A meeting of the **CABINET** will be held in the **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 19 JULY 2022** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1.   MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the meeting held on 16th June 2022.

Contact Officer: H Peacey - (01223) 752548

2.   MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Contact Officer: Democratic Services - (01480) 388169

3.   CORPORATE PLAN 2022/23 (Pages 11 - 22)

To receive a report updating Members on the development of a new Corporate Plan for 2022/23 and to present proposed objectives, actions and performance indicators for endorsement by the Cabinet and approval by Council.

Executive Councillor: S Conboy.

Contact Officer: D Buckridge - (01480) 388065

4.   ENERGY BILLS REBATE - LOCAL SCHEME POLICY (Pages 23 - 32)

To receive a report seeking approval of the discretionary Energy Bills Rebate – Local Scheme Policy to provide financial support to households not eligible for assistance under the main scheme.

Executive Councillor: S Ferguson.

Contact Officer: A Burns - (01480) 388122

5.   LOCAL TRANSPORT AND CONNECTIVITY PLAN (Pages 33 - 48)

To receive a report seeking approval for submission of a formal consultation response on behalf of the District Council to Cambridgeshire and Peterborough Combined Authority on the Local Transport and Connectivity Plan.

Executive Councillor: S Wakeford.

Contact Officer: C Bond - (01480) 387104

6.   HACKNEY CARRIAGE FARE REVIEW (Pages 49 - 64)

To receive a report from the Licensing Manager seeking approval of a revised table of fares for hackney carriages.

Executive Councillor: S Ferguson.

Contact Officer: M Bishop - (01480) 388785

7.   OVERVIEW AND SCRUTINY MARKET TOWNS TASK AND FINISH STUDY (Pages 65 - 76)

To receive a report from the Overview and Scrutiny Panel (Performance & Growth) detailing the outcome arising from a task and finish study on the general theme of Huntingdonshire's market towns.

Executive Councillor: S Wakeford.

Councillor S Corney will be in attendance to present this item.

Contact Officer: B Buddle - (01480) 388008

8.   FINANCE PERFORMANCE REPORT 2021/22 OUTTURN (Pages 77 - 108)

To present details of the Council's projected financial performance 2021/2022.

Executive Councillor: B Mickelburgh

Contact Officer: S Russell-Surtees - (01480) 388524

9.   TREASURY MANAGEMENT OUTTURN REPORT 2021/22 (Pages 109 - 130)

To receive an update on the Council's treasury management activity during 2021/22, including investment and borrowing activity and treasury performance.

Executive Councillor: B Mickelburgh.

Contact Officer: S Russell-Surtees - (01480) 388524

10.   3C LEGAL, ICT AND BUILDING CONTROL SHARED SERVICES ANNUAL REPORTS 2021/22 (Pages 131 - 184)

To receive the annual reports of the services currently delivered in partnership with Cambridge City and South Cambridgeshire District Councils.

Please note: One of the appendices to the report is restricted. There will be a need to move to private session if the Cabinet wishes to discuss its content.

Executive Councillor: M Hassall.

Contact Officer: O Morley - (01480) 388103

11 day of July 2022

Jannebroater

Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

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

Filming, Photography and Recording at Council Meetings

The District Council permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings.

Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

Please contact Habbiba Peacey, Democratic Services Officer, Tel No: (01480) 388007 / e-mail: Habbiba.Peacey@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 Cabinet.

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

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

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Thursday, 16 June 2022

PRESENT: Councillor S J Conboy – Chair.

Councillors L Davenport-Ray, S W Ferguson, M A Hassall, B A Mickelburgh, B M Pitt, T D Sanderson, S L Taylor and S Wakeford.

8   MINUTES

The Minutes of the meeting held on 18th May 2022 were approved as a correct record and signed by the Chair.

9   MEMBERS' INTERESTS

No declarations were received.

10   JOINT ADMINISTRATION AGREEMENT

With the aid of a report by the Managing Director (a copy of which is in the Minute Book), the Cabinet noted the terms of the Joint Administration Agreement established between the HDC Independent, Liberal Democrat, Labour and Green Groups which had been signed by Group Leaders on 17th May 2022. Whereupon, it was

RESOLVED

that the content of the Joint Administration Agreement as attached at Appendix 1 of the report now submitted be received and noted.

11   MARKET TOWNS PROGRAMME - SUMMER UPDATE

Consideration was given to a report by the Corporate Director (Place) providing an update on activity across the strands of the Market Towns Programme, in particular, the activity on the St Neots Fund Future High Street highways related projects, the planned wider engagement in the draft masterplans for St Ives, Ramsey and Huntingdon and the imminent external funding opportunities.

In introducing the report, the Executive Councillor for Jobs, Economy and Housing drew attention to the recommendations proposed within the report, the comments made by the Overview and Scrutiny Panel (Performance and Growth) and made reference to the fact that this work had been inherited from the previous administration. He then went on to report that engagement would be enhanced over the summer period to enable stakeholders' further opportunity to engage with the programme and summarised the points raised by the Overview

and Scrutiny Panel relating to the challenges around ambition, speed, deliverability and finances of the proposals.

In response to a question raised by the Executive Councillor for Community and Health, the Executive Councillor for Jobs, Economy and Housing responded that expectations would need to be managed across all projects, including St Neots, and whilst being mindful of the funds available, account would need to be taken of inflation and rising costs.

In noting the progress made to date of the Market Towns Programme, the Cabinet

RESOLVED

   (a) to delegate authority to the Corporate Director (Place) and the Section 151 Officer in consultation with the Executive Councillor for Place, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources to submit, accept and sign the associated funding agreement for the Ramsey Local Growth Fund bid enabling the delivery of a new produce hub and public realm improvements;

   (b) to delegate authority to the Corporate Director (Place) and the Section 151 Officer in consultation with the Executive Councillor for Place, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources the submission of a funding bid in respect of a second round of the Levelling Up Fund;

   (c) to delegate authority to the Corporate Director (Place), the Section 151 Officer and Head of Legal Practice in consultation with the Executive Councillor for Place, Executive Councillor for Jobs, Economy & Housing and Executive Councillor for Finance and Resources to enter into all relevant and necessary contracts for the successful design, development, construction and delivery of the Market Towns Programme;

   (d) to reflect the change in operational responsibility for the Market Towns Programme, authorised the Corporate Director (Place) to exercise the above delegations in line with statutory procurement, standing orders and the Council Constitution; and

   (e) to note that update reports will be brought back to Cabinet on a quarterly basis outlining any contracts that have been entered into under the above delegation within the period reported.

12   CORPORATE PERFORMANCE REPORT, 2021/22 QUARTER 4

With the aid of a report prepared by the Business Intelligence & Performance Manager (a copy of which is appended in the Minute Book) the Cabinet considered progress made against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1st January to 30th April 2022. The report also incorporated progress on the current projects being undertaken by the Council.

The Executive Councillor for Customer Services summarised the progress made in delivering the Key Actions for 2021/22 over the reporting period where the Cabinet were pleased to note that in respect of Corporate Indicators, 86% of these were either on track or within an acceptable variance. He then went on to report that whilst the pandemic had less impact on performance for most services compared to the previous year, it continued to be a factor in customers ability to pay Council Tax this year. Across the board, 8 indicators remained "red" but this remained low when compared to previous years. In his concluding remarks and in response to the comments which had been made by the Overview and Scrutiny Panel (Performance and Growth), it was reported that the new administration would be refreshing the Corporate Plan in the coming months progressing it towards a fairer and greener Huntingdonshire.

In thanking Officers and the previous administration for the performance levels achieved and the targets reached to date, it was

RESOLVED

> that Cabinet note the progress made against the Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C of the report now submitted.

13   HINCHINGBROOKE COUNTRY PARK JOINT GROUP

RESOLVED

> that Councillor S Taylor be appointed on to the Hinchingbrooke Country Park Joint Group in her capacity as Executive Member for the Country Park in place of Councillor T D Sanderson.

14   REPRESENTATION ON ORGANISATIONS

The Cabinet considered a report prepared by the Democratic Services Officer (a copy of which is appended in the Minute Book) regarding the Council's representation on a variety of organisations/partnerships. An updated Appendix had also been circulated earlier that day (a copy of which is also appended in the Minute Book) to take into account minor changes which had been made since agenda publication.

The Democratic Services Officer explained that the appointments would be in place for a four year term until May 2026 and that a full review had been undertaken in March/April 2022 seeking views from external organisations, District Council appointed representatives and Officers on whether the Council should continue to appoint, how they contributed to the Council and its corporate objectives and whether there was any scope to nominate non-HDC Councillors to these groups, for example, a former District Councillor, an Officer or another local/community representative (table 2.4 of the report refers). The review highlighted the complex and differing governance arrangements relating to Internal Drainage Boards and the Overview and Scrutiny Panel (Performance and Growth) have agreed to include this within their work programme, appointing Councillors S Cawley, S Corney, I D Gardener and S Howell on to a working group for this purpose.

Having had their attention drawn to table 2.5 which outlined those organisations proposed to be deleted from the list of appointments and having agreed to make a minor change to the appointment relating to the East West Rail – Huntingdonshire South Cambridgeshire Local Representatives Group, the Cabinet

RESOLVED

(a) to appoint to the organisations and partnerships referred to in the updated Appendix 1 of the report now submitted, subject to a minor change in one appointment relating to the East West Rail – Huntingdonshire South Cambridgeshire Local Representatives Group;

(b) to agree not to appoint to those organisations and partnerships as indicated in the updated Appendix 1 of the report now submitted;

(c) to request the Overview and Scrutiny Panel (Performance & Growth) to undertake a review of the governance arrangements in place for the various Internal Drainage Boards to which the Council appoints to; and

(d) that in the event that changes or new appointments are required to the District Council's representation during the course of the four year term, the Elections and Democratic Services Manager be delegated, after consultation with the Executive Leader, Deputy Executive Leader and Assistant Leader, to nominate and authorise alternative representatives as necessary.

15   EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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

16   DISPOSAL OF SMALL PARCEL OF LAND TO MEMBER OF STAFF

The Cabinet gave consideration to an exempt report by the Interim Commercial Estates Manager (a copy of which is appended in the Annex to the Minute Book) on the disposal of a small parcel of land to a member of staff.

In receiving an introduction from the Interim Commercial Estates Manager, the Cabinet were acquainted with the background to the report, the reasons why a decision was required by the Cabinet and details of consultations undertaken to date. Having responded to questions raised by Executive Members at the meeting, it was

RESOLVED

that the Cabinet endorse the recommendation contained within the exempt report now submitted.

17   MATERIAL RECYCLING FACILITY (MRF) CONTRACT EXTENSION

An exempt report by the General Operations Manager was submitted (a copy of which is appended in the Annex to the Minute Book) on the Materials Recycling Facility Contract Extension.

The Executive Councillor for Leisure, Waste and Street Scene provided detailed background to the report and drew attention to the comments of the Overview and Scrutiny Panel (Performance and Growth). In her introduction reference was made to market forces, the current levels of financial and operational performance, indicative gate fees and future contract options beyond 2024.

Having commended the service for the exemplar performance standards achieved and having thanked Officers and the previous administration for their hard work and efforts to date, it was

RESOLVED

> that the Cabinet approve the recommendation contained within the exempt report now submitted.

Chair

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan 2022/23

Meeting/Date: Cabinet, 19 July 2022
Council, 20 July 2022

Executive Portfolio: Councillor Sarah Conboy, Executive Leader

Report by: Business Intelligence and Performance Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to update Members on the development of a new Corporate Plan for 2022/23 and to present proposed objectives, actions and performance indicators to Council for approval.

The previous four-year Corporate Plan covered the period from 2018-2022, to align with the Council's election cycle, and a pragmatic approach has been taken to the adoption of an interim, transitional Corporate Plan at the start of the new term. The proposed Plan sets out strategic objectives for the Council, as well as actions and performance indicators to measure success and hold services to account against during 2022/23.

The 2023/24 Corporate Plan will be informed by a programme of meaningful engagement with residents, businesses and other stakeholders linked to the development of our Place Strategy. The next Corporate Plan will build stronger links between the Council's work and our strategic objectives as these become more closely aligned with our financial planning, service delivery and partnership activities.

Recommendations:

The Cabinet is

RECOMMENDED

to endorse the Corporate Plan developed for 2022/23 (attached at Appendix A)

The Council is

RECOMMENDED

to approve the Corporate Plan developed for 2022/23 (attached at Appendix A)

1. PURPOSE OF THE REPORT

1.1 The report is intended to update Members on the development of a new Corporate Plan for 2022/23 and to present proposed objectives, actions and performance indicators for endorsement by Cabinet and approval by Council.

2. WHY IS THIS REPORT NECESSARY

2.1 The Council needs a Corporate Plan setting out strategic priorities, setting out its objectives and how these will be achieved. The previous four-year Corporate Plan set out objectives for the period from 2018-2022 to align with the Council's election cycle, with key actions and performance indicators reviewed annually. With that period ended, a new Plan is needed to set out strategic objectives at the start of the new term and actions and performance indicators to measure success against.

3. ANALYSIS

3.1 Following the Council's Annual Meeting in May 2022, the Council is now led by a Joint Administration made up of Independent councillors, Liberal Democrat councillors, Labour councillors, and a Green Party councillor. A Joint Administration Agreement (JAA) has set out their key objectives for the four-year term and how they intend to work together.

3.2 Analysis to identify appropriate actions and performance indicators for each of the objectives has involved reviewing existing corporate strategies, service plans developed for 2022/23 and the JAA. The previous Corporate Plan was also part of this review as some actions and performance indicators continue to reflect ongoing activities that are important to residents, customers and the Council. However, feedback previously received on quarterly performance reports from senior officers, service managers and members of Overview & Scrutiny committees was taken into account in assessing suitability.

3.3 The proposed Corporate Plan attached at Appendix A sets out the Council's objectives and the key actions and performance indicators for 2022/23. Services will liaise with Portfolio Holders in setting targets and progress is expected this year on all of the actions listed. Not all will be completed in 2022/23 as many reflect ongoing or multi-year activities.

3.4 Reviewing new service plans allows us to more closely align the actions and performance indicators included in the Corporate Plan with those being used to manage services. This helps to ensure that services are clearly focussed on delivering the same outcomes and measuring them in the same way wherever possible. The Corporate Plan provides the highest level in the "golden thread" running from the Plan through Service Plans to individual objectives set in Staff Appraisals.

3.5 Managers will continue to monitor progress on their service plan aims and Members will continue to receive reports on progress made with Corporate Plan actions and performance indicators on a quarterly basis.

3.6 A programme of meaningful engagement with residents and other stakeholders linked to the development of our Place Strategy will begin in summer 2022 and it is expected that the output from this will inform a more fundamentally changed 2023/24 Corporate Plan. The development of a Place Strategy is expected to establish shared objectives to work towards with key partners. Success is likely to be monitored through more outcome-focused indicators that measure the wider and longer-term impact of partnership activities in addition to the performance of the Council's services.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Panel discussed the Corporate Plan 2022/23 at its meeting on 6th July 2022.

4.2 Councillor Gray observed that the Corporate Plan is for the whole Council to adopt, not just the joint administration and that it would be useful to refer to it as such. This point was noted and the messaging will be amended to reflect this. Councillor Gray further observed that the new administration had inherited a very strong financial position from the previous administration, and whilst pragmatism is welcomed, the plan looked very similar to previous years with the exception of the climate emergency declaration. It was further stated that residents of Huntingdonshire had voted for change in the recent elections but that none was visible within the plan. The Panel heard that whilst there were currently similarities to previous plans, change is coming. Once this has been properly investigated and developed then it will be taken forward, and it was further noted that these continued developments were expected to be in the updated plan from April 2023.

4.3 Councillor Cawley echoed Councillor Gray's concerns and queried the expected outcome of the environmental crisis declaration addition. The Panel heard that the administration were taking the crisis seriously and planned to add substance to the actions currently being developed with further detail to be provided as it becomes available.

4.4 Councillor Howell enquired whether an indicator could be added under the objective strengthening communities to show timescales for payments to community groups. The Panel were advised that this would be investigated with context being developed into the commentary.

4.5 It was observed by Councillor Corney, that a Task and Finish Group had previously looked at the topic of affordable housing and enquired what further work was expected on this. The Panel heard that this is being revisited due to the shifting nature of the district and the housing market. Further cross party working and involvement from Scrutiny would be welcomed as this gathers pace.

