

HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE



Cambridgeshire
County Council

Date: Tuesday, 17 January 2017

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

10:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. Apologies for absence and declarations of interest

*Guidance on declaring interests is available at
<http://tinyurl.com/cccd-dec-of-interests>*

2. Minutes (7th December 2016) and Action Log

5 - 16

3. Petitions

KEY DECISIONS

**4. Shared Cambridgeshire and Peterborough Trading Standards
Service**

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OTHER DECISIONS

5.	Update on changes to the Anglia Level Crossing Reduction Strategy - Cambridgeshire County Council Formal Response	57 - 70
6.	Finance and Performance Report - November 2016	71 - 98
7.	Committee Agenda Plan and Appointments to Outside Bodies	99 - 102

The Highways and Community Infrastructure Committee comprises the following members:

Councillor Mac McGuire (Chairman) Councillor Peter Reeve (Vice-Chairman)

Councillor Barbara Ashwood Councillor Ralph Butcher Councillor Barry Chapman Councillor David Connor Councillor Steve Criswell Councillor Gordon Gillick Councillor Bill Hunt Councillor Michael Rouse Councillor Jocelynn Scutt Councillor Amanda Taylor and Councillor John Williams

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

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**MEETING OF HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND
SERVICE COMMITTEE: MINUTES**

Date: Wednesday 7th December 2016

Time: 10:00am-12.20pm

Present: Councillors Bates (substituting for Councillor Butcher), Chapman, Criswell, Chapman, Connor, Gillick, Hunt, McGuire (Chairman), Palmer (substituting for Councillor Rouse), Reeve (Vice-Chairman), Scutt and Williams

Apologies: Councillors Ashwood, Butcher (Councillor Bates substituting) and Rouse (Councillor Palmer substituting)

219. DECLARATIONS OF INTEREST

Councillor Bates declared a non-prejudicial interest on the Business Planning item, as a Member of City Deal Executive Board.

220. MINUTES AND ACTION LOG

The minutes of the meeting held on 11th October 2016 were confirmed as a correct record and signed by the Chairman.

In response to a question from Councillor Hunt, officers confirmed that there had not been a further meeting since the last Committee meeting with East Cambridgeshire District Council (ECDC) regarding the potential for shared parking facilities at Ely Archives Centre, as the issue was now with the Assets & Investment Committee for a decision, but contact with ECDC was being maintained.

The Action Log was noted.

221. PETITIONS

The Committee considered a 90 signature petition requesting speed restrictions on Mayfield Road for reducing the speed limit to 20mph.

Mr Jolly-Betts, presented his petition. He handed out photographs showing the nature of the road and some of the issues encountered. He outlined the problems caused by some parents dropping their children off at school, and then being impatient to leave, and the risks faced by unaccompanied children crossing between cars. In terms of measures sought, they would like a speed reduction to 20mph, a layby, or a raised area for the children to cross, and also better signage. There were two schools in the vicinity, Mayfield Primary School and Spring Common School. St Johns Ambulance Multiple Sclerosis Centre and the Olympic Gym were also accessed off Mayfield Road. There were also a number of building sites at that

location, and the road was only going to get busier and busier. The road was also used as a rat run.

Members noted written comments from one of the Local Members, Councillor Shellens. Councillor Shellens understood the petitioners' concerns and was well aware of the speeding issues in the area. He outlined his concerns with the effectiveness of introducing 20mph speed limits which may not be enforced by the Police, and his recent suggestion to the Police that a table top ramp may be the appropriate solution at this location.

Members asked the following questions and made the following comments:

- suggested that the petitioner seek the support of his Local Members in making a bid for Local Highway Initiative funding, or approaching the Town Council for a Third Party funded bid. A Member outlined a similar successful bid in his Division that had resulted in a 20mph limit and traffic calming;
- noted that the petitioner had the support of both Schools, and that the headteachers had wanted to attend the meeting with him;
- noted that the speed limit was currently 30 mph outside both schools, although a number of other schools in the area had 20mph zones. In response to a question, officers confirmed that 30mph was the normal speed limit for built-up areas. Officers added that whilst not everyone complied with 20mph limits, they did reduce the average speeds, and whilst the Police often indicated that they did not have the resources to enforce limits as they would like, there were benefits.

The Committee noted the petition and the Chairman advised that the petitioners would receive a full written response within ten working days of the meeting. He also urged the petitioner to work with his Local Members to explore possible solutions and timescales.

222. MEDICAL EXAMINER

The Committee considered a report on the new Medical Examiner Scheme, and the proposed approach to implementation in Cambridgeshire.

Members noted that the Coroner and Justice Act 2009 (CJA2009) placed a new statutory duty on all local authorities to introduce a Medical Examiners (ME) Scheme. The implementation date had been set nationally for April 2018 – the delay reflecting the complexity and challenges that the new ME scheme can create. Currently around half the deaths in the county (approximately 4000) were referred to the Coroner for Cambridgeshire and Peterborough. Under the ME scheme, every death would be referred to the Coroner. The costs of these referrals to families using the ME scheme, and the income and costs for Coroner Services were noted. The challenge would be not to prolong arrangements for bereaved families. The benefits of a well-designed scheme were outlined.

Initially, Coroners' Services need to purchase and implement a Case Management IT System and the associated specialist expertise and support. The IT system would

cost between £28K and £56K, the expertise and support would cost £12,250. It was anticipated that most of these upfront costs could be recouped from central government, so the cost to the County Council would be relatively low.

The Chairman advised that he had visited the Coroner's Office recently and discussed this matter with the Coroner Service Manager, and there had also recently been a Member Seminar on this issue.

Arising from the report, Members:

- asked how funeral directors were being engaged in this process. Officers explained that they already had contact with some, and they would also be using SAFE, the trade group for funeral directors. The Member commented that buy-in by funeral directors would be critical to the success of this scheme;
- noted that the new systems should increase the effectiveness of existing processes, and urged officers to claim back as much as possible from central government;
- congratulated the Service on how they had responded to a number of major changes over the last few years;
- opposed the ME Scheme, suggesting that it was a knee jerk reaction that would complicate the system, and could result in processes becoming less safe. The Member particularly opposed the idea of introducing digital signatures in place of wet signatures. He felt that the real issue was the budget, and he asked officers how confident they were that they would indeed be reimbursed for the introduction of the ME scheme. Officers explained that the £700,000 income estimate was the charges that would be recouped from families via Funeral Directors, and this was expected to cover the cost of running the service. There was considerable national debate on how those charges would be recovered, and as yet, no conclusions had been reached. Funeral directors were not enthusiastic about the introduction of the scheme, and it was anticipated that a charge of around 5% (i.e. £5) per case would be levied by them. There would also be the option to pay online, or pay in person at a Registration Office – it was unlikely there would be a GRO set fee though. The estimated IT system costs of £24-56K reflected recent soft market testing, and it was anticipated that at least 50% of that would be recouped, and the balance would be divided between the County Council and Peterborough City Council;
- another Member strongly opposed the introduction of digital signatures. Officers explained that the GP signing the death certificate would still be a wet signature. Only the Coroner would be able to apply a digital signature, it would not be possible for administrative staff or any other individuals to apply the digital signature. It was suggested that those Members that had outstanding concerns about digital signatures could meet with the Coroner, who could explain exactly how it would work in practice. **Action required.**

It was unanimously resolved to:

- a) agree the proposed approach;

b) continue to pre-fund the set up of the Medical Examiner Scheme on the expectation that the Ministry of Justice (MOJ)/ Department of Health (DOH) will cover these costs when the national scheme formally launches;

c) delegate the necessary decisions to implement the Medical Examiner Scheme to the Executive Director for Economy, Transport and Environment in consultation with the Chair and Vice Chair of the Committee.

223. REAL TIME PASSENGER INFORMATION

The Committee received a report that proposed the renewal and extension of the Real Time Passenger Information (RTPI) Partnership Agreement with partnering authorities and enter into a joint procurement exercise for a new Real Time Passenger Information supply, installation and maintenance contract.

Officers explained how RTPI encouraged the public to make greater use of the public transport system. It was not viable to update the existing, outdated RTPI equipment, and to abandon RTPI at this stage meant that the value of the investment to date would be lost, and there would be a negative impact on partnerships with bus operators.

Arising from the report, Members:

- commented that there were no references in the report to the Quality Bus Partnership or City Deal, the criticisms Stagecoach had of the existing system or the relationship with Passenger Transport team. For these reasons the Member said he could not support the report. Officers commented that the partnership aspects would be explored as part of the renewal of contract. It was confirmed that in terms of organisational responsibilities, whilst the responsibility for RTPI sat within Integrated Highways Management, there were strong links to the Passenger Transport team;
- another Member commented that the approach needed to be more strategic, with a fundamental review of the whole offer. He also observed that many people now access real time information on their Smartphones so there was much less of a need. A number of Members commented that not everyone had access to a Smartphone, and indeed bus patrons may be less likely to have a Smartphone, and a more inclusive approach needed to be taken;
- noted that operators other than Stagecoach e.g. Whippet use the RTPI systems too;
- there was a query on how much bus operators contributed to RTPI, and whether any such contributions were for the on-board technology or for the signs and back-office facilities too. Officers advised that they met regularly with the bus operators, who were very much involved in the process to replace the system, and very much on board with the proposed directions. Historically units had to be fitted to each bus, but this was now done via the GPRS ticket machine, which sent a private mobile signal to the control unit which linked in with the website,

apps and displays. Audio announcements were also a possibility for the future. Officers also confirmed that if the current contractor was the successful bidder, no hardware or software would have to be changed. If a new contractor was appointed, there would be a 3-6 month changeover period. Members were reminded that technology was changing rapidly, there were now new open data sources, and potentially savings for the Council in the longer term. The bus operators provided the data to the Council, but agreement needed to be reached whereby they paid a contribution to the back office costs. The Council enjoyed a good relationship with the two main bus operators in the county, Stagecoach and Whippet;

- a Member commented that many people in rural areas did not have access to a bus service, or at best had very limited services, and he suggested that the money could be better spent enhancing bus services in rural areas;
- noted that if bus routes change, the new displays had sockets and brackets which could be unplugged and reused in new locations;
- in response to a question as to whether RTPI was still relevant, officers advised that in their experience, it was still popular with the public. If the contract was not renewed, the data feed would not happen, so the data would not be available to the website, apps etc. The actual amount of revenue funding was £109K per year;
- a Member indicated that he was willing to support the proposal, on the basis of regular reports back, and a number of other Members supported that view.

It was resolved, by a majority, to:

- a) renew and extend the Real Time Passenger Information Partnership Agreement with partnering authorities for the length of the new contract period;
- b) enter into a joint contract procurement exercise with the partnering authorities for a new Real Time Passenger Information supply, installation and maintenance contract.

224. BUSINESS PLANNING

The Committee received a report providing an overview of the draft Business Plan Revenue proposals for Economy, Transport and Environment Service and specifically, the elements of that budget that were within the remit of the Highways and Community Infrastructure Committee. It was noted that there had been no changes to the Business Plan tables since it had been considered by Members at their Committee meeting in October.

Members noted the savings identified against different workstreams over the next five financial years. Although there were still £3.298M worth of savings to be finalised, officers were confident that a balanced budget could be produced.

A Member commented that pressures had changed in terms of Winter Maintenance, which had become an area of great public concern, specifically the lack of flexibility in the new gritting routes, i.e. where parishes had indicated that they were happy to pay, there was actually a lack of capacity/resources. Members were also reminded that the proposal to cut the Winter Maintenance budget had gone through unopposed when the 2016/17 budget was considered. The Member suggested that the Winter Maintenance Working Group be reconvened so that the criteria could be reviewed, as some Members felt there had been a lack of engagement over certain routes.

The following amendment was proposed by Councillor Criswell, and seconded by Councillor Hunt:

Request reinstatement of the Member Working group to review criteria for winter maintenance

On being put to the vote, the Amendment was carried unanimously.

The following points were made by Members during the debate on the report:

- noted that the monies for Darwin Green and Clay Farm came from developer contributions: the only contribution made by the Council was the revenue uplift, so there would be a small revenue pressure;
- noted that the Book Fund line B/R.6.209 included newspapers. A Member suggested that the proposal to reduce services to voluntary libraries should be reconsidered at a time that voluntary libraries were becoming more important. Officers acknowledged this point, but commented that any proposals to reduce the reduction in the Book Fund should include alternative proposals for savings. It was confirmed that this would not be an appropriate area for Transformation Funding;
- discussed the Street Lighting Synergies (B/R.6.214), specifically the Break Cost of £800K, which officers advised was included in the Business Plan as being charged to the Transformation Fund;
- noted that the inflationary increase on concessionary fares reflected that the level of entitlement was set, and was based on a percentage reimbursement of fare, but as fares increased, the amount reimbursed increased. Officers further advised that the formula was set by the Department for Transport;
- a Member asked if it would be possible to bring forward the Open Libraries project, given the positive pilot in St Ives. Officers advised that a report would be presented to the next H&CI Spokes meeting for consideration, looking at potential roll out: however, it was not straightforward, as there were cost implications;
- a Member commented that he was frustrated that the options put forward by officers always proposed cuts to services, when there were other ways of approaching the budget e.g. working more holistically – there should not be cuts

to front line services, and the choice should not be between cutting services and increasing Council Tax rates;

- a Member commented that it was often cited that many areas of ETE's work experienced higher than average inflation, but as a corollary, there should be areas of the Council's work which benefitted from lower than average inflationary increases. Officers advised that for most items, there was not an explicit line for inflation, and Finance colleagues were very strict about inflationary and demographic uplifts being applied;
- a Member commented that there was a lot of confusion about the switching off and dimming of street lights overnight. Some Parish Councils had paid for streetlights to be left on, but they were still being dimmed overnight. Officers confirmed that all streetlights were dimmed overnight. The Member also queried the proposal regarding accrued street lighting. It was confirmed that this related to streetlights that had become the Council's responsibility through public highway adoption, which had not yet been upgraded;
- a Member queried the whole schedule of ETE Fees & Charges. In response, officers noted that a general principle of the Council was to charge for services where this was possible and the principle was being followed in ETE. The Executive Director noted therefore where fees and charges were levied, they were reviewed and increased accordingly to ensure that where applicable, the full cost of administering and managing the task was covered;
- a Member opposed increasing income from those accessing digital archives, given the proposal to move to the Archives Centre to Ely, which would not be accessible from many parts of the county.

Councillor Williams advised that he would not be supporting the Business Plan proposals as the Liberal Democrats would be submitting their own budgets.

It was resolved, by a majority, to:

- a) note the overview and context provided for the 2017/18 to 2021/22 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October;
- b) comment on the draft revenue savings proposals that are within the remit of the Highways and Community Infrastructure Committee for 2017/18 to 2021/22, and endorse them to the General Purposes Committee as part of consideration for the Council's overall Business Plan;
- c) comment on the changes to the capital programme that are within the remit of the Highways and Community Infrastructure Committee and endorse them;
- d) consider the proposed fees and charges for those Economy, Transport and Environment services that are within the remit of the Highways and Community Infrastructure Committee for 2017/18;

e) reinstate the Member Working group to review criteria for winter maintenance.

225. NETWORK RAIL ANGLIA LEVEL CROSSING REDUCTION STRATEGY IN CAMBRIDGESHIRE

The Committee received a report providing the proposed response to Network Rail's level crossing proposals, which were part of its Anglia Level Crossing Reduction Strategy. There were over 100 level crossings affected across the Anglia region, 32 of which were in Cambridgeshire. There had been two rounds of public consultation, and the results of those consultations had been discussed with relevant stakeholders, including local authorities and Local Members. It was likely that there would be a Public Inquiry.

The Chairman advised that since the agenda had been published, Network Rail had informed the County Council that they were making changes to 8 of the 32 proposals listed in the report, as a result of feedback received from the second round of public consultation in September and October. However, the detail had not been made available until the day of the meeting, when it had been made available on the Network Rail's Anglia level crossings website (<http://www.networkrail.co.uk/anglialevelcrossings/>). It was understood that Network Rail were writing to relevant local members to update them, and would be holding a period of 'public information update' from 7th December 2016 to 6th January 2017.

The eight where there would be further changes were:

- 1) C06 Barrington (Barrington Road, Foxton)
- 2) C08 Ely North (FP11 Ely)
- 3) C26 Poplar Drove Littleport (road)
- 4) C27 Willow Row Drove (BOAT 31 Littleport)
- 5) C09 Second Drove Ely (FP49 Ely)
- 6) C24 Cross Keys (FP50 Ely)
- 7) C20 Leonards (FP101 Soham)
- 8) C19 Wicken Road (FP106 Soham) (to be removed from the scheme)

To explore the latest changes to the eight crossings above, it was proposed that a further report would be taken to the next meeting of the Highways & Community Infrastructure Committee in January. Officers agreed to send personalised emails to the Local Members for the eight level crossings above. **Action required.**

Officers explained that whilst welcoming the proposals in general, more generally they had some concerns. These included the appropriateness of the Network Rail approach e.g. whether they were truly working in partnership, the cost to the County Council of the scheme, and specifically the Diversity Impact Assessment Scoping Report, which did not adequately assess the impact of the closure and the alternative routes on users, communities and vulnerable groups.

Members noted comments received from two of the Local Members, Councillors Dupre and Rouse.

Councillor Palmer commented as a Local Member on the Leonards Level Crossing (Soham FP101) which was a very well used crossing used frequently by walkers and

ramblers, and had an excellent safety record, which Network Rail were proposing to close. Officers agreed to discuss this further with Councillor Palmer. **Action required.**

A Member raised C30 Westley Road Six Mile Bottom, as there had been discussions about keeping this open for non-motorised transport. Officers advised that this one was not on the list of 8, and that the County Council had a holding objection, as the proposal was for it to be a bridleway, but the Council's suggestions was that this was extended to include motorbikes.

A Member complimented officers on their comprehensive report. He also commented that the Railway Acts allowed railway lines to cross highways and Rights of Way, but highways always have precedence, and there was an obligation to keep the highways open. Officers explained that Network Rail had previously made individual Highways Act applications, but were now taking a different approach with this set of crossings, but under TWA Orders, there was an obligation to mitigate the effects of Order.

It was resolved unanimously to:

- a) approve the County Council's draft response to Network Rail's proposals including the main points as detailed in sections 2.2-2.4 of the report, and in accordance with the recommendations set out in Appendix 4 of the report;
- b) approve the notification to the Secretary of State for Transport, when consulted, that the County Council intends to object to as many of the proposals as are unresolved by the time the Transport & Works Act Order application is made.

226. ECONOMY, TRANSPORT AND ENVIRONMENT RISK REGISTER UPDATE

The Committee received a report providing details of the Highways & Community Infrastructure Committee risks in the ETE Risk Register.

It was resolved unanimously to:

- 1) Note the position in respect of the ETE Risk Register.

227. FINANCE AND PERFORMANCE REPORT

The Committee received a report setting out financial and performance information for Economy, Transport and Environment (ETE) as at the end of October 2016.

It was noted that at this stage of the financial year there were no significant variances, and ETE was showing a £161,000 forecast underspend. The main change in forecast related to Winter Maintenance, which was now forecasting a £356K overspend. This was based on the assumption of 'average' winter conditions – a more severe or milder winter would increase or decrease the overspend accordingly.

It was resolved unanimously to:

- 1) review, note and comment on the report.

228. COMMITTEE AGENDA PLAN AND APPOINTMENTS TO OUTSIDE BODIES

Members reviewed the Agenda Plan, and noted changes to items at forthcoming meetings.

It was resolved to:

- 1) note the Agenda Plan

Chairman

HIGHWAYS & COMMUNITY INFRASTRUCTURE POLICY & SERVICE COMMITTEE

Minutes-Action Log



Introduction:

This is the updated action log as at **5th January 2017** and captures the actions arising from the most recent Highways & Community Infrastructure Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 1st September 2015

Item No.	Item	Action to be taken by	Action	Comments	Completed
132.	Cambridgeshire Highways Annual Report	Richard Lumley	It was agreed that there would be a report to Spokes on the Customer Satisfaction Survey process.	<p>A Comms group has now been established, and one of the tasks is to look at how customer feedback is collected and whether there are alternatives.</p> <p><i>Chris Stromberg & Jane Cantwell are scheduled to attend January 2017 Spokes to give an update on the findings of the Cambridgeshire Highways Communication Performance Group, and update on the proposed action plan.</i></p>	

Minutes of 12th January 2016					
168.	Greater Cambridgeshire City Deal Executive Board Delegations	Graham Hughes	Forward the City Deal Executive Board's protocol to Committee Members	Protocol not yet agreed by Executive Board – will be circulated once available.	
Minutes of 11th October 2016					
215.	Ely Archives Building	Christine May	Request that Assets & Investment Committee (A&IC) feed back "lessons learned".	A&IC referred those issues on to Audit & Accounts Committee, who in turn will be considering the matter in January.	Ongoing
Minutes of 7th December 2016					
222.	Medical Examiner	Amy Donovan	Members with concerns about digital signatures to meet with Coroner.	Letter to be emailed to Committee and meeting arranged.	
224.	Business Planning	Graham Hughes/ Richard Lumley	Reinstate Member Working Group to review criteria for winter maintenance.		
225.	Anglia Level Crossing Reduction Strategy	Camilla Rhodes	Leonards Level Crossing – officers to discuss with Cllr Palmer.		
225.	Anglia Level Crossing Reduction Strategy	Camilla Rhodes	Email Local Members about the NR public information update.		

SHARED CAMBRIDGESHIRE AND PETERBOROUGH TRADING STANDARDS SERVICE

To: Highways and Community Infrastructure Committee

Meeting Date: 17 January 2017

From: Executive Director, Economy Transport and Environment

Electoral division(s): All

Forward Plan ref: 2017/015 **Key decision:** Yes

Purpose: The Committee is asked to consider the case for merging Cambridgeshire County Council's Trading Standards Service and Peterborough City Council's Trading Standards Service.

Recommendations: The Committee is recommended to:

- a) Approve the proposal to merge Cambridgeshire County Council's Trading Standards service with Peterborough City Council's Trading Standards Service with effect from 1st April 2017
- b) Delegate the responsibility for agreeing the details of an Inter Authority Agreement with Peterborough City Council, and implementing it, to the County Council's Executive Director of Economy Transport and Environment in consultation with the Chair and Vice Chair of the Committee.

<i>Officer contact:</i>	
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1. BACKGROUND

- 1.1 Trading Standards is a statutory service that plays a critical role in securing Cambridgeshire's economic growth, providing advice and support to legitimate business in achieving compliance whilst dealing robustly with dishonest, illegal and dangerous trading practices; ensuring confidence in local business and protecting vulnerable residents from rogue traders. It has a statutory obligation to enforce over 80 Acts of Parliament as well as numerous statutory instruments and regulations.
- 1.2 Despite the vital nature of its role, Trading Standards, like all other County Council services, has been the subject of significant financial cuts as a result of austerity measures. With the resulting reduction in workforce there is a greater risk to the authority's ability to effectively respond to major issues such as animal disease outbreaks or major consumer safety issues, as well as the ability to deliver their statutory obligations.
- 1.3 In order to mitigate the impact of budget constraints and consider future resilience, a business case was prepared to consider the options for delivering Trading Standards as a shared service, with analysis of the associated implications and benefits. (See **Appendix 1**).
- 1.4 Cambridgeshire Trading Standards has been working closely with Peterborough Trading Standards over the past year, enabling joint working across several areas of service delivery. The business case identified that further modest savings could be made as well as creating greater resilience and efficiencies for both authorities if the two services were formally merged.

