

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 5TH JULY 2018** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 14th June 2018.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 14)

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

**M Stimpson
388007**

4. 3C'S SHARED SERVICES ANNUAL REPORT (Pages 15 - 36)

The Panel are to receive the 3C's Shared Services Annual Report.

**O Morley
388103**

5. EXCLUSION OF PRESS AND PUBLIC

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

6. THE AVENUE, GODMANCHESTER (Pages 37 - 46)

Members are to receive a report on The Avenue, Godmanchester.

**C Luscombe 388728 /
C Mason 388157**

7. RE-ADMITTANCE OF PRESS AND PUBLIC

To resolve:

that the press and public be re-admitted to the meeting.

8. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members are to discuss and set their Work Programme for the ensuing Municipal Year.

**A Green
388008**

Dated this 27th day of June
2018



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
 - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*
 - (b) *it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*

(c) it relates to or is likely to affect any body –

- (i) exercising functions of a public nature; or
- (ii) directed to charitable purposes; or
- (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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

Please contact Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite 0.1B, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 14th June 2018.

- PRESENT: Councillor D B Dew – Chairman.
- Councillors L A Besley, J C Cooper-Marsh, Dr P L R Gaskin, D A Giles, M S Grice, K P Gulson, J Neish, S Wakeford and D J Wells.
- APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S J Corney and J P Morris.
- IN ATTENDANCE: Councillors R Fuller and J A Gray.

4. MINUTES

The Minutes of the meeting of the Overview and Scrutiny Panel (Economy and Growth) held on 8th March 2018 and the Minutes of the meeting of the Overview and Scrutiny Panel (Performance and Growth) held on 23rd May 2018 were approved as a correct record and signed by the Chairman.

5. MEMBERS' INTERESTS

No declarations of interest were received.

6. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st June 2018 to 30th September 2018.

7. AUTHORISATION OF MODIFICATIONS TO THE HUNTINGDONSHIRE LOCAL PLAN TO 2036

With the aid of a report by the Planning Service Manager (Policy, Implementation and Strategic Development) the report on the authorisation of modifications to the Huntingdonshire Local Plan to 2036 was presented to the Panel.

The Panel was informed that the report is asking them to consider a matter of procedure and not policy. The Planning Service Manager (Policy, Implementation and Strategic Development) informed Members that the inspector wants to begin inspection in July and that the report is recommending that the Head of Development writes to Inspector inviting modifications in order for the Local Plan to be found legally compliant and sound.

Members were informed of the issues facing the Development Management Committee when considering new developments and currently there is a tilted balance in the developers favour. The way to get back to balanced position is to have an updated Local Plan.

In response to the question regarding the provision for alterations to go through Overview and Scrutiny or Full Council, the Panel was informed that non-significant alterations would be made quickly and that significant alterations would be subject to a public consultation. It was explained that significant alterations are those that materially alter the Local Plan.

Following a question regarding two sites at St Neots it was confirmed that the Local Plan has not changed since December 2017. The two sites brought forward have been brought forward outside the plan and will be dealt with through the Development Management process.

A Member asked what the reporting arrangements of the use of the delegated authority are. They were informed that all Members received bulletins with details of planning updates.

In response to a question asking if the Housing and Economic Land Availability Assessment (HELLA) is included in the inspection, the Panel was informed that it is a background document and not part of the Local Plan but it could be used if more housing is required to be included in the Local Plan.

The Panel agreed to the recommendations contained in the report.

8. INTEGRATED PERFORMANCE REPORT 2017/18 - QUARTER 4

With the aid of a report by the Corporate Team Manager and the Finance Manager (a copy of which has been appended in the Minute Book) the Integrated Performance Report 2017/18 – Quarter 4 was presented to the Panel.

As the Members had the final performance for 2017/18, the Policy, Performance and Transformation Manager was in attendance and informed the Panel of the highlights for 2017/18. Members also received the highlights of the Council's financial position from the Head of Resources.

When queried the increase in complaints about missed bins, the Panel was informed that the reason for the increase is because of the Waste Round Reconfiguration. As a result of the reconfiguration, the days of bin collections had been changed and different drivers and crews had been allocated to the rounds and this led to some issues on the lack of knowledge. In addition, small lanes that were not on maps are where most bins were missed.

Following a question in regards to Project Management, Members were advised that some projects had a 'Red' status because the deadlines were unrealistic to begin with. The Panel questioned what was being done to ensure that the setting of deadlines is realistic and that the management of projects, in general, is more robust. It was explained that the Project Management Governance Board is taking a stronger role in holding Project Managers to account. There have

been changes to the business case templates, more training has been provided and there is greater challenge from those approving and overseeing individual projects.

A Member questioned why the report mentioned homelessness prevention but there is not a corporate indicator on homelessness prevention. In response, Members were informed that the service does measure homelessness and this is regularly reviewed by the Executive Councillor but that the indicator included in the 2017/18 Corporate Plan was the average length of stay in temporary accommodation. In addition to this the Council has a trailblazer project to tackle homelessness.

