingdonshire in 2001 or earlier has been undertaken. Such a full survey had not been undertaken since 1998 and was needed in order to provide an accurate statement on the condition of built environment within the District. Whilst the condition of Category 1 and 2 Buildings had been re-assessed strategically on a biennial basis since 1998, due to limited resources the condition of buildings included in Categories 3-6 had previously only been assessed on a sporadic basis. The 2004 statistics detailed in this report and the published register therefore reflect a higher number of changes to the register than were seen in the 2001 Register or would have been expected to have occurred had the recent full re-survey not have been undertaken.

3.3 The comprehensive re-survey has informed and/or identified:-

- Risk Categories for each building at risk that are reflective of the level of resources it would be appropriate for the District Council to consider allocating in the interests of securing a buildings future repair (this information is presented within the published register).
- Those buildings 'at risk' where offers of District Council Financial Assistance under the Section 57 Historic Building Grant Scheme could achieve

significant benefit by helping to secure and encourage the necessary repair works or surveys needed to inform repair works.

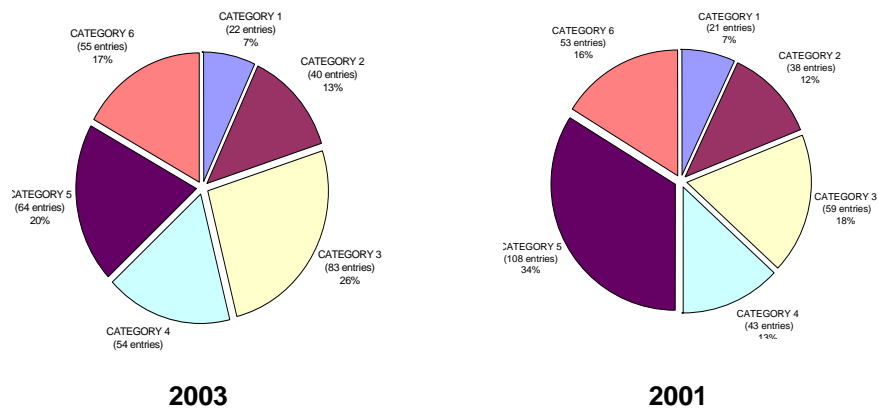
- Those buildings 'at risk' where the use of statutory powers, detailed further in Section 5 of the Register, may be appropriate to secure the future of a 'Building at Risk'
- Potential options for the beneficial re-use of redundant buildings that are compatible with Planning Policies and could be discussed with owners.
- The types of proactive work that could be undertaken by the Local Authority, such as the provision of education on the importance of maintenance, to ensure that owners of listed buildings or particular building types could be encouraged to maintain their buildings properly and do not allow them to deteriorate to the point where they become at risk.

4. THE RESULTS OF THE 2003 BUILDINGS AT RISK RE-SURVEY

A brief summary of the findings of the 2003 re-survey is given below, further details are provided in Section C of the Register.

- *318 Buildings are included in Categories 1-6 of this 2004 Building at Risk Register (compared with 322 Buildings in 2001)*

2003 & 2001 Comparative Building at Risk Category Statistics



- **CATEGORY 1:** A building at **severe** and **immediate risk** of further rapid deterioration where extensive repair and/or stabilisation works are urgently needed.
- **CATEGORY 2:** A building, structure or architectural feature at **high risk** of further deterioration where extensive repair and/or stabilisation works are urgently needed.
- **CATEGORY 3:** A building, structure or architectural feature at **moderate risk** and in need of a scheme of essential repairs to prevent further deterioration, loss of historic fabric and the potential for structural failure.
- **CATEGORY 4:** A **vulnerable** building, structure or architectural feature in need of a scheme of general repair to secure its future preservation.
- **CATEGORY 5:** A building, structure or architectural feature that is in need of **general maintenance** and **localised minor repairs** to secure its future preservation.
- **CATEGORY 6:** A building or structure with some individual elements being **liable to future deterioration** and therefore requiring further monitoring.