2. MAIN ISSUES

- 2.1 In order to deliver significant savings Trading Standards has undergone a complete service transformation and is now operating with just 15 staff to cover the wide remit of Trading Standards related legislation across the whole of Cambridgeshire. Cost recovery and income generation has been maximised, Intelligence and Risk are being used to direct activities, and it is operating at a statutory minimum level in terms of service delivery.
- 2.2 Whilst it is continuing to meet its statutory obligations, the breadth of its legislative remit is such that should a major issue arise, for example a significant consumer safety matter, animal disease outbreak or large scale criminal investigation, this would place an unsustainable strain on the Service's resources. The Service already struggles to absorb any peaks in resource demands.
- 2.3 Whilst the Service is able to operate within its budget for 2016/17 it is clear that any future budget cuts would result in the further loss of front line staff and would leave Trading Standards unable to meet its statutory duties.
- 2.4 The primary driver for proposing the merger of Cambridgeshire and Peterborough Trading Standards is the need to increase resilience, so that both Services are able to respond to major issues and peaks in demand, thereby protecting the safety and interests of Cambridgeshire consumers and businesses as a whole.

- 2.5 Peterborough Trading Standards are facing similar challenges to those outlined above. It currently operates with 4 staff members and a vacant second tier management post, all of which report to the Head of Regulatory Services for Peterborough.
- 2.6 The appointment of a joint Chief Executive prompted Cambridgeshire and Peterborough Trading Standards to work more closely together. A Memorandum of Understanding is in place which underpins the current working arrangements which are to provide management support for Peterborough Trading Standards officers by Cambridgeshire, and legislative support for Cambridgeshire's Service Manager by Peterborough.
- 2.7 Additionally, Cambridgeshire Trading Standards Officers are undertaking Peterborough's 'weights and measures' service delivery, and Peterborough City Council are undertaking Cambridgeshire's statutory responsibilities in relation to safety of sports grounds and the role of coordinating officer.
- 2.8 Whilst this arrangement alleviates some of the pinch points in terms of expertise, it is apparent that greater resilience and a degree of savings could be brought about by adopting a Shared Service model between Cambridgeshire and Peterborough Trading Standards Services.
- 2.9 In developing the business case options a number of other models were examined and dismissed as they provided no significant benefit. Merging with alternative Trading Standards Services were considered from within our regional professional group, but none were considered to be suitable at the current time, and none had expressed any interest in any formal joint working arrangement.

3. **PROPOSED STRUCTURE**

- 3.1 The model proposed would introduce a fully integrated structure, with Peterborough City Council's Head of Regulatory Services leading the joint service. This is due to the seniority of his role, his existing portfolio of services and responsibilities (which also includes the discharge of all Trading Standards functions on behalf of Rutland County Council) and his extensive expertise in Trading Standards. Cambridgeshire has not had a Head of Service with the relevant experience since April 2015.
- 3.2 It is proposed that Cambridgeshire's Service Manager post is deleted, and the vacant second tier management post at Peterborough Trading Standards recruited to, with the latter undertaking the line management responsibilities for the Business Compliance team which currently lies with the Service Manager.
- 3.3 The service would be overseen by a Joint Officer Panel comprising one Director from each partner authority. Any matters requiring a strategic decision would be referred to the appropriate Service Committees in each Authority. This governance structure would ensure appropriate accountability is retained by each of the authorities, and that the merged service continues to proportionately represent the interests of the respective tax payers.
- 3.4 The Panel would be responsible for shaping the strategic direction and priorities of the shared service and addressing any strategic risks. It would provide scrutiny to the shared service, and the shared service would be accountable to it in terms of targets, performance

and meeting its statutory requirements. Furthermore it would offer challenge in terms of improvements and efficiencies.

- 3.5 It is proposed that the Panel would meet 3 times a year - during service planning, for a 6 monthly review and for an end of year report, or by exception. This approach sits well with Peterborough's existing governance arrangements with Rutland County Council, under which Peterborough already delivers a Trading Standards service on their behalf.
- 3.6 A single service plan would be produced by the Head of Regulatory Services at Peterborough in conjunction with both Directors, incorporating the strategic direction and priorities set by the respective Councils. The Plan would include defining the desired outcomes for the shared service, how these will be delivered operationally and how performance will be measured. This Service Plan would be signed off by the Panel, and the Head of Regulatory Services would report to the Committee on progress against the service plan as part of the 6 monthly review and end of year report.
- 3.7 Day to day management and decision making would be made by the Head of Regulatory Services within the parameters set by the Panel, with the Head of Regulatory Services line managed by his Director at Peterborough City Council. A suitable Cambridgeshire Director would oversee performance of the Service as part of their role within the Panel. The Head of Regulatory Services would represent the Service at County Council Committee meetings and Spokes as appropriate.
- 3.8 **Visual representation of the proposed model**

Fig A:



4. BENEFITS

- 4.1 The benefits of a merger have been identified as follows:
- Increased staffing pool to deliver regulatory service across both Cambridgeshire and Peterborough resulting in greater flexibility to utilise staff resource to tackle major issues and manage peaks in demand, whilst also increasing resilience
 - Reduced operating costs by merging management structures

- Increased knowledge, experience and expertise arising from a larger pool of staff thereby delivering services more efficiently
- Adoption of a single database and aligning back office systems and processes which will lead to greater efficiencies and longer term savings.
- Shared subscriptions to essential systems and services which will bring about savings for both authorities
- Single membership to the regional professional body which will deliver savings
- Reference to a single legal team which could also deliver savings
- Eliminates duplication, allowing us to do things once rather than twice e.g. Enforcement Policies, Regulation of Investigatory Powers Act (RIPA), budgets, service planning etc.

5. OPPORTUNITIES

- 5.1 Such an arrangement could provide significant financial benefits in terms of Proceeds of Crime recovery work, with Cambridgeshire's financial investigators able to pursue criminals operating within Peterborough.
- 5.2 There is also an opportunity to increase income generation by expanding the current client base for chargeable business advice across Peterborough. These opportunities are specific to Peterborough's economy, with it having a number of major retailers and manufacturers within its jurisdiction and a thriving 'start up' market.

6. RISKS

- 6.1 The predominant risk of embarking on a shared service is that Cambridgeshire resources could be disproportionately applied to meet the needs of Peterborough, particularly in light of the 14:5 staff ratio. The Inter Authority Agreement would ensure that day to day, staff were deployed to meet the issues affecting their own authority's constituents as they do currently.
- 6.2 The Inter Authority Agreement will, however, also allow for the sharing of resources in times of pressure on service delivery, whether that applies to Cambridgeshire or Peterborough. The Officer Panel will monitor service delivery on a regular basis to ensure the principles of the Inter Authority Agreement are adhered to. There will inevitably be some fluidity in its terms due to the nature of the Service's activities and the ever changing pressures on resources, but the sharing of staff is crucial to increasing the resilience of the Service.

7. COSTS AND SAVINGS

Fig B: The financial implications

	2016/2017	Costs (year 1 2016/2017only)
Staff costs (deletion of management post)	£67K	Costs relate to year 1 only and are likely to be offset by the savings
Merger of back office systems and adoption of new shared database	£20K	
TOTAL	£87k	

Fig C: Projected Savings

	2016/2017	Savings will be year on year 2016/2017 onwards
Deletion of Service Manager post	£65k	These revenue savings will be achieved year on year and will be apportioned on a percentage basis to each authority and included in the budget setting process. Year 1 savings will mitigate the cost of implementation.
Shared database/back office systems	£5k	
Shared professional body memberships and subscriptions	£5K	
Reference to single legal team	£5k	
General efficiencies and savings (sampling/inspections)	£5k	
TOTAL	£85k	

- 7.1 The savings detailed above have been estimated based on the known potential at the present time. It is difficult to accurately predict the exact amount of savings until the IT solution has been agreed and costs for combining back office systems have been provided.
- 7.2 Each authority will calculate the budget required to continue to operate independently and then a budget will be calculated based on a merged service. The savings identified through the merger will be apportioned on a percentage basis to each authority, based on those budget figures. As an indication this is likely to be approximately 70% for Cambridgeshire and 30% for Peterborough. It is anticipated that the savings accrued in year one will off-set the costs of implementing the shared service. Any surplus generated throughout the financial year will also be apportioned to each authority on the agreed percentage basis.

8. STAKEHOLDER IMPACT ASSESSMENT

- 8.1 There would be no implications for constituents, local businesses or partner organisations. Whilst management structures will merge, outwardly front line service delivery would remain unchanged. Overall, stakeholders will benefit from a service that is more resilient, efficient and more flexible to respond to local needs.
- 8.2 It is not proposed to make any changes to the respective office bases and current contact details would be maintained. Branding would consist of dual badging, Cambridgeshire and Peterborough Trading Standards, and budgets would be merged. Full records of historical budgets would be held to ensure proportionality of service delivery and expenditure across the two authorities is maintained.
- 8.3 Cambridgeshire staff would be subject to TUPE to Peterborough City Council's employment, on the same terms as they have at present. Whilst their line management arrangements and systems may alter, their day to day activities would remain the same.

9. LEGAL IMPLICATIONS

- 9.1 The respective Cabinet / Committees have the power to agree to such a joint working arrangement for the purposes of fulfilling the Council's executive functions by virtue of s.101(5) Local Government Act 1972, section 9E of the Local Government Act 2000 and the Local Authorities (Arrangement for the Discharge of Functions (England) Regulations 2012. The Scheme of Delegation set out in the Peterborough's constitution will apply to the new Shared Service, and Cambridgeshire will delegate all its statutory roles to Peterborough, yet retaining sign-off on operational plans including the Food and Feed plans. The arrangement would be underpinned by an Inter Authority Agreement setting out the legal arrangements for the partnership, including how risks and liabilities will be shared between the authorities as well as provisions for dealing with disputes in the unlikely event that any arise.
- 9.2 It is proposed that the initial term for the arrangement is 5 years, although the intention is that this is a long term, ongoing partnership.

10. ALIGNMENT WITH CORPORATE PRIORITIES

- 10.1 This proposal fully aligns with Cambridgeshire's current corporate priorities.

- **Developing the local economy for the benefit of all**

There are no significant implications for this priority.

- **Helping people live healthy and independent lives**

There are no significant implications for this priority.

- **Supporting and protecting vulnerable people**

There are no significant implications for this priority.

11. SIGNIFICANT IMPLICATIONS

- 11.1 The following bullet points set out details of significant implications identified by officers:

- **Resource Implications** – The staff resource implications are referred to in paragraph 2.10 and 2.21

Although this is a change to the current structure the financial implications for the County Council are associated with the initial costs associated of the merger and will be for 2016/2017 only as detailed in 2.18 Fig B. Future savings are detailed in 2.18

- **Statutory, Legal and Risk** – These are referred to in paragraph 2.22 in more detail.
- **Equality and Diversity** – There are no significant implications within this category. This proposed change does not affect the current level of service delivery for either authority.

- **Engagement and Communications** – There are no significant implications within this category as the proposal to merge Cambridgeshire and Peterborough Trading Standards services will not impact on front line service delivery for either authority, and will in fact create greater efficiencies and resilience.
- **Localism and Local Member Involvement** – There are no significant implications within this category. Both Cambridgeshire and Peterborough Trading Standards are delivering a statutory service and there are therefore no areas of current service delivery that could be taken on by communities or that require community involvement. The level of service delivery will not be affected by the proposed merger.
- **Public Health** – There are no significant implications within this category.

Source Documents	Location
Trading Standards Shared Service Business Case	2 nd Floor South Cambs District Council South Cambs Hall Cambourne Business Park Cambourne CB23 8EA

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Lynne Owen
Are there any Equality and Diversity implications?	No Emma Middleton
Have any engagement and communication implications been cleared by Communications?	Yes Ed Strangeways
Are there any Localism and Local Member involvement issues?	No Paul Tadd
Have any Public Health implications been cleared by Public Health	Yes Tess Campbell Trading Standards makes substantial contribution to public health especially in the areas of tobacco control and underage alcohol sales. This proposal indicates that it would help maintain these important services and the merger will facilitate further joint working which is particularly helpful to public health areas such as illicit tobacco.

Peterborough and Cambridgeshire Shared Service

Business case

1 INTRODUCTION AND BACKGROUND

- 1.1 Trading Standards plays a critical role in Cambridgeshire's economy. It provides advice and support to legitimate business, helping them to interpret and apply the applicable legislation, thereby giving them the confidence to make informed trading and investment decisions. In addition it essentially 'polices' local trading practices, ensuring that dishonest, illegal and dangerous trading practices aren't able to permeate our local economy, undermining confidence in local business. It has a statutory obligation to enforce over 80 Acts of Parliament, as well as numerous statutory instruments and regulations, ranging from ensuring the food we eat is safe for human consumption, to protecting Trade Marks; from ensuring all appropriate measures are in place to prevent and control an animal disease outbreak, to protecting consumers from unsafe products; and many more in between.
- 1.2 In addition to its economic impact, it plays a significant part in protecting vulnerable residents from rogue traders – career criminals who prey on the elderly, cheating them out of their savings, which in turn can jeopardise those victim's health, independence and financial stability.
- 1.3 Despite the vital nature of its role, Trading Standards like all other County Council services has been the subject of major financial cuts as a result of Government austerity measures. It has reduced its workforce by two thirds in the last five years, and where once it received recognition as a 'Beacon' service – a national leading light – it now simply meets its statutory obligations. With ever increasing pressures on staff and financial resources, we are being forced to consider new operating models for our service. With a significantly reduced workforce we are carrying greater risks, in particular our ability to respond effectively to major issues such as animal disease outbreaks and major consumer safety issues, as well as our ability to continue to deliver our statutory obligations.

Purpose of this report

- 1.4 The purpose of this report is to examine what solutions a shared service arrangement might bring in terms of enabling us to sustain existing, meaningful services for businesses and residents in the county, as well as increasing our capacity to deal with major issues.
- 1.5 This report seeks to consider whether we would be stronger and more resilient 'together' rather than on our own, and if so, how this might work.

2 EXECUTIVE SUMMARY

- 2.1 This report first considers the opportunities that shared activities could offer, followed by an assessment of possible models.

Options Overview

A number of options have been considered during the compilation of this business case:

2.2 Joint Venture

This externalisation model is constrained by the need for Trading Standards staff to have the right of entry. Whilst Section 70 of the Deregulation and Contracting Out Act 1994 allows for the contracting out of Local Authority functions, Section 71(1)(c) of the same Act specifically excludes the power or right of entry, search or seizure into or of any property from that which can be contracted out, which is essential in the discharge of Trading Standards duties. Statutory powers cannot be delegated to a joint venture organisation.

- 2.2.1 In terms of a shared service, a joint venture may be a viable option for non-statutory commercial services once sufficiently established and market tested. At this point in time there is no commercial offering to justify the establishment of a joint venture.

2.3 Outsourcing

Outsourcing the service via competitive process is similarly constrained by Section 71 of the Deregulation & Contracting Out Act 1994, and lack of available service providers. As a result, there are no benefits to be gained from this model.

2.4 Provision of selected services

Our current operating model largely incorporates this approach, with Cambridgeshire taking on some functions on behalf of Peterborough and vice versa. Although this is perfectly sufficient as a short term arrangement, any larger economies of scale and savings cannot be realised without a full merger of services.

2.5 Mutual contracting

Whilst we may explore the options of charging out our services to other authorities (e.g., animal health, feed etc.) in the future, it is not the model we would recommend between Cambridgeshire and Peterborough where there is a relationship of reciprocal support resulting from a shared Chief Executive. Additionally, a merged service would bring about larger savings and opportunities than a charging model between Cambridgeshire and Peterborough.

2.6 Do nothing option

This does not address the current issue of line management arrangements for the Trading Standards Service Manager. At the present time technical support and guidance is provided by the Peterborough Head of Regulatory Services for this post; whilst this arrangement is working well as an interim solution a longer term arrangement should be sought. In addition it does not create any flexibility or resilience to manage any peaks in service demand or cover for loss of resources.

2.7 Merge with another regional Trading Standards Service

No other Trading Standards Services from within the East of England region have expressed a desire to enter into either a formal or informal arrangement to share

services. Suffolk and Norfolk had explored the provision of a shared Trading Standards service, however this has recently been rejected.

2.8 Merge with Peterborough City Council Trading Standards

After due consideration it is felt that the option that offers us the greatest resilience would be to enter into a full Shared Service agreement with Peterborough Trading Standards, with a fully integrated management team, managing teams across the two current operational bases.

- 2.9 Under the recommended option g) above, all staff would be employed by the host authority, which it is suggested should be Peterborough due to the most senior post being situated there, and its Trading Standards Service being part of a wider Regulatory Services Group. Peterborough has in addition an existing agreement in place to provide the Trading Standards service for Rutland County Council.
- 2.10 To ensure the interests of Cambridgeshire and its residents, and a proportionate approach to the budget and service delivery, a Joint Officer Panel would be established, comprising Directors from both authorities, which would set the strategic direction of the service, determine its priorities, set its performance targets, oversee its risks, make decisions on any future savings and hold the service to account. The Head of Regulatory Services (PCC) would report to this Panel. Any strategic decisions would be referred to the appropriate Service Committees in each authority, as they are at present.
- 2.11 This proposal would create a stronger, more resilient service, better able to meet future challenges and demands. It brings with it greater economies of scale, with potential savings in terms of procurement and posts, and opportunities for service improvements whilst still allowing us to maintain a local presence and retain existing partnerships. Furthermore, we can continue to deliver against our existing priorities (subject to Committee approval), prioritising the protection of vulnerable consumers, tackling the most serious/persistent criminal activities, providing high quality cost-recovery business advice and delivering our statutory responsibilities in terms of business compliance.
- 2.12 Customer impact would be minimal, with no noticeable outward change for customers, although undoubtedly longer term they would benefit from sustainable services which are better resourced to deal with emerging issues.
- 2.14 In addition, it is proposed that a new model for the Business Hub is introduced, bringing a commercial element to it and bringing it in line with the Local Enterprise Partnership (LEP) and Better Business For All agenda. It is recommended that this becomes a phase 2 of any shared service model.
- 2.13 The proposed shared service model will operate as a partnership between the two authorities, with Cambridgeshire continuing to direct our activities through the Officer Panel and Committee structure, and Trading Standards officers continuing to be based in and operating within Cambridgeshire as they do at present. For practical reasons there does need to be a host authority to streamline management reporting lines, but every other aspect of this model reflects a true partnership approach, with fluidity in terms of our ability to pool resources as necessary, but with Cambridgeshire staff still working day to day to protect the wellbeing of Cambridgeshire businesses and residents, and with Cambridgeshire's financial interests protected through the appropriate apportionment of costs and savings.
- 2.14 It is also a model fit for the future, with the option of expanding the Shared Service to incorporate further Trading Standards Services in the future as appropriate, or deliver

specific functions on behalf of other Trading Standards services, subject to the relevant approvals.

3 STRATEGIC CASE

Professional vision

- 3.1 The Chartered Trading Standards Institute (hereafter CTSI), which is one of the bodies that represent the profession at a national level to Government and beyond, has lobbied Government to move towards regional Trading Standards Services, overhauling the current 'local' approach to bring it more in line with the way larger businesses operate now – nationally and globally without the constraints of proximity to customers. Furthermore it is claimed that such an approach will afford Trading Standards the benefits of economies of scale, providing greater resilience in light of the major cuts to Trading Standards across the country, and enabling them to mobilize on a regional level to tackle larger crime networks.
- 3.2 This proposal has been somewhat controversial due to the lack of consultation with the Trading Standards branches which represent Trading Standards services regionally. They felt that CTSI had formed this opinion in isolation and it has not been endorsed by the Association of Chief Trading Standards Offices (ACTSO) which represents the heads of service and senior managers amongst the profession. ACTSO recognise the importance of trading standards service delivery at a local, regional and national level. Regional Trading Standards Groups and national project teams currently supplement local service delivery to enable Trading Standards to make a contribution at all levels.
- 3.3 Though ACTSO share the concern of the CTSI over future resourcing of Trading Standards, they have not supported a regional structural model as the solution.
- 3.4 National Trading Standards (NTS) which is a coordination body, made up of regional Trading Standards representatives, has not formally commented on the CTSI proposals. Lord Toby Harris Chair of NTS has advised that Government has no desire to change the structural model for Trading Standards.
- 3.5 Whilst East of England Trading Standards Authorities (EETSA), of which Cambridgeshire and Peterborough are members, do not fully support the regional approach put forward by CTSI, they have championed close working relationships between authorities for many years, particularly around regional specialists in specific topics. EETSA's reluctance is based on widespread concern that if a service becomes too large, it risks losing relationships with local regulators and partners and can become too distant from its core service customers.
- 3.6 Certainly there seems to be recognition across the profession that combining services offers many benefits. Within EETSA, Norfolk and Suffolk Trading Standards (both substantial services) have recently considered the business case for a shared service agreement (although ultimately this was not agreed), and this seems to be the direction the profession is moving in.
- 3.7 Though regional delivery of Trading Standards is not likely in the foreseeable future, there is expected to be an increase in shared services and consequently fewer but larger Trading Standards Services.

The corporate context

- 3.8 Since the appointment of a joint Chief Executive for Cambridgeshire County Council and Peterborough City Council, the respective senior management teams have been keen to explore opportunities to align or merge services, including Trading Standards. In addition there is an interest in exploring whether we can work more closely with our District colleagues.

The need for greater resilience

- 3.9 Aside from the corporate aspirations, the primary driver for a shared service approach is the need to increase resilience for Cambridgeshire County Council Trading Standards, and identify an appropriate governance model following the recent restructure of Supporting Businesses and Communities, which confirmed the deletion of the vacant Head of Service role which previously led the Trading Standards Service.
- 3.10 Both Cambridgeshire and Peterborough Trading Standards are operating with the minimum level of staff needed to deliver the Councils' statutory responsibilities. Whilst currently operating within their staffing budgets, if further cuts were required, resulting in any further loss of front line staff, it would not be possible to continue to meet their statutory duties – in fact the scale of their interventions would be such that the impact and outcome of their work would become negligible. As things currently stand, the respective services would already find it challenging to effectively deal with an animal disease outbreak or major safety issue.
- 3.11 In Cambridgeshire, the service has reduced from 48 FTEs 5 years ago to 15 FTEs in 2016/2017. Similarly, Peterborough Trading Standards has reduced in size from 13FTE to just 5FTEs. This follows a string of successive cuts which has seen a continual reduction in resources for the last 4 years. In 2013/14 Cambridgeshire had 22 FTEs and 79 high risk premises (high risk premises making up approximately one third of our visits). In comparison, our counterparts in Hertfordshire had 47.6 FTEs with 85 high risk premises, and Suffolk had 37.5FTEs with 81 high risk premises.
- 3.12 Shared services provide an opportunity to increase resilience, enabling shared resources, expertise and equipment which can enhance and enrich service delivery. It can provide greater capacity in cases of an animal disease outbreak, major investigation and to cover illness/loss of key staff. It brings with it the possibility of further efficiencies in terms of management support, back office and office based customer services, whilst maintaining a local front line service. Somerset and Devon, Surrey and Buckinghamshire, and Peterborough and Rutland have already merged their Trading Standards services, and their success has demonstrated that, with an appropriate governance model in place, political representation remains proportionate, as does the allocation of funds, so the targeting of services to meet local need is not diluted by such arrangements.

4 ON THE HORIZON

Political sphere

- 4.1 Devolution is high on the political agenda and following the agreement for Cambridgeshire and Peterborough to enter into such an agreement there are likely to be further discussions of wider collaboration between the two authorities beyond the deal itself.
- 4.2 There has been political support for us exploring the benefits of a shared service, with Cambridgeshire's Highways and Community Infrastructure Committee Spokes and

Peterborough's Cabinet Member having formally expressed their support. By designing and implementing a Shared Service model at this stage, we will be able to shape it in a way that works best for the service and best for our customers.

Potential for further budget cuts

- 4.3 With continued financial austerity facing local authorities, further budget cuts may be inevitable and, as indicated above, further cuts to resources will mean insufficient staffing levels to fulfil our statutory obligations. Shared services would give us the resources to be better able to absorb further cuts, within reason.