4.6 The reasoning behind the invest and made in Huntingdonshire project was questioned by Councillor Pickering who felt that residents identified more with their local community than with the district. The Panel heard that the administration were mindful of this and that a blend of these identities

would be developed going forward allowing scope to attract large investors to the district as a whole.

4.7 Councillor Martin queried the indicator for super fast broadband, he observed that this is a fluctuating technology with constant improvements therefore hard to measure. The Panel heard that Ofcom data will be used for this indicator and would be adjusted according to the available data.

4.8 Having largely welcomed the report, the Panel encourage the Cabinet to endorse the recommendations contained within the report.

5. KEY IMPACTS

5.1 The key impact of adopting the Corporate Plan is that everyone in the Council will be clear about the Council's objectives and the actions and indicators to be used to measure progress towards delivering on them.

- ➢ Officers will be clear about what is important and how their role contributes towards this, as identified through individual objectives
- ➢ Financial planning will be more clearly linked to corporate planning
- ➢ Service plans will be more clearly linked to corporate planning
- ➢ Members will know what information they will get and when
- ➢ Portfolio Holders will be able to hold Officers to account
- ➢ Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

6. WHAT ACTIONS WILL BE TAKEN

6.1 Following Cabinet, the proposed objectives, key actions and PIs for 2022/23 will be submitted for approval by Council. If approved, an updated version of the Corporate Plan will be made available to all employees through the Intranet and will be published on the Council's website. Progress in delivering our key actions and performance indicator results will be reported to Overview and Scrutiny and Cabinet every quarter, along with details of financial performance and progress in delivering corporate projects.

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

7.1 The proposed Corporate Plan at Appendix A is intended to replace the previous plan and to set out the Council's corporate objectives for 2022/23.

8. RESOURCE IMPLICATIONS

8.1 The Council's 2022/23 Budget and Medium Term Financial Strategy to 2026/27 was approved by Council in February 2022. The proposed Corporate Plan actions and performance indicators have been informed by the approved service budgets and savings and growth proposals. It is anticipated that there will be no additional resource implications as a result of adopting the new objectives, actions or performance indicators.

9. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

9.1 The proposed Corporate Plan includes "Tackling climate change and caring for the environment" as a new objective. This is supported by actions including declaring a climate emergency and developing, adopting and delivering a Climate Strategy informed by resident and stakeholder engagement. It is anticipated that the Climate Strategy activity will help the Council to identify further actions to tackle climate change and care for the environment, as well as establishing further performance indicators to be measured in future.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. The interim Corporate Plan for 2022/23 aligns with the ambitions of the Council and will guide the work of services responsible for delivery on the new objectives. Actions and performance indicators selected will be used to monitor progress in 2022/23.

11. LIST OF APPENDICES INCLUDED

Appendix A – proposed Corporate Plan including key actions and performance indicators for 2022/23

12. BACKGROUND PAPERS

None

CONTACT OFFICER

Name/Job Title: Daniel Buckridge, Business Intelligence and Performance Manager
Tel No: 01480 388065
Email: daniel.buckridge@huntingdonshire.gov.uk

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Corporate Plan 2022/23

Huntingdonshire District Council's Corporate Plan sets out the Council's objectives and key actions and performance measures and this 2022/23 Corporate Plan is a transitional, interim plan at the start of a new four-year administrative term. A programme of meaningful engagement with residents and other stakeholders linked to the development of our Place Strategy will begin in summer 2022 and it is expected that the output from this will inform a more fundamentally changed 2023/24 Corporate Plan.

The Council's objectives are:

- Enhancing employment opportunities and supporting businesses
- Supporting the needs of residents
- Improving the housing situation
- Strengthening our communities
- Tackling climate change and caring for the environment

In exploring options to invest in our services and people, 'Working together' will be an overarching principle for the Council. Recognising that the Council is only one part of a complex structure of public sector service providers and, in the context of public sector reforms and new ways of working, the need for collaborative partnership working is ever-increasing. Central to this approach is developing an enduring dialogue with residents, meaningfully engaging with them in the widest possible aspects of our work and listening and responding to concerns in shaping policies and priorities. We will draw on insights from councillors of all political persuasions and work together to ensure that the Council provides good services and good value, while considering social value as a priority. We will work constructively with other public bodies, business partners and the third sector. Local public sector partners are working together to draft a single system strategy setting out shared design principles, priorities and outcomes, which are expected to align with our Corporate Plan.

The Corporate Plan shows you our objectives, the work programmes we have put in place, the actions we will take and how we will measure our performance.

Objective	Proposed key actions	Proposed indicators
Enhancing employment opportunities and supporting businesses We will: - promote Huntingdonshire as a location for investment in high-tech, highly-skilled and green economic opportunities and jobs, within environmental limits - support local businesses with the council's purchasing power	1. Deliver the Market Towns Programme, including the St Neots Future High Streets Fund, accelerated delivery projects and masterplanning in Huntingdon, Ramsey and St Ives 2. Explore external funding opportunities to deliver agreed masterplan and wider priorities 3. Review Huntingdonshire's 2020-	1. Net change in number of local businesses 2. Footfall in town centres 3. Proportion of council spend with suppliers from the local area 4. % of residential and business premises with super-fast fixed broadband coverage 5. % of residential and business premises with indoor 4G mobile coverage from at least 3 operators

Objective	Proposed key actions	Proposed indicators
- rejuvenate our economy in the wake of the pandemic, by: - engaging with businesses to understand their future needs and aspirations - matching workspace to the needs of our residents and businesses - supporting provision of high-speed broadband and mobile phone coverage across the district - supporting residents to access employment and skills advice and provision	25 Economic Growth Strategy 4. Work with partners to promote business support and business start up programmes and grant schemes 5. Audit the impact of our current Social Value procurement policy and commit to actions to improve its impact 6. Work with partners to support the provision of high-speed broadband and better mobile phone coverage across the district 7. Launch new Invest in Huntingdonshire and Made in Huntingdonshire campaign, establish an inward investment baseline 8. Work with partners to support the provision of careers advice, technical and vocational learning including apprenticeships	6. Employment Rate 7. No of Huntingdonshire Apprenticeship starts
Supporting our residents needs We are committed to ensuring that Huntingdonshire residents have the highest possible quality of life. Residents face a growing affordability challenge for life's basic necessities. To help mitigate the cost of living crisis, we will use	1. Continue to improve digital access to council services 2. To develop our understanding of customer and resident needs and use this to enable us to better support our residents in a way that makes sense to them 3. To continue to provide financial assistance to people on low incomes to	1. Number of active customer portal accounts (accessed within the last 12 months) 2. Number of missed bins 3. Average number of days to process new claims for Housing Benefit and Council Tax Support 4. Number of attendances at One Leisure Active Lifestyles programmes 5. Number of One Leisure Facilities admissions –

Objective	Proposed key actions	Proposed indicators
universal access to basic services as a guiding principle. All residents deserve: - somewhere warm and safe to live - a healthy diet - opportunities to improve their skills, access employment and improve household income - open spaces and leisure facilities to support their physical and mental health - access to the digital and transport infrastructure needed for modern life We are committed to working with partners to do all we can to deliver this. We will take a positive and proactive approach to: - joining up services for the benefit of residents by working with the new integrated care system, other public bodies and the third sector - ensuring that Huntingdonshire is an inclusive district for all residents - working to ensure that more of the wealth created in our local communities should stay in our local communities	pay their rent and Council Tax 4. Identify and support residents at risk of situations escalating into crisis, including a review of contracts for the provision of public advice and support for the voluntary and community sector to ensure this is done in the most effective and convenient way	swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) 6. Number of residents at risk of 'crisis' proactively supported 7. Number of preventative campaigns or initiatives undertaken
Improving housing provision We will undertake a review of affordable housing.	1. Commence an update of the Local Plan. This should ensure that local planning policies include a focus on sustainability of new developments, achieving	1. Net change in number of homes with a Council Tax banding 2. Number of new affordable homes delivered

Objective	Proposed key actions	Proposed indicators
We will start the review of the Local Plan and associated strategies and policies. Delivery of affordable homes, quality of the built environment, creating healthy spaces and communities, available sustainable public transport, and embedding digital connectivity will all be important considerations. This review will also include an examination of the suitability of new housing developments with respect to: - protecting and enhancing the local environment - protecting the character of a local area - sustainable construction practices - building homes to high environmental standards - potential work locations for new residents - available sustainable public transport and active travel options - appropriate infrastructure We will also: - encourage new building developments that accommodate a range of specialist housing - work closely with towns and parishes to widen knowledge around the Community Infrastructure Levy and how local communities can access these funds	the right mix of housing sizes, types and tenures to meet the needs of residents, the quality of the built environment, creating healthy spaces and communities, public transport and digital connectivity 2. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met 3. Design and implement strategies to use Council assets to support the delivery of affordable homes	3. Number of homelessness preventions achieved 4. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development 5. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) 6. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) 7. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)

Objective	Proposed key actions	Proposed indicators
Strengthening our communities We will: - Continue to work with accredited community organisations to ensure our services fulfil local needs, and are delivered in the way that best builds community and resident capacity - Enable communities to develop and maintain Neighbourhood Plans that reflect the needs and aspirations of those living there - Continue to develop local employment and skills pathways building on the work of our local jobs clubs pilot - work with police and communities to help people feel safe where they live - support local people to take action to improve their area including through 'seed funding' projects with community grants In managing the council's assets and using its resources, we will consider the social and economic impacts upon local communities, as well as financial implications for the council. We will explore every opportunity to build capacity and empower communities to take ownership and meet residents' need.	1. Develop, adopt and deliver a Place Strategy informed by resident and stakeholder engagement 2. Commence development of a refreshed Community Strategy informed by our resident engagement activity and our current Community Strategy 3. Support community planning by providing advice to Towns and Parish Councils seeking to develop or update Neighbourhood Plans 4. Deliver the CCG funded Community activity project with and through community groups, to better meet and build local capability 5. Fund and award Community Chest Grants to local community groups, and support the work of local voluntary organisations 6. Work with our Communities to co-ordinate support for Ukrainian refugees moving to the area, including Homes for Ukraine sponsors and their guests 7. Work in partnership to provide greater leisure and health opportunities at Community, Sports Club or within formal Leisure to enable more people to be more active, more often 8. Play an active role in the development of the Integrated Care Partnership to ensure that health	1. Number of hours worked by volunteers 2. Number of accredited community and voluntary sector groups within Hunts under the 'Good to Go' or other scheme 3. The number of food safety inspections undertaken 4. Number of 'Aspirations High' initiatives delivered within identified primary schools 5. Number of local health/physical activity events developed 6. Number of people supported by local jobs clubs

Objective	Proposed key actions	Proposed indicators
We want our communities to be great places to live and work. We will explore all opportunities to increase the provision of green spaces, play areas, youth activities and community buildings. We will work toward our long-term ambition to be the most active District in Cambridgeshire.	delivery contributes to local objectives around enhanced Quality of Life	
Tackling climate change and caring for the environment Huntingdonshire must proactively tackle the climate crisis and ecological emergency. We will act upon this by: - declaring a climate emergency to help focus minds and urgently implementing a Climate Action Plan - designing council policies that enable cutting of emissions and provide positive examples for businesses and residents - considering environmental impact in all policy-making and our stewardship of council assets and resources - ensuring our updated Local Plan reflects the priorities outlined in our Climate Action Plan	1. Declare a climate emergency 2. Develop, adopt and deliver a Climate Strategy informed by resident and stakeholder engagement 3. Deliver investment programmes at Hinchingbrooke Country Park and Riverside Parks in Huntingdon and St Neots 4. Protect and increase biodiversity within our parks and open spaces	1. Percentage of household waste reused/ recycled/ composted 2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations 3. Carbon emissions from HDC service delivery (note: reporting is likely to be annual only)

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Energy Bills Rebate – Local Scheme Policy

Meeting/Date: Cabinet – 19 July 2022

Executive Portfolio: Executive Councillor for Customer Services – Cllr S Ferguson

Report by: Revenues and Benefits Manager

Ward(s) affected: All

Executive Summary:

In February 2022, as part of its package of support to support households with the rising cost of energy bills, the Government introduced the Energy Bills Rebate scheme to be administered by local authorities. This comprises a one-off payment of £150 to the majority of households living in Council Tax Bands A – D and a discretionary fund to support households not eligible under the main scheme and to provide additional assistance to the most vulnerable households.

Further support measures have subsequently been announced by the Government, but these do not come under the remit of local authorities.

Huntingdonshire District Council (HDC) has been allocated £211,350 for the discretionary scheme.

Local authorities can determine how to best make use of this funding to support those suffering from financial hardship due to the increased cost of living and the resulting policy should be formally approved by Members.

HDC has developed a policy, known as the Energy Bills Rebate – Local Scheme, to provide support to groups of households most likely to be impacted by the current economic climate.

Recommendation:

The Cabinet is

RECOMMENDED

to approve Huntingdonshire District Council's Energy Bills Rebate – Local Scheme policy.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek approval of the discretionary Energy Bills Rebate – Local Scheme policy (known as the Local Scheme) to provide financial support to households not eligible for assistance under the main scheme.

2. BACKGROUND

2.1 To help households with the increased cost of energy bills, the Government's Energy Bill Rebate (EBR) scheme provides a one-off payment of £150 to eligible households in Council Tax Bands A-D (including Band E, where the award of a Disabled Band Reduction has lowered the band to D). In Huntingdonshire, around 60,000 households will receive this payment.

2.2 In setting the eligibility criteria, the Government determined that although rising costs affect most households, they are more likely to disproportionately affect those on lower incomes as they spend a higher proportion of their income on utility bills.

2.3 However, the Government also recognised that households not eligible under the main scheme will also be impacted and so set up a discretionary fund for local authorities to devise their own locally set policies and this can include making additional payments to the most vulnerable households in Bands A – D.

2.4 HDC has been allocated a budget of £211,350 to make payments under the local scheme. Payments must not exceed this amount and must be paid by 30 November 2022. Any unspent budget must be returned to the Government.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 The Government expects that support from the Local Scheme is targeted towards those most likely to be suffering hardship as result of the rising cost of living.

3.2 Given the size of the budget allocation, it is recognised that only a small proportion of households can benefit from payments under the Local Scheme. Officers consider that targeting support towards specific categories of household makes the best use of funding with a small amount of money held in reserve for exceptional cases.

3.3 Having considered Government guidance and local demographics, officers have identified three types of household that are on low incomes and/or likely to have higher fuel costs and modelled the budget allocation against the number of households in each category.

3.4 The three categories of household selected are as follows:

Council Tax Support (CTS) claimants: CTS is a means tested benefit for people on low incomes to help pay their Council Tax. Around 7,000 households in Huntingdonshire have a sufficiently low income to be in receipt of CTS. CTS claimants in Bands A – D receive £150 under the main EBR scheme. Under the Local Scheme, households in Bands A – D where CTS is awarded, will get a further payment of £25 and households in Bands E – H where CTS is awarded, will get a total payment of £150.

Disabled Band Reduction (DBR) recipients in Bands F - H: A DBR is applied in Council Tax where a property has been adapted to take account of a disabled person's needs and moves the property to a lower band. People living in Bands A – E receive £150 under the main EBR scheme. Under the Local Scheme, a payment of £150 will be made where a DBR has been applied to properties in Bands F - H. This means that all households qualifying for a DBR will get a rebate regardless of the band they are in.

Households with Council Tax exemptions N, S, U and W in Bands E – H: People with one of these exemptions living in Bands A - D receive £150 under the main scheme. Under the Local Scheme, a payment of £150 will be made to households, in receipt of one of these exemptions, living in Bands E – H. This means that all households qualifying for one of these exemptions will get a rebate regardless of the band they are in. (Exemption Class N: all residents are students, Exemption Class S: all residents are under the age of 18, Exemption Class U: all residents are classed as Severely Mentally Impaired, Exemption Class W: an annexe is occupied by an elderly or disabled relative of the householder).

3.5   It is recognised that there will be people not eligible for a payment under either the main or Local Scheme that are suffering hardship. The Council's Resident Advice and Information Team (RAIT) was set up to provide holistic support and guidance to residents facing difficulties during the pandemic. The team has evolved further to provide proactive and reactive support to people with a range of issues such as debt and housing. There has been an increase in the number of referrals for people who are struggling with the cost of living. Applications for support from the Local Scheme will be accepted from the RAIT. The amount of award will depend on the amount of money left in the budget, on the individual circumstances of the customer and the recommendation of the RAIT.