A Member queried whether it would be possible to identify the extra cost of getting back on track where a target is not being achieved so decisions can be taken on whether it is cost effective to do this. In response, it was explained that as the finance is complex and interlinked it would be difficult to do so.

The question was asked whether the improvement on the delivery of Disabled Facility Grants is it continuing. In response, the Panel was informed that improvement is continuing however it is difficult as every year the Council are paying out more than they are receiving in grant from Central Government.

A Member asked whether the targets are moveable. In response, it was explained that a target is set at the beginning of the year but there is the opportunity to review this and if a good case is made to do so or circumstances have significantly changed then a revised target can be proposed for Member approval.

The Head of Resources highlighted the Council's financial performance for 2017/18 which included the £500k overspend and the savings achieved through Zero Based Budgeting.

In response to a question about the overall cost of not filling vacancies and the impact on staff and service performance, the Panel was informed that a report containing the relevant information was due to be submitted to and discussed at the Employment Committee meeting on 28th June 2018.

The Panel asked for a further explanation of why Operations overspent their budget in 2017/18. It was explained that the Waste Round Reconfiguration did not produce the savings anticipated and as a result the Council missed the target on missed bins. This also led to an increased number of calls to the Call Centre which resulted in the target for calls answered by the Call Centre being missed. The Executive Councillor for Resources advised the Panel that the waste collection budget was also affected by the falling value of recyclable materials worldwide and rates of contamination in recycling bins. These issues are likely to continue to affect the budget in 2018/19 so further work is needed to encourage residents to sort their waste into the correct bins.

9. TREASURY MANAGEMENT ANNUAL REPORT 2017/18

With the aid of a report by the Head of Resources (a copy of which is

appended in the Minute Book) the Treasury Management Annual Report 2017/18 was presented to the Panel. It was explained that Treasury Management Annual Report is the about the day to day management of the Council's finances.

It was noted that the Council had loans to Huntingdon Regional College and Luminus and that since the loans were established those organisations had both been incorporated into larger organisations. However, it was clarified that those loans are secured against buildings.

A Member asked whether it was possible to refinance the loans in order to achieve a better interest rate. In response, it was explained this was possible however the Council would end up paying a penalty to the lender (Public Works Loan Board) to do so. This is particularly the case as the Council is holding loans with long maturity dates.

When asked, would it be better to move money to an investment with a better rate, the Panel was informed that the aim of Treasury Management is to spread money around in order to mitigate the risk of a counterparty failure. If the Council consolidated the money in one investment then the risk would not be spread and the Council's entire invested funds would be at risk.

An explanation was given to the Panel on the borrowing the Council does and the types of investment it does including the location of those investments.

(At 8.52pm, during the consideration of this item, Councillor M S Grice left the meeting.)

(At 8.54pm, during the consideration of this item, Councillor M S Grice entered the meeting.)

10. FORWARD WORK PROGRAMME - AGREEING THE AGENDA

With the aid of a presentation by the Corporate Director – Delivery, Members discussed potential Forward Work Programme and how it would work practically. The Panel was asked to consider how they can add value to their work and how it can benefit the Council and its residents.

The Panel was informed that the Council's Annual Governance Statement has highlighted the following risks to the Council: Housing Affordability; growing number of years of ill health; wider economic environment; skills levels and educational attainment, and partner agency operational pressure.

Members were informed that the challenge for Huntingdonshire economically is not getting left behind and whether an industrial strategy would be worthwhile. The Panel was asked to consider how the Council could help make the economy successful.

The Panel highlighted the following areas of interest but stated they would give them more thought at the next Panel meeting:

- How can more businesses be attracted to the District.

- Joint working with the Overview and Scrutiny Panel (Customers and Partnerships).

(At 9.11pm, during the consideration of this item, Councillor Dr P L R Gaskin left the meeting and did not return.)

Chairman

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

Prepared by Councillor G J Bull, Executive Leader of the Council
Date of Publication: 20 June 2018
For Period: 1 July 2018 to 31 October 2018

Membership of the Cabinet is as follows:-

Councillor Mrs M L Beuttell	Executive Councillor for Regulation and Operations	3 Elton Road Wansford Huntingdon PE8 6JD Tel: 01780 784025 E-mail: Marge.Beuttell@huntingdonshire.gov.uk
Councillor G J Bull	Executive Leader of the Council	2 Lancaster Close Old Hurst Huntingdon Cambridgeshire PE28 3BB Tel: 07780 511928 E-mail:- Graham.Bull@huntingdonshire.gov.uk
Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing, Planning and Economic Development	8 Sarah Grace Court New Road St Ives Huntingdon PE27 5DS Tel: 01480 388311 E-mail: Ryan.Fuller@huntingdonshire.gov.uk
Councillor J A Gray	Executive Councillor for Resources	Vine Cottage 2 Station Road Catworth Huntingdon PE28 OPE Tel: 01832 710799 E-mail: Jonathan.Gray@huntingdonshire.gov.uk

Councillor J M Palmer	Executive Councillor for Partnerships and Well-Being	143 Great Whyte Ramsey Huntingdon PE26 1HP Tel: 01487 814063 E-mail: John.Palmer@huntingdonshire.gov.uk
Councillor D M Tysoe	Executive Councillor for Digital and Customer	Grove Cottage Malting Lane Ellington Huntingdon PE28 0AA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk

Notice is hereby given of:

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

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

→ Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

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

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

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

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Document Centre Commercialisation Business Case ##	Cabinet	19 Jul 2018		Chris Stopford, Head of Community Tel No. 01480 388280 / Email: Chris.Stopford@huntingdonshire.gov.uk	Paragraph 3	D M Tysoe	Performance and Growth
The Avenue, Godmanchester ##***	Cabinet	19 Jul 2018		Colin Luscombe, Estates Strategic Assessment Tel No. 01480 388728 / Email: Colin.Luscombe@huntingdonshire.gov.uk	Paragraph 3	J A Gray	Performance and Growth
Community Chest Grant Aid Awards 2018/19***	Grants	August 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: Chris.Stopford@huntingdonshire.gov.uk		J A Gray J M Palmer	Customers and Partnerships
Car Parking Strategy Part 2 (Strategy) ***	Cabinet	20 Sep 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk		M Beuttell	Performance and Growth
Asset Review##***	Cabinet	20 Sep 2018		Colin Luscombe, Estates Strategic Assessment Tel No 01480 388728 or email Colin.Luscombe@huntingdonshire.gov.uk	Paragraph 3	J A Gray	Performance and Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Godmanchester Nursery Update##	Cabinet	20 Sep 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk	Paragraph 3	J M Palmer	Customers and Partnerships
Hinchingsbrooke Country Park Long Term Business Plan##	Cabinet	20 Sep 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk	Paragraph 3	J M Palmer	Customers and Partnerships
Paxton Pits Long Term Business Plan##*** 1 4	Cabinet	18 Oct 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk	Paragraph 3	J M Palmer	Customers and Partnerships
Gambling Act Statement of Principles Review***	Cabinet	18 Oct 2018		Chris Stopford, Head of Community Tel No. 01480 388280 / Email: Chris.Stopford@huntingdonshire.gov.uk		M Beuttell	Customers and Partnerships

Confidential
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Shared Services' 2017/18 Annual Report

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) –
5th July 2018

Executive Portfolio: Executive Councillor for Digital & Customers, Councillor
Darren Tysoe

Report by: Corporate Director – Services, Oliver Morley

Wards affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Shared Services' 2017/18 Annual Report appended to the Cabinet report attached at Appendix A.

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Shared Services' 2017/18 Annual Report

Meeting/Date: Cabinet – 19th July 2018

Executive Portfolio: Executive Councillor for Digital & Customers, Councillor Darren Tysoe

Report by: Corporate Director – Services, Oliver Morley

Wards affected: All

Executive Summary:

The attached annual report reflects the progress that has been made over the last year in the shared service arena, establishing and stabilising operational structures, controlling costs, and beginning to deliver on the ambitious objectives of the original business plans.

The last year has been a period of progress with the shared services increasingly demonstrating not just a control over their own business, but increasingly helping to shape and influence the wider ways of working of the three Councils. The shared services and their governance have helped further develop strong working relationships between the partner organisations particularly in the area of technology and modernisation.

The 2017/18 annual report will be required to be endorsed at all partners' individual governance committees. It is therefore recommended that the Executive Councillor delegate authority to the Shared Service Management Board to agree final amendments to the annual reports in line with comments received from all partner committees.

Recommendations:

Cabinet is recommended:

- 1) To endorse the Shared Service annual report for 2017/18 attached at Appendix 1
- 2) To delegate authority to the Shared Service Management Board to agree any final amendments to the annual report in line with comments received from all three individual partner Councils

1. PURPOSE OF THE REPORT

- 1.1 To endorse the 2017/18 Annual Report for the Shared Services.

2. BACKGROUND

- 2.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment) regulations or TUPE Transfer as it is more commonly known.
- 2.2. The business cases to allow ICT, Building Control and Legal shared services to move forward were approved at the same time and, as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
- 2.3 The partner councils had previously agreed that the achievement of the following outcomes is the primary objective of sharing services:
- Protection of services which support the delivery of the wider policy objectives of each Council
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
 - Savings through reduced managements costs and economies of scale
 - Increased resilience and retention of staff
 - Minimise the bureaucracy involved in operating the shared service
 - Opportunities to generate additional income, where appropriate
 - Procurement and purchasing efficiencies, and sharing of specialist roles which individually, are not viable in the long-term
- 2.4 Since go-live each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above. As the annual report shows, a lot of this work is now complete, providing a stable platform on which to proceed.
- 2.5 A key objective for each of the services has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service. These were presented and formally approved by the three councils in spring 2018, and their reception recognised the progress that had been made over the previous 12 months.
- 2.6 The annual report has been consulted on with the Lead Members at each of the Councils. Their role is to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets.
- 2.7 The 2017/18 annual reports will be required to be endorsed at all partners individual Executives. It is therefore recommended that Executive Councillors delegate authority to the Shared Service Management Board to agree any final

amendments to the annual report in line with comments received from all partner committees.