5 THE COMPATIBILITY OF CAMBRIDGESHIRE AND PETERBOROUGH

Peterborough Trading Standards

- 5.1 Peterborough Trading Standards sits within Peterborough Regulatory Services alongside Licensing, Environmental Health and Parking Services. The Trading Standards Service has 5 FTEs (excluding the Head of Regulatory Services) - 4 full time Trading Standards Officers who are all multi-skilled and a vacant second tier (MB2 equivalent) management post. The service is overseen by the Head of Regulatory Services.
- 5.2 Peterborough has the same wide reaching statutory obligations as Cambridgeshire, yet operates in a very different economic landscape. It has many major consumer goods and services companies – both retail and manufacturers - within its jurisdiction – the likes of Indesit, British Sugar, Kiddicare and Thomas Cook - giving rise to high levels of demand for in-depth advice. New businesses are thriving so there is great scope for providing early advice to those to which Trading Standards legislation applies. In contrast to this positive side of their economy, Peterborough has many challenges when it comes to counterfeit goods, illicit goods, rogue trading and other consumer crimes, so criminal investigations are a large part of their work. Officers from other teams within Regulatory Services are brought in to support Trading Standards on operations where required.
- 5.3 With farming important to the economy across Peterborough and Rutland, animal health and animal feed work are priority areas for the service.

6 CURRENT BUDGET, WORKLOAD AND SAVINGS PROPOSALS

Cambridgeshire Trading Standards

- 6.1 Having recently restructured, Cambridgeshire Trading Standards now comprises a Service Manager managing 3 teams: Business Hub (providing chargeable business advice), Consumer Protection (carrying out criminal investigations) and Business Compliance (carrying out business inspections and sampling to check compliance). It has a total of 15FTEs (including the Service Manager post).
- 6.2 Cambridgeshire has a very broad mix of business sectors, with thriving rural businesses making up the majority of our work in the north of the county, and blue chip, biomed and R&D businesses making up a large part of the economy in the south of the county.
- 6.3 Cambridgeshire Trading Standards proactively pursues Primary Authority business advisory relationships from the full range of sectors, from within Cambridgeshire and

outside, and now has over 60 such agreements in place. Working with partner authorities, (South Cambs District Council and Cambridgeshire Fire and Rescue) this approach has expanded and a new concept, the 'Business Hub', has been formed to provide business advice on regulatory matters to Cambridgeshire businesses on a chargeable basis across a range of disciplines.

- 6.4 Rogue trading continues to be a large problem (as it is nationally) and considerable resource is applied to investigating and prosecuting these criminals.
- 6.5 The current service budget is £724,000 and although no further savings have been identified for Trading Standards within the County Council's Business planning process, there is a need to continually review and challenge expenditure and where possible identify further efficiencies and savings to support the Council's challenging savings targets over the next 3 years.
- 6.6 For both authorities, 97% of their budget is spent on staff.
- 6.7 Our strategic priorities are compatible, with our operational activities feeding into the three priorities that the authorities have in common.

Peterborough City Council	Cambridgeshire County Council
<ul style="list-style-type: none"> • Drive growth, regeneration and economic development • To bring new investment and jobs • To support people into work and off benefits • To boost the city's economy and the wellbeing of all people 	<ul style="list-style-type: none"> • Developing the local economy for the benefit of all.
<ul style="list-style-type: none"> • Safeguard vulnerable children and adults 	<ul style="list-style-type: none"> • Supporting and protecting vulnerable people.
<ul style="list-style-type: none"> • Keep all our communities safe, cohesive and healthy 	<ul style="list-style-type: none"> • Helping people live healthy and independent lives.
<ul style="list-style-type: none"> • Achieve the best health and wellbeing for the city 	<ul style="list-style-type: none"> • Helping people live healthy and independent lives.

Existing mutual support for one another

- 6.8 Currently Peterborough Trading Standards has a vacant second tier management post. Cambridgeshire's managers are currently providing line management support to Peterborough's officers as a result of this vacancy, in order to reduce the burden of operational line management on the Head of Regulatory Services. In return, Peterborough's Head of Regulatory Services has agreed to provide technical advice and support to Cambridgeshire's Service Manager following the deletion of the Head of Service post at Cambridgeshire. A SLA is in place to underpin this arrangement and it is currently working well.
- 6.9 Peterborough CC does not have the qualifications or resources to deliver their statutory weights and measures functions, so Cambridgeshire is delivering this function on their behalf. In addition, they currently pay an hourly rate for our financial investigator to support their Proceeds of Crime Act (POCA) investigations. Shared services will provide a greater opportunity for both authorities in relation to financial investigations and POCA. POCA confiscation awards are payable following successful prosecution of 'lifestyle' crimes and Intelligence indicates that Peterborough has quite high levels of lifestyle crime. A shared service would increase our capacity to investigate these crimes, and subsequently both authorities would benefit from any recovered monies.

- 6.10 Both Cambridgeshire and Peterborough recognise the importance of the Business Hub going forward and have agreed to work together to develop the hub further. It is expected that Peterborough Primary Authority businesses both existing and new will be brought into and managed through the hub.
- 6.11 Cambridgeshire and Peterborough have extremely knowledgeable, multi-skilled and professional officers, which offers tremendous scope for sharing resources, and our officers are already beginning to work more closely together.

7 OPPORTUNITIES OFFERED BY A SHARED SERVICE ARRANGEMENT

7.1 Potential for greater income generation and savings	
Business Hub	<ul style="list-style-type: none"> • Opportunity to expand our PA businesses if the Business Hub were expanded to cover Peterborough. The shared service would increase our PA advice capacity, and Peterborough has many major manufacturers, retailers and service providers which we could approach for PA agreements • Opportunity to expand our advice service beyond the remit of PA (which is limited to cost-recovery) to add bolt-on services such as training and advice materials, licensing advice, labelling advice etc. which can potentially generate larger income • Opportunity to promote our ad-hoc business advice service for smaller businesses amongst the numerous start-up companies based in Peterborough, potentially through the LEP amongst other channels • This not only offers income generation for the local authority, but is also of tremendous benefit to local businesses and the wider economy through increased compliance.
Proceeds of Crime work	<ul style="list-style-type: none"> • POCA work has the potential to make our investigative work self-funding, but it is dependent on us uncovering 'lifestyle' crimes and successfully prosecuting those involved. • Intelligence indicates that Peterborough has quite high levels of lifestyle crime. A shared service would increase our capacity to investigate these crimes, and would thereby increase the opportunities for POCA recovery work. • In addition to the potential for greater income generation for the authority, such activities also protect legitimate businesses who work hard to comply with the law, as well as protecting the wellbeing of consumers who can be put at risk from unsafe imports, cut and shut cars, rogue traders and counterfeit goods etc.
Legal	<ul style="list-style-type: none"> • Trading Standards Services rely heavily on Solicitors and Barristers to carry out their court work. A shared service opens up the opportunity for us to share Peterborough's Solicitor (or even bring them in-house to form part of the team) which could give rise to significant savings, as well as providing more timely and responsive support.
Procurement	<ul style="list-style-type: none"> • Savings could be made on EETSA membership if we were able to join as a single authority. Currently the fee for County Councils is £13,500 and £6,750 for Unitary Authorities (both pay £1,000 for access to the IDB intelligence database) for Cambridgeshire). Therefore the saving on membership would likely be £7,750 per year.

	<ul style="list-style-type: none"> Both Cambridgeshire and Peterborough have entered calibration agreements with Norfolk, and whilst these are currently self-funding, when the agreements come to an end a shared service would enable us to pool equipment, bringing down the cost of ongoing calibration charges.
7.2 Increasing resilience	
Shared management	<ul style="list-style-type: none"> Currently Peterborough Trading Standards has a vacant second tier management post. Cambridgeshire is providing line management support to Peterborough's officers due to this vacancy. In return, Peterborough's Head of Regulatory Services has agreed to provide technical advice and support to Cambridgeshire's Service Manager following the deletion of the Head of Service post at Cambridgeshire. An SLA is currently in place to underpin this arrangement and it is currently working well. It is proposed that as part of this shared service, arrangements are reviewed and put on to a more formal footing, maximising any opportunities for savings, and clearly defining reporting lines and accountability.
Specialist knowledge and expertise	<ul style="list-style-type: none"> With a greater number of officers, shared services would offer greater resilience to deal with peaks in service demand, and afford the opportunity to 'up skill' officers to create additional 'specialists' across the service, with each specialist leading or covering a specific subject area (providing training, monitoring legislative changes, maintaining documents on the document control system etc.) on behalf of Cambridgeshire and Peterborough, whilst continuing to carry out a mixed workload. For instance, Cambridgeshire has entered into a memorandum of understanding with Peterborough to deliver all of their weights and measures work as Peterborough do not have an operational qualified weights and measures officer.
Animal disease	<ul style="list-style-type: none"> A shared emergency plan and emergency management team would bring about tremendous advantages in terms of response co-ordination and our overall strategic effectiveness. Current staffing levels at both authorities threaten our ability to be able to effectively address and contain an animal disease outbreak. By bringing the services together it provides improved resilience, enabling the single emergency management team to deploy the most appropriate staff accordingly, having a wider spread of staff at their disposal. Peterborough can also utilise staff from their wider Regulatory Services if required operating under the direction of Trading Standards.
Large enforcement operations	<ul style="list-style-type: none"> For larger enforcement operations it would be beneficial to be able to utilise staff from across the authorities in order to have a greater impact and increase the safety of officers, for example, the Bank Holiday market operations and larger raids.
Proceeds of Crime work	<ul style="list-style-type: none"> A shared service would also give rise to the potential to sharing National Anti-Fraud Network membership.
7.3 Efficiencies and economies of scale	
Shared database	<ul style="list-style-type: none"> Peterborough is currently sourcing a new web-based database designed specifically for regulators, due to be launched in September. Everyone within Peterborough's regulatory service will share this database. If a shared service approach were supported, Cambridgeshire would be looking to adopt the same system in order that we can work from a single shared database. A full merger

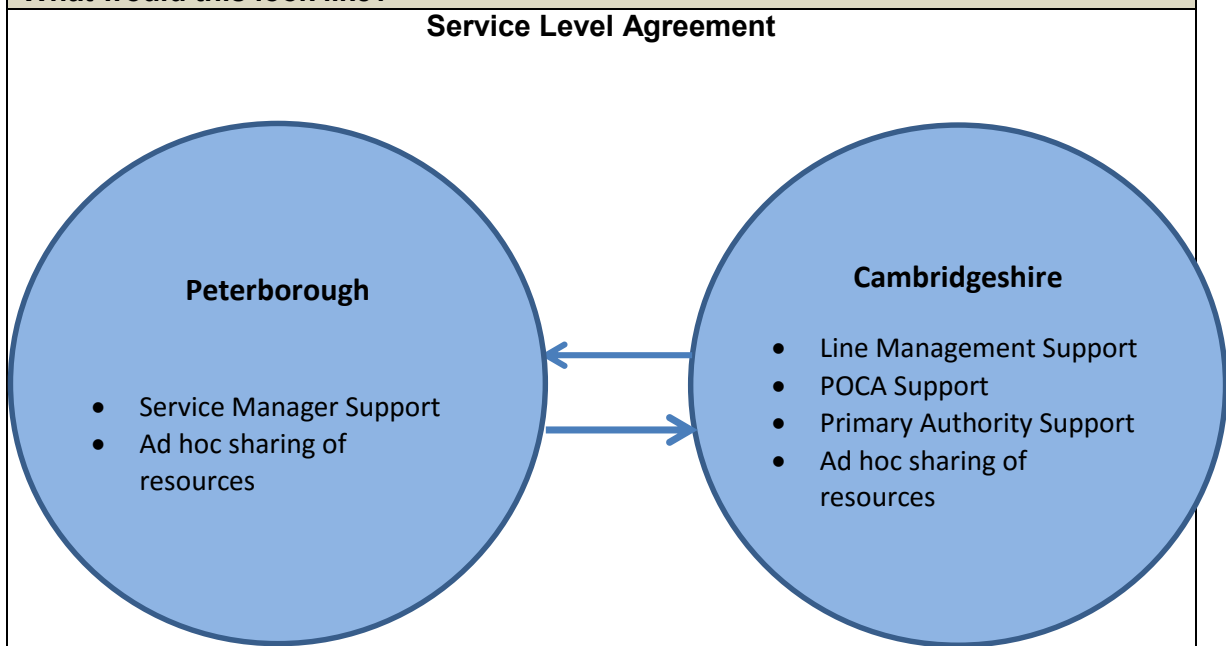
	<p>would allow us to pay a single licence fee, thereby making this more cost effective. The benefits are as follows:</p> <ul style="list-style-type: none"> • Each service would be able to access information about businesses across Cambridgeshire and Peterborough, thereby facilitating cross-authority inspection plans/sampling plans/projects (W&M, Food, Feed, Petroleum, Explosives, Animal Health), led by a subject specialist, based on a co-ordinated approach to 'risk' scoring and coding. Although no specific savings have been identified as yet this could be up to £10,000 per year revenue savings. • It would underpin a joint approach to Intelligence giving a better picture of issues across the Greater Cambridgeshire area • It would enable the services to have a single 'duty officer' answering the duty phone, monitoring incoming issues from the contact centres and customers, and allocating the work to the appropriate teams. • It potentially offers savings in terms of licensing administration, as it has advanced automated licensing capabilities, thereby freeing up administrator time • Efficiencies on database administration would be realised. • It would support greater mobile working, essential if officers need to cover a greater geographical area • It offers full integration with other related systems (e.g. FS net) • It is capable of being shared with other regulators should this shared service develop beyond Cambridgeshire and Peterborough Trading Standards.
Strategic Management	<ul style="list-style-type: none"> • A shared service would reduce the overall management time required to undertake business and financial planning, compose service and team actions plans and create and maintain service policies, statutory plans and annual returns. It would stop the duplication of many 'management' functions and activities, including attendance and representation at local, regional and national forums. Although there would be redundancy costs associated with the deletion of a management post there is a potential year on year saving of circa £64,750.
Single approach to tasking	<ul style="list-style-type: none"> • The availability of Intelligence across the two authorities would support a single approach to Tasking, enabling us to identify the greatest/emerging issues overall and target resources from both authorities accordingly.
Shared document control system	<ul style="list-style-type: none"> • A shared service would enable us to maintain a single set of documents within a document control system, halving the amount of monitoring and updating that would otherwise be required. Furthermore, the ownership of these documents could be shared between a greater number of staff
Shared systems to support investigations	<ul style="list-style-type: none"> • A single evidence database could be introduced, with one person in charge of managing the evidence stores (arranging booking in, disposal of evidence etc.) • We could operate a single Altia licence to support POCA analysis • We could share resources when it comes to PACE transcripts.
Doorstep response	<ul style="list-style-type: none"> • We have managed to stop significant amounts of money falling into the hands of rogue traders as a result of our rapid response to reported incidents. By having colleagues based in the north of the county, it will increase our ability to reach potential victims in the north of Cambridgeshire as quickly as possible.
Training and development	<ul style="list-style-type: none"> • We can combine our PDP skills gaps analysis to come up with a shared training plan so that we can share the cost of training where a relevant course is not being provided by our regions. Aside from formal training, our services differ in their areas expertise, and so

	there would also be valuable training to be had through mentoring and shadowing across services.
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8 MODELS

8.1 Option 1: Continue as we are

What would this look like?



8.1.1 This would see both Councils supporting each other on capacity issues, with the sharing of management support, sharing of training, best practice, knowledge and Intelligence, and potentially the sharing of Primary Authority (officers can provide advice to businesses based outside their own County under PA), POCA and legal support.

Advantages:

8.1.2 The advantages are as follows:

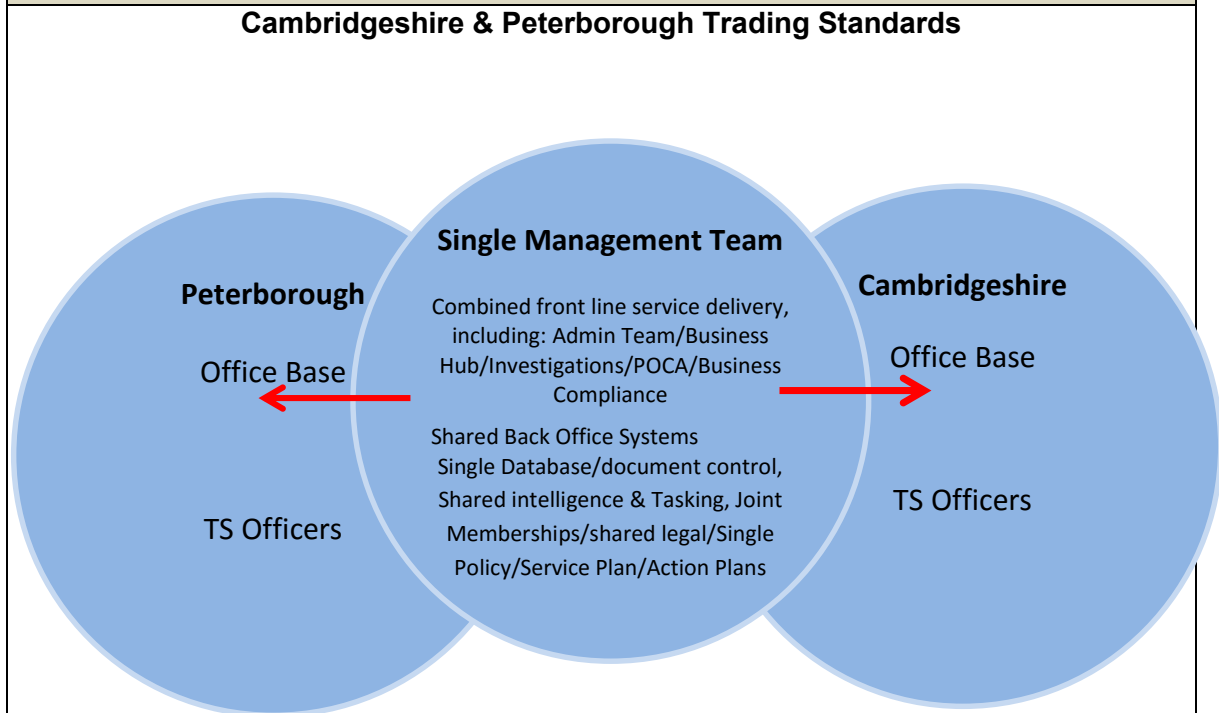
- Provides reciprocal management support without resourcing a full restructure
- Can fulfil short term skill or capacity gaps
- Minimal cost
- No effect on Cambridgeshire staff, with the benefit of increased line management for Peterborough staff
- No change for customers
- Some Business Hub opportunities can still be realised with development of an MOU with Peterborough
- POCA opportunities can still be realised

<ul style="list-style-type: none"> • Combined approach to Tasking (although the analysis will be time consuming without a shared database) • Benefits of combining forces to tackle animal disease • Benefits of sharing training and expertise • Can continue to benefit from supporting each other in the rapid response to doorstep incidents • Political representation continues as is
Disadvantages:
<p>8.1.3 Resilience:</p> <ul style="list-style-type: none"> • The informal management arrangements are not sustainable long term as there is no accountability or overall responsibility under these under arrangements. • As the management arrangements are informal there is still a need to have formal line management support in place for staff, thus creating a potential duplication between informal and formal lines of support. • Further cashable savings and efficiencies cannot be realised without streamlining processes and reducing duplication • Officers will have to access two back office systems if closer working arrangements are supported • Greater resilience would not be realised without being able to fully share and direct operational officers and taking a holistic approach to the direction of both services. <p>8.1.4 Economies of scale:</p> <p>We would not be able to take advantage of the economies of scale afforded by the following:</p> <ul style="list-style-type: none"> • single database licence • single EETSA membership • shared back office systems, policies procedures • Business Hub unlikely to become a platform to deliver wider business services across both local authority areas other than Primary Authority advice <p>In addition we would be unable to achieve potential savings through the sharing of legal services due to the need to use LGSS services.</p> <p>8.1.5 Reporting lines:</p> <p>Reporting lines are a little blurred under the current arrangement, with the Head of Service reporting to one Director, and the Service Manager reporting to another, and line managers overseeing Peterborough staff yet reporting to the Service Manager of Cambridgeshire. There is the potential for there to be a conflict of interest at some point, where mixed reporting lines could cause added complications.</p>
Costs
£0
Savings
Minimal.
Conclusion
This is the simplest option, but the issues with direct reporting lines make it unsustainable for any length of time.



8.2 Option 2: Full Shared Service

What would this look like?



8.2.1 This model sees a central team, shared by both authorities, incorporating the management team, admin team, Business Hub officers and POCA officer. Operational staff would continue to cover their respective areas as they do currently, with the option to re-deploy them as necessary to support officers in the other teams.

Governance

8.2.2 In order to ensure that the authorities continue to proportionately represent the interests of their respective tax payers, it is proposed that we would adopt a similar approach as colleagues in other authorities who have entered shared service arrangements, and with other existing shared service arrangements (e.g. Cambridgeshire and Peterborough Coroner Service). It would see us create a Joint Officer Panel comprising one Director from each partner authority. The Head of Service would report to the Panel. The Executive functions of the Council's that fall within the remit of the Trading Standards Services would be discharged by the relevant committees in both Councils, who would continue to make any strategic decisions. Alternatively, if Members preferred, a Member Joint Committee could be established. Elsewhere, the Surrey/Buckinghamshire Committee comprises only Members, whilst the Devon and Somerset model includes Members and Directors. However, since Cambridgeshire has a Committee rather than a Cabinet structure, with no overall political control, it is suggested that a senior Officer Panel to set strategic direction, with strategic decisions continuing to be made by the relevant committees in each authority, would be a better approach for a CCC / PCC shared service.

8.2.3 The Panel would be responsible for shaping the strategic direction and priorities of the shared service, as well as recommendations on where to make savings if further cuts were required, and on the resolution of strategic risks. It would provide scrutiny to the shared service, and the shared service would be accountable to it in terms of targets, performance and meeting its statutory requirements. Furthermore it would offer challenge in terms of improvements and efficiencies. It would meet 3

times a year during service planning, for 6 monthly reviews and for an end of year report, or by exception. This structure will ensure both governance and accountability are retained by each of the authorities. This approach sits well with Peterborough's existing governance arrangements with Rutland under which Peterborough delivers a Trading Standards service on their behalf.

- 8.2.4 A single service plan would be produced by the 'Head of Service' (whether that be the Head of Regulatory Services at Peterborough or the Service Manager at Cambridgeshire, depending on which authority becomes the 'host' authority), in conjunction with both Directors, incorporating the strategic direction and priorities set by both authorities, and defining the desired outcomes for the shared service and how these will be delivered operationally. It will also explain how savings will be achieved and how performance will be measured. This Service Plan will be signed off by the two local authority Service Committees, and the 'Head of Service' will report quarterly to the Panel on progress against the service plan.
- 8.2.5 Day to day management and decision making would continue to be made by the 'Head of Service', within the parameters set by the Panel, with the 'Head of Service' line managed by the Director who oversees Regulatory Services at Peterborough if Peterborough were the host, or Director or appropriate Head of Service at Cambridgeshire if Cambridgeshire were the host. The remaining Director (of the non-host authority) will oversee 'performance' as part of their role within the Committee.
- 8.2.6 The Scheme of Delegation set out in the host authority's constitution will apply to the new Shared Service, and the non-host authority will delegate all its statutory roles to the host authority, yet retaining sign-off on operational plans including the Food and Feed plans.
- 8.2.7 The 'Head of Service' will represent the Service at Panel and relevant Committee meetings.
- 8.2.8 This would be underpinned by an Inter Authority Agreement setting out the legal arrangements for the partnership, including how risks and liabilities will be shared between the authorities as well as provisions for dealing with disputes in the unlikely event that any arise.