- 235 (74%) of the 318 Buildings/structures entered into the 2004 Buildings at Risk Register are located within a Conservation Area.

- 121 (38.3%) of the 318 entries included in the 2004 Register relate to residential properties. (This figure is slightly above the 29% national average figure for residential buildings at risk).
- Over the last three years the District Council has been in contact with the owners/occupiers of 140 (46%) of the 318 Listed Buildings currently categorised as being at risk
- 72 (22.6%) of the 318 entries in the 2004 Register have been added to the register since the publication of the 2001 Register.
- 39 (12%) of the 318 entries included in the 2004 Register represent buildings included in the 2001 Register that have seen an improvement in their condition and demotion in their risk category over the last two years.
- 67 (21%) of the 318 buildings included in the 2004 Register represent buildings included in the 2001 Register that have seen a deterioration in their condition and upgrade in their risk category over the last two years
- 79 (24.5%) of the Buildings at Risk included in the 2001 Register have been removed from the 2004 Register in recognition of being fully repaired. In addition to this 8 new buildings, added to the register since the publication of the 2001 register, have now also been fully repaired and are therefore no longer at risk.
- Over the last two years a total of 41 separate offers of financial assistance under the Section 57 Historic Building Grant Scheme and St Neots CAPS scheme totalling £129,000, have been made by the District Council towards the cost of repairing Buildings at Risk in the District. In addition to this the District Council has commissioned a further 10 professional surveys to inform necessary repair works to other Buildings at Risk in the District.

5. THE BUILDINGS AT RISK (BAR) STRATEGY 2003 - 2005

5.1 Whilst the specific reasons for individual buildings being categorised 'at risk' varies considerably, analysis of the entries in the 2004 Buildings at Risk Register has identified reoccurring factors/themes leading to the deterioration of particular buildings and building types in the Huntingdonshire District. These include:-

- **Buildings suffering from Redundancy and under-use** *such as Industrial buildings; upper floors of commercial premises; redundant churches & non-conformist chapels; long term unoccupied buildings and outbuildings (39.2% of all BAR)*
- **Buildings incapable of beneficial use** *such as boundary walls, statues, tomb-stones, headstones. milestones and gates (19% of all BAR)*
- **A limited awareness of the importance and value of the regular maintenance and repair of listed buildings amongst owners and occupiers.** *A small regular investment in maintenance can limit the need for, or extent of, expensive repairs e.g. the annual cleaning of gutters and drains will prevent the need for costly repairs to address water ingress problems caused by blocked gutters and drains.*

- 5.2 The results of the 2003 re-survey and the trends identified from the survey demonstrate the scale and scope of this area of work that the conservation team are involved in to safeguard this districts historic buildings. Investment in both financial and personnel resources will need to be maintained in order to ensure that solutions are developed to facilitate the repair and where appropriate re-use of Buildings at Risk in the District.
- 5.3 The availability of grant aid is an important factor that will continue to contribute to the future success of the Buildings at Risk initiative in Huntingdonshire. The reason for this being that offers of financial assistance often provide the stimulus that is needed to kick-start action on a problem site or coerce an uncooperative or obstructive building owner into taking responsibility for their assets.
- 5.4 Contacting owners or occupiers of buildings at risk regarding the importance of regular maintenance and the availability of grant aid will be a priority over the next two years. This initiative will commenced immediately following the publication of 2004 register, when letters will be written to the owners/occupiers of Category 1, 2 and 3 buildings to inform them of their buildings' inclusion in the register. Similar letters will be written over the next two years to the owners and occupiers of buildings included in Categories 4-5 of the register.
- 5.5 In circumstances where the level of a building's deterioration is extensive and severe the District Council will continue to make full use the statutory powers available to promote and secure the preservation of listed buildings at risk, as outlined in Section A of the register.