3. COMMENTS OF OVERVIEW & SCRUTINY

- 3.1 The comments of the Overview and Scrutiny Panel (Performance and Growth) will be included in this section prior to its consideration by the Cabinet.

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 The Head of each shared service is ultimately responsible for the overall operation of that service. Any feedback on the annual reports will be fed into them to inform the delivery of the service and how it operates.

- 4.2 The recommendation set out is to delegate authority to the Shared Service Management Board to agree final amendments to the annual report in line with comments received from all three individual partner Councils.

5. LINK TO THE CORPORATE PLAN

- 5.1 The recommendations relate to the corporate objective 'to become more business-like and efficient in the way we deliver services'.

6. CONSULTATION

- 6.1 Significant consultation with staff, Unions and Staff Council took place during the establishment of the Shared Services.

7. IMPLICATIONS

- 7.1 There are no significant implications.

8. LIST OF APPENDICES INCLUDED

Appendix 1 – Shared Service 2017/18 Annual report

BACKGROUND PAPERS

No background papers were relied upon in writing this report.

CONTACT OFFICER

Oliver Morley, Corporate Director - Services
Tel No: (01480) 388103
Email: Oliver.Morley@huntingdonshire.gov.uk

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3C Shared Services is a strategic partnership between Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council

VERSION 1.12

Author: Brian O'Sullivan – 3C Shared Service Programme Manager

Executive Summary

This report provides a summary of the progress, benefits realised and examples of work we have undertaken in 2018 to take account of the founding objectives and operational requirements of the partners.

During 2017/18 the services have moved into a more steady operational state with business plans in place and agreed for 2018/19, which outline the way in which improvements will be delivered whilst identifying future areas for development.

The financial benefits of operating shared services are showing fruition and although some re-profiling of the financial benefits was carried out the 15% savings identified in the original business case are realistic and achievable.

All the services now have Senior Managers who are embedded in the services and this has resulted in a number of strategies being produced and approved by all three partners ensuring that services have appropriate plans in place and these are suitably aligned with organisational priorities to deliver against the priorities of the three partners.

With many of the organisational changes within the 3C Shared Services now delivered it provides the foundation to add further value, reduce operating costs, further improve service delivery as well as increasing resilience.

The increased collaborative working between partners is assisting in delivering the benefits set out in the original business plans with the model of 'buy once use three times' providing increased benefits to all partners. The reduction of IT systems and corresponding support required to maintain systems is an example of how the principles in the original business plans are being delivered.

1.0 Background

- 1.1 In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an Annual Report.
- 1.2 The Shared Internal Audit Service forms part of the Greater Cambridge Shared Services (2Cs). The business case for a Shared Internal Audit Service (SIAS) between Cambridge City Council and South Cambridgeshire District Council was approved by both Councils in 2017. The service went live in December 2017.
- 1.3 The overarching Shared Service performance is monitored through the Greater Cambridge Shared Services Management Board (containing the lead directors from each authority), Greater Cambridge Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders of each of the Councils).
- 1.4 The service business plans for the Shared ICT, Legal and Internal Audit services were approved by the Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council committees in March 2018. The business plans provide information on the priorities, key performance indicators and budgetary profiles for 2018/19.
- 1.5 All the services now have Senior Managers who are embedded in the services and this has resulted in a number of strategies being produced and approved by all three partners, ensuring that services have appropriate plans in place and these are suitably aligned with organisational priorities to deliver against the priorities of the three partners.
- 1.6 With many of the organisational changes within the Shared Services now delivered it provides the foundation to add further value, reduce operating costs, further improve service delivery as well as increasing resilience in the future.
- 1.7 The increased collaborative working between partners is assisting in delivering the benefits set out in the original business plans.
- 1.8 During 2017/18, a number of items identified in the original business cases have been agreed:
 - A Single ICT Strategy
 - A Single Technology Roadmap
 - Building Control Marketing Plan
 - 3C ICT, Legal and Building Control Business Plans

1.9 The focus remains on the shared services providing value for money to the three authorities with the business plans. The ICT, Legal and Building Control business plans for 2018/19 have been finalised and approved by individual partners committees.

2. Recommendations

2.1 The Executive Councillor is recommended to:

- Note the content of this report

3.0 3C Legal Service Annual Report 2017/18

3.1 Background

3.1.1 3C Legal Service, known as 'The Practice', was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced management costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in delivering the service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles.

3.1.2 Although there were differences in how each of the three Council's legal teams operated, they were facing similar challenges - namely, how to manage with fewer resources, yet provide the high quality and often specialised legal advice that Councils rely upon. Each Council also recognised the need for a change of culture in the commissioning and delivery of legal services.

3.1.3 At the time, each council had an issue around the recruitment and retention of legal staff and was increasingly reliant upon external providers to meet its needs, especially on major projects. Nationally, standalone legal services teams were facing challenges to maintain a staffing level that provides the specialists they need across a wide range of legal disciplines; this was becoming increasingly difficult as legal budgets reduced. A shared service solution to join forces and create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities was approved.

3.1.4 The combined budget of the legal services for the three partner authorities before setting up the Practice was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.