3.6   The policy intention of EBR is to provide financial support to people to pay their energy bills and the preferred solution is to make a payment directly to the householder's bank account. Where bank details are already held, the payment will be made without any action needing to be taken by the resident. Where no bank details are held, contact will be made with the resident to obtain this information. If this is not possible, the award will be credited to the liable person's Council Tax account.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Panel discussed the Energy Bills Rebate – Local Scheme at its meeting on 7th July 2022.

4.2 Following a question from Councillor McAdam, the Panel heard that around 7,000 residents would initially benefit from the scheme.

4.3 Councillor Criswell praised the officers for the work that they had undertaken over the course of the pandemic in ensuring that the needs of residents had been met. He further welcomed the report and the pragmatic approach of the team to ensure best use of the funding available to the benefit of residents.

4.4 These sentiments were echoed by Councillor Bywater, who further enquired how residents would know that they were eligible for further support. The Panel heard that affected residents would be contacted directly and that a comprehensive communications plan was in place to support that message.

4.5 Following an enquiry from Councillor Shaw, the Panel heard that around 150 residents in Council Tax bands E to H would also benefit from the scheme having been identified as in receipt of Council Tax support.

4.6 Councillor Harvey enquired on the anticipated timescales for the project as it was observed that some residents were not yet in receipt of the initial rebate. The Panel heard that those residents who do not pay their Council Tax by direct debit had been contacted for their payment details but that this was a considerable piece of work. It was noted that should no contact be received from these residents by the end of July, their rebate would be credited to their Council Tax account in place of a payment to their bank account. The Panel were further appraised that the roll out of this proposed scheme would begin in August and is anticipated to run smoothly due to the payment detail collection and verification work done so far.

4.7 Following a question from Councillor Lowe, the Panel were advised that residents eligible for the rebate were identified on 1st April 2022. In the unlikely circumstance of a deceased resident since this date, the rebate would be passed to their estate.

4.8 Councillor Alban enquired whether this work had resulted in a positive increase in direct debit uptake. The Panel heard that this was indeed the case and that it was too early to tell if there would be any direct debit drop out following the initial increase.

4.9 The Panel were advised that eligible residents would be contacted directly but that Councillors would be able to signpost to a dedicated webpage should they receive any enquiries.

4.10 The Panel welcomed the report and thanked the officers for their hard work in supporting the residents of the district. The Panel encourage the Cabinet to endorse the recommendations within the report.

5.   RISKS/MITIGATION

5.1   Due to the level of funding available, there is a risk that people adversely affected by the increased cost of fuel bills will not receive help through the EBR Local Scheme. However, since this scheme was announced, the Government has introduced further measures to help people which will provide a level of mitigation. These include a £400 non-repayable grant for utility bill payers to be paid from October by energy suppliers, a £650 non-repayable grant to be paid by DWP in two instalments to certain benefit claimants, £150 for people with disabilities and a £300 winter fuel payment for most pensioners. In addition, Cambridgeshire County Council's Household Support Fund is aimed at providing pensioners with further financial support.

6.   TIMETABLE FOR IMPLEMENTATION

6.1   It is intended that work will begin immediately to distribute the funds with a deadline of 30 November 2022.

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

7.1   The Energy Bills Rebate – Local Scheme contributes to the strategic priority of supporting people to improve their health and well-being.

8.   RESOURCE IMPLICATIONS

8.1   The level of awards under the Local Scheme will not exceed the allocation of £211,350.

9.   REASONS FOR THE RECOMMENDED DECISIONS

9.1   Government guidance requires the Local Scheme to be approved by elected Members.

10.   LIST OF APPENDICES INCLUDED

Appendix 1 – Huntingdonshire District Council Energy Bills Rebate – Local Scheme Policy

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HUNTINGDONSHIRE DISTRICT COUNCIL

ENERGY BILLS REBATE LOCAL SCHEME

July 2022

1.0 Purpose of the scheme and background

1.1 In order to help households with the increased cost of energy bills, the Government has tasked local authorities with administering the Energy Bills Rebate (EBR) scheme.

1.2 It is recognised that whilst these rising costs affect most households, they are more likely to disproportionately affect those on lower incomes who tend to spend a higher proportion of their income on utility bills.

1.3 Initial funding of £9m has been given to Huntingdonshire District Council (HDC) to make payments of £150 to eligible households in Council Tax bands A-D (including Band E, where the award of a Disabled Band Reduction has lowered the band to D).

1.4 The main scheme will provide financial assistance to around 60,000 households.

1.5 In addition, HDC has been given a further budget of £211,350 for discretionary payments to be made to support households who do not qualify for help under the main scheme.

1.6 Government guidance has determined that local authorities can decide how best to make use of the funding to provide payments to households who are energy bill payers but are not covered by the main scheme.

2.0 Huntingdonshire District Council's Energy Bills Rebate Local Scheme

2.1 The HDC Local Scheme will provide rebates to the following households:

Household Type	Level of award
In Council Tax Bands A - D and on Council Tax Support at 1 April (top up)	£25
In Council Tax Bands E - H and on Council Tax Support at 1 April	£150
In Council Tax Bands F-H and in receipt of a Disabled Band Reduction at 1 April	£150
In Council Tax Bands E-H with an N, S, U or W exemption at 1 April	£150

Council Tax Bands A-D and on Council Tax Support at 1 April

Council Tax Support is a means tested benefit to help people on low incomes pay their Council Tax. Eligible households in Council Tax Bands A-D have already received £150 under the main EBR scheme. Under the HDC local scheme, they will receive a top-up payment of £25.

Council Tax Bands E-H and on Council Tax Support at 1 April

There is no eligibility for a payment under the main EBR scheme for households in Council Tax Bands E-H who are in receipt of means tested Council Tax Support and so making an award under the HDC local scheme will mean that all households on Council Tax Support will receive financial support.

Council Tax Bands F-H and in receipt of a Disabled Band Reduction at 1 April

A Disabled Band Reduction is awarded where a property has been adapted to take account of a disabled person's needs and moves the property to a lower band. People living in a Band A–E property with a DBR receive £150 under the main scheme. Awards under the HDC local scheme ensure that all households where a Disabled Band Reduction has been awarded will receive financial support.

Council Tax Bands E-H with an N, S, U or W exemption at 1 April

People in Bands A-D with an N, S, U or W exemption receive £150 under the main scheme. Awards under the HDC local scheme ensure that all households will receive financial support where one of the following exemptions has been awarded:

N: all residents are students

S: all residents are under the age of 18

U: all residents are classed as Severely Mentally Impaired

W: an annexe is occupied by an elderly or disabled relative of the householder

2.2 In addition, applications will be accepted from the Council's Resident Advice and Information Team on behalf of households they are supporting. The level of award will depend on the amount of budget left and the individual circumstances of the customer.

2.3 In line with government guidance the following households will not be eligible for a rebate under the Local Scheme:

- occupants of student halls (Class M)
- occupiers of MoD supported properties (Class O)
- properties where a local authority, corporate body, charities, private schools, religious governing bodies and other similar bodies such as housing associations and government bodies are the liable party for Council Tax

3.0 Application and payment process

3.1 The households eligible for a rebate under the Local Scheme will be identified from HDC databases.

3.2 The underlying principle of the EBR scheme is to help people with the increased cost of living and so, where possible, the payment will be made by BACS to the bank account of the person liable to pay Council Tax.

3.3 Where bank details are already held and have been verified, the rebate will automatically be paid to the nominated bank account.

3.4 Where bank details are not held, the eligible householder will be invited to complete a short application form to securely provide their bank details. This information will be verified as part of the pre-payment assurance checks required by Government and then paid to the relevant bank account.

3.5 Where bank details are not provided or do not meet the verification standards, the rebate will be credited to the eligible householder's Council Tax account reducing the amount they have to pay.

3.6 One rebate will be made per household regardless of the number of occupants or liable Council Tax payers.

3.7 All payments will be made by 30 November 2022.

4.0 Overpayments

4.1 If a rebate is made to a household and it is later established that they were not eligible for such a payment, action will be taken to recover the overpayment.

5.0 Appeals

5.1 There is no right of appeal regarding decisions made under the Energy Bills Rebate - Local Scheme.

6.0 Fraud

6.1 In accordance with government guidance, applications to the Local Scheme may be subject to pre-payment checks (including with third-party agencies) prior to payment. If fraudulent claims are subsequently detected after the rebate is awarded, action will be taken to reclaim any monies paid.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Local Transport and Connectivity Plan

Meeting/Date: Cabinet – 19 July 2022

Executive Portfolio: Executive Councillor for Jobs, Economy & Housing

Report by: Chief Planning Officer

Ward(s) affected: All

Executive Summary:

The draft Cambridgeshire and Peterborough Local Transport and Connectivity Plan (LTCP) is the proposed successor to the Local Transport Plan (2020). It seeks to set out a vision, goals and objectives to deliver a modern integrated transport system. It places a greater emphasis on reducing carbon emissions and boosting health through active travel. A strategy is put forward to establish the Cambridgeshire and Peterborough Combined Authority's aspirations towards transport and travel. The addition of connectivity to the title reflects the recent significantly increased importance of digital connectivity to reduce inequalities. The LTCP also sets out local area strategies for each district with locally specific transport and travel challenges identified and aspirations for future approaches put forward. A local area strategy for Huntingdonshire is set out which includes approaches to both strategic and local area issues.

Consultation commenced on 12th May 2022 and finishes on 4th August. An interactive consultation website and a questionnaire has been prepared to inform responses.

This report provides an outline summary of the LTCP along with commentary which has informed the draft consultation response which accompanies the report as Appendix 1.

Recommendation(s):

The Cabinet/Committee is

RECOMMENDED

To agree the proposed response set out in the completed questionnaire at Appendix 1 and authorise its submission to the CPCA.

1. PURPOSE OF THE REPORT

1.1 The Cambridgeshire and Peterborough Combined Authority (CPCA) has published a draft Local Transport and Connectivity Plan for public consultation between 12th May and 4th August 2022. This report seeks approval for submission of formal consultation responses on behalf of the District Council to the CPCA.

2. BACKGROUND

2.1 The CPCA is legally required to prepare a Local Transport Plan (LTP) for the area; the current plan was approved in January 2020. The LTCP is a long-term strategy to improve transport and connectivity across Cambridgeshire and Peterborough. Given the scale and nature of changes to transport since 2020, particularly arising from the Covid-19 pandemic, the draft updated Plan has been extended to include connectivity in the title. This reflects the increased emphasis on digital forms of connectivity as well as more traditional physical transport modes.

2.2 The first round of public engagement on an updated and expanded Local Transport and Connectivity Plan (LTCP) took place in November 2021. This initial engagement focused on establishing the main vision and goals of the LTCP and sought opinions on specific transport issues giving the opportunity to raise concerns over localised transport challenges and priorities. Detailed, technical comments were submitted at an officer level. Some of the concerns raised have been addressed, for instance there was little emphasis on contributing to our development strategy in terms of supporting Ramsey. Other concerns remain, for instance the vagueness in terms of deliverables and lack of referencing of data sources.

2.3 The CPCA has also engaged directly with Cambridgeshire County Council and all district councils in the area. Engagement has included workshops with members and an officer working group. Business engagement has also been undertaken.

3. ANALYSIS

3.1 The draft Local Transport and Connectivity Plan (LTCP) aims to set out a vision and framework to deliver a modern integrated transport system across Cambridgeshire and Peterborough. It details the CPCA's vision, goals and objectives for transport along with an overarching strategy to deliver them and seeks support for each of these. It also contains location specific details, including a section specifically addressing Huntingdonshire, highlighting the key transport planning approaches, schemes and initiatives that will be required to achieve this. The LTCP also presents a summary list of policies to support delivery of the identified transport schemes. The LTCP builds on the CPCA's Sustainable Growth Ambition Statement. It will be supported by a series of documents which include a Policy Review, a Public Engagement and Consultation Report, an updated Evidence Base and three statutory impact assessments covering environmental, habitat and equality issues. The intention is to finalise the LTCP by the end of 2022.

3.2 The consultation seeks responses using its questionnaire. This covers the key aspects of the LTCP including the transport vision and objectives, the evidence base supporting proposals, the strategy, major schemes, local strategies for each district and place markers for future policies and monitoring indicators. Key elements of these are set out below. The Council's draft responses recommended for approval, are set out in Appendix 1.

3.3 The current LTP's vision is to 'Deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all.' The draft revised vision is:

'A transport network which secures a future in which the region and its people can thrive.
It must put improved health at its core, it must create a fairer society, it must respond to climate change targets, it must protect our environment and clean up our air, and it must be the backbone of sustainable economic growth in which everyone can prosper.
And it must bring a region of cities, market towns and very rural areas closer together.'

3.4 This has significantly expanded the emphasis from a predominantly economic focus to one which reflects an enhanced emphasis on the importance of health, social equality, climate change and digital technology. The ability of transport networks to "clean up our air" is limited. However, it would be prudent to expect our transport network to "stop contributing to air pollution."

3.5 Six goals are proposed to outline the wider outcomes sought from the transport network which are shown in the illustration below

Productivity
Giving both employers and people the means to achieve more of their potential, making them more efficient and more innovative to create more prosperity.

Connectivity
People and communities are brought closer together, giving more opportunity for work, education, leisure and pleasure.

Climate
Successfully and fairly reducing emissions to net zero by 2050.

Environment
Protecting and improving our green spaces and improving nature with a well-planned and good quality transport network.

Health
Improved health and wellbeing enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer, more resilient communities.

Safety
To prevent all harm by reducing risk and enabling people to use the transport system with confidence.

3.6 Eleven objectives are set out in the LTCP on which opinions are sought. These are:

- Housing – support new housing and development to accommodate a growing population and workforce, and address housing affordability issues
- Employment – connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes by public transport spreading the region's prosperity
- Business and tourism – ensure all our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports
- Resilience – build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability
- Accessibility – promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all
- Digital – communities are digitally connected, innovative technologies are supported and here is improved connectivity and mobility, across the region
- Health and wellbeing – provide 'healthy streets' and high quality public realm that puts people first and promotes active lifestyles
- Air quality – ensure transport initiatives improve air quality across the region to exceed good practice standards
- Safety – embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries
- Environment – deliver a transport network that protects and enhances our natural, historic and built environments
- Climate change – reduce emissions to 'net zero' by 2050 to minimise the impact of transport and travel on climate change

3.7   The overall strategy focuses on provision of an integrated transport network and is shaped by a series of guiding principles linked to the goals above. These principles seek to support sustainable economic growth and decarbonise transport as part of the transition to net zero carbon emissions. Identification of the guiding principles behind the strategy is complex as the following list of guiding principles is set out on page 30 but these do not correspond with the expanded text on the guiding principles set out on pages 31-46:

- Integrating spatial planning and reducing the need to travel
- Providing high quality digital connectivity
- Supporting sustainable economic growth and distributing prosperity;
- Considering and improving the safety of our transport network, whilst ensuring actual and perceived barriers are addressed and minimised;
- Delivering real, attractive alternatives to the private car;
- Being able to be responsive and flexible to adapt to future changes in mobility and technology;
- Greening our transport infrastructure and enabling access to our high quality green open spaces;

- Supporting social mobility and enhancing accessibility to opportunities that improve the quality of life for our people; and
- Protecting our natural environment and increasing biodiversity.

3.8 The core text of the strategy is arranged under 10 sub-headings: productivity, connectivity, health, place-making and public realm, safety, climate change, natural environment, attractive alternatives, demand management and shaping our investment.

3.9 In summary, the strategy section seeks to connect all communities sustainably to support the local economy and promote greater equality of opportunities across the CPCA area. The interconnected nature of the guiding principles is shown within the text. Review and reconsideration of the terms used throughout this section would create greater clarity around the policy principles underpinning the LTCP.

3.10 Targeted improvements to the highway network are promoted to allow more efficient movement and alleviate congestion thereby also tackling air pollution and supporting the local economy. A strong emphasis is placed on public transport with the strategy committing to delivering financial and operational support for buses with improvements tailored to local needs. It seeks to encourage behaviour change from private cars to public transport and active travel modes. The strategy also promotes improved and innovative first/ last mile options to deliver an integrated transport offer.