6. CONCLUSION

- 6.1 The Buildings at Risk Register is an important monitoring resource. It illustrates the Council's commitment to conserving the historic built heritage of the district and allows resources to be prioritised to meet these aims.

7. RECOMMENDATION

- 7.1 That the contents of this report and the 2004 Buildings at Risk Register be noted and the future strategy endorsed.

Contact Officer: Miss Katie McAndrew, Assistant Conservation Officer
Tel: 01480 388417

CABINET

ACCOMMODATION FOR THE ICT SERVER ROOM

(Report by the ICT Services Manager and the Projects and Assets Manager)

1. PURPOSE

- 1.1 To recommend that the ICT server room on the 2nd floor of Pathfinder House should be extended.

2 BACKGROUND

2.1 DEPENDENCY ON SERVER ROOM EQUIPMENT

2.1.1 The Council relies heavily on the availability of information and access to IT systems in order to deliver services. This is especially true at Pathfinder House & Castle Hill House but is increasingly the case at Leisure Centres too where, for example, computerised booking of facilities is used by reception staff. A failure of the database server at Pathfinder House will adversely affect all these locations and services.

2.1.2 On the occasions where Pathfinder House has been without power it is evident that staff are not able to carry out many basic service functions without access to their desktop PCs, and the information held on the central servers housed in the 2nd floor server room.

2.1.3 In spite of this dependency very few instances of complete system close-down have occurred. This is largely due to the prompt and effective action of ICT Services staff in maintaining the service.

2.2 SERVER ROOM ISSUES

2.2.1 A detailed analysis of the issues can be found in the paper presented to the Technical Infrastructure Project Board (part of the Customer First Programme) in December 2003. This report only identifies the major issues.

Physical Environment

2.2.2 The high levels of system availability can only be maintained if the environmental conditions which sustain the servers are kept within prescribed limits. These include:

- Temperature & humidity
- Robust power supply
- Space around equipment racks for staff to carry out maintenance

2.2.3 The construction and limitations of Pathfinder House impose additional constraints on the 2nd floor server room location, including:

- **Ceiling loading & cavity restrictions** – limiting the positioning and scale of air conditioning & cable densities.
- **Floor weight restrictions** – which mean adjacent equipment racks have to be further apart on the 2nd floor than they would need to be on the ground floor.
- **Location of air conditioning units on external wall** – the external wall is already congested.
- **Floor to ceiling height** – which restricts the air flows necessary for efficient cooling of equipment and limits rack size thus taking up more floor space.
- **Air conditioning** – specialists have advised that a brick wall, enclosing the main server room, needs to be removed to achieve satisfactory air flow; this would require powering down all systems (because of the disruption and dust).

2.2.4 During the Summer of 2003 external temperatures caused air conditioning failures and a complete close-down of servers was only narrowly avoided. Whilst staff are able to function (albeit with reduced efficiency) in environmental extremes the servers will close down automatically. With an increased number of servers since last Summer there is a risk that a partial or complete closedown of servers will occur in the Summer of 2004 (or earlier if there is an exceptionally warm spell of weather).

Expansion Needs

2.2.5 In 1997, the Council's ICT infrastructure consisted of 4 servers, 150 connected PC's and printers and two remote sites. There was a total of about 20Gb of data space. Currently, there are 54 servers, over 1000 items of network-connected equipment, and 11 other connected sites. There is a total of about 2000Gb of data space.

2.2.6 The situation is not static as the infrastructure is still expanding; the demands of the Customer First Programme have increased this rate of expansion. To date, this expansion has been achieved by expanding the original server room into an adjacent ICT Services area. As a result, the space allocated for the servers is virtually full to capacity and any further expansion will not be possible without further displacing staff from the ICT Services area.

2.2.7 Putting a definitive figure on the "final" number of servers that need to be housed is not feasible (different suppliers have different configurations) so some further space for expansion needs to be allowed for.