3.2 General Progress to Date

3.2.1 The Practice has been through considerable change during 2017/18, this included:-

- A. Introduction of time recording software.
- B. The use of a consumption based model to assist with transparency.
- C. Revising the accommodation and operating arrangements.
- D. Decreased reliance on locum and agency staff.

With all these now in place, the Practice is working flexibly from one main office location at Cambourne and two office hubs based at the Guildhall Hall and Pathfinder House. This has assisted the service in moving from a transition state to a stable shared service.

3.2.2 The Practice has made savings identified in the original business case. For the financial year 2017/18 the Practice has delivered a surplus of £39k which represents a significant improvement on 206/17.

3.2.3 With the Practice now operating from a stable platform in terms of location and budgetary position recruitment has been successfully undertaken to senior positions below the Principal Lawyers. Two appointments in litigation will directly replace the use of long term locums and interviews are scheduled over the coming weeks for a senior position in the Property Team. The introduction of IR35 for locum/temporary staff has helped to make in-house positions more attractive to the market which has allowed the Practice to attract the right type of candidate to make full time appointments to its structure. In overall terms this will boost stability and benefit the clients through improved performance.

3.2.4 Work has been completed to analyse demand from partner services on the legal service. With the use of IKEN case and time management software and a new recharging model based on consumption of resources by each partner authority. Work is being carried out with service departments to try and reduce demand where appropriate. In overall terms consumption figures are showing that budgetary contributions by all the partner authorities are close to equating to consumption. This will continue to be monitored as will any sectors where increased demand on legal may require additional resource.

3.2.5 The Practice has also added value to a variety of key projects for all partners during 2017/18, notably:

- Advising all the authorities on the Combined Authority including advice on consent for additional regulatory enablement.
- Involvement in work for Cambridge City Council on injunction relating to unauthorised punt operators using the council’s riverside land, including land at Garret Hostel Lane.
- Advice has been provided to South Cambridgeshire District Council in relation to major land acquisitions.
- Legal advice has been provided to all partners in relation to unauthorised occupation of land by Travellers.
- Working with developers and shared ownership leases.

3.3 Finance

3.3.1 The Outturn for 2017/18 is as follows:

£	Budget	Actual	Variance/Outturn
Legal	1,149,140	1,110,003	39,137 (surplus)

3.3.2 The combined budget of the legal services for the three partner authorities before setting up the Practice was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been achieved.

3.4 Customer Feedback

3.4.1 During 2017/18 work has been undertaken to develop the role of the Intelligent Client with regular meetings established with all partners. KPI’s are positive with staff meeting and in the latter part of the year exceeding time recording hours’ targets. Customer complaints remain below target.

3.4.2 Further work is required on measuring customer satisfaction in a meaningful manner and will be developed in 2018/19.

4.0 3Cs ICT Shared Service Annual Report

4.1 Background

4.1.1 3Cs ICT was set up in October 2015 with the following objectives:

- Create a shared IT Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services.
- Reduce overall IT costs.
- Provide a service that can proactively engage with users and has the “critical mass” to develop innovative and novel solutions to support the Councils in delivering services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required for digital service delivery to the public.

- 4.1.2 Although there were some differences in how each of the three Council's ICT teams operated, they were facing similar challenges for the future - namely, how to manage with fewer resources, yet provide the high quality ICT support and development that Councils rely upon. Each Council also recognised the need for a change of culture in the commissioning and delivery of ICT services, particularly as regards the need to develop modern practices, processes and systems and to put in place the IT systems, that enable a more cost effective, flexible and customer focussed approach to service delivery.
- 4.1.3 The shared service was designed to provide a sustainable opportunity to stabilise and improve the ICT Service partner authorities already enjoyed. The proposal set out clear, specific and realistic measures by which participating authorities may achieve significant, recurring and long term efficiency gains. It also tackled the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of staff that could be deployed more effectively. Another advantage of the proposal was that it would begin to address the issue of recruitment and retention in local authority ICT services by creating an organisation that offers greater opportunities for career progression.

4.2 General Progress to Date

- 4.2.1 The 3C ICT service has been through significant change during 2017/18:-
- A. Agreement on a Single Technology Roadmap, aligning back office systems across all 3 partners.
 - B. Agreement on a Single ICT Strategy.
 - C. Removal of contracted and interim staff.
 - D. Integration of the services that were previously provided by NPS in Cambridge City.
 - E. Establishing a single virtual digital team equipped to deliver the partner respective digital strategies.
- 4.2.2 There are on-going projects which will support the approach outlined above including:
- The Data Centre Consolidation Project (Final Stage)
 - Shared Planning ICT Solution (Implementation Stage)
 - Shared Waste Software (Implementation Stage)
 - Shared Housing Software (Procurement Stage)
- 4.2.3 One of the biggest opportunities identified for the service was to look at the digital offer across each authority and provide coordinated advice and support in shaping how digital services will be delivered in the future.