3.11 Cycling is strongly supported in the strategy as an easy, cheap form of travel which provides direct benefits to health, air quality and relieving traffic congestion. Very few of the aspirations are quantified and no indications are given of how and when projects to deliver them might come forward. There are some linkages to other documents which help provide more detail. A list of policies is intended to be added to the LTCP but its absence from the consultation document impairs the ability to understand how the strategy might be delivered.

3.12 The growing importance of faster, more reliable digital connectivity is highlighted, particularly as a way of easing the strain on the transport network and reducing inequalities. Road safety is also a fundamental consideration in the LTCP with support expressed for the Vision Zero goal to reduce and eliminate the numbers of people killed and seriously injured on the transport network.

3.13 Climate change and enhancing the natural environment are also key elements of the strategy section. The approach seeks to reduce the need to travel as a key mechanism for reducing greenhouse gas emissions. An overarching ambition is set of reducing car milage by 15% from 2019 levels by 2030. A programme of investment in decarbonising the bus fleet is included with the dual aim of reducing air pollution and enhancing the quality of the local bus offer. The LTCP strongly emphasises the importance of attractive alternatives to car use as key to reducing emissions and supporting changes in travel behaviour.

3.14 The section on Huntingdonshire starts with background, recent developments and transport challenges. These acknowledge the reliance on private cars, social exclusion of those without a car, and strategic road and rail links. The limitations on dedicated walking and cycling routes outside the market towns are recognised. Limited access to public transport beyond the railway and guided bus routes, particularly for commuting purposes, is also highlighted. The importance of good integration into the transport network is identified as a key to the success of strategic growth areas.

3.15 The Huntingdonshire section of the strategy would be more accessible if it were more clearly structured relating regional or town specific elements. Where statistics are used, the addition of references to data sources is essential.

3.16 On the future approach for Huntingdonshire, the LTCP stresses the importance of promoting sustainable alternative travel modes. It also recognises the need to invest in targeted highway improvement, such as the A141 and St Ives local road network, and stresses the benefits of including active travel modes within such schemes. A strong emphasis is placed on integrating rail services, local buses and community and demand responsive travel services.

3.17 A package of investment is promoted for rural public transport, including demand responsive travel options, to promote access to reliable comprehensive public transport in villages. However, no commitments to specific investment are made. Details are not provided on funding, deliverability, or how elements will be phased or prioritised. These details, along with how the viability of proposals will be assessed, are essential and should be included within supporting documents.

3.18 Support is given to strategic improvements to the A1/ A1(M) between junctions 10 at Baldock and 14 at Alconbury to be delivered by National Highways. Emphasis is placed on the importance of integrating infrastructure to support active travel and public transport alongside improvements to the A428 between the Black Cat and Caxton Gibbet roundabouts. This is consistent with representations made at the recent Development Consent Order hearings. Support is also given to the delivery of East West Rail with lobbying identified for provision of a station in the vicinity of St Neots.

3.19 Support is also given for the extension into Huntingdonshire of the rental e-bike and e-scooter scheme currently operating in Cambridge and Peterborough as a trial. This could benefit our market towns, enabling connectivity between town edges and town centres.

3.20 A series of local projects are also identified. Although many proposals are very vague, timing of possible actions is not given and elements are included which are outside the CPCA's control. These include:
- multimodal improvements to support the delivery of development at Alconbury Weald

- improvements in and around St Ives to connect residential and employment areas in a sustainable manner.
- Extension of the TING demand responsive travel project to serve the Ramsey area.
- Transport interventions in St Neots to enhance active travel, public transport and parking facilities.

3.21 The LTCP does not identify detailed project plans or timelines for delivery. However, in parallel with the CPCA's preparation of the LTCP, Cambridgeshire County Council (CCC) are preparing a 'Transport Strategy: Huntingdonshire.' This is intended to contain an action plan of schemes and interventions that will form part of the wider Transport Investment Plan. The preparation of this is briefly mentioned in the 'recent developments' section. It would be useful to signpost this within the local projects section to help co-ordinate transport projects between the CPCA and CCC as the local highways authority.

3.22 A Transport Delivery Plan and a suite of policies is intended to accompany the LTCP. The omission of these from the consultation material has limited the ability to fully understand the CPCA's intentions in delivering the strategy's aspirations.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Panel discussed the CPCA Local Transport and Connectivity Plan at its meeting on 6th July 2022.

4.2 Disappointment was expressed by Councillor Gardener that the document does not go into enough detail on the subject of public transport. It was stated that rural communities are not served by public transport, and that rural roads are often perceived to be unsafe for cyclists, therefore these communities are unable to make any alternative decisions for transport other than by private car. Councillor Gardner further observed that if the Council's climate aspirations are to be met, alternative transports need to be developed and made available across the whole district not just the four towns within the district.

4.3 The Panel heard that whilst this observation was well put, the CPCA must be commended in highlighting the challenges face within Huntingdonshire, in particular the aspirations for an improved bus service. It was noted that greater detail will follow in due course.

4.4 The Panel heard that the report specifically highlights demand responsive travel in Ramsey, however Councillor Gardener argued that this issue is district wide and not restricted to the towns which are better served than rural areas.

4.5 Councillor Howell queried whether there were any reassurances on public transport provision in the North of the district. It was specifically noted that as Yaxley borders another authority, there are no direct bus links with the Serpentine Green Shopping Centre which is a main hub for shopping for Yaxley residents. The Panel heard that whilst concerns are recognised,

this report provides high level strategy, more detail will come forward in specific projects as this is progressed.

4.6 Having expressed appreciation that Ramsey had been highlighted for improvement within the report, Councillor Corney stated that he felt the Council's response should be more strongly worded. It was particularly noted that whilst the demand based transport model currently works, it is not felt to be sustainable should demand increase. Councillor Cawley seconded the call for a punchier response and especially highlighted the disappointing lack of detail within the draft LTCP. The Panel heard that the comments of the Panel would be noted, and the response reviewed prior to submission.

4.7 It was observed by Councillor Gray, that the CPCA needed to make some decisions and provide further detail whilst allowing local authorities scope to provide a more detailed response. The Panel were advised that the Cabinet report would be submitted alongside the response to compensate for the restrictive nature of the response form.

4.8 Councillor Pickering enquired whether any secure cycle storage facilities were planned for the district, as lack of these is another major obstacle in encouraging cycling within the district. The Panel heard that this level of detail was anticipated within the Active Travel document, which the Council would expect to have input into.

4.9 Councillor Gardener again highlighted that the report focused on the market towns within the district with no alternatives to private cars being mentioned for rural areas which make up the bulk of the district. The Panel were assured that the recognition of challenges faced by our rural district was included within the Council's response.

4.10 The Panel praised the hard work of the officers and commented on the limited scope within which they were able to comment. The Panel encourage the Cabinet to endorse the recommendations within the report.

5. KEY IMPACTS

5.1 Having an effective LTCP will aid the CPCA, CCC and HDC in prioritising future projects and funding allocations. This requires well-evidenced strategy for transport across the wider area and co-ordinated but locally specific approaches for improved travel infrastructure. By responding to this consultation, HDC increases the likelihood of improvements being made to the strategy that will support travel and transport suitable to Huntingdonshire's local needs.

6. WHAT ACTIONS WILL BE TAKEN

6.1 Subject to approval, the response questionnaire attached as Appendix 1 to this report will be submitted to the CPCA before the end of the consultation period.

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

7.1 The LTCP will help deliver several of HDC's priorities for 2018-22, in particular:
- Support people to improve their health and well-being
- Create, protect and enhance our safe and clean built and green environment
- Accelerate business growth and investment
- Support development of infrastructure to enable growth

8. **HEALTH IMPLICATIONS**

8.1 The LTCP promotes substantial investment in active travel modes and reduction of air pollution which have potential for significant health benefits.

9. **ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS**

9.1 The Council has committed to tackling climate change and protecting Huntingdonshire's environment and has a duty to deliver sustainable place-making. The Council has a key influencing role in climate action. Working collaboratively with the CPCA, the Council can influence transport behaviour to promote environmental benefits. The Council also sets policies and strategies which will influence businesses and communities to tackle climate change whilst enabling sustainable living and growth. Reduction in greenhouse gas emissions created by transport will support the Council's aspirations for a net zero Huntingdonshire.

10. **REASONS FOR THE RECOMMENDED DECISIONS**

10.1 Submitting a response to the draft LTCP allows the Council the opportunity to help shape the final version. This enables the Council to maximise the effectiveness of the document and its benefits to the residents and businesses of Huntingdonshire. Although the overall intentions and approaches of the LTCP are commendable, more detail and consideration of the achievability of its aspirations will increase the value of the document.

11. **LIST OF APPENDICES INCLUDED**

Appendix 1 – Proposed response on behalf of Huntingdonshire District Council

12. **BACKGROUND PAPERS**

Cambridgeshire and Peterborough Combined Authority: Your LTCP consultation website

Cambridgeshire and Peterborough Combined Authority: The Cambridgeshire and Peterborough Local Transport Plan

Cambridgeshire and Peterborough Combined Authority Draft Local Transport Plan. Cabinet response September 2019 can be found here: [Report Template for Cabinet / Committee Reports (huntsdc.gov.uk)](huntsdc.gov.uk)

A141/St. Ives Study report to Cabinet in September 2020 can be found here: [Report Template for Cabinet / Committee Reports (huntsdc.gov.uk)](huntsdc.gov.uk)

CONTACT OFFICER

Name/Job Title: Clare Bond, Planning Policy Team Leader
Tel No: 01480 387104
Email: clare.bond@huntingdonshire.gov.uk

FEEDBACK FORM

Cambridgeshire & Peterborough
Local Transport and Connectivity Plan

Public Consultation: **May - August 2022**

We Want to Hear from You

We want your views. However you travel, tell us what matters to you. What you say will make a difference to your transport future.

It's quick and easy to tell us what you think. An easy way to provide feedback is via our website at **yourltcp.co.uk**.

You can also complete this feedback form and post it back to us via our Freepost address 'Freepost YOUR LTCP' (no stamp required).

Alternatively, you can scan your completed feedback form to **contact@yourltcp.co.uk.** You can also send us comments via this email.

The deadline for feedback is **4 August 2022.** Please submit your feedback before this date. Postal responses will be accepted up to three days after this date.

If you need any help submitting feedback, you can find our contact details on the back of this form.

Privacy Statement

By filling in this form, you are agreeing that BECG can hold and process your personal data in relation to this public engagement exercise. All information is not mandatory unless stated otherwise.

The data we collect about you?:

- First Name (mandatory)
- Surname (mandatory)
- Address
- Postcode (mandatory)
- Age (by range) (mandatory)
- Gender (male, female, prefer not to say)
- Ethnicity (tick options provided)
- Are you limited by a health problem or disability (yes/no)

How we use your data:

- BECG will only share your personal data with the project team for planning evaluation purposes only
- Your identifiable, personal data will not be used for any other purposes without your consent

BECG and the project team will use your data to:

- Send you updates about the project (where you provide us with your contact details)
- Develop an Engagement Report (or similar document) about this public consultation that will be considered by the Combined Authority as part of the ongoing development of the LTCP.

If you provide us with your contact details, we might also contact you to ask more about the comments you've made.

Who we are:

BECG acts on behalf of Cambridgeshire and Peterborough Combined Authority to run public consultation activities.

About You

First Name
Clare

Surname
Bond

Address
Pathfinder House, St Mary's Street, Huntingdon

Postcode
PE29 3TN

Email
local.plan@huntigndonshire.gov.uk

Are you responding on behalf of an organisation?

If so please state which organisation, and your role there.

Organisation
Huntingdonshire District Council

Role
Planning Policy Team Leader

Equality Monitoring

Age

☐ Under 13   ☐ 13 - 17   ☐ 18 -24   ☐ 25 -34   ☐ 35 -44   ☐ 45 - 54   ☐ 56 -64   ☐ 65 - 74   ☐ 75 -84   ☐ 85+

Gender

☐ Male   ☐ Female   ☐ Non-Binary   ☐ Prefer not to say   ☐ Other

Ethnicity

☐ English, Scottish, Welsh, Northern Irish or British
☐ Any other Black, African or Caribbean
☐ Chinese
☐ Any other Mixed of Multiple Ethnicities
☐ Any other White background
☐ White and Black Caribbean

☐ White and Black African
☐ Irish
☐ Arab
☐ Any other Asian background
☐ Indian
☐ Pakistani

☐ Bangladeshi
☐ White and Asian
☐ Gypsy or Irish Traveller
☐ Any other Ethic group
☐ African
☐ Caribbean

Do you have a health problem or disability?
☐ Yes   ☐ No

Have Your Say

Vision, Goals and Objectives

1. **Do you understand why we are making a new Local Transport and Connectivity Plan (LTCP)?** Please only tick one

☒ Yes   ☐ No   ☐ Not sure

2. **To what extent do you agree with the proposed LTCP vision?** Please only tick one. You can find the vision on p.6 of the Consultation Brochure

☒ Strongly agree   ☐ Agree   ☐ Not sure   ☐ Disagree   ☐ Strongly disagree

3. **To what extent do you agree with the proposed LTCP goals? Please only tick one per goal** You can find the goals listed on p.6 of the Consultation Brochure

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Goal 1: Productivity	☒	☐	☐	☐	☐
Goal 2: Connectivity	☐	☒	☐	☐	☐
Goal 3: Climate	☒	☐	☐	☐	☐
Goal 4: Environment	☐	☒	☐	☐	☐
Goal 5: Health	☒	☐	☐	☐	☐
Goal 6: Safety	☒	☐	☐	☐	☐

4. **To what extent to do agree with the proposed LTCP objectives?** Please only tick one per objective. You can find the objectives listed on p.7 of the Consultation Brochure.

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Objective 1: Housing	☒	☐	☐	☐	☐
Objective 2: Employment	☐	☒	☐	☐	☐
Objective 3: Business and Tourism	☐	☒	☐	☐	☐
Objective 4: Resilience	☒	☐	☐	☐	☐
Objective 5: Accessibility	☒	☐	☐	☐	☐
Objective 6: Digital	☐	☒	☐	☐	☐
Objective 7: Health and Wellbeing	☒	☐	☐	☐	☐
Objective 8: Air Quality	☒	☐	☐	☐	☐
Objective 9: Safety	☒	☐	☐	☐	☐
Objective 10: Environment	☐	☒	☐	☐	☐
Objective 11: Climate Change	☐	☒	☐	☐	☐

5. **Please add any further comments you have about the LTCP vision, goals and objectives.**

The proposed vision is commended as encompassing a broader range of priorities and reflecting environmental and social aspirations as equally important to economic ones. The ability of transport networks to "clean up our air" is limited. However, it would be prudent to expect our transport network to "stop contributing to air pollution."

Overall support is offered for the goals as being more substantial than the existing ones but the supporting text does not elaborate well on them individually.

Many of the objectives are both laudable and desirable but unrealistic and ill-defined. Use of smart targets for the objectives would aid in monitoring progress towards achieving the LTCP's aims and allow development of more specific targeted actions and interventions to support its delivery. The climate change objective is insufficiently ambitious; the target for reducing emissions to net zero should be brought forward to 2040 to allow for final interventions on any unresolved challenges in the last window of opportunity up to 2050 to avoid reaching that deadline and having to acknowledge that further actions are still needed.

There is a lack of consistency between the guiding principles set out in conjunction with the objectives and those used in shaping the main strategy section. This results in the structure of the strategy section being confusing with multiple sets of guiding principles and the individual sections containing substantial cross-over between topics.

The LTCP would read more clearly if this were addressed.

Our Transport Strategy
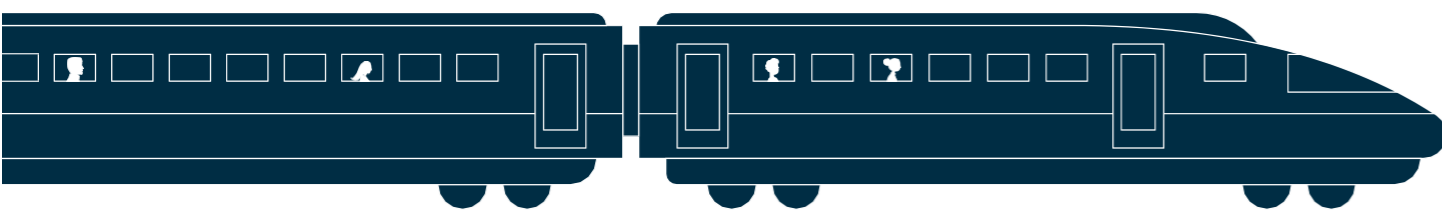
6. To what extent do you agree with the proposed strategy for transport in Cambridgeshire & Peterborough? Please only tick one

☐ Strongly agree   ☒ Agree   ☐ Not sure   ☐ Disagree   ☐ Strongly disagree

Please write any other comments you may have:

The approaches set out in the strategy section are broadly supported in addressing economic, social and environmental priorities. However, the text which should support and justify the approaches is vague. Existing challenges are set out but without being quantified and no indication is given of the scale of their relative impacts. Aspirations are expressed in general terms without any indication of their achievability. There are many assertions that work will be done but few indications of when or by whom although there is some signposting to other plans and strategies that will be key to the delivery of specific projects that will contribute to achieving the strategy's aspirations.