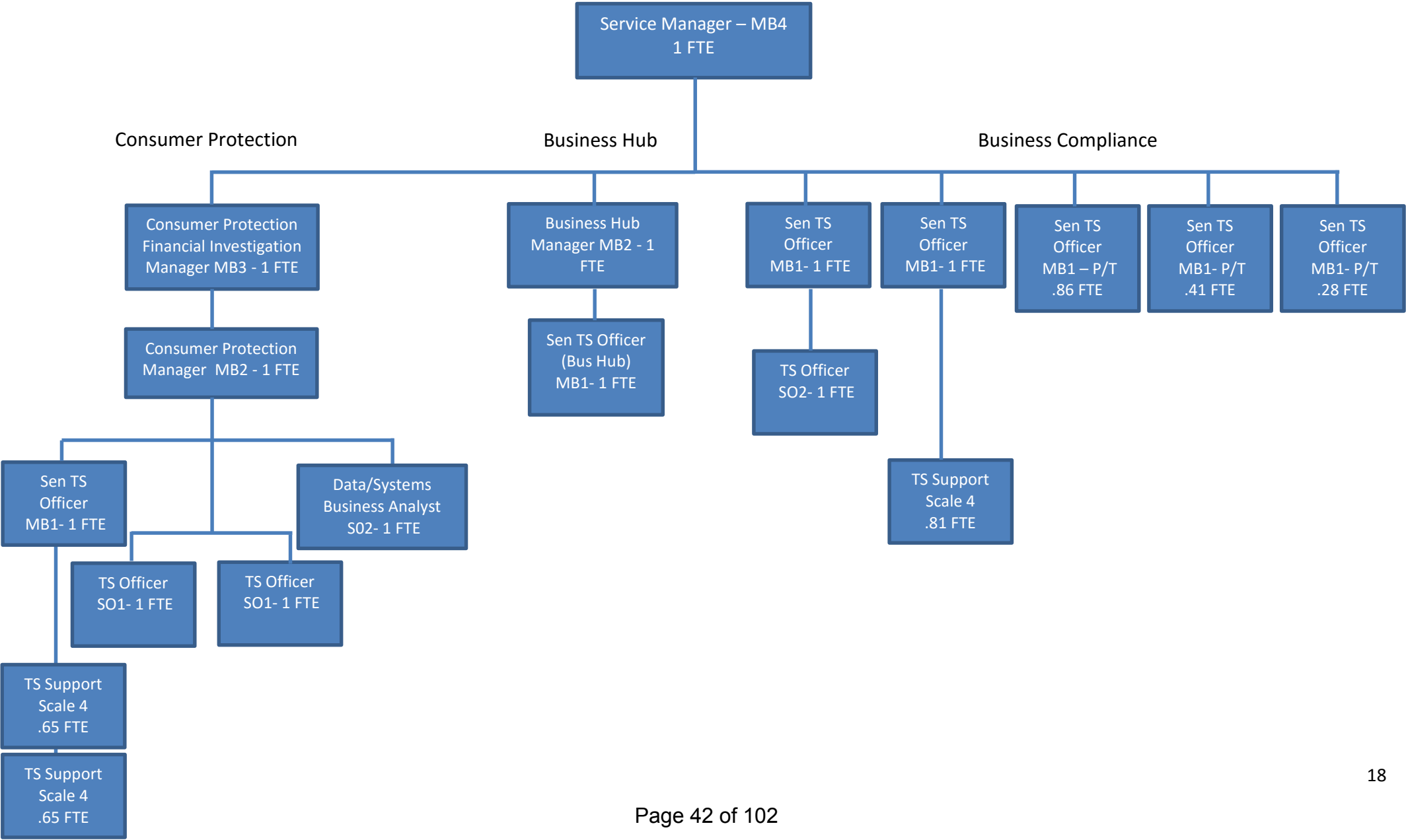
Advantages

- 8.2.9 The advantages are as follows:
- Maximises our resilience in terms of cementing our joint working arrangements – formalising the management support arrangements, permanently increasing resources that can be called upon during times of pressure, increasing the pool of knowledge and experience that can be called upon
 - Allows us to maximize the savings relating to procurement, in terms of EETSA membership, shared database, shared legal advice and shared document control system, as well as benefitting from a shared Business Hub.
 - Maximise opportunities to benefit from economies of scale in terms of back office systems, administration, document control management, review of policies, evidence control, training, tasking and Intelligence management.
 - Merged management team alleviates issues with reporting lines, providing clarity and leadership, and potentially makes savings from reduction of an MB4 post (see proposed structure below)
 - Committee provides for proportionate political representation
 - Service stays 'local' due to retaining local office bases – no difference for customers, can continue with existing local partnership arrangements and can continue to feed in to local agendas

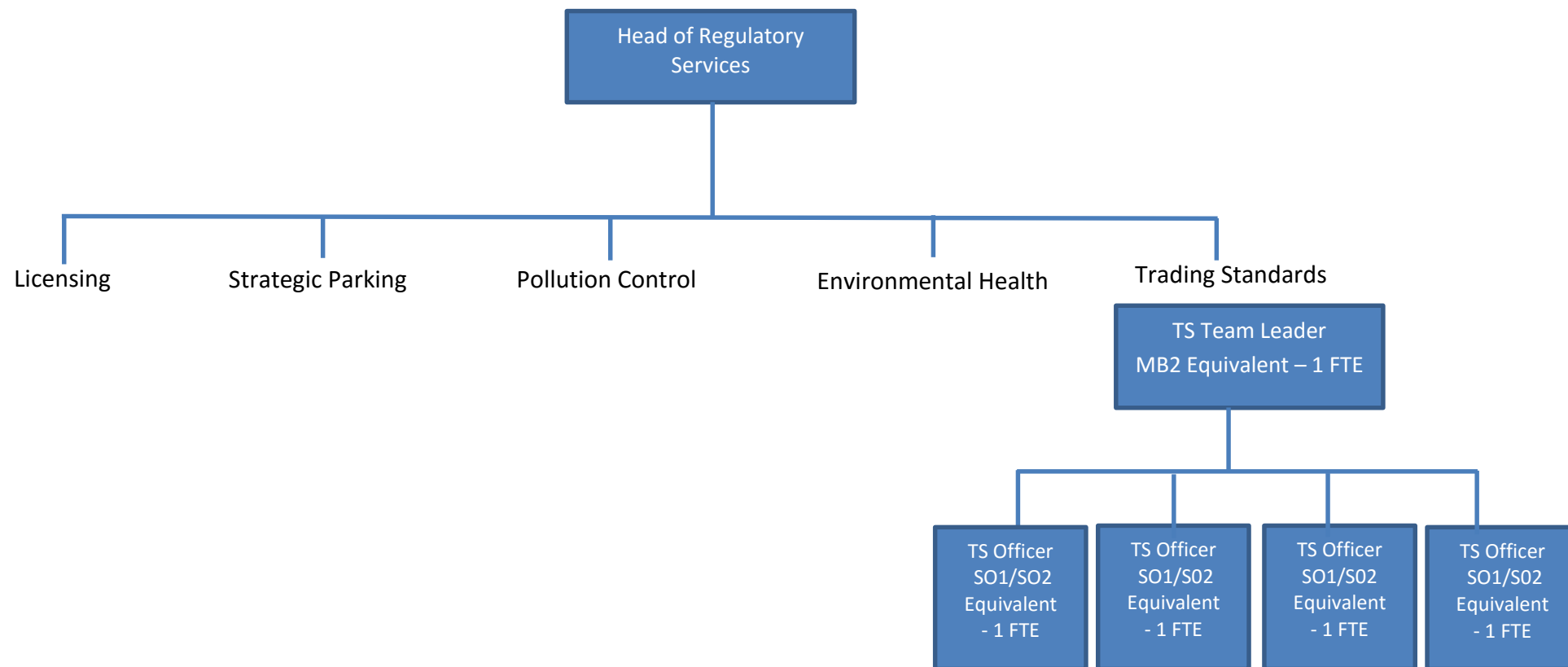
<ul style="list-style-type: none"> • Can create significant savings by recruiting to the MB2 (equivalent) vacant post at Peterborough, with a view to this role undertaking line management responsibility across the Business Compliance Team. This appointment could negate the need for the Service Manager MB4 post within Cambridgeshire. If the two Trading Standards services were to enter a shared service arrangement, it is unlikely that both the role of Service Manager and Head of Regulatory Services would be required. Both posts are currently responsible for service planning, budget management, Policy decisions and strategic direction etc. As such only one of these posts would be required for a fully integrated joint Trading Standards Service. • Would mean Peterborough is able to continue to deliver a Trading Standards service for Rutland County Council as part of their shared Regulatory Service agreement without the need to seek to alter the existing arrangement.
Disadvantages:
<p>8.2.10 The disadvantages are as follows:</p> <ul style="list-style-type: none"> • Potential corporate objection from Cambridgeshire County Council at loss of direct control over a service that operates within its jurisdiction. The 'Head of Service' will only report to one Director on a regular basis, likely to be Peterborough's (see below), so there is also a risk that the Service may fall out of sync with the direction of travel for Cambridgeshire County Council if priorities etc. change between Committee meetings. • Potential for political opposition within Cambridgeshire County Council at loss of sovereignty • Transfer of employment to the host authority is required, which, despite having little tangible effect on staff, may well be perceived negatively by staff • Further cuts may impact disproportionately, leaving one service providing substantial support to the other
Costs to implement:
<p>8.2.11 The costs of implementation are as follows:</p> <ul style="list-style-type: none"> • HR, Legal and officer time to prepare and consult on the restructure document and TUPE implications • Legal to prepare s.101 • Cost to Peterborough of recruiting to the vacant MB2 post (though this cost is not attributed specifically to this business case as this was a prior existing vacancy) • Officer time to deliver IT implementation plan • Cost of buying new database licence (although this cost will likely be recovered within a year as a result of greater efficiencies)
Savings:
<p>8.2.12 The savings are as follows:</p> <ul style="list-style-type: none"> • MB4 post (see structure below) circa £65k savings • EETSA membership savings – approx. £5K • Database savings – approx. £5K year on year savings • Potential further rationalisation and efficiencies generated through shared budgets, policies, systems, documents and intelligence – approx. £5 - £10k <p>Total: Approx. £80k - £85k per annum after year 1. Likely to be cost neutral in year 1</p>
Conclusion:

8.2.13 This is the strongest long term model due to it offering the greatest resilience, efficiencies, savings and opportunities. This is the optimum model for a shared service between ourselves and Peterborough.

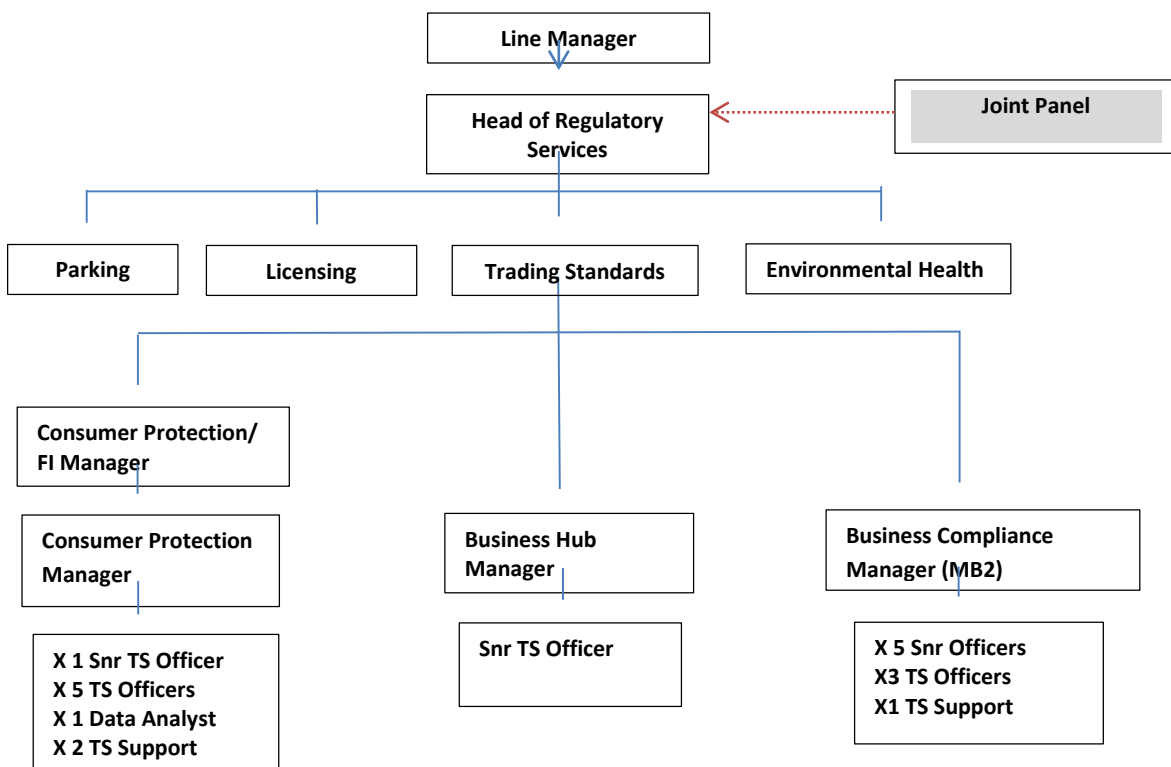
CAMBRIDGESHIRE COUNTY COUNCIL - TRADING STANDARDS (Fig 1)



PETERBOROUGH CITY COUNCIL - REGULATORY SERVICES (Fig 2)



8.3 Option 2 – Fig 3: Cambridgeshire to Peterborough



8.3.1 The current Cambridgeshire Trading Standards structure would move in its entirety to Peterborough Trading Standards, with the Head of Regulatory Services undertaking the role of Head of Service as at present, but line managing 3 direct reports - Consumer Protection/FI Manager, Business Hub Manager and Business Compliance Manager. The latter post is the currently vacant MB2 post at Peterborough. By filling this post it will reduce the day to day operational line management responsibilities of the Head of Regulatory Services. The Service Manager Post would be redundant due to the duplication in roles between that post and the Head of Regulatory Services, and the transfer of line management responsibilities to the newly created Business Compliance Manager post.

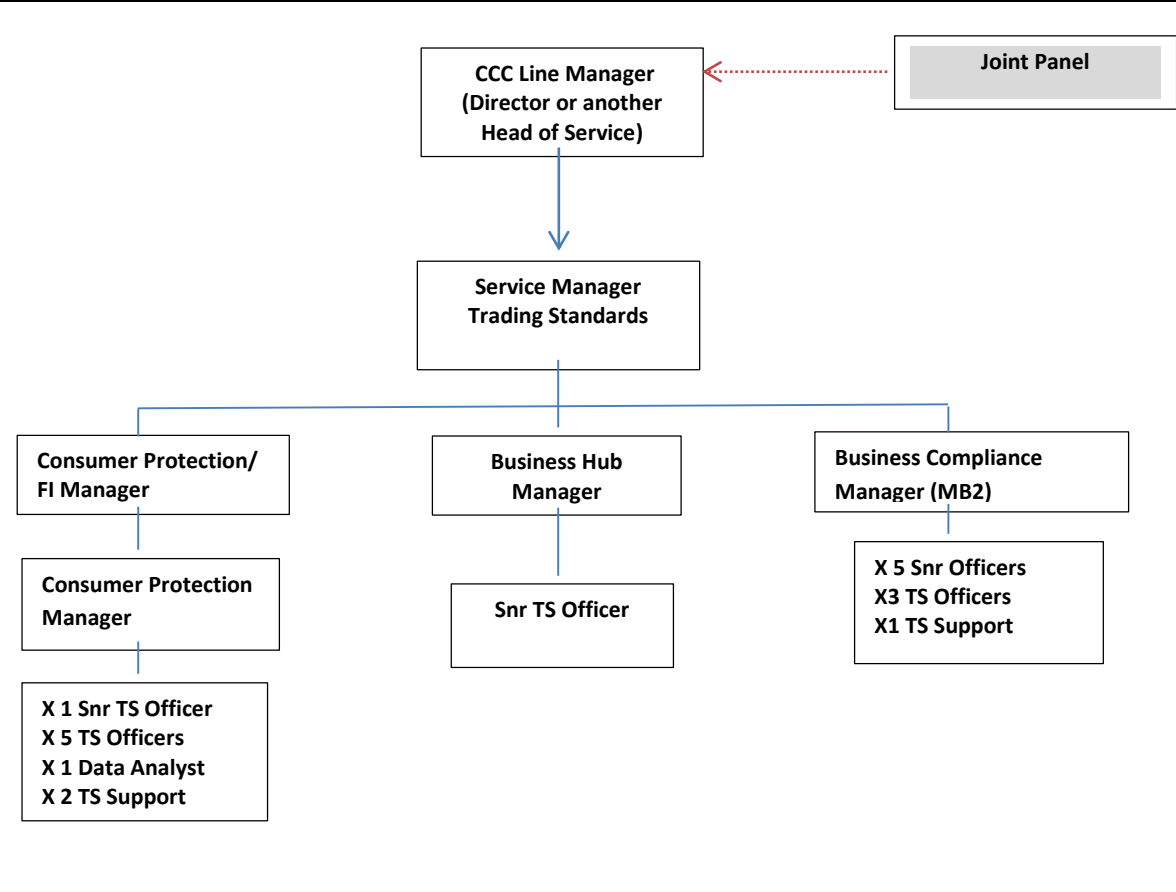
8.3.2 Peterborough Trading Standards Officers would be incorporated within this structure, with two of the officers sitting within the Consumer Protection Team as Trading Standards Officers, and two within the Business Compliance Team as Trading Standards Officers. There would be no other change over and above a change in line management for the Peterborough officers.

8.3.3 Whilst it may seem more natural for Peterborough staff to move to within Cambridgeshire County Council's employment with it being the larger authority, in practical terms it is the least preferable due to the impact it would have on Peterborough's Shared Service arrangements with Rutland; the fact that the more senior post, Head of Regulatory Services, sits within Peterborough, and that it is that post that has the requirement for in-depth legislative knowledge and experience. The existing Service Manager post has no such requirement, and the required technical support could not be expected to be provided by the Head of Regulatory Services if the Trading Standards Service was not part of their remit. The current Head of Regulatory Services for Peterborough is a formally qualified

Trading Standards Officer with many years' experience of managing not only Trading Standards but other regulatory services such as Environmental Health and Licensing.

8.3.4 In considering this option, we have of course considered the position of Cambridgeshire staff who would be affected by TUPE if Option 2 were selected. An in depth meeting was held with HR to discuss every possible implication for staff. The conclusion was that the only real impact for staff would be the name of the Council by whom they were employed. Their employment terms and conditions, work location and pensions would remain unaltered.

8.4 Option 2 Fig 4: Peterborough to Cambridgeshire

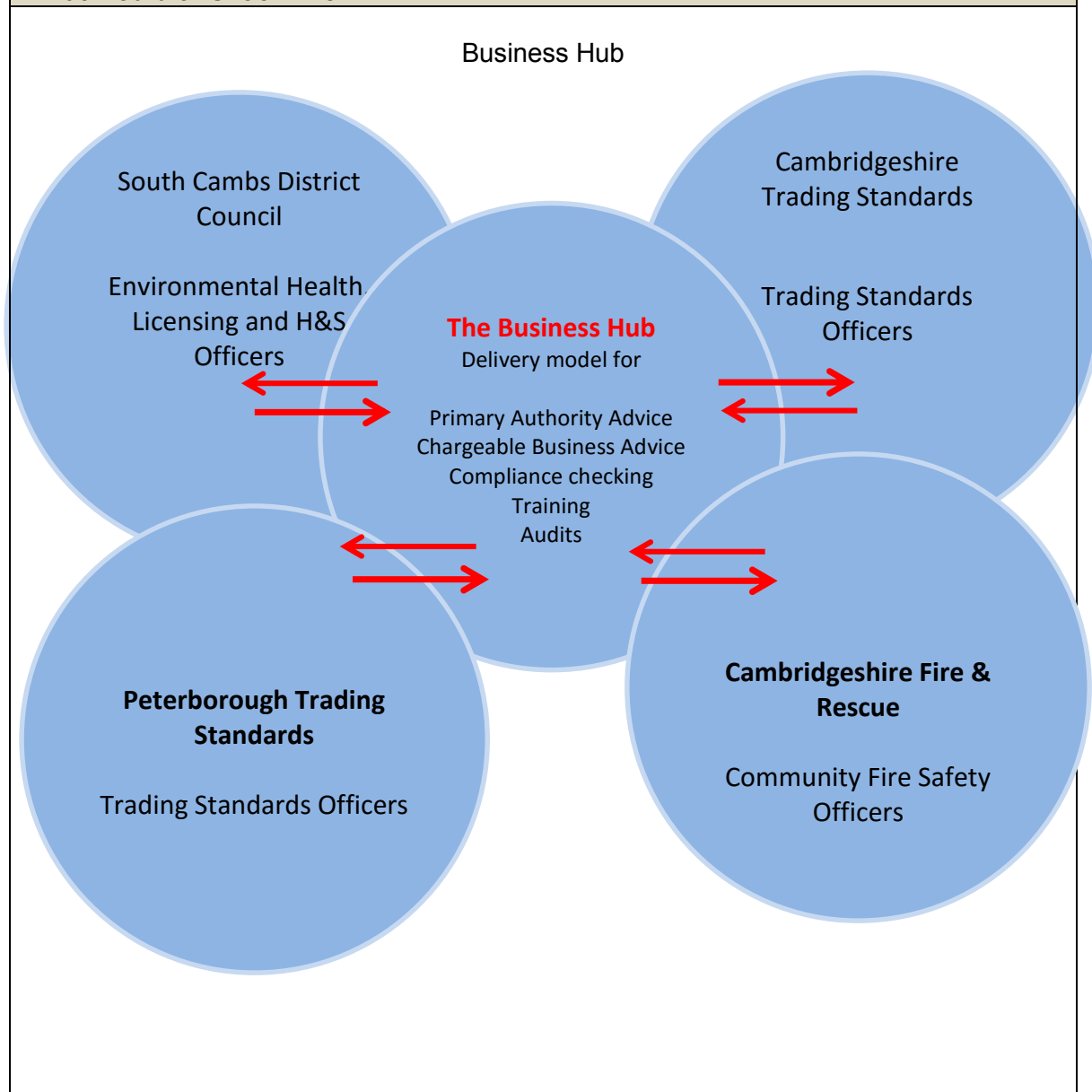


8.4.1 The structure would be identical to the above, but Peterborough employees would be TUPE'd to Cambridgeshire County Council and be managed by the Cambridgeshire Trading Standards Service Manager. The Head of Regulatory Services at Peterborough would no longer manage a Trading Standards Service. As with Structure A, Peterborough's MB2 post would be filled to increase management capacity.

8.4.2 In addition to the issues outlined in Structure A relating to the knowledge/expertise of the most senior post within the Service, it would lack appropriate reporting lines, with the Service Manager reporting directly to a Director or another Head of Service, neither of whom would have in-depth knowledge of Trading Standards legislation.

8.5 COMMERCIAL SERVICES – BUSINESS HUB – COMBINE WITH OPTION 1 OR 2

What would this look like?