- 4.2.4 The customer is at the centre of this work ranging from the customer interface and their 'on-line' experience, whether they get the outcome they need, system design right through to digitally enabled applications. This reflects the changes in society and although at an early stage has also recognised that not all people have access to or are confident using digital channels.
- 4.2.5 The ICT staff retention has now improved following the shared service creation, which in itself brought uncertainty. Staff are working flexibly, with many staff operating flexibly from all three locations. The reliance on contracted and interim staff has been removed during 2017/18.
- 4.2.6 A single Virtual Digital Team is now in place across all three partners working to improve the customer experience via the web. This will ensure that we are getting the economies of scale to deliver the efficiencies set out in the original business plan for the service.
- 4.2.7 3C ICT has added value to a variety of key projects for all partners during 2017/18, notably:

- The service has initiated a Shared Data Centre project which will save considerable cost for the 3 partners and improve the reliability, performance and availability of the server infrastructure. The project will also improve resilience in the event of a major disaster thus ensuring continuous uptime for IT systems and uninterrupted service to council staff and customers. This project is nearing completion with HDC on the new platform, SCDC 50% complete and efforts commencing in CCC. The project is planned to complete in the next few months.

This is a challenging project for the partners which will effectively unpick and disentangle the incumbent data centres. This is a challenging project and highlights the need for participation to achieve the savings detailed in the business case. This project itself represents 4% of the overall annual savings targets for the service.

- A project to review and overhaul the legacy infrastructure within CCC to provide an environment that will support future digital aspirations and provide greater resilience is 95% complete. The team has conducted an extensive survey of the existing environment and suggested improvements that will allow staff to work more efficiently and effectively across all of the Cambridge City locations.
- 3C ICT has been providing desktop support services and supporting the Combined Authority with their move into new offices at Alconbury Weald.

- The project team within the service are supporting the project management of the shared planning service to provide a consolidated platform for the new shared initiative and to allow staff to work effectively supporting the service across South Cambridgeshire and Cambridge City.
- Cambridge City was awarded their Public Service Network Certificate of Compliance in September.
- 3C ICT have initiated the Council Anywhere project and are currently out to tender for the hardware and software element of this project. The project is a fresh look at the entire desktop environment and is aligned with a variety of existing Council strategies around space, working flexibly and a desire to collaborate more effectively and efficiently. The project will deliver significant people, member, process, shared service and organisational benefits. As well as these benefits the project represents a complete modernisation of the existing desktop environment with standardisation built in by default. Engagement with staff has started already and the project team is comprised of a partnership wide team all focussed on delivering maximum benefit to the partnership. The project will be run in phases and likely conclude sometime in 2019.
- 3C ICT have been working with the Car Park service and the supplier for the new solution. During the project 3C ICT have also spotted opportunities for improvement, for example providing a new network for Grafton Centre Shop Mobility office, protecting circuits by deploying UPS's and recommending the expansion of cabinets to deploy enable more equipment to be deployed. 3C ICT suggested an approach that will save the car park service over £360k over the next 5 years by adjusting the design of the solution to reduce the scope of Payment Card Industry (PCI) compliance.
- 3C ICT staff are actively involved in supporting the direction of emerging council digital strategies and a Virtual Digital team now exists across the partnership sharing innovation and development overhead within the team. This will in time support much greater online functionality, expanding the opportunities for the public to undertake business outside the standard working day.

4.3 Finance

4.3.1 The outturn for the 2017/18 year is provided below:

£	Budget	Actual	Variance/Outturn
CCC	3,102,395	3,042,903	(59,492)
SCDC	1,341,268	1,451,999	110,731
HDC	2,065,833	1,735,077	(330,756)
Total	6,509,496	6,229,979	(279,517)

The final outturn underspend is due to a one off payment for dual running of contracts as part of the Server Room Consolidation project which was not in the original budget. This resulted in a one off contribution from partners (as per the Project business case) of £299,000 in the year. With this extra ordinary element removed the total outturn against the revised business case is a positive £20,000.

- 4.3.2 A re-profiled business case was approved in February 2018 and a saving of £279,000 against the original base budgets was agreed. 3C ICT has saved an additional £45,000 above this during 2017/18 equating to a total saving of £328,000 against original baseline budgets. Whilst this is below the original business case target, it represents concrete progress, with a clear plan in place to achieve the original target of 15% saving on the starting budgets before the creation of 3C.
- 4.3.3 Partners are now paying 4% less for their ICT service under 3C ICT, a position that will improve as a number of cost consolidation projects are delivered in 2018 and beyond as part of the ICT Roadmap.
- 4.3.4 Moving forward 3C ICT are well placed for 2018/19. All posts in 2018/19 will be filled by permanent staff or interims within budget. This is forecast to yield circa £400,000 of staff savings against the original partner ICT running costs. Equally, specific projects to reduce costs and consolidate contracts will be realised in 2018 also resulting in circa £400,000 of service savings.
- 4.3.5 2018/19 budgets may further reduce through the Shared Planning project which will rationalise a number of core back office systems. The project is in an early planning phase making it difficult to predict which financial year savings will be realised.