Clarity of the LTCP's messages would be improved by rationalisation of the strategy elements and inclusion of more specific evidence, detailed intentions and realistic aspirations being set out in a phased manner identifying how elements of the strategy will be delivered. The absence of the policies from the consultation document impairs the ability to understand how the strategy might be delivered.

7. To what extent do you agree with the proposal to cut the number of miles driven on our roads by 15%? Please only tick one.

☒ Strongly agree   ☐ Agree   ☐ Not sure   ☐ Disagree   ☐ Strongly disagree

Please write any other comments you may have:

The principle of achieving a 15% reduction in miles driven by 2030 is supported provided that comprehensive investment is made in physical and digital infrastructure alternatives to ensure that residents, businesses and visitors to the area experience high quality accessibility that meets their needs.

Local Area Strategies

8. To what extent do you agree with the proposed local area strategies? You can comment on as many areas as you feel are relevant to you. Please only tick one per area.

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
East Cambridgeshire	☐	☐	☐	☐	☐
Fenland	☐	☐	☐	☐	☐
Greater Cambridgeshire	☐	☐	☐	☐	☐
Huntingdonshire	☐	☒	☐	☐	☐
Peterborough	☐	☐	☐	☐	☐

Please write any other comments you may have. Please make clear to which area your comments relate (e.g. Peterborough). If you wish to make further comments on this section then please enclose these on an additional sheet.

The Huntingdonshire section of the strategy would be more accessible if it were more clearly structured relating regional or town specific elements. Where statistics are used, the addition of references to data sources is essential.

Regarding the local area strategy for Huntingdonshire the balance between promoting public transport and active travel options and acknowledging the challenges of successfully delivering these across an extensive rural area is welcomed. Firm commitments towards rural public transport delivery would be appreciated. The aspirations are largely welcomed as promoting both healthy lifestyles and contributing towards reducing carbon emissions. Recognition of the particular transport challenges faced in Ramsey and commitment to help address them is welcomed.

The local area strategy would be improved by including more specific details on how projects will be funded, whether phased delivery is required and how viability will be taken into account in decision making. Clear signposting to planned supporting documents would be useful. There is a lack of evidence on how aspirational projects will be delivered. It would be clearer if, where support is given for strategic projects such as East West Rail, the nature of this support were to be specified such as whether it is to be financial, lobbying of central government or the CPCA operating in a facilitating role.

Final Comments

9. Do you have any other comments about any part of the draft LTCP? Or do you have anything further to say about transport in Cambridgeshire and Peterborough in general?

The lack of presentation of the Transport Delivery Plan and Our Policies elements alongside the LTCP impedes the ability to fully understand the CPCA's intentions in delivering its aspirations.

The inclusion of monitoring indicators is supported but these should be refined to ensure that they are more directly related to outcomes shaped by the LTCP itself rather than other policy documents.
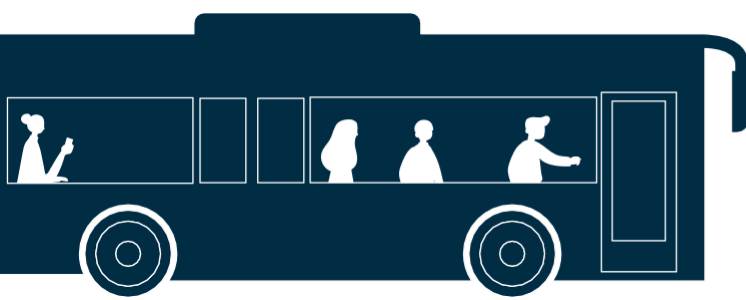
Any Questions?

If you have any questions or require assistance, please contact a member of the team:

Freephone: **0808 258 3225**

Email: **contact@yourltcp.co.uk**

Freepost: **YOUR LTCP (no stamp required)**

You can discover more and provide feedback at **yourltcp.co.uk**.

Don't have internet access?

If you do not have internet access and would like a printed copy of the consultation materials posted to your address, please contact us on **0808 258 3225**.

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Hackney Carriage Fares

Meeting/Date: Cabinet - 19 July 2022

Executive Portfolio: Executive Councillor for Customer Services - Councillor Stephen Ferguson

Report by: Licensing Manager

Ward(s) affected: All

Executive Summary:

To approve the proposed table of fares which is now considered to be an Executive function, rather than a function of the Licensing and Protection Panel.

Recommendation(s):

The Cabinet is recommended to:

a. Consider the proposed table of Hackney Carriage fares attached at Appendix A and B, that have been compiled following the consultation that finished on 27 June 2022;

b. Delegate the approval of any future Hackney Carriage fare tables to the Licensing Manager and Head of Service in conjunction with the Executive Portfolio Holder.

1.0 BACKGROUND

1.1 The Local Government (Miscellaneous Provisions) Act 1976 provides that in respect of the charges for Hackney Carriages, we 'may fix the rates or fares within the District as well for time as distance, and all other charges in connection with the hire of a vehicle by means of a table'.

Fares comprise charges for:

- Distance travelled (three tariffs depending on time of day and day of the week)
- Waiting time
- Extra charges, which include:

  o Journeys with five or more passengers
  o Bicycles not able to be put in the luggage compartment
  o A potential fuel surcharge
  o A vehicle unfit to continue working charge

1.2 The Table of Fares for Huntingdonshire was last reviewed and increased in 2019.

1.3 Following requests from operators and drivers, it was agreed that a review of the current Hackney Carriage fares would be carried out and a public consultation commenced on the 31st May 2022 and closed on 27th June 2022.

1.4 As part of the consultation a total of 12 comments were received, these are contained at Appendix C.

1.5 Also included within this report for purposes of a comparison, are the current Table of Fares for three neighbouring authorities. These can be found at Appendix D, E and F.

2.0 RISK ASSESSMENT

2.1 When we receive a review request for the Hackney Carriage table of fares we are set by legislation to review these and a power to set the current table of fares as per the legislation - The Local Government (Miscellaneous Provisions) Act 1976.

It is important that the Council takes into account Court of Appeal decisions and associated legal advice to ensure the decisions the Council make are sound in the event they are challenged.
The Cabinet can also give authority under delegated powers to the relevant Executive Portfolio Holder in conjunction with the Licensing Manager and Head of Service

3.0   CONSULTATION

3.1   To enable a Table of Fares to be reviewed, it is necessary for the Local Authority to carry out a public consultation detailing the changes that are being proposed. The consultation took place between the 31st May and 27th June 2022 and 12 comments were received.

4.0   LEGAL IMPLICATIONS

4.1   The Hackney Carriage table of fares are set by legislation to review these, and the Local Authority have a power to set the current table of fares as per the legislation - The Local Government (Miscellaneous Provisions) Act 1976.

5.0   RESOURCE IMPLICATIONS

5.1   This process has been carried out within business as usual activity and once complete, will not require any additional resource.

6.0   OTHER IMPLICATIONS

6.1   The taxi and Hackney Carriage industry has been significantly affected by the Coronavirus pandemic in that trade and in turn income of drivers and operators was drastically reduced over a considerable period of time. Due to Government restrictions being imposed preventing people from being allowed to leave their homes, there was little need for vehicle hire. This resulted in those employed in the trade having to seek alternative employment and some have not returned as operators or drivers following the lifting of the restrictions as they feared that the trade may not recover.

6.2   A review of the fares was last carried out in 2019 which was pre-pandemic.

6.3   Operators and drivers are also having to take into consideration rising fuel costs as well as the associated running costs of their vehicle/s. A review of the fares in consultation with the trade, allows the rising costs to be reflected in the newly proposed table of fares.

7.0   REASONS FOR THE RECOMMENDED DECISIONS

7.1   The need to review the table of fares has been driven by requests from the Hackney Carriage trade to do so, in line with the fact that the last review was carried out in 2019.

7.2   The review process is now complete, and the outcome of the consultation demonstrates that proposed fares are proportionate and necessary as a result of the rising costs associated with operating or driving a Hackney Carriage vehicle.

Contact: Michelle Bishop, Interim Licensing Manager
              Michelle.Bishop@huntingdonshire.gov.uk
              Licensing Team
              licensing@huntingdonshire.gov.uk

HUNTINGDONSHIRE DISTRICT COUNCIL
LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976
TABLE OF FARE SCALES

NOTICE IS HEREBY GIVEN that in exercise of powers contained in Part II of the Local Government (Miscellaneous Provisions) Act 1976 the Council propose to amend the Hackney Carriage Fare Scales as follows:

PROPOSED FARE SCALE – Maximum Fares *(inclusive of VAT)*	£
Tariff 1 – Monday to Saturday Between 07:00 & 19:00 hrs	
If the distance does not exceed 110 yards	£2.90
For each subsequent 200 yards or uncompleted part thereof	£0.30
Tariff 2 – Monday and Saturday Between 19:00 & 07:00 hrs **And all-day Sunday and Bank Holidays**	
If the distance does not exceed 110 yards	£3.90
For each subsequent 200 yards or uncompleted part thereof	£0.50
Tariff 3 –	
19:00 Christmas Eve through to 07:00 Boxing day & 19:00 New Years Eve to 07:00 New Years Day if the distance does not exceed 110 yards	£4.90
For each period or part thereof 40 seconds	£0.50
Hiring charges – waiting time as indicated below will be charged when the vehicle is motionless or when travelling below the changeover speed of 16.79 km/ph	
For each period or part thereof 40 seconds	£0.40
Extra Charges	
For each journey with 5 or more passengers	£3.00
If the vehicle if left unfit to continue working (Soiling charges)	£80.00

Licensing Department, Huntingdonshire District Council, Pathfinder House, St Mary's Street, HUNTINGDON, Cambridgeshire, PE29 3TN

Licensing@huntingdonshire.gov.uk

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HUNTINGDONSHIRE DISTRICT COUNCIL
LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976
TABLE OF FARE SCALES

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For each subsequent 200 yards or uncompleted part thereof	£0.30
Tariff 2 – Monday and Saturday Between 19:00 & 07:00 hrs And all-day Sunday and Bank Holidays	
If the distance does not exceed 110 yards	£4.40
For each subsequent 200 yards or uncompleted part thereof	£0.50
Tariff 3 –	
19:00 Christmas Eve through to 07:00 Boxing day & 19:00 New Years Eve to 07:00 New Years Day if the distance does not exceed 110 yards	£5.30
For each period or part thereof 40 seconds	£0.50
Hiring charges – waiting time as indicated below will be charged when the vehicle is motionless or when travelling below the changeover speed of 16.79 km/ph	
For each period or part thereof 40 seconds	£0.40
Extra Charges	
For each journey with 5 or more passengers	£3.00
If the vehicle if left unfit to continue working (Soiling charges)	£80.00

Licensing Department, Huntingdonshire District Council, Pathfinder House, St Mary's Street, HUNTINGDON, Cambridgeshire, PE29 3TN

Licensing@huntingdonshire.gov.uk

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- *'Hello, I do agree with it.'*

- *'I suggest tarriff 1 and 2 initial charge should go up also*

Tarriff 1 should start from £3.50
Tarriff 2 should start from £4.40
Tarriff 3 should start from £5.30

Fuel is only going one way at the moment. UP.
Also due to inflation repair and maintenance costs have also gone up, more than the inflation rate that is being publicised.

I hope this can be considered as the factors surrounding this suggestion are crucial also the planned household utilties is due to go up in september and increasing food costs.'

- *'I would like to agree with this proposed plan to increase the taxi fare All my details are below Thanks'*

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00
If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00 If the vehicle if left unfit to continue working (Soiling charges) – £80.00 Thanks'

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00 If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00
If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00
If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I wish to agree with this price.*

Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00
If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I agree to the proposed changes.'*

- *'I wish to agree with this price.*
Plus I would like to add that Extra Charges.
For each journey with 5 or more passengers – £3.00
If the vehicle if left unfit to continue working (Soiling charges) – £80.00'

- *'I agree to the proposed changes'*

CAMBRIDGE CITY COUNCIL
LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS ACT 1976)
HACKNEY CARRIAGE TABLE OF FARES

Cambridge City Council proposes to make the following table of Hackney Carriage Fares applicable to the hire of Hackney Carriages within the City of Cambridge with effect from 1st April 2021. Objections should be made in writing by 28th March 2021 to Yvonne O'Donnell, Environmental Health Manager.

A copy of this notice will be on deposit at the Customer Service Centre, Mandela House, Regent Street Cambridge, CB1 2JP until 28th March 2021.

PROPOSED TABLE OF FARES.

Tariff 1:	Between 0700 – 1900 hours	£3.15
Tariff 2:	Between 1900 – 0700 hours and Sundays and Bank holidays	£4.15
Tariff 3:	Between 1900 hours Christmas Eve and 0700 Hours Boxing Days and 1900 hours New Years Eve and 0700 hours New Years Day	£5.15

Each tariff includes initial distance of 98.42 yards (90 metres) or part thereof

For each subsequent 186.4 yards (170 metres) or part thereof   £0.20

WAITING TIME
(Charged when the vehicle is motionless or when it is travelling below the changeover speed of 16.79km/p/h.)

For each period or part thereof 38 seconds   £0.20

EXTRA CHARGES
- 5 or more passengers travelling in the vehicle   £3.00
- Bicycles not able to be put in the luggage compartment of the vehicle   £1.00
- Fuel Surcharge (only applicable if the national retail price of diesel, as measured by the Arval index, has exceeded 179.9p per litre since 15 August 2012) **There will be a separate notice in this vehicle if this charge is payable   £0.40
- Vehicle unfit to continue working (soiling)   £80.00

Please be aware that all journeys in hackney carriages from the city centre ranks (or flags/hails) to any destination within the City boundaries must be charged on the meter; this is the maximum fare.

Exclusions: e.g. The Taxi-card Scheme.

Any fare calculated in accordance with the Table of Fares may be subject to any concession scheme approved by the Council, provided the driver of this vehicle is a participant in such a scheme and the passenger has provided any necessary proof of entitlement to the benefit of such a scheme to the satisfaction of the driver.

Yvonne O'Donnell, Environmental Health Manager
E-mail : taxi@cambridge.gov.uk

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City of Peterborough
HACKNEY CARRIAGE FARES
(INCLUSIVE OF VAT)

FOR DISTANCE AND TIME

AT ALL TIMES
BOTH DAY AND NIGHT

FOR THE FIRST MILE OR PART THEREOF   £3.30P

FOR EACH SUBSEQUENT MILE   £1.70p

XMAS AND NEW YEAR

1800Hrs DEC 24th TO 0600Hrs DEC 27th AND 1800Hrs DEC 31st to 0600 HRS JAN 2nd

FOR THE FIRST MILE OR PART THEREOF   £4.00P

FOR EACH SUBSEQUENT MILE   £2.00p

WAITING TIME

AT ALL TIMES
BOTH DAY AND NIGHT   **£12.00 PER HOUR**

THIS VEHICLE LICENCE
NUMBER IS:-

HACKNEY
CARRIAGE

A FEE OF £25 IS PAYABLE FOR PERSONS SOILING THIS VEHICLE.

COMPLAINTS

THE PASSENGER SHOULD CONTACT THE LICENSING OFFICER,
PETERBOROUGH CITY COUNCIL, (TEL: 01733 747474) ON ANY MATTER CONCERNING THE FARE OR ANY OTHER ASPECT OF THE
JOURNEY AFTER HAVING FIRST OBTAINED A RECEIPT FROM THE DRIVER STATING NAME AND BADGE NUMBER.

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Fenland
CAMBRIDGESHIRE

Fenland District Council

TABLE OF FARES
FARES FOR DISTANCE
(Inclusive of VAT)
For vehicles carrying no more than
8 Passengers
Fenland District Council resolved on 12th May 2022 for the following table below of maximum fares to come into force.