- 8.5.1 A partnership agreement is currently in place between South Cambs District Council, Cambridgeshire Fire and Rescue and Cambridgeshire Trading Standards to provide a single point of contact for businesses to access advice services across a number of key regulators. Advice is provided by those partners at cost recovery, in the main through formal Primary Authority Partnerships. The overall purpose is to provide businesses with a consistent approach to regulation and support across all of their premises nationally. This in turn reduces regulatory burden on business and enables them to focus on growth, thereby supporting the local and national economy.
- 8.5.2 The model detailed in 8.4 above sees the potential to expand this current partnership to create a separate legal entity which would deliver chargeable advice services to businesses, not only within Cambridgeshire but regionally and nationally, building on true commercialisation whilst continuing to support local business growth. Due to it being a trading entity, it is able to charge for advice at a profit, rather than being confined to cost-recovery as is often the case for local authority services. Whilst it could employ administrative and sales personnel (the latter potentially being employed on a performance related pay basis), it would not employ business advisers. It would instead act as a referral 'body', referring advice requests to the appropriate local authority who would then provide advice directly to the business so that advice remains 'Assured' under the terms of Primary Authority. The local authority would be reimbursed at cost-price for the advice they have provided, and the Business Hub would accumulate any excess. There is potential for advice to be provided on a 'consultancy' basis by external advice providers for non-Primary Authority matters should demand for services out-grow the available resources within the partner authorities.
- 8.5.3 It could be expanded to incorporate advice from other organisations, beyond its existing members, such as Planning and Health & Safety, thereby providing the majority of bespoke regulatory advice through a single channel. This would be very much in line with the Government's 'Better Business for All' agenda, and this could lead to a project with the Greater Cambridge Greater Peterborough LEP to increase knowledge of this regulatory advice service amongst businesses, particularly start-up businesses.
- 8.5.4 The Business Hub would have a Board of Directors, made up of representatives from each service, to steer the business – overseeing the marketing, managing budgets, determining how to invest the profits etc.
- 8.5.5 Regardless of the model that is ultimately adopted, there is consensus between Cambridgeshire and Peterborough that it must remain a Trading Standards Business Hub at its core.

Advantages

8.5.6 The advantages are as follows:

- Free from the restrictions applicable to local authorities that prohibit us from making a profit. Whilst we would not be able to charge above cost for Primary Authority advice, through the Business Hub we would be able to charge on a profitable basis for other advice services, training etc.
- Free from the employment benefits offered by the County Council, so marketing officers could be employed on a performance-related-pay basis and outside of the County Council pension schemes.
- Advantageous for customers in that they only have to contact a central administrator for the Business Hub, and they will then be referred to the

<p>appropriate adviser. They do not have to hazard a guess at which service to contact on a food issue etc.</p> <ul style="list-style-type: none"> • Relatively cheap to set up • Brings the benefits of economies of scale with regards to marketing and billing
Disadvantages:
<p>8.5.7 The disadvantages are as follows:</p> <ul style="list-style-type: none"> • We are stepping into matters of employing staff on a commercial basis without being experts in this field • We would need to ensure the Business Hub was marketed in such a way that businesses recognise its local authority assured advice to distinguish it from competitors • Indemnity and reputational implications if we 'get it wrong'
Costs to implement:
<p>8.5.8 The set up costs for an online incorporation are £15. In addition there are administration and regulatory related costs e.g. VAT registration, stationary, accounting, appointment and notification of directors and officers etc., none of which are significant according to Peterborough's Legal Services. The larger costs come down to how we chose to resource the company's operations e.g. external recruitment</p>
Savings:
<p>8.5.9 Unquantifiable at the moment due to the need to explore employment possibilities further.</p>
Conclusion:
<p>8.5.10 Further work is needed to fully explore this option, for instance, identifying whether or not we have sufficient expertise to operate a private company, employ staff on a performance basis, and direct a commercial marketing programme. If the business case found in favour of such an approach, it is recommended that its implementation forms Phase 2 the Shared Service implementation plan.</p>

8.6 OTHER 'SHARED SERVICE' OPTIONS EXPLORED AND DISCOUNTED

Joint Venture

- 8.6.1 This would take the form of a Joint Venture between two authorities in the form of a local authority-controlled company which would supply services back to both councils (and which could expand to provide services to other authorities).

For	Against
<ul style="list-style-type: none"> • Economies of Scale and potential to expand client base 	<ul style="list-style-type: none"> • The cost and resources involved in setting up a separate legal entity. • Statutory powers cannot be delegated to a joint venture organisation therefore only commercial, nonstatutory services can be delivered through a joint venture organisation.

•	• Trading Standards would need to retain a structure that delivers the authority's statutory duties

- 8.6.2 The opportunity joint ventures present is the ability to trade commercially with a view to making profit. Within a local authority, legal constraints remove the freedom to operate in the commercial manner available to a joint venture. Statutory functions cannot be 'for profit' services whether they remain within the local authority or part of a joint venture.
- 8.6.3 Furthermore, statutory powers cannot be delegated to a joint venture organisation. Section 71(1)(c) Deregulation & Contracting Out Act 1994 specifically excludes the power or right of entry, search or seizure into or of any property from a local authorities 'contracting out' provisions - powers that are essential to the discharge of Trading Standards duties.
- 8.6.4 In terms of a shared service, a joint venture may be a viable option for non-statutory commercial services once sufficiently established and market tested. At this point in time there is no commercial offering to justify the establishment of a joint venture and there seems to be few benefits over and above what the Shared Service model offers, but with greater costs of establishment.
- 8.6.5 As a result this model was not explored further.

Outsourcing

- 8.6.6 Outsourcing the service via competitive process is similarly constrained by Section 71 of the Deregulation & Contracting Out Act 1994, and lack of available service providers. Due to the nature of the Trading Standards Service and make-up of the associated funding there is not the value in the contract to make it worthwhile for an external provider. Any significant savings come from reducing staffing. This has already been done and as such there is no value in the service that would make this option attractive for an external provider.
- 8.6.7 In 2012 North Tyneside Council was successful in outsourcing its Trading Standards Service. However this was part of a wider group of services and the financial value for the external provider came from the other services. In addition, in order to be able to discharge their statutory duties, all Staff continued to be employed by the Council, and were seconded to the new entity. Again, we cannot see any particular benefits to be gained from this model as the process to outsource is expensive and time consuming and there would be less benefits than that which a Shared Service model would offer.
- 8.6.8 As a result this model was not explored further.

Provision of selected services

- 8.6.9 Selected services transfer to Peterborough, with Cambridgeshire selecting parts of its services to transfer under a service level agreement, or vice versa.

For	Against
• Partial shared service	• Potential TUPE of staff – could be complicated by split of duties. Legal advice would need to be obtained.
• Targeted input of services	• Some loss of access/control for Cambridgeshire
• Potential for some economies of scale	• Could lead to disjointed delivery of services

8.6.10 Our current operating model largely incorporates this approach, with Cambridgeshire taking on some functions on behalf of Peterborough and vice versa. As stated above, this is perfectly sufficient as a short term arrangement, but the larger economies of scale and savings cannot be realised without the full merger of services.

Mutual contracting

8.6.11 Under mutual contracting arrangements each council identifies services they could offer to the other through priced contractual arrangements.

For	Against
<ul style="list-style-type: none"> • Relatively simple contractual arrangements 	<ul style="list-style-type: none"> • Limited opportunities for economies of scale • or efficiencies
<ul style="list-style-type: none"> • No TUPE 	<ul style="list-style-type: none"> • Uncertainty of availability of resources in • particular cases
<ul style="list-style-type: none"> • Very targeted to needs 	<ul style="list-style-type: none"> • Each arrangement would require careful monitoring • from the 'client side'
<ul style="list-style-type: none"> • Local authority being able to charge for the services under the Local Authorities (Goods and Services) Act 	<ul style="list-style-type: none"> • Depending upon value, potential procurement implications for authority seeking the services.

8.6.12 Whilst we may well explore the options of charging out our services to other authorities (e.g., animal health, feed etc.) in the future, it is not the model we would recommend for Cambridgeshire and Peterborough where there is a relationship of reciprocal support resulting from a shared Chief Executive. Additionally, a merged service would bring about larger savings and opportunities than a charging model between Cambridgeshire and Peterborough.

8.7 OTHER BUSINESS HUB MODELS EXPLORED AND DISCOUNTED

Direct trading

8.7.1 The Local Authority (Goods and Services) Act 1970 permits Local Authorities to obtain and provide goods and services to other authorities subject to the restrictions set out below in respect of unincorporated trading.

Unincorporated trading with partners

8.7.2 The provision of services by an unincorporated LA vehicle is restricted:-

- by the 1970 Act to the provision only to other authorities that are empowered to undertake the service themselves.
- by the Local Government Act 2003 s95 to the provision of statutory services which are not available in an open market of non-public sector providers.

8.7.3 As a result of the limitations underlined above, we felt that the benefits from either of these approaches were very limited.

9 PRACTICALITIES OF IMPLEMENTING 'OPTION 2 FULL SHARED SERVICE'

Implementation

- 9.1 Consultation and changes to the existing structures for both services would be required to formally incorporate the new management structure and Governance arrangements. It is anticipated that the transfer of staff would take 4-6 months to complete using existing resources. An implementation timetable would then begin with regards to all other aspects of the Shared Service – the implementation of the shared back office systems and database, merging of licenses, policies, document control systems etc.

Staff/personnel implications

Pay

- 9.2 Pay scales across both services are relatively comparable so addressing inequalities of pay should not be a significant issue, although it is recognised there will be some sensitivities around these issues.

Contracts & job descriptions

- 9.3 HR has advised that the employment terms are comparable apart from a provision about sick pay and a difference in mileage reimbursement costs. Peterborough's terms are more detrimental than Cambridgeshire's so there would be a two tier system for sickness

Pensions

- 9.4 Pensions would remain unchanged as a result of TUPE and us all being members of the same pension scheme.

Partnership implications

- 9.5 Due to the retention of a Cambridgeshire base and Peterborough base, as well as our existing branding, there is unlikely to be any negative impact on our partnerships. At Cambridgeshire we have established excellent connections with Cambridgeshire Police, with access to their database. We would of course wish to continue this relationship with them as it has proved extremely productive in terms of our rogue trader and counterfeiting investigative work, and we will work with them to ensure this could continue if officer employment transferred to Peterborough.
- 9.6 CitA consumer advice centre will not be affected, other than potentially needing to amend both Cambridgeshire and Peterborough's referral protocols to provide a single contact number for duty referrals.
- 9.7 Cambridgeshire Direct business advice service simply refer issues to us by email so this can continue.

Property implications

- 9.8 Due to our wish to remain local, there are no plans to co-locate. However Cambridgeshire will be reviewing its accommodation arrangements in light of the significantly smaller workforce post-restructure. This is a separate piece of work, unrelated to the Shared Service, and whatever the outcome staff can be assured that the service will remain in Cambridgeshire.

- 9.9 In terms of IT, we are currently exploring the possibility of ex-CCC staff continuing to use CCC hardware.

IT implications

- 9.10 A major project would be required to plan and implement the merger of our IT systems, although ultimately we would be looking to have a single database, single email system, single network system and single document control system, all incorporating our respective 'Cambridgeshire' and 'Peterborough' branding. The costs will be large in year 1, although this should be outweighed by the savings we have made on licensing costs. It is anticipated that this project can be managed internally.

Customer impact

- 9.11 This model enables the services to continue to deliver against local need, which in turn is informed by Intelligence, so as far as customers are concerned there should be very little impact. We would continue to have a presence in our respective localities and would continue to brand the Services as 'Cambridgeshire Trading Standards' and 'Peterborough Trading Standards' respectively. In fact, the only real impact for our customers are the benefits that this approach will afford them. Our services will be more resilient, better equipped to deal with major issues and operating as efficiently as possible to maximise time spent on front line activities.

Financial case

- 9.12 All contributions, costs, savings, additional income, budget risks and variations would be split proportionately between Cambridgeshire and Peterborough, mirroring the proportions that each contributed to the Shared Service at the outset. If the proposal to merge is supported then further detailed analysis of the budgets would be undertaken and an agreed percentage split would be incorporated into any formal agreement. This would include for POCA confiscation awards and income generated from the Business Hub activity.
- 9.13 It is proposed that the proposed split is reviewed periodically by the Committee. Pulling all of the above together, the financial case looks like this:

Fig 5: The financial implications

	2016/2017	Costs (year 1 2016/2017only)
Staff costs (deletion of management post)	£67K	Costs relate to year 1 only and are likely to be offset by the savings
Merger of back office systems and adoption of new shared database	£20K	
TOTAL	£87k	

Fig 6: Projected Savings and income generation

	2016/2017	Savings will be year on year 2016/2017 onwards
Deletion of Service Manager post	£65k	These revenue savings will be achieved year on year and will be apportioned on a percentage basis to each authority and included in the budget setting process. Year 1
Shared database/back office systems	£5k	
Shared professional body memberships and subscriptions	£5K	

Reference to single legal team	£5k	savings will mitigate the cost of implementation.
General efficiencies and savings (sampling/inspections)	£5k	
Potential additional Income	Further develop Primary Authority Partnerships within Peterborough and seek POCA confiscation.	£ No figure given at this time
TOTAL	£85k	

9.14 The savings detailed above have been estimated based on the known potential at the present time. It is difficult to accurately predict the exact amount of savings until the IT solution has been agreed and costs for combining back office systems have been provided.

9.15 Each authority will calculate the budget required to continue to operate independently and then a budget will be calculated based on a merged service. The savings identified through the merger will be apportioned on a percentage basis to each authority, based on those budget figures. As an indication this is likely to be approximately 70% for Cambridgeshire and 30% for Peterborough. It is anticipated that the savings accrued in year 1 will offset the cost of implementing the shared service. In addition, any surplus generated throughout the financial year will also be apportioned to each authority on the agreed percentage basis.

Legalities

9.16 The respective Cabinet / Committees have the power to agree to such a joint working arrangement for the purposes of fulfilling the Council's executive functions by virtue of s.101(5) Local Government Act 1972, section 9E of the Local Government Act 2000 and the Local Authorities (Arrangement for the Discharge of Functions (England) Regulations 2012. The creation of a Joint Committee is permitted under s. 102 of the 1972 Act, and the 2012 Act allows each Cabinet to determine the political representation on such a committee.

9.17 Robust Information Governance arrangements will be in place to enable us to share information and respond to FOI, DPA and complaints efficiently and effectively.

Risks

Risk	How to minimise the risk
<ul style="list-style-type: none"> Further cuts to Peterborough's budget which leads them to become dependent on the resources of Cambridgeshire to meet their statutory obligations. There is the possibility that Cambridgeshire tax payers could ultimately end up subsidising services to Peterborough. If Cambridgeshire objected, and Peterborough failed to meet its statutory obligations, Government could intervene and take over the delivery of those services at a 	<ul style="list-style-type: none"> The Shared Service would operate for a minimum term of 5 years, plus an option of a further 2, after which either authority can give 12 months' notice to terminate the partnership. Monitor financial situation in each authority to quickly identify emerging issues, enabling us to act quickly to absorb/address likely impacts.

<p>cost to the Council, and that would have significant reputational repercussions for a shared service.</p>	<ul style="list-style-type: none"> • Be clear to financial decision makers the likely impact of additional cuts, using data and Intelligence, including the new 'Head of Service' building strong working relationships with finance teams in both authorities to support the budget setting process. • Future budget variations would need to be agreed by the Joint Committee • Any significant changes to services will ultimately need the agreement of the Joint Panel and relevant Member Committees.
<ul style="list-style-type: none"> • Differing political priorities/agendas between the two authorities. 	<ul style="list-style-type: none"> • The Committee system should help to alleviate any such discord.
<ul style="list-style-type: none"> • Corporate objection due to the loss of control over a service operating in their jurisdiction 	<ul style="list-style-type: none"> • Early communications with Members and corporate leaders to gain their confidence and support for the proposals and to overcome potential perceptions around loss of control and accountability; • Concerns should be allayed by clear explanation of the continuing role of Member scrutiny and decision making as required.
<ul style="list-style-type: none"> • Once implemented, one party feels there is 'democratic deficit', unable to influence the Shared Service. 	<ul style="list-style-type: none"> • The Joint Panel structure should address this, giving each party an equal voice. Further details of dispute resolution procedures would be included in our Inter Authority Agreement.
<ul style="list-style-type: none"> • Incompatible IT systems which, rather than bringing about efficiencies, actually make tasks more cumbersome and require duplication of effort/or costs escalate to achieve full integration 	<ul style="list-style-type: none"> • Early conversations will be had with IT to ensure that any issues are identified and solutions found before we invest heavily in resourcing the move to a Shared Service, such is the importance of integrated IT systems. • Full IT delivery plan developed and implemented.
<ul style="list-style-type: none"> • Discord and resistance amongst staff as a result of ineffective consultation and lack of effective engagement over the effect of TUPE and terms 	<ul style="list-style-type: none"> • Full and open consultation involving all staff on the options, if appropriate exploring alternative options and suggestions. • Ensuring concerns are listened to and proposals amended as appropriate to address these where possible. • Involve Unions in line with HR guidance

10 A SHARED SERVICE WITH ENVIRONMENTAL HEALTH?

- 10.1 In the beginning of this report reference was made to an interest, corporately, in exploring the possibilities of working more closely with Environmental Health.
- 10.2 South Cambridgeshire District Council's Environmental Health & Licensing Team has expressed an interest in establishing a formal shared service arrangement, in the form of a single regulatory service. At the present time there has been lesser interest expressed from the remaining Districts. As a result we have concerns about the proportionate representation that an alliance between a County Trading Standards and individual District Environmental Health Team would offer, given that Trading Standards needs to work closely with all 5 districts.
- 10.3 Furthermore, experiences from elsewhere in the country give us concern that such an arrangement would be costly to establish yet would fail to deliver any real benefits. In 2010 Worcestershire Trading Standards were the first Trading Standards authority to merge with Environmental Health and Licensing, across all the districts in Worcestershire. Despite all the Districts being involved, what they found was that there was very little benefit to Trading Standards Services. The skills are not interchangeable, the inspections and work they do have very few synergies as they target different businesses and practices, licensing took a great deal of their resource, and the arrangement was very costly (equivalent to 1.5FTE). As a result Worcestershire Trading Standards broke away from this shared arrangement in November last year.
- 10.4 For these reasons we do not feel that it would be prudent to further explore entering into such an all-encompassing arrangement with South Cambridgeshire District Council.

Areas where we could support each other

- 10.5 Whilst we have genuine concerns about the viability of a merger with a single Environmental health team, we do recognise that there might be areas where we could support each other, building on the Better Business For All Agenda, for example - shared food groups to share knowledge and Intelligence, formal sharing of Intelligence, vapour recovery work, sharing the visits to new food premises within 28 days of registration, licensing could assist with Challenge25 etc., POCA, Business Hub (see below). Such an arrangement offers no significant savings to either Trading Standards Service so we would not be looking to lead any such project, but we would be very willing to explore the options and feed in to any business case if Environmental Health were to lead such a piece of work.

11 CONCLUSIONS AND RECOMMENDATIONS

- 11.1 It is recommended that we opt for a full Shared Service arrangement with Peterborough as this offers the greatest benefits to Cambridgeshire County Council in terms of resilience, savings and economies of scale, but that we continue to operate under our current SLA until implementation.
- 11.2 It is recommended that Cambridgeshire staff are TUPE transferred to Peterborough City Council, with Peterborough becoming the Lead authority, and that the Head of Regulatory Services leads the service. Office bases in Cambridgeshire and Peterborough would be retained, and officers would continue to operate from their

current base. Staff terms and conditions would remain unchanged for the foreseeable future.

- 11.3 It is recommended that the Shared Service is governed by an Officer Panel, comprising a Director from each authority and the Head of Regulatory Services. Strategic decisions would continue to be referred to the two authorities' Service Committees as required.
- 11.4 Full staff consultation and political consultation would be required if the Director was in favour of the recommendations made in this report.
- 11.5 If supported, a full implementation plan will be compiled. The planning and actual implementation will be carried out using existing resources in order to avoid additional project management costs.
- 11.6 Due to the amount of preparatory work needed ahead of its launch, it is proposed that we aim to launch the Shared Service on 1st April.
- 11.7 In addition to a Shared Service arrangement, we recommend that a full business case is compiled examining the options for putting the Business Hub on a commercial footing, with it acting as a central referral mechanism for business advice on behalf of several local authority services. If this recommendation is supported, it is recommended that this forms phase 2 of the shared service work.

12 EQUALITY AND DIVERSITY

- 12.1 A Community Impact Assessment (CIA) has been completed and there are no significant implications identified associated with the merger of Cambridgeshire and Peterborough Trading Standards. The existing level of Trading Standards service delivery remains unchanged by this proposal. Residents and businesses will continue to receive the same advice, support and intervention as currently provided by each Authority.

**UPDATE ON CHANGES TO THE ANGLIA LEVEL CROSSING REDUCTION STRATEGY –
CAMBRIDGESHIRE COUNTY COUNCIL FORMAL RESPONSE**

To: Highways and Community Infrastructure Committee

Meeting Date: 17th January 2017

From: Camilla Rhodes, Assets Manager - Information

Electoral division(s): Ely North & East, Ely South & West, Soham & Fordham Villages, Littleport, Melbourn

Forward Plan ref: N/a **Key decision:** No

Purpose: To seek approval of the County Council's formal response to updated proposals for 7 of Network Rail's level crossing proposals as part of its Anglia Level Crossing Reduction Strategy, and to note potential biodiversity implications

Recommendation: The Committee is asked to:

- a) Approve the County Council's proposed response to Network Rail's proposals with regard to C09 Second Drove and C24 Cross Keys, Ely, and C26 Poplar Drove and C27 Willow Row Drove Littleport in accordance with the recommendations at 2.3-2.5 of the report
- b) Approve the recommendation that the County Council objects to the proposal for crossing C06 Barrington Road, Foxton, and requests that NR works with the County Council and City Deal on the long term solution for the whole junction (section 2.7 of the report)
- c) (i) Approve the recommendation to object to proposal C08 Ely North as it stands.
(ii) Accept the proposed diversion if an unobstructed width of 2m can be achieved throughout the length of the path, and retain the dead-end eastern section (extent to be agreed through local consultation) (section 2.8-2.10 of the report).
- d) Approve the County Council's proposed position with regard to crossing C20 Leonards, FP101 Soham (section 2.12-2.13 of the report).
- e) Note the concerns at section 2.14 regarding the lack of consultation over ecological interests and the potential implications to the County Council through its duty to have regard to biodiversity, and for certain proposals in the scheme

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1. BACKGROUND

- 1.1 A paper was taken to the 7th December 2016 HCI Committee meeting regarding Network Rail's (NR) major project to close or downgrade a number of public rights of way (PROW) and road level crossings across the Anglia region, and specifically in Cambridgeshire, to be achieved through a Transport & Works Act order ('TWAo'). The application for the TWAo is to be submitted in February 2017. The recommendations of the paper were approved unanimously. A copy of the paper is at **Appendix 1**.
- 1.2 On the day of the meeting, Network Rail issued changes to seven of the proposals as a 'public information update', and withdrew one entirely from the scheme. The updated proposals are available online at <http://www.networkrail.co.uk/anglialevelcrossings/>
- 1.3 Officers have undertaken further consultation with local members and other interested parties, and Network Rail held a public meeting on 14th December on the C06 Barrington Road, Foxton crossing. This paper now seeks approval of the Committee to the proposed formal position of the County Council on the modified proposals for these seven crossings, which are detailed below.

2. MAIN ISSUES

- 2.1 The County Council remains supportive in general of Network Rail's desire, where possible to close level crossings across the region. However, it must balance wider strategic transport objectives with its own strategic objectives, including its duty to keep users of the highway network safe; to enable healthy and sustainable communities; to support vulnerable individuals; and to minimise its own future asset liability.
- 2.2 The County Council welcomes the removal of C19 Wicken Road, Soham from the scheme, which resolves significant concerns for the local community.
- 2.3 C09 Second Drove, FP49 Ely and C24 Cross Keys, FP50 Ely
Users, councillors and officers are satisfied that the additional footpath link solution for the C09 Second Drove and C24 Cross Keys, Ely proposals now sufficiently mitigates the loss represented by closure of the two crossings. It is therefore proposed that the County Council withdraw its holding objection, provided that the solution is fully delivered and maintenance liability concerns over the use of an agricultural underpass are resolved.
- 2.4 C26 Poplar Drove (UCR) and C27 Willow Row Drove, BOAT 30 Littleport
Similarly, the new proposal for C26 Poplar Drove and C27 Willow Row Drove, Littleport, mitigates the impact of the closure of C27 on public users and the local community by retaining circular leisure routes and through-access for all non-motorised users ('NMUs') and motorbikes. Future maintenance liability for the Authority would also be mitigated by retaining the crossing over the tarmacked route rather than the heavily rutted soft byway. The British Horse Society supports the proposal; the view of the Trail Riders Fellowship is not known. It is proposed that the County Council withdraws its objection, on the proviso that the scheme is delivered in full.
- 2.5 The County Council is aware that there is a significant impact on private users and the landowner. Should the outcome of NR's negotiations with these parties result in a change to the current proposal, the County Council will reassert its objection and further negotiations will be required.
- 2.5 C06 Barrington Road, Foxton
It is understood that the gate is a safety concern because it is not interlocked with the level crossing barriers, and its unusual design makes it an expensive asset to maintain. The proposed scheme will cost approximately £1m. The County Council acknowledges that NR has worked to improve this proposal. However, it appears that the only benefit to highway users would be for confident cyclists, with the introduction of an on-road two-way cycle track over the crossing. Non-motorised user ('NMU') movements between Barrington and Foxton would not be resolved, and there is a view locally that the current gate is still the safest passage. Significant road safety and technical issues have been raised by the County Council's Accident Investigation team following an initial review (full safety audits are still required). In addition, the proposal does not resolve congestion and misuse

problems arising from the significant downtime of the barriers, which will worsen with an increase from four to six passenger trains an hour in each direction in 2018.