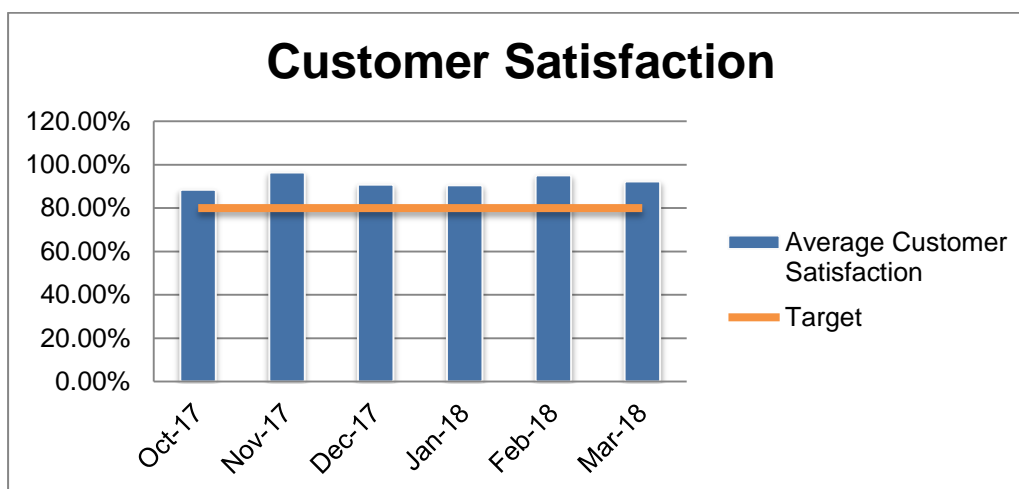
There are on-going projects which will support the approach outlined above including:

- The Data Centre Consolidation Project (Final Stage)
- Shared Planning ICT Solution (Implementation Stage)
- Shared Waste Software (Implementation Stage)
- Shared Housing Software (Procurement Stage)

4.4 Customer Feedback

- 4.4.1 Delivering business as usual is a major function of the service and following the approval of the 3C ICT Business case in November a revised set of KPIs has been established for the service. Customer satisfaction has improved and these are verified through ongoing feedback monitoring and the recent bi-annual survey. This is reflected in a steady improvement in the day to day ICT operational service. Considering the amount of change in this year it is a considerable achievement for the service.

4.4.2 Data collection is largely automated and driven from the Service Desk software but a number of measures are still very manual. Historical data is not always available for some of the measures but will build up over time.



4.4.3 A summary of the entire suite of KPIs is as follows as measured over the last 6 month period is detailed below. There is steady improvement within the day to day service delivery and plans to improve further.

Reference	Description	RAG
KPI-1	Customer Satisfaction	□
KPI-2	Service Availability	□
KPI-3	Incident Performance	□
KPI-4	Service Desk Response	□
KPI-5	Service/Work Order Request Performance	□
KPI-6	Project Delivery Performance	□
KPI-7	Staff Budget Savings	□
KPI-8	Software and Services Savings	□

5.0 **3C Building Control Annual Report 2017/18**

5.1 **Introduction**

5.1.1 3C Building Control was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.

- 5.1.2 The creation of a shared service was envisaged to further improve capacity in certain areas (for all three Councils) by expanding the skilled team with management arrangements that enable resources to be deployed effectively and efficiently and the adoption of best practices and processes. Another advantage of the service was to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. This includes new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service also provides flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.
- 5.1.3 The combined net budget of the non-fee-earning account of the building control services for the three partner authorities before setting up the shared service was £338,520 and a savings target of 15% equating to £51,000 was set. Fee earning figures could not be included in the calculation as this is ring fenced monies.
- 5.1.4 Given the commercial nature of the service only limited information has been included in this public Annual report. A detailed Business Plan for 2018/19 which contained more of the service detail was approved at partner committees in March 2018.

5.2 General Progress to Date

- 5.2.1 The Building Control service has made considerable progress during 2017/18 with the following delivered:
- A. Recruitment of permanent Head of 3C Building Control
 - B. Marketing Strategy implemented
 - C. Implement the ISO 9001: 2015 quality management system across the service

With all these now delivered the service is working flexibly across the whole area with office locations at the Guildhall in Cambridge and Pathfinder House in Huntingdon.

- 5.2.2 Recruitment to the service has been positive during 2017/18; there was a planned issue with resource and consequently service provision due to termination of agency contractors and the lag between recruitment and appointment of permanent members for the team.

The ability to recruit and retain qualified and experienced staff has been an on-going issue for the service in terms of delivery and financial benefits. It is important that the service retains the existing staff members; leadership and motivational techniques will become embedded within addition it is important

to ensure sufficient succession planning is in place. In order to achieve this, a full service review will be undertaken during the new financial year.