Tariff 1: Between 07:00 – 23:00 **Mon – Sat inclusive**	
If the distance does not exceed 1609m (one mile) for the whole distance	**£4.00**
If a distance exceeds 1609m (one mile), first 1609m (one mile)	**£4.00**
For each subsequent 146.2m (1/11 mile) or part thereof	**£0.20**
Tariff 2: Between 23:00 – 07:00 **Mon – Sat inclusive and all day Sundays**	
If the distance does not exceed 1609m (one mile) for the whole distance	**£6.00**
If a distance exceeds 1609m (one mile), first 1609m (one mile)	**£6.00**
For each subsequent 146.2m (1/11 mile) or part thereof	**£0.30**
Tariff 3: to come into force from 18:00hrs for Public Bank Holidays **including Christmas, New Year Period**	
If the distance does not exceed 1609m (one mile) for the whole distance	**£8.00**
If a distance exceeds 1609m (one mile), first 1609m (one mile)	**£8.00**
For each subsequent 146.2m (1/11 mile) or part thereof	**£0.40**
Waiting Time	
For each period of 114.2 seconds or part thereof	**£0.40**
Extra Charges	
For each person carried in excess of four (two children under 16 years old shall count as one person and children under the age of 3 years shall not be counted)	**£0.50** (Max. charge of £2.00)
Extra Charges: not calculated by taximeter	
For persons soiling the carriage resulting in cleaning of vehicle, the maximum sum of	**£80.00**

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Overview and Scrutiny Market Towns Task and Finish Study
Meeting/Date:	Overview and Scrutiny Panel (Performance and Growth) – 6th April 2022 Cabinet – 19th July 2022
Executive Portfolio:	Councillor S Wakeford - Executive Councillor for Jobs, Economy and Housing
Report by:	B Buddle, Democratic Services Officer (Scrutiny)
Ward(s) affected:	All

Executive Summary:

Overview and Scrutiny Members held an away day in June 2021 to consider the issues facing the District and the Council to identify themes for investigation by Overview and Scrutiny during the year. Input was provided by the Managing Director and the Strategic Director (Place). On the basis of data presented on the day and detailed discussion on Members' experiences, a number of potential areas were identified for investigation. These were then grouped into coherent themes for investigation. One of the themes was Market Towns. This report deals only with this study.

A focussed study methodology was devised. It identified a study plan with the purpose of which being to examine:

- The impact of the 'new normal' on high streets;
- Economic Development in relation to Market towns and key service centres, and
- Creating community resilience for the future.
- Impact of changing working practices on local services
  - o Working from Home – Changes to lunchtime trade
  - o Shop local / Think Local
  - o Online shopping
- Impact of furlough ending
- Signposting residents and businesses to self-serve at www.wearehuntingdonshire.org
- Supporting local businesses.

The report summarises the evidence submitted, the discussions that took place and the actions agreed that address the Terms of Reference.
Recommendation(s):

The Cabinet is

RECOMMENDED

   a)   **to formally recognise the work of the Council's Economic Development Team for the support that they have provided businesses across the district during the pandemic and recovery from it;**

   b)   **to identify support and guidance for traders within the district to enable them to identify the right place, the right people, obtain advice and funding opportunities for their business;**

   c)   **to co-ordinate with town and parish councils as well as local groups, to encourage self-promotion of their towns and villages, as well as opening communication and dialogue within and between local communities;**

   d)   **to explore visitor opportunities within the district for short tourist experiences;**

   e)   **to conduct research to identify residents within the district who are excluded from current dialogues, and to identify reasons for this;**

   f)   **to investigate and identify further funding opportunities available to the Council and local businesses to aid continued growth;**

   g)   **to encourage local trading bodies to exert their influence in supporting businesses within the district and to discourage promotion of businesses in neighbouring areas; and to ensure enforcement powers can support this where appropriate, and**

   h)   **that the findings of this study be incorporated into the Community Strategy implementation plans.**

1. **PURPOSE OF THE REPORT**

1.1 This report contains the background, justification, process, conclusions and recommendations arising from a task and finish study on the general theme of Huntingdonshire's market towns.

2. **BACKGROUND**

2.1 Overview and Scrutiny Members held an away day in June 2021 to consider the issues facing the District and the Council to identify themes for investigation by Overview and Scrutiny during the year. Input was provided by the Managing Director and the Strategic Director (Place). On the basis of data presented on the day and detailed discussion on Members' experiences, a number of potential areas were identified for investigation. These were then grouped into coherent themes for investigation. One of the themes was Market Towns. This report deals only with this study.

2.2 The Overview and Scrutiny Panel (Performance and Growth) appointed a Task and Finish Group (The Group) comprising Councillors B Chapman, S Corney, D Dew, A Roberts and T Sanderson. The Group appointed Councillor D Dew as its Rapporteur.

3. **METHODOLOGY**

3.1 The Group's first task was to complete a study plan. In doing so, the purpose of the study was confirmed to be to examine:

- The impact of the 'new normal' on high streets;
- Economic Development in relation to Market towns and key service centres, and
- Creating community resilience for the future.
- Impact of changing working practices on local services
  - Working from Home – Changes to lunchtime trade
  - Shop local / Think Local
  - Online shopping
- Impact of furlough ending
- Signposting residents and businesses to self-serve at www.wearehuntingdonshire.org
- Supporting local businesses.

3.2 The first step was to review the latest data. The Impact Assessment for Huntingdonshire 2021 was reviewed. It was decided that the study would then proceed by identifying and examining case studies from which lessons might translate to Huntingdonshire. It was also agreed to interview practitioners with the same purpose in mind. Any lessons would be filtered through Members' knowledge and experience of their wards and of the whole District.

3.3 The case studies were:

- Saffron Walden;
- Hebden Bridge;
- Frome;
- Stockton on Tees;
- Bedford;
- Margate;
- Settle;
- Belper, and
- Carlisle.

The Group were fortunate to be able to interview Anna Bradley-Dorman and Cheryl Greyson from Ramsey Neighbourhood Trust. Cheryl has considerable expertise as the holder of a PhD in marketing while also being a practitioner. She works for University Peterborough and has offered to assist in any follow up work that takes place as a result of the study.

3.4 The following sections contain the Group's findings and conclusions.

4. **UNDERSTANDING THE CONTEXT.**

4.1 During the planning phase of the study Members were made aware that initiatives intended to promote the market towns already existed. These included the Future High Streets Fund and the Towns Fund. Members, therefore, decided not to focus on retail, but instead to look at how they might add value to these initiatives. This decision was reinforced during the investigation when it was established that there are relatively few empty retail units in Huntingdonshire's Towns. Furthermore, evidence from other case study towns suggested that attempts to influence markets can lead to the creation of a number of similar businesses and this is unlikely to be sustainable in the medium and longer terms.

4.2 Work was carried out by the Council to identify the impact of Covid-19 on areas around the district. The negative impacts outweighed the positives and helped to identify areas for the study.

Highest Impacts; green (positive), red (negative)

Motor vehicles

Parks and open spaces

Car park revenue

Furlough scheme

Access to food

Low income and poverty

Mental health

Financial support for businesses

Adult social care

Active travel (walking and cycling)

Further education and apprenticeships for 16+ year olds

Education and support for children 0-16 year olds

Personal safety (in and out of the home)

Public transport (bus and rail)

Skills and employment

Physical activity

Obesity

Affordable housing for local residents to remain in the area

Diagram showing highest impacts across the district.

4.3 A study by the University of Sheffield suggests city centres stand to lose £3bn in 2022 because significant numbers of people are working from home. The study goes on to indicate that some of this spending will be realised in the residential areas where these workers live. One of the challenges Huntingdonshire has traditionally faced is outward migration to work. The change reported by the University of Sheffield represents a real opportunity in terms of the local economy. However, the dangers of social isolation are also recognised. The aim of making retail and social enterprises sustainable within 15 minutes' walk or cycle ride resonates with the Council's strategic objectives and will help alleviate social isolation. It also has clear environmental benefits.

4.4 Huntingdonshire benefits from being at the intersection of the three interconnected economies of Cambridgeshire and Peterborough as defined in the Cambridgeshire and Peterborough Local Economic Recovery Strategy (LERS). Having recognised the positive position in which the District is located, the Group has reached a number of conclusions that indicate how the Council might proceed. In the course of the study, notes have been made of the data that is required to inform future decisions in this field and these are set out.

4.5 LERS identified objectives in its goal to make a leading contribution to the UK's recovery from the Covid-19 pandemic with interventions being prioritised for each phase to deliver the highest impact on the relevant objectives. Specific objectives relating to the study include:

- Business and People: Ensuring high quality advice and coaching to support growth
- Place: Increasing footfall in town and city centres
- Place: Reopening and adapting retail, tourism, hospitality and leisure.

5. FINDINGS

5.1 The study findings coalesce around two distinct themes. The first is the focus on events and experiences and the second is community engagement. Both themes have resonance with the Council's strategic framework. In the course of its work the Group tested its findings against and drew on experiences in Ramsey. In the course of an interview, Discover Ramsey expressed its appreciation of the recent input provided by the Council's Economic Development Team. External funding for the Team is coming to an end and the Group is of the view that the Team's work should be formally recognised.

Case Study Lessons

5.2 The Group has examined several case studies and benefited from expert opinion. Some ideas that would be beneficial to Huntingdonshire have been identified. Stockton on Tees has a strong strategy which has been nationally recognised. A key theme is linking town centres with river frontages. This has strong resonance with all of Huntingdonshire's market towns. A vision might look something like this:

5.3 The Towns connect High Streets with waterways. They will create unique attractions in the heart of the town centres, which will form an exciting future. Ideally, the walk from the High Streets to the waterways will be uninterrupted. Waterside parks are open, with spaces for families, market spaces and opportunities for cafes and kiosks. Squares and will be open, flexible spaces for community large-scale events for people of all ages to enjoy.

5.4 A crucial point is street trading. This should be facilitated in market towns, in the riverside areas and in the routes between them. It is recommended that the Council reviews its street trading and consents arrangements, and the terms for trading in the riverside areas. An important lesson from Stockton is, in summary, the Council should seek to help those who are interested to find the right location, obtain planning advice, receive support in recruiting the right workforce and identify funding opportunities for businesses. A further opportunity to help traders is found in the LERS, which identifies an Objective of ensuring they have high quality advice and coaching to support growth.

5.5 It is important to state that the intention of the recommendation in the last paragraph is not to promote street traders at the expense of permanent town centre retailers. The event focus is crucial here. Street traders can add to the sense of events that attract the public and permanent traders have opportunities to take advantages of the attracted footfall. As such, this report's recommendations are intended to complement the Council's other local economy initiatives.

5.6 Members have discussed this in a local context. They are aware of a trend for street trading, particularly by food vendors, to take place in the District's

industrial estates. The above recommendation is therefore extended beyond the town centre and riverside areas to other such areas.

Events/Experiences

5.7 There is increasing realisation that people are choosing experiences rather than retail opportunities when deciding what to do with their disposable income. Indeed, this is explicitly referred to in the LERS Place Objective of reopening and adapting retail, tourism, hospitality and leisure. This trend has been recognised in Ramsey and work has successfully been undertaken to exploit and build on it.

5.8 Given the success of the work in Ramsey, it is important to learn lessons. As has been said there has been a focus on experiences. This covers town centre events to promote economic activity, but it also has connections with the wider tourism agenda. Once alerted to it, this theme became one that cropped up throughout the Group's investigations.

5.9 Promoting events has significant potential. An example from Ramsey is their Dine Out event, where food vendors come into the town to provide additional refreshment options and local businesses join in by adding outdoor seating to their premises. To put events and experiences into a conceptual framework, the Group has applied the lenses of tourism and marketing. The Group has recognised that in "normal" times; that is, without Covid related restrictions, Cambridge experiences what might be termed "over-tourism". Building on this situation, the Group has been advised there could be significant benefit in building on the District's close proximity to Cambridge. It is suggested that focussing on shorter experiences of half a day, one day or two days could be fruitful. This would work well with the events that are staged.

5.10 The question then is what events would be staged. Experience elsewhere and at other levels has shown that the public sector has not always succeeded at staging events. The lesson from Ramsey is that ideas are generated through interaction between town-based marketing functions and local residents through social media. Further detail on social media appears in the next section. For this section of the report attention is drawn to the potential benefits of **co-ordinating town-based marketing functions**. It is stressed that successful events should not simply be replicated in other towns, but it is important that there is co-ordination between the towns to ensure initiatives are complementary and certainly do not detract from each other.

5.11 The Group had originally looked at whether it should include the impact of retail destinations such as Rushton Lakes. Given the more limited scope of the study, it was decided not to go into this in great detail, but this did not mean there were not lessons that could be drawn on. It is understood that it staged a promotion that enabled visitors to have their photographs taken at the entrance. Members took this to reinforce the value of staging events.

5.12 Turning to wider tourism and marketing, the Group has discussed the kinds of activities that might be suited to Huntingdonshire and work with the recommendations in this report. Members recommend that focussing on local heritage and the environment would be the District's strongest attractions. They would also facilitate the kinds of activities that can be undertaken in a half day, one day or two days. It might be added that these would be in locations that would be ideal for hosting events. The Group has not had time to do much work in this area so it is suggested that it should be examined in greater detail by the relevant Overview and Scrutiny Panel in the new Municipal year. The following is a starting point:

   a. Heritage
   b. Local points of interest
   c. Waterways
   d. Open spaces
   e. Walks
   f. Historical figures
   g. Historic environments

Community Engagement

5.13 The Group has looked at the features and advantages of internet initiatives that allow local traders to display their products, share information about themselves and facilitate selling and local delivery. Examples are ShopAppy.com and Click It Local.

5.14 Discover Ramsey has established its own social media presence. It has used this presence to create a dialogue with residents and businesses. Perhaps more importantly, it has helped to promote a dialogue between residents. The first advantage of this is that residents are able to communicate publicly about the kind of events they would want to see staged. The details of events then grow organically through dialogue, and it is thereby promoted amongst residents. In time a further benefit is realised as residents and businesses start to answer individual enquiries rather than relying on organisers. It is likely, however, that some sort of moderating function will need to be retained. It is suggested that this finding corresponds with the aim in the Community Strategy of engaging with local communities and of supporting those communities to communicate. It should, therefore, be supported.

5.15 An important lesson here concerns the need to be aware to the fact that some groups might be excluded from the dialogue or for whatever reason do not participate. The Group therefore recommends that data is compiled on the groups that participate and importantly those that do not. Steps can then be taken to involve excluded groups, for example, by connecting to a youth town council.

5.16 The Group has not ignored retail and other similar businesses. There is, in fact, an important associated point to make. There have been recent reports that people are returning to shop more locally in smaller quantities more often. The establishment of locally based communications channels

would be an ideal way for community businesses and shops to communicate with customers. The Group has been informed of an example of a café that co-ordinated with local walking groups to provide them with an offer in the café after walks have been completed. Again, the role of events is noted as are the themes of combatting social isolation, exercise and local trade.

5.17   In summary, the features of social media that are proven to succeed include:

   a. Create a local brand
   b. Show a sense of community spirit and pride
   c. Residents self-promote
   d. Engagement and buy-in from community – they then become brand champions
   e. Images are key
   f. Organic reach ensures engagement with local community
   g. Share lifestyle content – implied/secondary link to local businesses
   h. Be realistic about what is achievable and relevant – not investing in newer channels just because they are trendy
   i. Create 'insta' attractions for residents and visitors to self-promote.

External Support and Funding

5.18   The Group is conscious that external funding for economic development will shortly end. Research has therefore been undertaken into other opportunities that might support some of the recommended areas of activity. The High Streets Heritage Action Zones is now closed for applications, but Historic England have a range of open grants schemes.

5.19   Historic England's programme of work with historic high streets is wide ranging, and includes research, the regeneration of 67 successful high streets and an associated cultural programme. In addition to providing direct benefits to High Streets Heritage Action Zones, lessons are learnt that will be of benefit to other places that are planning to place heritage at the centre of their regeneration projects.