- 2.6 All parties (NR, the County Council, parish councils, councillors and City Deal Executive Board) acknowledge that there is a wider long-term issue to replace the crossing with an overbridge, and it has been addressed in NR's own feasibility study. NR states that this proposal will not prevent the long-term goal from being taken forward. However, there is concern that this is a disproportionate and expensive solution that diverts resources from resolving the ultimate solution to the junction.
- 2.7 Given the complexity and potential implications of the proposal, it is proposed that the County Council:
- Objects to it on grounds that the proposal achieves little public benefit, inconveniences non-motorised users travelling to and from Barrington
 - Requests that NR works with the County Council and City Deal to put the effort and resources into developing and bringing forward the permanent long term solution
- 2.8 C08 Ely North – FP11 Ely
This proposal is significantly improved, as it reduces on-road walking, the length of diversion and the impact on enjoyment. However, the proposed width of 1.5m for the northernmost section does not comply with the County Council's adopted policy for diverted paths, which is an unobstructed 2m. Fencing means that maintenance would be constrained, costing the Authority more. The proposal achieves 20% on the County Council's emerging NMU scoring criteria for diverted paths (threshold is 70%). NR has agreed to review the design to see if the width can be achieved.
- 2.9 In addition, it is proposed to retain a dead-end section of the existing path on the basis of requests from the public that it has local ecological and historical interest, and is used for dog walks. This would result in the County Council taking on more overall liability, but the value to the local community should also be recognised.
- 2.10 It is therefore recommended that:
1. The County Council objects to the proposal as it stands.
 2. Should the width issue be resolved, the County Council will withdraw its objection. It is proposed that the County Council agrees to retain the dead-end eastern section, the extent to be agreed on the basis of consultation with local Members and users.
- 2.11 C20 Leonards, FP101 Soham
The proposal presented for consultation in June 2016 was unsatisfactory, and the County Council resolved on 7th December to make a holding objection to the proposal pending ongoing negotiations. A revised proposal was put forward by a local resident familiar with the rights of way network in the parish, who formerly served on the Soham Town Footpaths Society at the September 2016 public consultation. NR have taken the suggestion on board and have amended the proposal accordingly.
- 2.12 County Council officers recognise that the revised proposal significantly reduces the amount of on-road walking from the previous scheme, and that it also resolves a long-standing obstruction on the connecting FP114 Soham with a short field-edge diversion. This would be of benefit to the local community, as it would enable additional circular walks, and it would benefit the Authority as it saves the cost of resolving the obstruction. The proposal now passes the County Council's emerging NMU scoring criteria for proposed diversions at 85% (threshold is 70%; the previous iteration only scored 40%). It would also pass the legal tests for an ordinary diversion application. It is therefore officers' recommendation that the County Council's objection to the proposal should be withdrawn, on the proviso that the scheme is delivered in full.
- 2.13 However, the local County Councillor, James Palmer, representing his own views and those of some local residents, objects to the closure. He is of the view that the crossing should remain, as there are no recorded safety issues or other reasons for closing the crossing except to reduce Network Rail's asset liability. It is understood that the Town Council, the East Cambs Ramblers' Association and the local Open Spaces Society representative also object to the proposal.

2.14 Biodiversity duty

The County Council has been consulted by Department for Transport on NR's Screening for its Environmental Impact Assessment. Officers are concerned that there has been no consideration of the impact on County or local wildlife sites, habitats or species. Of particular concern is work proposed within or immediately adjacent to River Great Ouse County Wildlife Site (C03, C21, C22, C24 & C25), Chettisham Meadows County Wildlife Site (C10) and River Lark and Associated Habitat County Wildlife Site (C16 & C17). The County Council has asked NR to do this and is awaiting a response. It is possible that the outcome could affect these proposals, although it is unlikely to change the County Council's overall position.

- 2.15 Table 1 below is a summary of the County Council's revised overall proposed position as a result of the changes to NR's proposals. This shows a reduction in the Authority's objections.

CCC Position	As at 10.11.2016 (No. of Crossings)	As at 16.12.2016 (No. of Crossings)
No objection	12	16
Holding objection (including one crossing in Newmarket, Suffolk)	10	7
Objection	11	9
TOTAL crossings	33	32

- 2.16 **Appendix 2** summarises the proposed position of the County Council on each of the 32 crossings still in the scheme. The updated proposals covered in this paper are highlighted in bold. Officers will continue to work with NR on the resolution of the outstanding objections where possible, but it is likely that some objections will remain by the time of the formal consultation on the draft TWAO.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 **Developing the local economy for the benefit of all**

There are no overall significant implications for this priority. However, the proposal for C06 Barrington Road, Foxton could have significant economic implications for the Cambridge sub-region, as set out at sections 2.5-2.7 above.

3.2 **Helping people live healthy and independent lives**

There are no overall significant implications for this priority. However, the crossing proposal at C06 Barrington Road Foxton and at C08 Ely North (FP11 Ely) could have significant implications in those areas. Closure of these routes could limit the scope for people to live healthily and independently. Solutions must recognise the importance of these routes in engendering the physical and mental well-being of the local community through access to the wider network and areas of common land.

3.3 **Supporting and protecting vulnerable people**

There are no overall significant implications for this priority. However, some individual crossing proposals could have significant implications in those areas. The County Council has made a detailed response to NR's DIA concerning this, as noted in the December 2016 HCI Committee Report at 2.4 in Appendix 1.

4. SIGNIFICANT IMPLICATIONS

- Resource Implications: There are no significant implications within this category.
- Statutory, Legal and Risk: There are no significant implications within this category. However, as a whole the TWAO will have a significant effect, as it will permanently alter the local highway network. This will also affect the Authority's maintenance liability, and its duty to keep highway users safe, as highlighted at sections 2.5-2.7 above with regard to the Foxton crossing.
- Equality and Diversity: There are no significant implications within this category. However, the points at 3.2-3.3 above should be noted.

- Engagement and Communications: There are no significant implications in this category. As discussed at section 1 of the report at Appendix 1, NR are managing the consultation process for the TWAO. The timeline can be seen on their website at <http://www.networkrail.co.uk/anglialevelcrossings/> However, officers are engaging with members, district councils, parish councils and user groups at each stage to ensure that they are aware and have opportunity to reflect local opinion.
- Localism and Local Member Involvement: There are no significant implications within this category. However, there are some implications for local communities with regard to C06 Foxton and C08 Second Drove Ely, but these have been mitigated through engagement with members and local communities. There is a difference of opinion between officers and the local member, Soham Town Council and the East Cambridgeshire Ramblers' Group on C20 Leonards, Soham.
- Public Health: There are no significant implications within this category. However, the points at 3.1-3.3 above should be noted.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan Head of Districts and Planning LGSS Law Limited
Are there any Equality and Diversity implications?	Yes (no implications) Name of Officer: Tamar Oviatt-Ham
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Mark Miller
Are there any Localism and Local Member involvement issues?	Yes (no issues) Name of Officer: Tamar Oviatt-Ham
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Iain Green

Source Documents	Location
Network Rail proposals including maps Cambridgeshire Rights of Way & Improvement Plan Cambridgeshire Health & Well Being Strategy	http://www.networkrail.co.uk/anglialevelcrossings/ http://www.cambridgeshire.gov.uk/info/20006/travel_roads_and_parking/66/transport_plans_and_policies http://www.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

Agenda Item No: 7**ANGLIA LEVEL CROSSING REDUCTION STRATEGY – CAMBRIDGESHIRE
COUNTY COUNCIL FORMAL RESPONSE**

To: Highways and Community Infrastructure Committee

Meeting Date: 7th December 2016

From: Camilla Rhodes, Assets Manager - Information

Electoral division(s): Bottisham, Burwell, Ely East, Ely North, Ely South, Ely West, Fordham Villages, Forty Foot, Harston, Littleport, March East, March North, March West, Meldreth/Foxton, Soham East, Soham North, Stretham, Sutton, Waterbeach, Whittlesey South

Forward Plan ref: N/a **Key decision:** No

Purpose: To seek approval of the County Council's formal response to Network Rail's level crossing proposals as part of its Anglia Level Crossing Reduction Strategy

Recommendation: The Committee is asked to:

- a) Approve the County Council's draft response to Network Rail's proposals including the main points as detailed in sections 2.2-2.4, and in accordance with the recommendations set out in Appendix 4;
- b) Approve the notification to the Secretary of State for Transport, when consulted, that the County Council intends to object to as many of the proposals as are unresolved by the time the Transport & Works Act Order application is made.

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1. BACKGROUND

- 1.1 Network Rail (NR) has initiated a major project to close or downgrade a number of public rights of way (PROW) and road level crossings. NR's stated objectives include improving the safety of crossing users and reducing NR's asset liability (see **Appendix 1** for more detail). Implementation of the proposals would be through an Order under the Transport & Works Act 1992 (a 'TWAO'), granted by the Secretary of State.
- 1.2 In Cambridgeshire, crossings on the King's Lynn, Bury St Edmunds and King's Cross lines are affected. Many crossings are also affected in Suffolk, Essex and Hertfordshire. The proposals can be seen on the project website at <http://www.networkrail.co.uk/anglialevelcrossings/>, where there is also a summary sheet. There has been much interest in the proposals, and a public inquiry is likely. Further information on the project, the timescale and a link to an online map of the local public rights of way network can be found at Appendix 1.
- 1.3 Two rounds of public consultation have been undertaken (June and September 2016). In its initial response to the first consultation, the County Council set out its in-principle position. This can be seen at **Appendix 2**. The results of these and possible solutions have been discussed with officers, Public Health, Councillors and District Council planning representatives through a series of workshops and meetings.
- 1.4 In discussions with NR, the County Council has also set out its policy basis, which is the Rights of Way Improvement Plan (revised 2016) and the Cambridgeshire Health & Well-Being Strategy 2012-17. Both documents support access to a rights of way network that links communities, for the physical and mental well-being of residents. The documents are available on the website at http://www.cambridgeshire.gov.uk/info/20006/travel_roads_and_parking/66/transport_plans_and_policies and http://www.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board.
- 1.5 Economy & Environment and Highways and Community Infrastructure Spokes were consulted on the County Council's proposed position on each crossing on 1st November 2016.

2. MAIN ISSUES

- 2.1 There are a number of general issues that have arisen through the project which it is proposed to raise with NR in the County Council's formal response. These issues are summarised at paragraphs 2.2 - 2.4.
- 2.2 The County Council is supportive in general of improving transport across the region. However, it is concerned that NR is not working truly in partnership, and is pursuing its own agenda of reducing its asset liability without due regard to the impact on the highway network, the rights of users, the safety of users on alternative routes proposed, local communities, and the cost to the County Council of taking on additional asset liability.
- 2.3 The County Council welcomes engagement with NR as a statutory consultee on the scheme. However, it recognises that, by seeking the changes to the highway network

through a TWAO, NR have been able to avoid paying fees to the Council that would be associated with usual applications under the Highways Act. Officers have already spent over 400 hours on the scheme, amounting to over £25,000 of officer time. The County Council already has an agreement with the Department for Transport to fund officer time spent working with Highways England on the delivery of the A14 road scheme, and would request a similar agreement for the delivery of NR's TWAO.

- 2.4 The County Council considers that the Diversity Impact Assessment Scoping Report (DIA) provided by NR is fundamentally flawed in a number of ways in respect of its duties under the Equalities Act 2010. In particular, the DIA does not adequately assess the impact of the closures and the alternative routes on users, communities, and vulnerable groups. Full DIAs need to be carried out where appropriate (see **Appendix 3** for a copy of CCC's response to the DIA).

- 2.5 Table 1 below is a summary of the County Council's current proposed position.

CCC Position (as at 10.10.2016)	Number of Crossings
No objection	12
Holding objection (including one crossing in Newmarket, Suffolk)	10
Objection	11
TOTAL crossings	33

- 2.6 **Appendix 4** lists each crossing, the affected right of way, the County Council's proposed position, and any proviso. **Appendix 5** provides details of the reasons for the proposed position and the accident statistics for the alternative route, where they exist.
- 2.7 The key reasons for the County Council objecting to some of the proposals include: lack of a safe alternative route; diminution of the connectivity of the ROW network; diminution of enjoyment or access to green space for physical and mental well-being; unreasonable increase in liability for the Highway Authority; and significant impact on promoted routes. The concerns are detailed at Appendix 5.
- 2.8 It is proposed to make holding objections in circumstances where results of consultation on revised proposals are awaited, the outcomes of critical Environmental Impact Assessments are not known or negotiations with NR are ongoing. The issues are detailed at Appendix 5.
- 2.9 There are some instances where it is proposed that the County Council is neither for nor against the proposal, but there is a range of public opinions and so it is proposed to leave the matter to the Inspector to decide. It is therefore proposed that the Authority does not object to these proposals.
- 2.10 Officers will continue to work with NR on the resolution of as many of the holding objections as possible. Any additional solutions agreed will be presented to the December HCI Committee meeting for consideration.
- 2.11 It is likely that the Secretary of State will ask the County Council whether it will be objecting to any of the proposals, as a precursor to deciding whether a Public Inquiry will be required. At the E&E and HCI Spokes meetings on 1st November it was agreed to respond that the County Council intends to object to as many of the proposals as are unresolved by the time

the TWAO application is made. The Committee is asked to approve this position.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no overall significant implications for this priority. However, some individual crossing proposals could have significant implications in those areas. For example, if the C06 Barrington Road, Foxton crossing were to be closed, it would directly impact upon the Council's City Cycle Ambition project to develop a safe cycle route between Cambridge and Royston. It would also impact on employers' transport plans, notably the Cambridge Medipark and Melbourn Science Park, and on the successful delivery of new housing development at Barrington quarry.

In the Ely area, it is proposed to close five footpath crossings. Three of these (C08, C09 and C24 at Appendix 5) give direct access to the countryside and river to the north-east of the city, and were cited during the planning process for the major of Ely North development as being important facilities for the health and well-being of the new community.

The paths along the River Ouse at Ely are popular promoted routes called the Fen Rivers Way and the Ouse Valley Way, which support the local economy through tourism. Closure of crossings C21 and C22 will affect this if it is not possible to agree suitable mitigation for flood events on the alternative routes.

3.2 Helping people live healthy and independent lives

There are no overall significant implications for this priority. However, some individual crossing proposals could have significant implications in those areas, as detailed at 3.1 above. In addition, at Soham, new housing is planned in the area near the proposed closure of footpaths crossings C19 and C20 (see Appendix 5). There are also a number of routes used by local heart watch walking groups, such as C25 Clayway, FP11 Littleport. Closure of these routes could limit the scope for people to live healthily and independently. Solutions must recognise the importance of these paths in engendering the physical and mental well-being of the local community through access to the wider network and areas of common land.

3.3 Supporting and protecting vulnerable people

There are no overall significant implications for this priority. However, some individual crossing proposals could have significant implications in those areas. The County Council has made a detailed response to NR's DIA concerning this, as noted at 2.4 above.

4. SIGNIFICANT IMPLICATIONS

- **Resource Implications:** There are no significant implications within this category. Section 2.5 above and sections 1.2 – 1.3 of Appendix 1 set out the cost to the Authority resulting from NR's decision to use a blanket TWAO instead of individual Highways Act applications.
- **Statutory, Legal and Risk:** There are no significant implications within this category. However, as a whole the TWAO will have a significant effect, as it will permanently alter the local highway network. This will also affect the Authority's maintenance liability, and risk to users of the network, as highlighted at sections 2.4, 2.6, 2.7 and section 3 above.

- Equality and Diversity: There are no significant implications within this category. However, the points at 3.1-3.3 above should be noted.
- Engagement and Communications: There are no significant implications in this category.
- Localism and Local Member Involvement: There are no significant implications within this category. However, there are some implications on specific proposals which are noted in Appendix 5, but these have been mitigated through engagement with members and local communities as set out at 1.3 above.
- Public Health: There are no significant implications within this category. However, the points at 3.1-3.3 above should be noted.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan Head of Districts and Planning LGSS Law Limited
Are there any Equality and Diversity implications?	Yes (No implications) Name of Officer: Tamar Oviatt-Ham
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jane Cantwell
Are there any Localism and Local Member involvement issues?	Yes (No issues) Name of Officer: Paul Tadd
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Iain Green

Source Documents	Location
Network Rail proposals including maps Cambridgeshire Rights of Way & Improvement Plan Cambridgeshire Health & Well Being Strategy	http://www.networkrail.co.uk/anglialevelcrossings/ http://www.cambridgeshire.gov.uk/info/20006/travel_roads_and_parking/66/transport_plans_and_policies http://www.cambridgeshire.gov.uk/info/20004/health_and_keeping_well/548/cambridgeshire_health_and_wellbeing_board

APPENDIX 2 - Summary of Cambridgeshire County Council Position 05. 01.2016
Maps of Network Rail's proposals can be found at <http://www.networkrail.co.uk/anglialevelcrossings/>

MM REF	NAME	HIGHWAY/PROW REF	PARISH	CCC POSITION	PROVISO
C01	Chittering	Waterbeach FP18	Waterbeach	No objection	None
C02	Nairns No. 117	Private Crossing	Waterbeach	No objection	N/A
C03	West River Bridge	Little Thetford FP7	Little Thetford	Holding objection	Pending flood data and mitigation; required infrastructure must be installed; commuted sum agreed
C04	No Name No 20	Meldreth FP10	Meldreth	Object	Alternative option unsatisfactory
C05	Flambards	Proposal removed	Shepreth	N/A	N/A
C06	Barrington Road	Highway (Barrington Road) - Bridleway crossing	Foxton	Object	Proposed solution does not resolve problems with junction and all 3 crossings
C07	No Name No. 37	Harston FP4	Harston	Holding objection	Pending outcome of solutions
C08	Ely North Junction	Ely FP11	Ely	Object	Alternative option unsatisfactory unless width resolved
C09	Second Drove	Ely FP49	Ely	No objection	Provided agreed solution delivered
C10	Coffue Drove	Downham BOAT 44	Downham	No objection	Provided required infrastructure delivered
C11	Furlong Drove	Downham BOAT 33	Downham	Object	Insufficient mitigation for southern section
C12	Silt Drove	Public Highway (Silt Drove, March)	March	No objection	Provided bridleway access and private rights retained
C13	Middle Drove	Public Highway Middle Drove (March)	March	No objection	Provided bridleway access rights retained
C14	Eastrea Cross Drove	Whittlesey FP50	Whittlesey	No objection	Provided agreed solution delivered
C15	Brickyard Drove	Whittlesey FP48	Whittlesey	No objection	Provided agreed solution delivered
C16	Prickwillow 1	Ely FP17	Ely	No objection	Provided agreed solution delivered
C17	Prickwillow 2	Ely FP57	Ely	No objection	Provided agreed solution delivered
C18	Munceys	Fordham FP19	Fordham	Object	Alternative options unsatisfactory
C19	Wicken Road	Soham FP106	Soham	N/A	Proposal removed from scheme 05.12.2016
C20	Leonards	Soham FP101	Soham	No objection	Provided proposed solution delivered in full
C21	Newmarket Bridge	Ely FP24	Ely	Holding objection	Pending flood data and mitigation
C22	Wells Engine	Ely FP23	Ely	Holding objection	Pending flood data and mitigation
C23	Adelaide	Ely FP49	Ely	N/A	Proposal removed
C24	Cross Keys	Ely FP50	Ely	No objection	Provided agreed solution delivered
C25	Clayway	Littleport FP11	Littleport	Object	Alternative option unsatisfactory
C26	Poplar Drove No. 30	Public Highway (Poplar Drove)	Littleport	No objection	Provided agreed solution delivered
C27	Willow Row Drove	Littleport BOAT 30	Littleport	No objection	Provided agreed solution delivered
C28	Black Horse Drove	Public Highway (Black Horse Drove)	Littleport	No objection	Provided all highway rights stopped up west of crossing and bus route resolved
C29	Cassells	Brinkley FP1	Brinkley	Holding objection	Provided Highways Development Management and engineering requirements can be met
C30	Westley Road	Public Highway (Westley Road, Westley Waterless Road)	Westley Waterless; Brinkley	Object.	Unless retain public access for all NMUs and motorcycles (2-wheeled vehicles), and private vehicular access for local estate.
C31	Littleport station	Station Road	Littleport	No objection	Provided required infrastructure and flood mitigation delivered
C33	Jack O'Tell	Private crossing - alternative affects FP16 & FP17, and public UCRs (Cross Drove and Long Drove)	Waterbeach	Object	Pending discussions concerning impact on local highway network
C34	Fyson's	Private crossing - alternative affects Cross Drove and Long Drove UCRs	Waterbeach	Object	Pending discussions concerning impact on local highway network
C35	Ballast Pit	Private crossing - alternative route affects BOAT 14 Waterbeach, Long Drove and Cross Drove	Waterbeach	Object.	Pending discussions concerning impact on local highway network
S22	Weatherby's	Private crossing. All users diverted to use Cheveley Road underbridge, along footways alongside Cricket Field Road, New Cheveley Road and Granary Road	Newmarket, Suffolk	Holding objection	CCC would support the ongoing negotiations to resolve the matter and enable continued access for users.

FINANCE AND PERFORMANCE REPORT – NOVEMBER 2016

To: **Highways and Community Infrastructure Committee**

Meeting Date: **17th January 2017**

From: **Executive Director, Economy, Transport and Environment
Chief Finance Officer**

Electoral division(s): **All**

Forward Plan ref: **N/a** *Key decision:* **No**

Purpose: **To present to Highways and Community Infrastructure Committee the November 2016 Finance and Performance report for Economy, Transport and Environment (ETE).**

The report is presented to provide Committee with an opportunity to comment on the projected financial and performance outturn position as at the end of November 2016.

Recommendations: **The Committee is asked to:-**

- **review, note and comment on the report.**

<i>Officer contact:</i>	
Name:	Sarah Heywood
Post:	Strategic Finance Manager
Email:	Sarah.Heywood@cambridgeshire.gov.uk
Tel:	01223 699714

1. BACKGROUND

- 1.1 The appendix attached provides the financial position for the whole of the ETE Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. To aid reading of the report, budget lines that relate to the Economy and Environment Committee have been shaded, and those that relate to the Highways and Community Infrastructure Committee are not shaded. Members are requested to restrict their questions to the lines for which this Committee is responsible.
- 1.2 The report only contains performance information in relation to indicators that this Committee has responsibility for.