5.2.3 3C Building Control has added value to a variety of key projects for all partners during 2017/18, notably:

- The team are working on a number of schools within the 3C area including new buildings and extensions. The service has also provided consultation on school projects outside the area which will result in further applications under the Partner Authority scheme.
- The service continues to oversee many of the new homes on the Southern fringe developments at Clay Farm and Trumpington Meadows sites.
- The team continues to provide expert advice and support to several important developments on the Cambridge Biomedical Campus at Addenbrookes.
- The team are collaborating on the extensive £300M+ first phase development at North West Cambridge for the University of Cambridge, this includes the University Primary School, student accommodation, large supermarket and other retail units and 500+ residential units, nursery school and community facilities.
- The team has successfully tendered for the next phase of the New Museums Site in the centre of Cambridge.
- The service has entered a training contract with the CIOB (Chartered Institute of Building) to enable the professional membership of the team and to facilitate the provision of CPD (continuous professional development) opportunities for local agents and contractors to attend.

5.3 Finance

5.3.1 Income has remained stable over the last nine months and although less than the budgeted forecast the service has rationalised costs as much as possible to compensate.

5.3.2 The Financial Year 2017/18 ended with a loss of £25,696 to the fee earning account.

Building Control	Budget £	Actual £
Expenditure	-1,778,910	-1,534,111*
Income	1,779,400	1,534,113
VARIANCE		2

**includes contribution from reserves as detailed below.*

5.3.3 The reserves at the beginning of 2017/18 were £310,233. The loss to the fee earning account of £25,696 has been deducted from these reserves. The starting position for the reserves for 2018/2019 is £284,537. The reserves are monies to be retained for works in progress from one financial year to another.

3C Building Control	2017/18	Overspend 2017/2018	2018/19
Reserves	310,233	-25,696	284,537

5.3.4 The service will also undertake a review of the fees during the first quarter on the new financial year.

5.3.5 It is a requirement that each Council contributes to the non-fee earning account for all statutory works the service is unable to charge for. This currently equates to 30% of the work undertaken by the service. The budgeted contribution from each Council is detailed below, as the service rationalised expenditure this had a positive impact on the actual contribution from each council resulting in a total variance of £52,046.

Contribution from Councils	Budget £	Actual £	Variance £
Cambridge City C	202,140	179,462	22,678
Huntingdonshire DC	147,670	131,106	16,564
South Cambridgeshire DC	114,130	101,326	12,804
TOTAL	463,940	411,894	52,046

This is a much better position than the previous financial year (2016/2017) when the overspend to the reserves was in the region of £95,000.

5.3.6 The outturn position for 2017/18 is recorded in the table below.

	Budget	Actual	Variance/Outturn
3C Building Control	201,650	215,084	13,434*

**Cost for Apprentice of £35,622 is included as an expenditure against the 3C Building Control budget however this should have been accounted in the corporate budget where the budget for Apprentices is currently underspent.*

5.3.7 During 2017/18 the market share for 3C Building Control was 53% with the Private Sector taking around 47%. Considering the pressures on resources during the early part of the year a planned business decision was made not to procure work that could not be fulfilled to the service standard.

5.4 Customer Feedback

5.4.1 The service has a variety of customers. Initial customer feedback was obtained from Agents in November 2017. This was a one off survey which will be repeated again during the new financial year. Response rate was 10%, considered satisfactory.

5.4.2 A series of questions were asked and the responses collated. This has informed the strategy for the service and fed into the business plan and marketing strategy.

Question	RAG	Result
Does our service meet your needs?	<input type="checkbox"/>	75% confirmed yes
How would you rate our communications?	<input type="checkbox"/>	50% found them unsatisfactory
Would you use 3C again?	<input type="checkbox"/>	16% answered no
Would you recommend our service?	<input type="checkbox"/>	67% answered yes

5.4.3 Customer feedback was also obtained from householders; this is forwarded at the completion stage of every project via an online survey. These are collated periodically and the responses informed the strategy for the service and fed into the business plan and marketing strategy.

Question	RAG	Result
How easy was it to understand the application process?	☐	100% confirmed yes
How successful was your project?	☐	87.5% confirmed yes
How easy was it to get hold of building control?	☐	12.5% answered not at all
How helpful was your surveyor on site?	☐	100% confirmed yes
Would you use 3C again?	☐	75% confirmed yes
Would you recommend our service?	☐	12.5% answered no

5.4.4 With the new team members embedded into the service, focus will move towards increasing discretionary services in the new financial year.

The marketing of the service has been identified by the new Head of Service as a key area for its on-going success. A marketing strategy has been produced and is being implemented. Some of the activities underway are:

- Local Continuing Professional Development events have been held in the operational area for customers and citizens.
- Team members are participating in the planning roadshows hosted by South Cambridgeshire District Council.
- Team members also participated in a community event with Kiers at Northstowe.
- The service has 15 finalists in the 2018 LABC National Building Excellence Awards East Anglia region.
- Team members have presented for Anglia Ruskin University to students and to the University of Cambridge Architecture students.
- Social media activity is increasing with LinkedIn the next area to target.

6.0 **Conclusion**

6.1 The Annual Report is for information.

6.2 2017/18 has been a positive year regarding financial performance as the services work towards delivering the outcomes of the original business cases. Operationally the services are delivering a better service and the focus on performance management will ensure that the focus remains in this area.

6.3 Having a strong management team in place, detailed business plans, good governance and a variety of combined strategies in place the services are in apposite place to deliver further benefits set out in the original business plans.

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Agenda Item 6

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of the Local Government Act 1972.

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