2.2.8 The key point to note is that expansion on the 2nd floor tends to be achieved by horizontal expansion (i.e. floor area occupied) whereas without these physical limitations it could be achieved by vertical expansion (subject to ceiling height).

2.2.9 There are many other design criteria which are present in modern day, robust computer room which are absent from the 2nd floor server rooms (see report to the Technical Infrastructure Project Board).

3 EVALUATION OF OPTIONS

3.1 A number of options have been considered. It is clear that some would incur significantly more expense than others. Depending where the room is located, between 1 & 3 workstations desks are required for ICT Services staff who need ready access to the air conditioned equipment area.

3.2 There are four main options:

- 1) Relocate the server room to the ground floor of Pathfinder House
 - i. As a bought-in “module” room within the Council Chamber
 - ii. As a bespoke built room within the Chamber
- 2) Further extend the existing server room on the 2nd floor
- 3) Relocate the server room to a purpose-built area adjacent to Pathfinder House
- 4) Relocate the server room to Godmanchester Depot

3.3 Evaluation

3.3.1 The Council Chamber options are a similar cost to option 2, but bring with them the significant disadvantage of loss of the space for meetings, Council and Development Control Panel in particular, which require a large amount of space.

3.3.2 Extending the existing 2nd floor server room is the most cost effective solution. However, it requires at least 2 days of down time so would need to be scheduled to minimise disruption to service. The loss of space for officers can be managed within the 2nd floor by moving people around.

3.3.3 The two relocation options – options 3 and 4 – are prohibitively expensive due to the need to provide a weatherproof shell (option 3) or an expensive communications link (option 4).

3.4 Cost

3.4.1 Costs are estimated at £74k, as set out in the Annex. The recent request to Cabinet for the release of MTP funds amounted to £20k for building works, with repairs to the air conditioning and the cost of humidity control totalling £9k being funded from existing revenue.

3.5 Timescale

3.5.1 The works are planned to coincide with the new power supply for Pathfinder House, which requires the location of the server room to be identified, and should be completed by 1st June 2004.

4 CONCLUSION

4.1.1 The computer room needs to be expanded and to have more effective air conditioning if the existing service is to be maintained through the Summer months and the Customer First Programme is to continue unhindered.

4.1.2 Option 2 is the most cost-effective solution, but requires an additional £45k of funding above the £20k requested in the MTP bid.

5 RECOMMENDATION

Cabinet is asked to endorse Option 2 and approve additional capital funding of £45k.

Background papers:

“Expansion of ICT Infrastructure” (Report to Technical Infrastructure Project Board 23-Dec-2003)

Contact **David Ward**
Officers: **ICT Services Manager, IMD**
 ☎ 388117

Paul Woodruff
Project Manager, Technical Infrastructure (Customer First Programme)
☎ 388055

Cost of Extending 2nd floor IT server Room

	£K
Building – demolition of walls, new office, new ceiling	10
Flooring – new flooring (anti-static)	5
Painting – walls	2
Electrical – from new switch provided by Electrical upgrade project	10
Air conditioning – removal of existing & installation of new	25
IT Cabling	5
Sub-total	57
Consultant fees (12% of project cost)	7
Contingency – including overtime for HDC staff for weekend working	10
TOTAL	74

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SAFETY ADVISORY GROUP (Report of the Advisory Group)

1. INTRODUCTION

- 1.1 The Advisory Group met on 3rd March 2004 and Councillors A Hansard and L M Simpson were present.
- 1.2 The Staff Side representatives in attendance were C Sneesby, A Chabot and C Douglas.
- 1.3 In the absence of the Chairman and Vice-Chairman of the Advisory Group, Councillor L M Simpson was elected Chairman for the duration of the meeting.
- 1.4 Apologies for absence from the meeting were submitted on behalf of Councillor J W Davies.
- 1.5 The report of the meeting of the Advisory Group held on 26th November 2003 was received and noted.