Lessons will be disseminated in a number of different ways:

   • A range of publications, including advice and guidance
   • High street focussed webinars to support the sharing of good practice and advice on a variety of topics relevant to preserving the historic environment
   • A free online Historic Environment community which anyone can join. Members can pick up news, ask question in the forums, promote local work and make new contacts. There have been some recent discussions on high streets within this group

5.20 The Group recommend these sources as a starting point for further investigations.

Additional

5.21 The recommendations in this report together with the other initiatives that have been referred to represent a significant package. Through their discussions, Members have come to the view that the Council should try to ensure the advantages sought are not undermined. They are aware of instances of other retail locations outside of the District being advertised in Huntingdonshire. It is recommended that trading bodies such as Huntingdon Bid should be encouraged to use its influence to discourage it. In addition, in this context the Council should confirm that it will use its enforcement powers were this is appropriate.

6. CONCLUSION

6.1 The study has concentrated on building on the local strategic framework to build resilience within the District's communities and to address issues identified in the latest Impact Assessment. It can be seen that the recommendations contribute towards the following impacts:

- Support for businesses;
- Access to food;
- Parks and open spaces;
- Active travel (walking and cycling) by encouraging and enabling the promotion of social / community activities and shopping within 15 minutes of residents;
- Mental health.

7. RECOMMENDATIONS

7.1 In summary, it is RECOMMENDED that

a) the work of the Council's Economic Development Team be formally recognised for the support that they have provided businesses across the district during the pandemic and recovery from it;

b) support and guidance be identified for traders within the district to enable them to identify the right place, the right people, obtain advice and funding opportunities for their business;

c) town and parish councils as well as local groups, be encouraged to self-promote their towns and villages, as well as opening communication and dialogue within and between local communities;

d) visitor opportunities within the district for short tourist experiences be explored**;**

e) research be conducted to identify residents within the district who are excluded from current dialogues, and to identify reasons for this;

f) further funding opportunities available to the Council and local businesses to aid continued growth be investigated and identified;

g) local trading bodies be encouraged to exert their influence in supporting businesses within the district and to discourage promotion of businesses in neighbouring areas; and to ensure enforcement powers can support this where appropriate, **and**

h) the findings of this study be incorporated into the Community Strategy implementation plans**.**

7. BACKGROUND PAPERS

- Notes of meetings of the Market Towns Task and Finish Group.

- Cambridgeshire & Peterborough Local Economic Recovery Strategy (LERS)

- COVID-19 Impact Assessment for Huntingdonshire District Council

- Local Economic Recovery Strategy (CPCA)

- Community (Transition) Strategy

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Finance Performance Report 2021/22 Outturn

Meeting/Date: Cabinet – 19 July 2022

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Chief Finance Officer

Ward(s) affected: All

Executive Summary:

The impact of Covid-19 has affected and will continue to affect the financial landscape during 2021/22, as restrictions have finally been lifted. Areas, such as leisure facilities have now fully opened all their facilities.

Financial Impact

2021/22 budget included assumptions regarding the impact of the pandemic on the economy and the council based on the information available in December 2020. Since then, the restrictions were extended and only lifted in July, later than anticipated. The income compensation scheme was still available to support Local Government in Q1, £595k was factored into the base funding for 2021/22, and this has now been claimed. £758k for the final tranche 5 of the Covid Emergency funding was also factored into the base funding.

There was on going expenditure in relation Covid restrictions in maintaining cleaning regimes and PPE in close contact area of the business, like waste collection, together with additional resources to support areas such as Council Tax and Housing Benefit in dealing with increased volume and recovery activities.

Recommendation(s):

The Cabinet/Committee is

RECOMMENDED

- to consider and comment on the financial performance for the financial year 2021/22, as detailed in Appendix 1 and summarised in paragraph 3.2.

- to consider and approve the re-phasing of capital to future years as outlined in paragraph 3.3.

1. PURPOSE OF THE REPORT

1.1 To present details of the Council's projected financial performance for 2021/2022.

- Revenue outturn underspend of £2,012k.
- Capital outturn underspend of £28,741k.

The impact of the Covid 19 pandemic, as far as possible, has been reflected within the Council's financial position and includes the Government's Income Compensation Scheme of £1,076k.

2. BACKGROUND

2.1 The budget and MTFS for 2021/22 approved in February 2021, assumed a net expenditure budget of £20,686k, together with a Council Tax freeze. The approved Capital budget is £18,169k.

2.2 The detailed analysis of the 2021/22 outturn as at 31 March 2022 is attached at Appendix 1.

3. FINANCIAL PERFORMANCE

3.1 **Financial Performance Headlines**

The outturn position for the current financial year, and the impact of variations on future years, will be incorporated within the MTFS.

Revenue The approved Budget of £20,686k plus authorised carry forwards of £66k gave a revised current budget of £20,752k. The outturn was £18,740k which was an underspend of £2,012k . This was due, in part, as a result of income streams recovering quicker than anticipated.

MTFS The MTFS was updated as part of the 2022/23 Budget setting process. and will be revisited as part of the 2023/24 Budget setting process. The revision of the MTFS will include 2021/22 outturn variations and others occurring or foreseen in 2022/23 that have an impact on future years.

Capital The approved Budget of £18,169k plus the re-phasing of £14,665k and in year activity of £7,145k gave a revised total Capital Programme of £39,979k. The outturn is £11,238k. Following re-phasing of the budget to 2022/23 of £26,791 there was an in-year underspend of £1,950k.

3.2 **Summary Revenue Variances by Service**

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

Head of Service	Current Budget £'000s	Outturn £'000s	Over/ (Under) spend £000	Comments
AD Corporate Resources	6,962	6,028	(933)	Higher income due to retention of tenants in commercial premises £651k; lower insurance premiums following re-tender £135k; premises cost savings £97k; plus general savings across a range of services
AD Transformation	298	298	0	
Chief Operating Officer	4,350	4,266	(84)	Development Management overspends on salaries and agency staff £605k; reduced planning income £775k; offset by higher government grants £587k lower bad debt provision £179k and other savings across a range of services.
Corporate Leadership	619	669	50	Additional costs associated with the recruitment of senior staff.
Head of ICT	2,338	2,325	(12)	
Head of Leisure & Health	522	437	(85)	Recovery of income levels faster than anticipated.
Head of Operations	4,621	3,711	(910)	Reduced recycling disposal costs £400k; recovery of parking income levels faster than anticipated £523k
Housing Manager	180	190	10	
Growth Manager	791	746	(46)	
Programme Delivery Manager	71	71	0	
Total	**20,752**	**18,741**	**(2,010)**	

3.3 **Capital Programme**

The approved gross capital programme for 2020/21 is £18,169k plus the re-phasing of the £14,665k from 2020/21, together with in year budget £7,145k giving a revised total Capital Programme for 2021/22 of £39,979k.

The net expenditure outturn is £11,238k. Following re-phasing of the budget to 2022/23 of £26,791 there was an in-year underspend of £1,950k.

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

Service Area	Current Budget £000	Outturn £000	Budget Re-Phased to 2022/23 £000	Over/ (Under) Spend £000	Comments
AD Corporate Resources	15,949	4,673	10,049	(1,227)	Oaktree remedial costs have been rescoped and the project is expected to realise savings of £1,260k.
AD Transformation	145	0	95	(50)	Covid funding has been used to make changes to AV equipment, therefore this budget is no longer required.
Chief Operating Officer	118	65	88	35	
Head of ICT	352	75	277	0	
Head of Leisure & Health	1,703	1,218	485	0	
Head of Operations	5,165	2,376	2,712	(77)	Reduced spending across several projects.
Housing Manager	1,850	1,219	0	(631)	Reduction due to referrals from Occupational Health.
Growth Manager	14,697	1,612	13,085	0	
Total	39,979	11,238	26,791	(1,950)	

In the above table in year budget of £7,145k has been included to capture new projects that have been agreed since the original budget was set in February 2021, these are projects which are funded by external grants.

3.4 **Finance Dashboard**

The Outturn for 2021/22 also looks at the collection rates for Council Tax and NDR, together with the working ages caseload for Council Tax Support Scheme. The details are shown in Appendix 1.

In summary, the Council Tax collection rate is holding in line with 20/21 rates but is lower than pre-Covid performance.

The NDR collection rate is 1.25% less than in 20/21. However, the unique profile of retail, hospitality and leisure reliefs granted in 21/22 means that prior year comparison is not appropriate.

The number of working age people claiming Council Tax Support has seen a reduction of 1% compared to 20/21 and is now comparable to pre-Covid volumes.

4. **UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY**

4.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget.

4.2   The outturn for 2021/22 for the CIS is:

CIS Investments	Budget £000	Outturn £000	Over/ (Under) Spend £000
Cash Investments			
CCLA Property Fund	(162)	(147)	15
Total Cash Investments	**(162)**	**(147)**	**15**
Property Rental Income	(4,590)	(4,854)	(264)
MRP	581	581	0
Net Direct Property Income	**(4,009)**	**(4,273)**	**(264)**
Management Charge	144	0	(144)
Total Property Investments	**(3,865)**	**(4,273)**	**(408)**
TOTAL	**(4,027)**	**(4,420)**	**(393)**

5.   COMMENTS OF OVERVIEW & SCRUTINY

5.1   The Panel discussed the Finance Performance Report 2021/22 Quarter 4 at its meeting on 6th July 2022.

5.2   Councillor Gray observed that the 2021/22 budget had been authorised during the remote covid council sessions with no objections and only two abstentions, and that the reported surplus had left the new administration in a favourable position financially. It was also observed that Government grants previously available may not be available in the future.

5.3   The Panel heard that some income streams had been underestimated in the budget setting for 2021/22 but that all the available information would be used to ensure a robust position moving forward.

5.4   Having welcomed the report the Panel encouraged the Cabinet to endorse the recommendations contained within the report.

6.   LIST OF APPENDICES INCLUDED

Appendix 1 – HDC Financial Performance Suite FY 202122 Outturn

CONTACT OFFICER

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Financial Performance Monitoring Suite
March 2022 – Quarter 4

Executive summary

This report sets out the financial outturn for financial year 2021/22, for revenue and capital. The headlines are:

Revenue - the outturn is an underspend of £2,012k, after contributions to and from earmarked reserves, when compared to the approved budget and an improvement to the Q3 forecast outturn of £551k.

This favourable outturn position is, in the main, a result of:

- a faster than expected recovery of income streams as lockdown measures were lifted and operations returned to business as usual;
- enhanced levels of government funding used to fund the additional burdens placed upon the Council;
- the retention of existing tenants who had been expected to fail due to the pandemic and an increase in year of letting rates in our commercial properties performing much better than expected;
- reduced recycling disposal costs.

Capital Programme – the forecast outturn is an estimated underspend of £28,741k, including re-phasing of works to future years £26,790k.

The budget to be re-phased includes amounts for:

- £8,500k – Huntingdon redevelopment will not happen until a feasibility study has been undertaken;
- £12,064k - phasing of the future high streets programme to future years as whole life costs were included in the original budget;
- £1,489k – works at Hinchingbrooke Country Park were delayed due to Covid and localised flooding;
- £1,236k – delays in building works at various sites;
- £965k - unspent funding carried forward

.

Service Commentary

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service.

Head of Service	Current Budget £'000s	Q3 Forecast £'000s	Provisional Outturn £'000	Contribution to/(from) reserves £'000	Revised Outturn £'000s	Over/(Under) Spend Against Budget £'000	%	Over/(Under) Spend Against Forecast £'000	%	Actual Spend £'000s	Actual Income £'000s
AD Corporate Resources	6,962	6,305	5,432	596	6,028	(933)	-13.4	(277)	-4.4	16,124	(10,096)
AD Transformation	298	300	482	(184)	298	0	+0.0	(3)	-1.0	558	(260)
Chief Operating Officer	4,350	4,565	3,638	629	4,266	(84)	-1.9	(298)	-6.5	42,312	(38,046)
Corporate Leadership	619	670	669	0	669	50	+8.1	(1)	-0.1	669	0
Head of ICT	2,338	2,477	2,175	150	2,325	(12)	-0.5	(152)	-6.1	8,464	(6,139)
Head of Leisure & Health	522	486	434	3	437	(85)	-16.3	(49)	-10.1	5,221	(4,784)
Head of Operations	4,621	3,434	3,608	103	3,711	(910)	-19.7	277	+8.1	9,140	(5,429)
Housing Manager	180	178	190	0	190	10	+5.6	11	+6.2	190	0
Growth Manager	791	805	825	(80)	746	(46)	-5.8	(59)	-7.3	3,049	(2,303)
Programme Delivery Manager	71	70	71	0	71	0	+0.0	0	+0.0	71	0
Total	**20,752**	**19,290**	**17,524**	**1,217**	**18,741**	**(2,010)**	**-9.7**	**(551)**	**-2.9**	**85,798**	**(67,057)**

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
AD Corporate Resources	Audit	139,621	106,551	103,461	0	103,461	(36,160)	-26.0	£21k of the underspend comes from carrying a vacant post for half of the year which has now been filled. BDO were unable to carryout audit work relating to ICT, a budget carry forward has been approved to move the £10k underspend into the following year
AD Corporate Resources	Commercial Estates	(2,728,509)	(3,311,261)	(3,548,286)	168,934	(3,379,352)	(650,843)	-24.0	Did not lose significant tenants that were expected to fail at the start of the year. HDC saw an increased rate of letting in year - fewer voids and better income; this saw a corresponding reduction in expenditure on business rates and building maintenance. Oak Tree Centre lease continued longer than what was originally expected. Voluntary MRP is now combined within the general MRP figure which falls within Corporate Finance. Asbestos and Condition surveys were unable to be completed during the year due to capacity issues, a budget carry forward has been approved to ensure this is carried out next financial year.

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	Over/Under) Spend Against Budget %	Comment on Variance to Budget
AD Corporate Resources	Corporate Finance	5,333,003	5,424,326	4,954,217	303,574	5,257,791	(75,212)	-1.0	Increase in the internal drainage board levies to parishes, and reduced investment income due offset by PWLB loan interest payments coming to an end on some loans and a reduction in general bad debt provision.
AD Corporate Resources	Democratic & Elections	873,987	755,513	656,225	93,506	749,731	(124,256)	-14.0	Committee Management - Fees and charges income reduced due to a reduction in staff time on HDC Ventures. Increased costs to premises hire as councillor meetings had to be off-site due to social distancing and covid measures. Postage and printing costs higher than budget as previously removed as part of transformation exercise but the project was not followed through. Members Allowances - Under budget due to vacancies with District Councillors throughout the year. District elections - not all costs have been incurred for the District elections held in May 2022. PCC elections - claim submitted to ECU, awaiting reimbursement. HDC was reimbursed more

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
									than expected by central government for parliamentary, county and PCC elections
AD Corporate Resources	Facilities Management	874,572	791,212	778,197	0	778,197	(96,375)	-11.0	£65.5k reduction in NNDR payments due to additional tenants at PFH & EFH £8.5k reduction of electricity usage at EFH. £7.3k unable to spend on equipment, furniture and materials at EFH due to reduced resource from FM manager being deployed on OHLG business grants project. £10.7k unable to spend on preventative building maintenance at PFH due to reduced resource from FM manager being deployed on OHLG business grants project. £4.7k saving on cleaning material usage for PFH.
AD Corporate Resources	Finance	751,311	804,415	651,685	277,019	928,704	177,393	+24.0	Cost of property valuations £70k plus use of agency staff to cover maternity s151 officer cover
AD Corporate Resources	Head of Resources	108,203	100,766	94,413	0	94,413	(13,790)	-13.0	Welcome Back funding retained

Service Grouping Summary

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/(Under) Spend Against Budget £	Over/(Under) Spend Against Budget %	Comment on Variance to Budget
AD Corporate Resources	Human Resources	499,416	616,582	541,185	(6,538)	534,647	35,231	+7.0	Additional HR resource for maternity covers and backfill perm resourcing gaps with agency temps due to work demands. Supplies and services is end of system project spend and additional demands on licences budget due to increased contingent/variable workforce.
AD Corporate Resources	Legal	223,940	221,028	225,202	0	225,202	1,262	+1.0	
AD Corporate Resources	Public Conveniences	(6,400)	259	(2,465)	0	(2,465)	3,935	+62.0	
AD Corporate Resources	Risk & Control	836,122	759,336	701,191	0	701,191	(134,931)	-16.0	Underspend relates to the re-tender of HDC's insurance policies, which has resulted in a reduction in premiums.
AD Corporate Resources	Covid 19 Funding	0	0	88,492	(88,492)	0	0	+0.0	
AD Corporate Resources	Covid Recovery	0	0	151,841	(151,841)	0	0	+0.0	
Chief Operating Officer	Building Control	152,540	152,586	107,819	0	107,819	(44,721)	-29.0	Incomplete BC applications split was changed following further data and fee earning & non-fee earning work split was changed (non-fee earning work is funded from surplus income reserve which City hold)
Chief Operating Officer	Business Team	273,829	222,216	220,585	0	220,585	(53,244)	-19.0	Operational Manager was vacant for 21-22, and 2 Environmental Health Officer