2. MAIN ISSUES

- 2.1 The report attached as Appendix A is the ETE Finance and Performance report for October 2016.
- 2.2 **Revenue:** ETE is currently showing a £68K forecast underspend. Infrastructure Management and Operations is forecasting a £476K overspend which is off-set by underspends elsewhere in ETE.
- 2.4 **Capital:** The capital programme is forecast to be on target and £5.9m of the estimated £10.5m Capital Programme Variation has been met from schemes. The significant changes since last month are detailed below:-
- Delivering the Transport Strategy Aims (reduction in forecast of £409K) - The final assessment work on Norwood Road, March has commenced with our Partner, Network Rail. The works have been delayed to avoid any disruption on the rail network and to ensure that best value is obtained for all. Due to the complexity of the scheme construction will now begin in 2017/2018 but the assessment period is currently being accelerated through close liaison with Network Rail. Funding through the March Market Town Transport Strategy has been agreed.
 - Operating the Network – Traffic Signal Replacement (reduction in forecast of £671K) reflects a scheme on Cherry Hinton Road slipping into the 2017/18 financial year.
 - £90m Highways Maintenance Schemes (increase in forecast of £1,000K) reflects successful completion of additional schemes by contractors (catching up on previous year's slippage)
- 2.4 H&CI Committee has ten **performance indicators** reported to it in 2016-17. Of these ten, two are currently red, five are amber, and three are green. The indicators that is currently red is:
- Classified road condition – gap between Fenland and the other areas of the County.
 - Killed or seriously injured casualties – 12 month rolling total

At year-end, the current forecast is that nine will be amber and one green (% of street lights working).

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1

- Resource Implications –The resource implications are contained within the main body of this report.
- Statutory, Legal and Risk – There are no significant implications within this category.
- Equality and Diversity – There are no significant implications within this category.
- Engagement and Communications – There are no significant implications within this category.
- Localism and Local Member Involvement – There are no significant implications within this category.
- Public Health – There are no significant implications within this category.

Source Documents	Location
There are no source documents for this report	.

Economy, Transport and Environment – Finance and Performance Report – November 2016 for Highways & Community Infrastructure Committee

1. SUMMARY

1.1 Finance

Previous Status	Category	Target	Current Status	Section Ref.
Green	Income and Expenditure	Balanced year end position	Green	2
Green	Capital Programme	Remain within overall resources	Green	3

1.2 Performance Indicators – Predicted status at year-end: (see section 4)

Monthly Indicators	Red	Amber	Green	Total
Current status this month	2	5	3	10
Current status last month	1	6	3	10
Year-end prediction (for 2016/17)	0	9	1	10

2. INCOME AND EXPENDITURE

2.1 Overall Position

Forecast Variance - Outturn (Previous Month) £000	Directorate	Current Budget for 2016/17 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (November) £000	Forecast Variance - Outturn (November) %
+11	Executive Director	661	60	8	+46	7
+499	Infrastructure Management & Operations	57,917	-2,316	-7	+476	1
-670	Strategy & Development	13,023	-355	-4	-590	-5
0	External Grants	-9,699	-148	3	0	0
-161	Total	61,902	-2,759	-7	-68	0

The service level budgetary control report for November 2016 can be found in [appendix 1](#).

Further analysis of the results can be found in [appendix 2](#).

2.2 Significant Issues

There are no new significant issues to report.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

There were no items above the de minimis reporting limit recorded in November 2016.

A full list of additional grant income can be found in [appendix 3](#).

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)

One of the previously allocated ETE reserves, funding for the new Archives centre, £65k has been reversed as the majority of expenditure will now take place in 2017-18.

A full list of virements made in the year to date can be found in [appendix 4](#).

3. BALANCE SHEET

3.1 Reserves

A schedule of the Service's reserves can be found in [appendix 5](#).

3.2 Capital Expenditure and Funding

Expenditure

Safety Schemes

This area is expected to underspend by £80k as work on the scheme A10 Shepreth Melbourn Bypass is now complete and is underspent.

Delivering the Transport Strategy Aims

The final assessment work on Norwood Road, March has commenced with our Partner, Network Rail. The works have been delayed to avoid any disruption on the rail network and to ensure that best value is obtained for all. Due to the complexity of the scheme construction will now begin in 2017/2018 but the assessment period is currently being accelerated through close liaison with Network Rail. Funding through the March Market Town Transport Strategy has been agreed.

Operating the Network - Traffic signal replacement

Due to issues with purchasing of land, a scheme on Cherry Hinton Road (Queen Edith's Way/ Robin Hood junction), £668k worth of expenditure will slip into 2017-18. The scheme is fully funded by S106 developer contributions.

£90m Highways Maintenance

£6m was initially allocated to this area in 2016-17 and spare funding from the previous year was rolled forward into future years. Historically although more work has been programmed than budgeted for the year, for a number of reasons schemes have slipped and expenditure has always been within the agreed budget. This year more schemes are being completed by the Contractor and total expenditure is likely to be nearer £7m. These schemes will therefore be funded by reducing the amount of budget available in future years.

Cambourne Library

Expenditure for this will not occur in 2016-17 as the scheme is yet to be finalised. This is all funded by S106 developer contributions.

Replacement of accrued streetlights with LEDs

This scheme will not take place in 2016-17 as plans have not yet been finalised to achieve the required savings, whilst staff and our contractor focus on completion of the replacement programme.

Cycling schemes

There have been a number of changes affecting the following schemes, which have changed the expected out-turn figures :-

- Yaxley to Farcet

Initially work was planned to commence late summer, but at that point neither of the land deals had completed so it was not possible to start. One of the two land deals has now completed, and the final one looks to be very close to completion. A revised start of works date has been set for 1st March 2017. There has been discussion with local members around an earlier date, but officers have advised against this due to concerns about wet ground conditions, given that the site is currently agricultural in nature. The delayed start date accounts for the reduced spend profile for this year.

- Cherry Hinton High Street

As well as the approved S106 developer funded cycling improvements, additional works were undertaken at the same time to maximise the road closure in place. These works included £170,000 to resurface the carriageway and £240,000 from the City Council to undertake streetscape improvements. All work has now been completed but invoicing for these additional work areas needs to take place, and thus it appears that the scheme is overspent which is not the case.

- Lode to Quy

This community led project has enjoyed strong support and thus objections through the planning process were not anticipated. Some objections were received which meant that the a decision had to be made by the Planning Committee thus making for a delayed start and hence a reduced spend profile for this financial year. Planning consent is now in place and land agreements are now being finalised to allow a start and the main bulk of spend in 2017/18.

- A10 Harston

It was originally hoped to be on site in January 2017. A number of unanticipated issues were raised at consultation, for which it seemed prudent to resolve and thus take the scheme through a further round of consultation to ensure a good level of public buy in. This delayed the scheme, impacting on the spend profile for the current year. With scheme approval now in place and detailed design underway, works on site should commence in summer with the majority of spend now planned for 2017/18.

- Bar Hill to Longstanton

Officers have been working with both the A14 Project Team and the Northstowe developers to ensure a solution that fits with the A14 changes near to Bar Hill and the new Northstowe access road that links Northstowe with the B1050 between Bar Hill and Longstanton. This has taken longer than expected and thus the spend profile for 2016/17 has not been achieved.

Ely Crossing

The 2nd Stage Target Cost for this contract is nearing conclusion. Based upon the outline works delivery programme, the completed design costs and early site mobilisation the forecast spend within this financial year has been increased to £6.9m. The total Target Cost Value for the scheme has not been concluded and will therefore be reported in December 2016 update.

Funding

All schemes are funded as presented in the 2016/17 Business Plan.

A detailed explanation of the position can be found in [appendix 6](#).

4. PERFORMANCE

4.1 Introduction

This report provides performance information for the suite of key Highways & Community Infrastructure (H&CI) indicators for 2016/17. At this stage in the year, we are still reporting pre-2016/17 information for some indicators.

New information for red, amber and green indicators is shown in Sections 4.2 to 4.4 below, with contextual indicators reported in Section 4.5. Further information is contained in Appendix 7.

4.2 Red Indicators (new information)

This section covers indicators where 2016/17 targets are not expected to be achieved.

a) Highways & Community Infrastructure

No new information this month.

4.3 Amber indicators (new information)

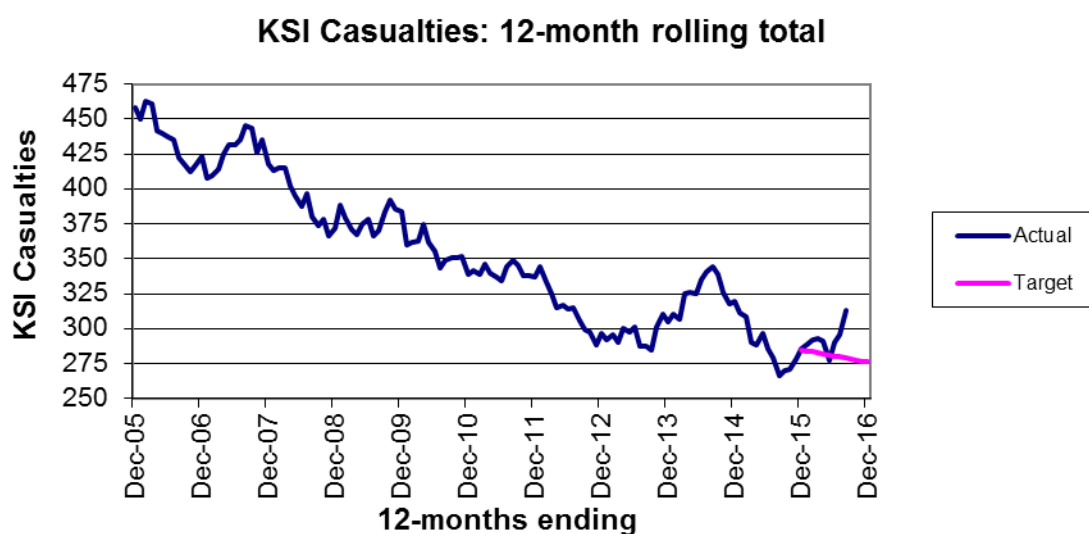
This section covers indicators where there is some uncertainty at this stage as to whether or not year-end targets will be achieved.

a) Highways & Community Infrastructure

Road Safety

- Road accident deaths and serious injuries - 12-month rolling total (to August 2016)

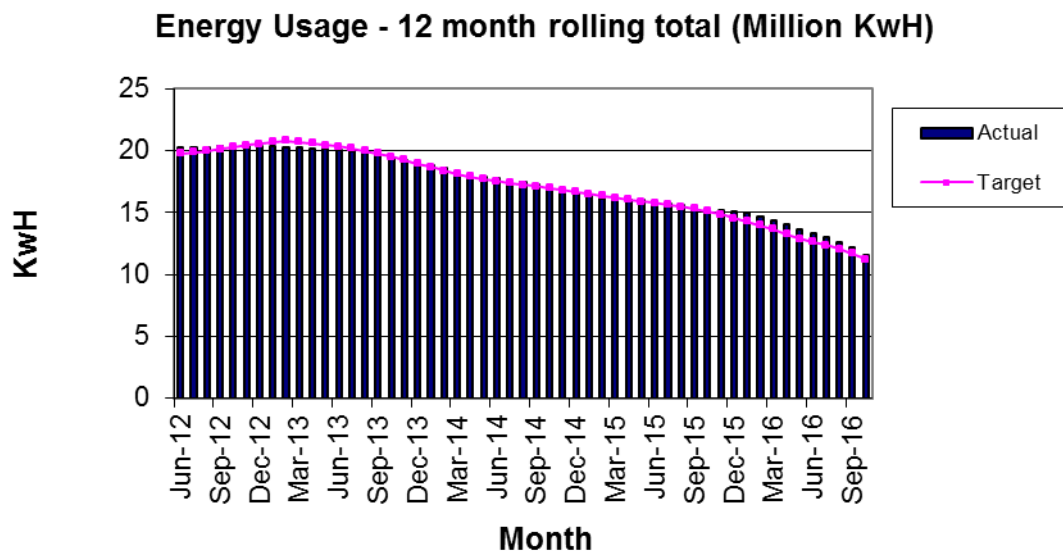
The provisional 12 month total to the end of August is 313, compared with a 2016 year-end target of no more than 276. As can be seen from the graph, the numbers can fluctuate from one month to the next.



Street Lighting

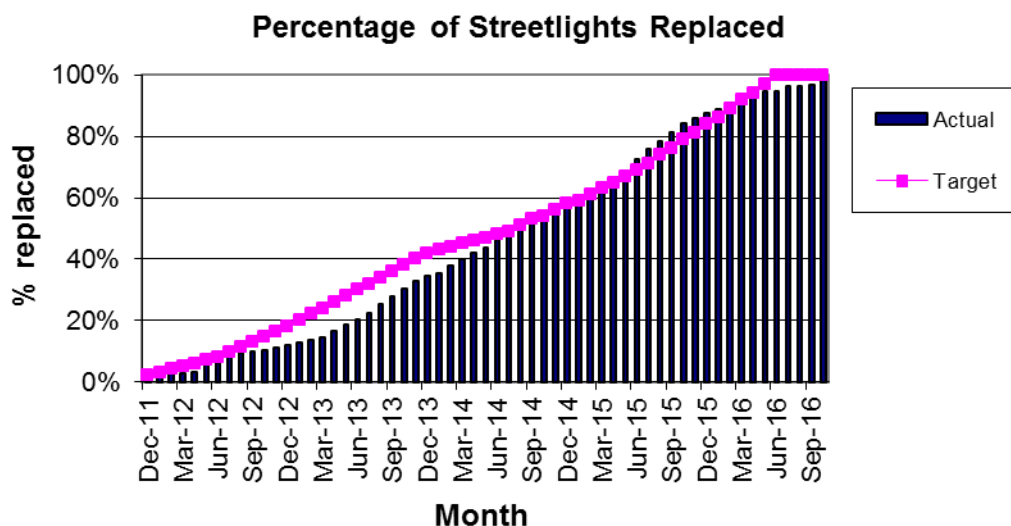
- Energy use by street lights – 12-month rolling total (to October 2016)

Actual energy use to October is 11.62 kWh, now within 3% of the energy target (for the same month) and with the difference expected to close as we move towards the end of the replacement programme.



- Performance against street light replacement programme (at October 2016)
98.4% of the programme has been completed, representing 54,290 street lights.

Whilst the majority of the works have been completed as part of the Core Investment Programme as of the end of June, there are still some replacements/refurbishments outstanding associated with heritage columns and Richardson candles. We now have a revised programme for these additional works and it is scheduled for completion by December 9th.



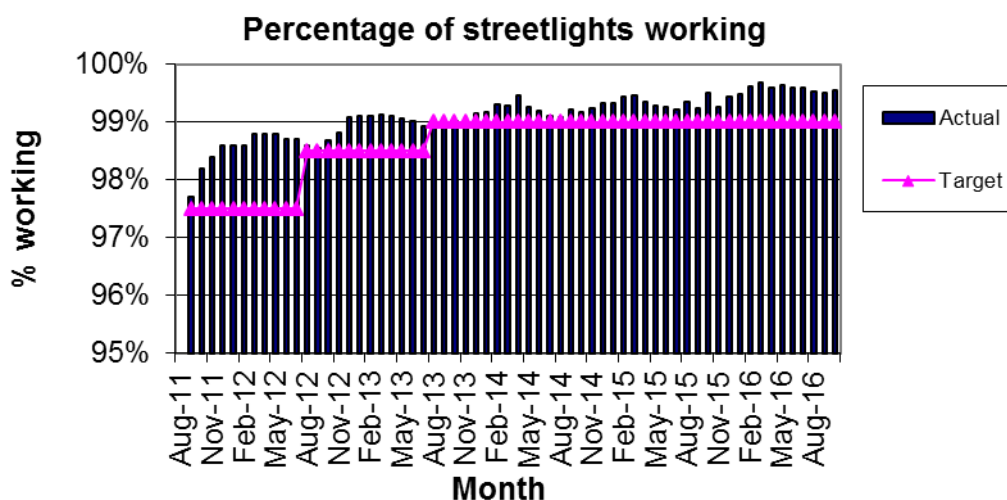
4.4 Green Indicators (new information)

The following indicators are currently on-course to achieve year-end targets.

a) Highways & Community Infrastructure

Street Lighting

- Streetlights working (as measured by new performance contract) (to October 2016)
The 4-month average (the formal contract definition of the performance indicator) is 99.5% this month, and remains above the 99% target.



4.5 Contextual indicators (new information)

a) Highways & Community Infrastructure

Road Safety

- Road accident slight injuries – 12-month rolling total (to August 2016)
There were 1,637 slight injuries on Cambridgeshire's roads during the 12 months ending August 2016 compared with 1,646 for the same period the previous year.



APPENDIX 1 – Service Level Budgetary Control Report

Forecast Variance - Outturn October	Service	Current Budget for 2016-17	Expected to end of November	Actual to end of November	Current Variance		Forecast Variance - Outturn November	
£'000		£'000	£'000	£'000	£'000	%	£'000	%
	Economy, Transport & Environment Services							
+20	Executive Director	232	438	473	+35	+8	+50	+22
-10	Business Support	428	298	323	+25	+8	-5	-1
0	Direct Grants	0	0	0	0	+0	0	25
11	Total Executive Director	661	736	795	+60	+8	+46	+7
	Directorate of Infrastructure Management & Operations							
+0	Director of Infrastructure Management & Operations	144	95	93	-2	-2	-7	-5
+110	Waste Disposal including PFI	34,073	20,822	19,867	-955	-5	+110	+0
	Highways							
+0	- Road Safety	681	431	354	-77	-18	-67	-10
-12	- Traffic Manager	-515	-27	86	+113	-424	+56	-11
+100	- Network Management	1,221	898	1,025	+126	+14	+121	+10
+1	- Local Infrastructure & Streets	3,223	2,428	2,424	-4	-0	+122	+4
+356	- Winter Maintenance	1,448	723	853	+130	+18	+361	+25
+0	- Parking Enforcement	0	-688	-821	-134	+19	+0	+0
-63	- Street Lighting	9,788	5,467	4,324	-1,143	-21	-63	-1
+100	- Asset Management	807	595	814	+218	+37	+100	+12
-4	- Highways other	1,522	175	72	-103	-59	-134	-9
-37	Trading Standards	739	487	478	-9	-2	-61	-8
	Community & Cultural Services							
-50	- Libraries	3,477	2,366	2,033	-333	-14	-43	-1
-31	- Community Resilience	707	365	268	-97	+0	-48	-7
+5	- Archives	382	233	236	+3	+1	+6	+1
+24	- Registrars	-550	-377	-391	-14	+4	+50	-9
+0	- Coroners	769	513	476	-37	-7	-26	-3
0	Direct Grants	-6,872	-3,438	-3,438	0	+0	0	40
+499	Total Infrastructure Management & Operations	51,045	31,069	28,753	-2,316	-7	+476	+1
	Directorate of Strategy & Development							
+0	Director of Strategy & Development	142	94	91	-3	-4	+0	+0
+0	Transport & Infrastructure Policy & Funding	361	191	222	+31	+16	-6	-2
	Growth & Economy							
-79	- Growth & Development	589	382	231	-151	-40	-60	-10
+4	- County Planning, Minerals & Waste	331	172	167	-5	-3	+6	+2
+0	- Enterprise & Economy	-0	-0	13	+14	+0	+14	-3,872
+0	- Mobilising Local Energy Investment (MLEI)	0	0	0	+0	+0	+0	+0
-319	- Growth & Economy other	550	718	424	-294	-41	-189	-34
+0	Major Infrastructure Delivery	0	231	238	+7	+3	+0	+0
	Passenger Transport							
+198	- Park & Ride	304	335	542	+207	+62	+121	+40
-470	- Concessionary Fares	5,619	3,314	3,123	-190	-6	-470	-8
-4	- Passenger Transport other	2,513	1,681	1,751	+70	+4	-5	-0
	Adult Learning & Skills							
+0	- Adult Learning & Skills	2,615	1,151	1,161	+10	+1	+0	+0
+0	- Learning Centres	0	45	-14	-59	+0	+0	+0
+0	- National Careers	0	0	10	+10	+0	+0	+0
0	Direct Grants	-2,827	-1,378	-1,526	-148	+0	0	0
-670	Total Strategy & Development	10,196	6,936	6,433	-503	-7	-590	-6
-161	Total Economy, Transport & Environment Services	61,902	38,740	35,981	-2,759	-7	-68	-0

	MEMORANDUM							
£'000	Grant Funding	£'000	£'000	£'000	£'000	%	£'000	%
0	- Public Health Grant	-327	-165	-165	+0	+0	+0	+0
0	- Street Lighting - PFI Grant	-3,944	-1,972	-1,972	+0	+0	+0	+0
0	- Waste - PFI Grant	-2,691	-1,346	-1,346	+0	+0	+0	+0
0	- Bus Service Operators Grant	-302	-302	-302	+0	+0	+0	+0
0	- Adult Learning & Skills	-2,435	-1,031	-1,179	-148	+0	+0	+0
+0	Grant Funding Total	-9,699	-4,816	-4,964	-148	3	0	+0

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget for 2016/17 £'000	Current Variance		Forecast Variance - Outturn	
		£'000	%	£'000	%
Waste Disposal including PFI	34,073	-955	-5	+110	0
<p>Waste volumes have increased this year, increasing the amount of landfill tax that is payable. This increase is directly related to the increased levels of waste arising (almost 5%) in 2016/17. Similar levels of growth have been seen in other local authorities in the region.</p> <p>No significant streams of third party waste are being accepted at the MBT, due to plant unreliability and the contractor's inability to secure third party waste contracts and generate profit through the waste being treated at Waterbeach.</p> <p>There is a risk of a potential overspend, due to increased levels of residual waste combined with current average MBT performance from previous 12 months. Ongoing trials for alternative modes of operation have shown that high levels of mass loss can be achieved in the MBT, which if sustained for the remainder of the year could result in an underspend. However, there is some uncertainty over actual levels of mass loss achieved over the remainder of the year, as MBT performance remains erratic, due to reliability of composting hall equipment. The potential range of variance is up to plus or minus £500k although any actual variance is likely to be significantly less.</p> <p>The current variance is partly due to outstanding recycling credit payments due to District councils and payments disputed with the contractor in respect of costs in 2015/16.</p>					
Network Management	1,221	+126	+14	+121	+10
The forecast overspend is due to costs for grass cutting being greater than expected.					
Local Infrastructure & Streets	3,223	-4	0	+122	+4
Underspends within ETE are being used to fund one off work on reactive maintenance.					
Winter Maintenance	1,448	+130	+18	+361	+25
<p>The original £650k saving proposal against winter operations was based on the achievement of three changes to the service; leasing the gritting fleet, route optimisation and weather domain forecasting. Leasing of the fleet has already achieved the saving anticipated from this change, with an initial saving of £200k (in 15/16) followed by an on-going maintenance saving of £117k year on year. It was originally estimated that route optimisation and domain forecasting would achieve savings of £288k and £225k respectively. However in practice it has been acknowledged that the routes are already highly efficient, so further route optimisation is unlikely to achieve any savings, whilst domain forecasting is unlikely to achieve a saving of more than £60k per year – due to temperature differences across the county being more marginal than expected.</p> <p>Therefore the estimated saving from those three areas totals £177k. In addition reducing the percentage area of the highway network that we now grit (from 45% to 30%) and therefore the</p>					

number of gritters from 38 to 26, has saved a further £117k. This gives a total saving of £294k, which leaves a shortfall of £356k against the original £650k savings target. This has now been entered as a pressure for 17/18 in the development of the Business Plan.					
Street Lighting	9,788	-1,143	-21	-63	-1
The current variance is due to delays in invoicing for energy charges and also invoicing for the main Street Lighting contract.					
Asset Management	807	+218	+37	+100	+12
The Forecast outturn relates to an overspend on the procurement of the new Highways Contract. This is partly due to the extension of the Competitive Dialogue period & the additional external specialist advice being purchased from Cardiff City Council procurement team to support the process.					
Highways other	1,522	-103	-59	-134	-9
The forecast outturn is a mixture of vacancy savings, contract savings and additional income from private works such as dropped kerbs. The Service will look to reinvest this underspend in reactionary maintenance work.					
Libraries	3,477	-333	-14	-43	-1
The Book fund and IT (due to late delivery of 3 rd party invoices) appears under-spent compared to the monthly profile, but will be fully utilised by year end. The forecast underspend is due to vacancy savings.					
Growth & Economy Other	550	-294	-41	-189	-34
Highways Development Management are currently overachieving their income target for both Section 38 & Section 106 fees and this overachievement has been shown as a forecast. It is hard to predict exactly when these fees are paid and it is likely that the forecast for these fees will increase or decrease as the year progresses.					
Park & Ride	304	+207	+62	+121	+40
The forecast out-turn is due to a number of reasons; less income expected from operator access fees than originally budgeted, purchase of new ticket machines and an overspend on staff overtime.					
Concessionary Fares	5,619	-190	-6	-470	-8
It is expected the concessionary fares paid to bus operators will be lower than originally forecast based on the last 12 months data. It is hard to judge likely spend in this area as this is affected by seasonal conditions, so the forecast will be reviewed on a regular basis.					

APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan	Various	10,319
Adult Learning & Skills grants	Department of Education	-649
Non-material grants (+/- £30k)		-29
Total Grants 2016/17		9,699

The Adult Learning & Skills grant and Learning centre grants have been adjusted to match the expected grant in 2016/17.

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	59,952	
Allocation of ETE reserves as agreed by GPC	2,015	
Reversal of ETE reserve allocation for Ely Archives	-65	
Non-material virements (+/- £30k)		
Current Budget 2016/17	61,902	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31st March 2016 £'000	Movement within Year £'000	Balance at 30th November 2016 £'000	Forecast Balance at 31st March 2017 £'000	Notes
General Reserve					
Service carry-forward	3,386	(1,950)	1,436	0	Account used for all of ETE
Sub total	3,386	(1,950)	1,436	0	
Equipment Reserves					
Libraries - Vehicle replacement Fund	218	0	218	250	
Sub total	218	0	218	250	
Other Earmarked Funds					
Deflectograph Consortium	61	0	61	50	Partnership accounts, not solely CCC
Highways Searches	33	0	33	0	
On Street Parking	1,593	0	1,593	1,600	
Bus route enforcement	169	0	169	0	
Highways Commuted Sums	579	(1)	578	600	
Guided Busway Liquidated Damages	2,783	(778)	2,006	1,483	This is being used to meet legal costs if required.
Waste and Minerals Local Development Fra	22	38	59	0	
Proceeds of Crime	355	1	356	300	
Waste - Recycle for Cambridge & Peterborough (RECAP)	250	(12)	238	225	Partnership accounts, not solely CCC
Fens Workshops	56	0	56	28	Partnership accounts, not solely CCC
Travel to Work	253	0	253	198	Partnership accounts, not solely CCC
Steer- Travel Plan+	72	0	72	70	
Olympic Development	2	0	2	0	
Northstowe Trust	101	0	101	101	
Cromwell Museum	28	(28)	0	0	
Archives Service Development	234	0	234	234	
Other earmarked reserves under £30k - IMO	10	13	23	0	
Other earmarked reserves under £30k - S&D	16	7	24	30	
Sub total	6,617	(758)	5,858	4,919	
Short Term Provision					
Travellers	43	(33)	9	0	
Mobilising Local Energy Investment (MLEI)	669	0	669	0	
Sub total	712	(33)	679	0	
Capital Reserves					
Government Grants - Local Transport Plan	0	14,525	14,525	0	Account used for all of ETE
Government Grants - S&D	(348)	2,264	1,916	0	
Government Grants - IMO	0	0	0	0	
Other Capital Funding - S&D	10,819	2,356	13,175	10,000	
Other Capital Funding - IMO	1,232	109	1,341	200	
Sub total	11,704	19,253	30,957	10,200	
TOTAL	22,636	16,512	39,148	15,369	

APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP	Scheme	Revised Budget for 2016/17	Actual Spend (November)	Forecast Spend - Outturn (November)	Forecast Variance - Outturn (November)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Integrated Transport						
400	- Major Scheme Development & Delivery	200	37	200	0	200	0
482	- Local Infrastructure Improvements	709	231	721	12	690	0
594	- Safety Schemes	594	129	515	-79	594	0
345	- Strategy and Scheme Development work	508	161	508	0	508	0
1,988	- Delivering the Transport Strategy Aims	2,487	431	2,716	229	3,132	0
478	- Cambridgeshire Sustainable Transport Improvements	548	116	237	-311	237	0
23	- Air Quality Monitoring	23	13	23	0	23	0
15,461	Operating the Network	16,284	8,897	15,035	-1,249	15,879	0
	Infrastructure Management & Operations Schemes						
6,000	- £90m Highways Maintenance schemes	6,000	6,104	7,008	1,008	90,000	0
0	- Pothole grant funding	973	640	973	0	973	0
60	- Waste Infrastructure	219	153	219	0	5,279	0
2,161	- Archives Centre / Ely Hub	1,799	136	699	-1,100	4,200	0
417	- Community & Cultural Services	797	-309	604	-193	1,540	0
705	- Street Lighting	705	0	0	-705	705	0
	Strategy & Development Schemes						
4,700	- Cycling Schemes	3,488	2,501	3,103	-385	17,598	0
1,336	- Huntingdon - West of Town Centre Link Road	700	1	700	0	9,116	0
14,750	- Ely Crossing	5,500	992	6,918	1,418	36,000	0
0	- Chesterton Busway	0	26	0	0	0	0
2,110	- Guided Busway	500	234	500	0	151,147	0
12,065	- King's Dyke	3,421	123	121	-3,300	13,580	0
500	- Wisbech Access Strategy	672	245	511	-161	1,000	0
	- A14	100	54	100	0	25,200	0
1,439	- Other Schemes	967	565	930	-37	6,710	0
	Other Schemes						
5,600	- Connecting Cambridgeshire	4,860	2,322	3,767	-1,093	30,700	0
85	- Other Schemes	85	0	85	0	680	0
71,699		52,139	23,802	46,193	-5,946	415,691	0
	Capital Programme variations	-10,500		-4,554	5,946		
71,699	Total including Capital Programme variations	41,639	23,802	41,639	0		

Revised Budget

The decrease between the original and revised budget is made up as follows:-

- Carry-forward of funding from 2015/16 due to the re-phasing of schemes which reported as underspending at the end of the 2015/16 financial year.
- The phasing of a number of schemes have been reviewed since the published business plan and this has resulted in a reduction in the required budget in 2016/17, most notably the schemes for Ely Crossing and King's Dyke.
- As previously reported, the Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget. The allocations for these negative budget adjustments have been calculated and shown against the slippage forecast to date.

2016/17 Forecast Spend

Delivering the Transport Strategy Aims

A number of schemes that were originally budgeted within the 'Cambridgeshire Sustainable Transport Improvements' and 'Operating the Network' lines are now being charged to the 'Delivering the Transport Strategy Aims' line as the schemes are Highway schemes and of a similar nature.

The final assessment work on Norwood Road, March has commenced with our Partner, Network Rail. The works have been delayed to avoid any disruption on the rail network and to ensure that best value is obtained for all. Due to the complexity of the scheme construction will now begin in 2017/2018 but the assessment period is currently being accelerated through close liaison with Network Rail. Funding through the March Market Town Transport Strategy has been agreed.

Safety Schemes

This area is expected to underspend by £80k as work on the scheme A10 Shepreth Melbourn Bypass is now complete and is underspent.

Operating the Network - Traffic signal replacement

Due to issues with purchasing of land, a scheme on Cherry Hinton Road (Queen Edith's Way/ Robin Hood junction), £668k worth of expenditure will slip into 2017-18. The scheme is fully funded by S106 developer contributions.

£90m Highways Maintenance

£6m was initially allocated to this area in 2016-17 and spare funding from the previous year was rolled forward into future years. Historically although more work has been programmed than budgeted for the year, for a number of reasons schemes have slipped and expenditure has always been within the agreed budget. This year more schemes are being completed by the Contractor and total expenditure is likely to be nearer £7m. These schemes will therefore be funded by reducing the amount of budget available in future years.

Cambourne Library

Expenditure for this will not occur in 2016-17 as the scheme is yet to be finalised. This is all funded by S106 developer funding.

Replacement of accrued streetlights with LEDs

This scheme will not take place in 2016-17 as plans have not yet been finalised to achieve the required savings, as staff and contractor focus on completing the replacement programme.

Cycling schemes

There have been a number of changes affecting the following schemes, which have changed the expected out-turn figures :-

- Yaxley to Farcet

Initially work was planned to commence late summer, but at that point neither of the land deals had completed so it was not possible to start. One of the two land deals has now completed, and the final one looks to be very close to completion. A revised start of works date has been set for 1st March 2017. There has been discussion with local members around an earlier date, but officers have advised against this due to

concerns about wet ground conditions, given that the site is currently agricultural in nature. The delayed start date accounts for the reduced spend profile for this year.

- **Cherry Hinton High Street**

As well as the approved S106 developer funded cycling improvements, additional works were undertaken at the same time to maximise the road closure in place. These works included £170,000 to resurface the carriageway and £240,000 from the City Council to undertake streetscape improvements. All work has now been completed but invoicing for these additional work areas needs to take place, and thus it appears that the scheme is overspent which is not the case.

- **Lode to Quy**

This community led project has enjoyed strong support and thus objections through the planning process were not anticipated. Some objections were received which meant that a decision had to be made by the Planning Committee thus making for a delayed start and hence a reduced spend profile for this financial year. Planning consent is now in place and land agreements are now being finalised to allow a start and the main bulk of spend in 2017/18.

- **A10 Harston**

It was originally hoped to be on site in January 2017. A number of unanticipated issues were raised at consultation, for which it seemed prudent to resolve and thus take the scheme through a further round of consultation to ensure a good level of public buy in. This delayed the scheme, impacting on the spend profile for the current year. With scheme approval now in place and detailed design underway, works on site should commence in summer with the majority of spend now planned for 2017/18.

- **Bar Hill to Longstanton**

Officers have been working with both the A14 Project Team and the Northstowe developers to ensure a solution that fits with the A14 changes near to Bar Hill and the new Northstowe access road that links Northstowe with the B1050 between Bar Hill and Longstanton. This has taken longer than expected and thus the spend profile for 2016/17 has not been achieved.

Ely Crossing

The 2nd Stage Target Cost for this contract is nearing conclusion. Based upon the outline works delivery programme, the completed design costs and early site mobilisation the forecast spend within this financial year has been increased to £6.9m. The total Target Cost Value for the scheme has not been concluded and will therefore be reported in December 2016 update.

Archives Centre

The majority of spend for this scheme is now likely to occur next financial year.

Connecting Cambridgeshire

This scheme is likely to be extended within the existing funding. The rollout contract with BT includes a “claw-back” provision which requires BT to reinvest any surplus profits into further broadband rollout if take-up exceeds the original forecast.

Although the current Superfast coverage exceeds that in many surrounding counties and is amongst the highest nationally, the heavy reliance on and high take up of Superfast broadband services amongst businesses and residents in Cambridgeshire means there is significant pressure to provide service for the “final 5%”, (approximately 18,000 premises) which are not covered in current rollout plans.

Whilst it is unrealistic to target 100% of premises with Superfast broadband, it is possible to significantly reduce the “final 5%” with a third rollout phase.

King’s Dyke

Planning permission has been granted and the tender package prepared. Agreeing arrangements for access to private land for ground investigation surveys is continuing to cause delay the completion of the works information. Given the amount of earthworks within the scheme, this is critical information for contractors to inform the tendered price, eliminate risk and provide greater cost certainty. Officers are continuing to work with the legal team and the land owner to agree access arrangements if possible, before taking legal action to gain entry. This has impacted on the programme and the key stages along with earliest expected dates for delivery are shown below. Options to mitigate programme impact are being considered and will be discussed at the Project Board.

Stage	Target Date
Planning application submitted	December 2015
Application determined	March 2016
Procurement and contract document preparation (Other than G.I)	November 2016
Publish Orders/objection period	December 2016
Agree Ground investigation access, complete survey and analysis report	December 2016
Tender issued	January 2017
Tender return	April 2017
Works package award approved by E and E Committee	June 2017
Detailed design	September 2017
Site mobilisation and construction	September/November 2017
Scheme open	September/November 2018

Meeting key stages is dependent on land access and acquisition, concluding agreements with Network Rail and agreeing a contractor’s programme. Any objection to Compulsory Purchase Orders may add a year into the programme. Similarly Network Rail agreements may add to the programme, but on-going liaison with Network Rail is aiming to mitigate this risk.

Spend for this scheme is now likely to occur next year due to land access and legal issues with the land owner.

Key changes to the programme are reported to the Project Board which meets every 2-3 months.

Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend - Outturn (November) £'000	Forecast Funding Variance - Outturn (November) £'000
17,781	Local Transport Plan	17,789	17,710	-79
2,682	Other DfT Grant funding	2,908	2,908	0
17,401	Other Grants	9,593	7,550	-2,043
5,691	Developer Contributions	5,777	3,673	-2,104
18,155	Prudential Borrowing	12,705	10,765	-1,940
9,989	Other Contributions	3,367	3,587	220
71,699		52,139	46,193	-5,946
	Capital Programme variations	-10,500	-4,554	5,946
71,699	Total including Capital Programme variations	41,639	41,639	0

Funding	Amount (£m)	Reason for Change
Rolled Forward Funding	-3.6	This reflects slippage or rephasing of the 2015/16 capital programme to be delivered in 2016/17 which was reported in November 16 and approved by the General Purposes Committee (GPC)
Additional / Reduction in Funding (Specific Grant)	-16.4	Rephasing of grant funding for Ely Crossing (£4.75m) & King's Dyke (£11.3m), costs to be incurred in 2017/18
Revised Phasing (Section 106 & CIL)	-1.4	Rephasing of Cambridge Cycling Infrastructure (£0.7m) & Huntingdon West of Town Centre (£0.6m), costs to be incurred in 2017/18
Revised Phasing (Prudential Borrowing)	-1.9	Revised phasing of Guided Busway spend, Connecting Cambridgeshire and the Archives centre.
Revised Phasing (DfT Grant)	-0.8	Revised phasing of Cycling City Ambition Fund

APPENDIX 7 – Performance (RAG Rating – Green (G) Amber (A) Red (R))

a) Highways & Community Infrastructure

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Archives									
Quarterly	Operating Model Enabler: Exploiting digital solutions and making the best use of data and insight								
	Increase digital access to archive documents by adding new entries to online catalogue	High	↑	To 30-Sep-2016	411,245	417,000	A	A	<p>The figure to the end of September is 411,245, an increase of over 2,800 since the end of June.</p> <p>The CALM electronic archiving system is now largely stabilised on the new server so the team are able to put more data on. The year-end target of 417,000 is now looking achievable.</p>
Communities									
Yearly	Operating Model Outcomes: People lead a healthy lifestyle and stay healthy for longer & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Proportion of Fenland and East Cambs residents who participate in sport or active recreation three (or more) times per week. Derived from the Active People Survey	High	↑	2014/15	21.9%	24.2%	A	A	<p>The indicator is measured by a survey undertaken by Sport England. Sport England has revised some of its figures as they spotted an inconsistency in their data. The previously reported baseline figures for 2013/14 were: Cambridgeshire = 27.2% and Fenland & East Cambridgeshire (combined) = 22.7%.</p> <p>The revised 2013/14 figures published by Sport England are: Cambridgeshire = 26.2% and Fenland & East Cambridgeshire combined = 21.3%.</p> <p>The Council's target is for Fenland and East Cambridgeshire to increase to the 2013/14 county average over 5 years. Applying this principle to Sport England's revised baseline data gives a 5-year target to increase the</p>

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									participation rate in Fenland and East Cambridgeshire (combined) to 26.2%. The 2014/15 figure has improved slightly to 21.9%, but is slightly off track.
Library Services									
Quarterly	Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer								
	Number of visitors to libraries/community hubs - year-to-date	High	↓	To 30-Sep-2016	1,183,257	2.4 million	A	A	Figures to the end of September show that there were 1.18 million physical visits to libraries/community hubs which is just below target. With the rise of eBooks, and a reduction in opening hours at the larger libraries, it may be that fewer people are visiting libraries, or not visiting as frequently as they did. Open+ (a self-service library with automated access by library card) has re-introduced hours at St. Ives from August.
	This indicator does not link clearly to a single Operating Model outcome but makes a key contribution across many of the outcomes as well as the enablers.								
	Number of item loans (including eBook loans) – year-to-date	High	↓	To 30-Sep-2016	1,395,518	Contextual			Figures to the end of September show that there were 1.4 million item loans compared with 1.5 million for the same period last year.
Road and Footway maintenance									
Yearly	Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People live in a safe environment								
	Principal roads where maintenance should be considered	Low	↔	2015/16	2%	3%	G	A	Final results indicate that maintenance should be considered on 2% of the County's principal road network. This is the same as the 2014/15 figure and better than the Council's 2015/16 target of 3%.

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
	Classified road condition - narrowing the gap between Fenland and other areas of the County	Low	↑	2015/16	2.88% gap	2% gap	R	A	<p>There was a gap of 2.9% between Fenland and other areas of the County during 2015/16. The gap has narrowed slightly from the 2014/15 level of 3%, but it is above (worse than) the target of 2%.</p> <p>Fenland areas have soils which are susceptible to cyclic shrinkage and swelling. This is exacerbated in periods of unusually high or low rainfall and this movement can aggravate cracking and subsidence along roads in affected areas. Additional funding is being directed towards addressing this problem.</p> <p>Targets are based on the Highways Infrastructure Asset Management Plan (HIAMP) highway condition model outputs based on current and forecast funding levels.</p>
	Non-principal roads where maintenance should be considered	Low	↔	2015/16	6%	8%	G	A	<p>Final results indicate that maintenance should be considered on 6% of the County's non-principal road network. This is the same as the figure for 2014/15 and the Council's 2015/16 target.</p>
	Unclassified roads where structural maintenance should be considered	Low	↓	2015/16	33%	Contextual			<p>The survey undertaken in 2015/16 covered 20% of the available network and targeted roads where condition was known to be deteriorating in order to identify those roads where maintenance may best be directed. However, this has had the effect of making the indicator for unclassified roads appear to worsen from 27% to 33%. In reality, the condition of unclassified roads is generally stable. The 2016/17 annual survey will look to address this anomaly.</p>
Road Safety									

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Monthly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Killed or seriously injured (KSI) casualties - 12-month rolling total	Low	↓	To 31-Aug-2016	313	<276	R	A	The provisional 12 month total to the end of August is 313, compared with a 2016 year-end target of no more than 276. As can be seen from the graph, the numbers can fluctuate from one month to the next.
	Slight casualties - 12-month rolling total	Low	↔	To 31-Aug-2016	1637	Contextual			There were 1,637 slight injuries on Cambridgeshire's roads during the 12 months ending August 2016 compared with 1,646 for the same period the previous year.
Rogue Traders									
Quarterly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Money saved for Cambridgeshire consumers as a result of our intervention in rogue trading incidents. (Annual average)	High	↑	To 30-Sep-2016	£139,510	Contextual			£7,930 was saved as a result of our intervention in four rogue trading incidents during the second quarter of 2016/17. The annual average based on available data since April 2014 is £139,510. It is important to note that the amounts recovered do not reflect the success of the intervention. In many cases the loss of a relatively small amount can have significant implications for victims; the impact can only be viewed on a case-by-case basis.
Street Lighting									
Monthly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Percentage of street lights working	High	↔	To 31-Oct-2016	99.5%	99%	G	G	The 4-month average (the formal contract definition of the performance

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									indicator) is 99.5% this month, and remains above the 99% target.
	Energy use by street lights – 12-month rolling total	Low	↑	To 31-Oct-2016	11.62 million Kwh	11.04 million Kwh	A	A	Actual energy use to October is 11.62 Kwh, now within 3% of the energy target (for the same month) and with the difference expected to close as we move towards the end of the replacement programme.
	Performance against street light replacement programme	High	↔	At 31-Oct-2016	98.4%	100%	A	A	98.4% of the programme has been completed, representing 54,290 street lights. Whilst the majority of the works have been completed as part of the Core Investment Programme as of the end of June, there are still some replacements/refurbishments outstanding associated with heritage columns and Richardson candles. We now have a revised programme for these additional works and it is scheduled for completion by December 9 th .
Waste Management									
Monthly	Although this indicator does not link directly to an Operating Model outcome, it has a large financial impact on the Council								
	Municipal waste landfilled – 12-month rolling average	Low	↔	To-31-Aug-2016	27.8%	Contextual			During the 12-months ending August 2016, 27.8% of municipal waste was landfilled. The 12-month total for the amount of municipal waste landfilled has increased by 6.4% since 2015/16

HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published 3rd January 2017
Updated 5th January 2017



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+0 indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes Meeting Date	Deadline for draft reports	Agenda despatch date
17/01/17	Finance and Performance Report	Chris Malyon	Not applicable		04/01/17	06/01/17
	Cambridgeshire and Peterborough Trading Standards Shared Service	Aileen Andrews	2017/015			
	Network Rail Anglia Level Crossing Reduction Strategy – 8 crossings (updated)	Camilla Rhodes	Not applicable			
	Agenda Plan	Dawn Cave	Not applicable			
21/02/17	Highway Service Transformation Appointment of Highways Partner	Richard Lumley	2017/006		01/02/17	03/02/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes Meeting Date	Deadline for draft reports	Agenda despatch date
	Transport Delivery Plan 2017/18 to 2019/20	Richard Lumley/ Mike Atkins	Not applicable			
	Highways Infrastructure Assets Management Plan 2017/18	Richard Lumley/ Mike Atkins	Not applicable			
14/03/17	Finance and Performance Report	Chris Malyon	Not applicable		01/03/17	03/03/17
	Residents Parking Policy Review	Richard Lumley/ Sonia Hansen	2017/009			
	Proposed New Privately Funded Highways Improvement Process	Andy Preston	Not applicable			
	Training Plan	Dawn Cave	Not applicable			
<i>[11/04/17] Provisional Meeting</i>					29/03/17	31/03/17
30/05/17	Finance and Performance Report	Chris Malyon	Not applicable		16/05/17	18/05/17
	Training Plan	Dawn Cave	Not applicable			
11/07/17	Finance and Performance Report	Chris Malyon	Not applicable		28/06/17	30/06/17
	Training Plan	Dawn Cave	Not applicable			
<i>[15/08/17] Provisional Meeting</i>					02/08/17	04/08/17
12/09/17	Finance and Performance Report	Chris Malyon	Not applicable		30/08/17	01/09/17
	Training Plan	Dawn Cave	Not applicable			
10/10/17	Finance and Performance Report	Chris Malyon	Not applicable		27/09/17	29/09/17

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes Meeting Date	Deadline for draft reports	Agenda despatch date
	Training Plan	Dawn Cave	Not applicable			
14/11/17	Finance and Performance Report	Chris Malyon	Not applicable		01/11/17	03/11/17
	Training Plan	Dawn Cave	Not applicable			
05/12/17	Finance and Performance Report	Chris Malyon	Not applicable		22/11/17	24/11/17
	Training Plan	Dawn Cave	Not applicable			
16/01/18	Finance and Performance Report	Chris Malyon	Not applicable		03/01/18	05/01/18
	Training Plan	Dawn Cave	Not applicable			
<i>[13/02/18] Provisional Meeting</i>					31/01/18	02/02/18
13/03/18	Finance and Performance Report	Chris Malyon	Not applicable		28/02/18	02/03/18
	Training Plan	Dawn Cave	Not applicable			
<i>[10/04/18] Provisional Meeting</i>					28/03/18	30/03/18
22/05/18	Finance and Performance Report	Chris Malyon	Not applicable		09/05/18	11/05/18
	Training Plan	Dawn Cave	Not applicable			

Date to be confirmed: ETE Streetlighting Attachments Policy (Forward Plan ref: 2016/017); On street parking charges review (P Hammer)

Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private

Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or Quentin.Baker@cambridgeshire.gov.uk