2. INSURANCE CLAIM

- 2.1 By way of a report by the Head of Financial Services, the Group were updated with an insurance claim against the District Council which had been settled since their previous meeting.
- 2.2 Having discussed the circumstances, the Group agreed that an annual summary of such claims in a similar format to the existing annual accident and incident report should be submitted to the Group.
- 2.3 It was hoped that such a report would help identify patterns and trends in claims that the Group would be able to address in the future.

3. VIOLENCE AT WORK

- 3.1 The Group received and noted a report by the Head of Personnel Services outlining 15 incidences of 'Violence at Work' at the District Council in the previous year.
- 3.2 The Health and Safety Adviser acquainted the Group with the ongoing problem of a number of employees tolerating a certain level of verbal abuse whilst carrying out the duties of their job. These instances were traditionally accepted by the employee and therefore not reported through the correct channels.
- 3.3 A survey of verbal abuse had been carried out in May 2002, but this had achieved a disappointing return.
- 3.4 As the District Council has a duty to support their employees by way of monitoring violence at work, the Group noted that an electronic

reporting system had been piloted in the Council Tax and Benefits Sections during January and February 2004. It was hoped that the pilot would help to establish the levels of verbal abuse in those areas.

- 3.5 To conclude their discussions the Panel agreed that the report be noted and that the possibility of recording all telephone calls for a period of time for training purposes be investigated.
- 3.6 On a related subject, the Group received an update on a report being considered by Officers on the need for legal support for District Council employees who were assaulted by members of the public whilst carrying out their duties.
- 3.7 The Health and Safety Adviser also reported that a violent accident register would soon be in existence and available to employees of the Council to access in the respect of their job role only.

4. AD-HOC SAFETY INSPECTION

- 4.1 Consideration was given to a report by the Head of Administration regarding the observations and comments made by the Group during the ad-hoc safety inspection held on 11th December 2003.
- 4.2 The Health and Safety Adviser reported that as a result of the recommendations made during the inspection, torches had been purchased for the members of the Conservation Team and that the new lone worker system, 'Solo', would be trialled by the Team on its release.
- 4.3 Having understood that the members of the Conservation Team currently do not use the lone worker policy to its full extent, the Group expressed concern and requested that the existing procedure be introduced in that Section to support the safety of those employees immediately.

5. DATE FOR FUTURE HEALTH AND SAFETY INSPECTION OF COUNCIL PREMISES

- 5.1 The Group agreed the provisional dates of 21st or 28th April 2004 for the next ad-hoc safety inspection.

6. ACCIDENT/INCIDENT REPORTS

District Council Employees

- 6.1 The Group received and noted a report by the Head of Personnel Services detailing 33 accidents which had taken place since the last meeting of the Group.
- 6.2 Further to accident no. 1718 and the Group's previous comments, the Head of Operations reported that he had actively pursued press coverage for a number of accidents caused as a direct result of glass being placed in refuse sacks. He had however been advised that the story would have more impact if placed alongside the wheeled bin roll-out press coverage later in the year.

Leisure Centre Employees

6.3 The Group received a report by the Head of Community Services detailing accidents, which had been reported at the Leisure Centres since the last meeting of the Group.

6.4 In relation to accident No. 5617, Members expressed concern and requested that guidance should be issued to employees on how to assist customers trying to access their cars in an emergency.

7. TRAINING

7.1 The Group were acquainted with a report by the Head of Personnel Services outlining training courses which had been held since their last meeting.

7.2 The Health and Safety Adviser reported that as of March 2004 the arrangements for asbestos training at District Council premises was required to be managed in-house.

7.3 The Group were acquainted with the manual handling training programme and a small number of repeat attendees following repetitive accidents. It was hoped that as a number of these accidents had taken place whilst employees collected refuse, the wheeled bin roll-out would minimise such accidents.

Councillor L M Simpson

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