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	Over/Under) Spend Against Budget %	Comment on Variance to Budget
									posts were recruited in September and October.
Chief Operating Officer	Chief Operating Officer	127,634	147,088	143,546	0	143,546	15,912	+13.0	Overspend due to costs associated with work connected to improving HDC website and unplanned work delivering business grant work due to Covid
Chief Operating Officer	Closed Churchyards	(13,000)	2,396	430	0	430	13,430	+103.0	Unachievable income stream introduced - this was removed from 22-23 budget after recognition that this was unachievable
Chief Operating Officer	Community Team	581,128	575,938	317,270	223,067	540,337	(40,791)	-7.0	Additional funding was received to support residents identified as Clinically Extremely Vulnerable, some of which was re-distributed to community groups but not all of them accepted the funding award.
Chief Operating Officer	Council Tax Support	(116,000)	(127,345)	(127,345)	0	(127,345)	(11,345)	-10.0	Late notification of grant funding from DLUHC after the budget had been set.
Chief Operating Officer	Customer Services	899,912	863,346	874,993	0	874,993	(24,919)	-3.0	Due to the time taken to recruit to vacancies.
Chief Operating Officer	Development Management	(593,723)	(86,467)	537,377	0	537,377	1,131,100	+191.0	£700k less 'statutory' planning income 'generated' – just moved into 22/23 £75k less discretionary planning income generated

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	Over/Under) Spend Against Budget %	Comment on Variance to Budget
									£485k spend on agency staff – no budget £120k saving on salaried staff £55k overspend on consultancy fees – no budget (bids were put into 21/22 MTFS round, but were rejected, previous management still commissioned work).
Chief Operating Officer	Document Centre	191,524	206,103	227,408	(22,068)	205,340	13,816	+7.0	£7.5k overspend by employing agency staff for which there is no Document Centre budget. £5.5k legal fees from Cambridge City Council attributed to the joint hybrid mail printing outsourced project for which there is no budget.
Chief Operating Officer	Emergency Planning	11,575	17,945	14,851	0	14,851	3,276	+28.0	
Chief Operating Officer	Environmental Health Admin	131,850	122,973	112,694	6,612	119,306	(12,544)	-10.0	Gaps between staff departures and new starters. Unable to recruit into a part time post until May 2022.
Chief Operating Officer	Environmental Protection Team	383,833	324,813	343,094	0	343,094	(40,739)	-11.0	Savings from Licensing Manager acting up into Operations Manager post.

Service Grouping Summary

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
Chief Operating Officer	Housing Benefits	1,430,164	1,454,705	562,351	56,246	618,597	(811,567)	-57.0	Grants received in excess of budget by £587k. Legal costs income £62k higher than budgeted. Bad debt provision was £179k less than budgeted.
Chief Operating Officer	Housing Miscellaneous	27,158	9,317	(16,033)	1,620	(14,413)	(41,571)	-153.0	8.5k variance of vacant post. 3k saving on relocation grants. 4k saving on MHP water bill (estimates used due to broken water meter). 5k saving on electricity, and 16k more income generated on ground rents at MHP.
Chief Operating Officer	Housing Needs	1,142,188	1,031,795	665,861	363,230	1,029,091	(113,097)	-10.0	In year (and future year) saving as a result of a reduction in the funding requirement for the Homelessness Trailblazer programme (now mainstreamed as business as usual) - £30k saving, and £82k less bad debt write offs due to capacity.
Chief Operating Officer	Licencing	(52,516)	(123,433)	(119,804)	0	(119,804)	(67,288)	-128.0	Savings from Licencing Manager acting up into Operations Manager post and not backfilling role. Officer subsequently retired in August 2021 and not replaced. Interim part time Licensing Manager brought in January 2022.
Chief Operating Officer	Local Tax Collection	(227,770)	(229,047)	(227,349)	0	(227,349)	421	+0.0	

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
Programme Delivery Manager	Programme Delivery	70,929	70,457	70,502	0	70,502	(427)	-1.0	
Growth Manager	Economic Development	183,537	208,537	202,177	489	202,666	19,129	+10.0	Producing a new Invest in Huntingdonshire website owing to a GDPR security breach. The project cost of £25,000 was not previously budgeted for. This has been offset by lower operating costs in addition to an underspend in Growth giving an overspend of £19,129.
Growth Manager	Market Towns	0	45,540	155,039	(155,039)	0	0	+0.0	
Growth Manager	Planning Policy	583,868	531,406	444,658	74,993	519,651	(64,217)	-11.0	HDC invoiced a master developer £52k to provide a priority service across their planning applications. Due to Covid, work on a review of CIL (linked to the review of the Developer Contributions SPD) was paused, resulting in £26k underspend. Offset by overspends totalling £14k across a number of services.
Growth Manager	Public Transport	24,000	19,459	23,198	0	23,198	(802)	-3.0	
Housing Manager	Housing Strategy	179,664	178,224	189,516	0	189,516	9,852	+6.0	Budget Overspend due to £9,400 Wayfinding Project Termination Costs as part of

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
									the Accelerated Programme in the Markets Towns Programme. This was not forecasted in Q3 either. There were costs of £7,150 for a Housing Consultant to review Council's land interests, this was paid for from savings in service.
Corporate Leadership	Directors	522,855	531,525	528,746	0	528,746	5,891	+1.0	
Corporate Leadership	Executive Support & Business Planning	96,525	138,289	140,309	0	140,309	43,784	+45.0	Additional costs associated with the recruitment of senior staff
AD Transformation	Transformation	297,574	300,499	482,046	(184,472)	297,574	0	+0.0	
Head of Operations	Car Park - On Street	(131,724)	(28,434)	(7,253)	0	(7,253)	124,471	+95.0	CCC suspended parking within the locations covered by this service, incurring additional charges for HDC.
Head of Operations	Car Parks - Off Street	(546,599)	(1,388,867)	(1,277,780)	83,487	(1,194,293)	(647,694)	-119.0	Parking charge recovery out of Covid better that anticipated when the budget was originally set.
Head of Operations	CCTV	(91,393)	(74,167)	(37,807)	0	(37,807)	53,586	+59.0	This was down to Parish council recharges being charged less due to Covid considerations
Head of Operations	CCTV Shared Service	219,128	308,227	300,512	0	300,512	81,384	+37.0	Staffing issues with sickness and long term expected pressures on the team during

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
									summer and Xmas. And also due to payments on leave notice payment and termination packages to leaving staff .
Head of Operations	Countryside	317,477	272,775	312,161	0	312,161	(5,316)	-2.0	
Head of Operations	Fleet Management	310,856	273,490	212,545	0	212,545	(98,311)	-32.0	£40k underspend relates to 2 vacant posts which were not recruited to, Kick-starters were utilised since April 2021. (£12k) recharged costs out to trading operations, (£49k) reduction in equipment maintenance costs
Head of Operations	Green Spaces	479,318	527,959	617,757	0	617,757	138,439	+29.0	Budgeted s106 income of £81K which did not materialise. Market supplement for staff had an extra cost of 22K (it's not going to work if it has to come from existing budgets). 17K in vehicle maintenance which has to be carried out to keep the fleet running. 6K in equipment costs needed to run the service. Budget is in reality too small to run the service in the current format . On top of this we have to find another 10%.
Head of Operations	Head of Operations	301,658	204,512	215,777	0	215,777	(85,881)	-29.0	Vacant posts across Operations Business Support Team which have now been recruited to and within Head of Operations cost

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	Over/Under) Spend Against Budget %	Comment on Variance to Budget
									centre because of a secondment.
Head of Operations	Markets	(43,495)	51,801	71,644	0	71,644	115,139	+265.0	Political decision made to suspend market trader rent for 6+ months of the year. Wednesday market not operated following political steer due lack of interest from traders so would be run with only 2 stalls. Staff time diverted to rebuilding remaining 3x weekly markets following pandemic.
Head of Operations	Parks and Open Spaces	330,296	410,624	385,234	10,000	395,234	64,938	+20.0	£13k relates to increased material costs for Site Works and overspend in Salaries which is balanced by underspend in 5282 salaries £49k overspend in water courses due to emergency maintenance and repair works required as a result of the 2020 flooding.
Head of Operations	Street Cleansing	739,779	795,536	794,594	9,259	803,853	64,074	+9.0	Savings of 87k for bin removals not realised due to political decision.
Head of Operations	Waste Management	2,736,024	2,080,924	2,020,768	0	2,020,768	(715,256)	-26.0	Improved trade waste sales (£93k), holding vacant post within Trade waste for the year (£24k), increased market rates for trade waste disposals costs £43k. Increased bulky refuse income due new tapped income stream due to covid (£140k).

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
									Reduced recycling collection costs (£400k). Higher volumes have seen 2nd Green bin charges income increase (£20k). Employee cost savings due to vacancies and organisational changes
Head of Leisure & Health	One Leisure Facilities	335,592	286,627	243,500	(6,455)	237,045	(98,547)	-29.0	Savings from utilities and staffing due to new operating model being established with no prior trend or experience of delivery. Additional income in swimming specifically as recovery from COVID restrictions were quicker than anticipated
Head of Leisure & Health	One Leisure Active Lifestyles	186,531	199,601	190,364	9,477	199,841	13,310	+7.0	Covid recovery impacted income levels throughout the year with changes to some delivery. Certain target groups such as older adults and people with disabilities (high risk) and partners such as day care centres found it difficult to return to activities. 6-8 weeks was lost at the start of the year with further impacts during the winter months.

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Revised Provisional Outturn £	Over/Under) Spend Against Budget £	%	Comment on Variance to Budget
Head of ICT	ICT Shared Service	2,337,595	2,477,239	2,175,371	150,000	2,325,371	(12,224)	-1.0	£92k under-recovery on HDC non-business Case Items due to delays in projects (such as Telephony). Offset by reversal of expenditure accrual from 2020/21 of £45k due to decision made by HoS following historic billing discrepancy dating back 3 years with County and the lack of recovery from the billing organisation despite our best efforts to receive and pay the invoice. £20k underspend due to ability make use of Kickstarter which allowed the apprentice recruitment to be delayed.
		20,751,919	**19,291,817**	**17,523,568**	**1,216,608**	**18,740,176**	**(2,011,743)**	**-10.4**	

CAPITAL PROGRAMME

The approved gross Capital Programme 2021/22 is £18,169k. Schemes totalling £14,665k from 2020/21 have been rephased to 2021/22, plus external funding of £7,145k gives the total gross capital programme for 2021/22 of £39,979k.

The Capital Programme is forecast to have an underspend of £28,741k; £26,790k will be re-phased to future years.

The table below shows the capital programme by scheme with proposed re-phasing, expenditure to date and forecast outturn.

The Covid-19 pandemic may continue to affect delivery of some projects in terms of capcity of internal resources and the uncertainty within economical landscape for investments into property.

CAPITAL PROGRAMME SUMMARY

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Corporate Resources	Bridge Place Car Park Construction	S151 Officer	0	345,592	44,120	(301,472)	301,472	
Corporate Resources	Bldg Efficiency - Salix Funding	Mark Houston	0	20,948	32,948	12,000	0	Costs in excess of external funds expected to be offset by reductions in energy costs in future years
Corporate Resources	Retro-Fit Buildings	Mark Houston	0	227,501	1,277	(226,224)	226,224	
Corporate Resources	Oak Tree Remedial Work	Jackie Golby	0	1,787,248	492,124	(1,295,124)	35,000	Project scope has been reduced with expected savings.
Corporate Resources	Alms Close	Jackie Golby	0	0	106,110	106,110	0	Cost overrun approved by project sponsor
Corporate Resources	Health and Safety Works on Commercial Properties	Jackie Golby	35,000	50,499	0	(50,499)	50,499	
Corporate Resources	Energy Efficiency Works at Commercial Properties	Jackie Golby	10,000	76,051	1,575	(74,476)	74,476	
Corporate Resources	VAT Exempt Capital	S151 Officer	24,000	24,000	24,000	0	0	
Corporate Resources	Company Share Investment	S151 Officer	0	100,000	0	(100,000)	100,000	
Corporate Resources	Huntingdon Redevelopment	S151 Officer	0	8,500,000	0	(8,500,000)	8,500,000	Will not happen until feasibility study is completed
Corporate Resources	Lighting - Loves Farm Footpath	Mark Houston	0	16,000	8,120	(7,880)	7,880	
Corporate Resources	Capita & Payment Portal Upgrade	S151 Officer	15,000	15,000	4,500	(10,500)	10,500	
Corporate Resources	Estates Roof Replacement	Jackie Golby	130,000	130,000	0	(130,000)	130,000	

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Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Corporate Resources	Re-Letting Enhancement Works	Jackie Golby	250,000	250,000	0	(250,000)	250,000	
Corporate Resources	Re-Letting Incentives	Jackie Golby	150,000	150,000	0	(150,000)	150,000	
Corporate Resources	PFH - BMS	Mark Houston	115,000	85,000	0	(85,000)	0	No longer required due to Salix s31 funding
Corporate Resources	Pathfinder House Decarbonisation Scheme	Mark Houston	0	1,513,700	1,513,700	0	0	Salix s31 grant funding
Corporate Resources	OL Ramsey Decarbonisation Scheme	Mark Houston	0	2,269,193	2,269,193	0	0	Salix s31 grant funding
Corporate Resources	Upgrade/Replacement of Public Toilets	Mark Houston	0	260,000	171,025	(88,975)	88,975	CPCA Accelerated funding
Corporate Resources	Sites for SMEs	Jackie Golby	0	37,300	4,536	(32,764)	32,764	CPCA Accelerated funding
Corporate Resources	Smarter Towns	Tony Evans	0	91,000	0	(91,000)	91,000	CPCA Accelerated funding
Growth	Community Infrastructure	Claire Burton	0	567,311	567,311	0	0	CIL funded
Growth	A14 Upgrade	Clara Kerr	200,000	600,000	0	(600,000)	600,000	Confirmation received saying we owe 2 years' worth of contributions, budget was set for 3 years to be paid in 21/22. Spend has not yet been called for.
Growth	Housing Company	Clara Kerr	0	206,000	0	(206,000)	206,000	Delayed spend and may be that project will not go ahead at all.
Growth	Market Towns Programme	Pamela Scott	350,000	0	0	0	0	

Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Growth	Future High Streets	Pamela Scott	12,300,000	12,137,314	73,489	(12,063,825)	12,063,825	The full cost of the project has been forecasted. The budget underspend at the end of the Financial year will be automatically carried forward into future years.
Growth	Bicycle Kitchen	Pamela Scott	0	15,000	0	(15,000)	15,000	CPCA Accelerated funding
Growth	Wayfinding & Info - Digital Screens	Pamela Scott	0	200,000	0	(200,000)	200,000	CPCA Accelerated funding
Growth	St Neots Bridge Road	Pamela Scott	0	50,549	50,549	0	0	
Growth	High Street Improvements incl Pedestrianisation	Pamela Scott	0	175,691	175,691	0	0	
Growth	Market Square	Pamela Scott	0	249,849	249,849	0	0	
Growth	Priory Quarter	Pamela Scott	0	48,568	48,568	0	0	
Growth	Priory Centre	Pamela Scott	0	56,132	56,132	0	0	
Growth	Market Town - Ramsey	Pamela Scott	0	126,217	126,217	0	0	
Growth	Market Town - St Ives	Pamela Scott	0	125,995	125,995	0	0	
Growth	Market Town - Huntingdon	Pamela Scott	0	132,471	132,471	0	0	
Growth	Old Falcon	Pamela Scott	0	5,962	5,962	0	0	
Leisure & Health	OL St Neots Synthetic Pitch	Jonathon Clarke	0	14,558	14,558	0	0	
Leisure & Health	Leisure Cents - Future Improve	Paul France	296,000	436,000	169,715	(266,285)	266,285	Delays in project start due to Covid

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Leisure & Health	St N Leis C - Gen Improve (Cs)	Paul France	0	0	0	0	0	
Leisure & Health	St Ivo - General Improve (Cs)	Paul France	0	0	0	0	0	
Leisure & Health	One Leisure Ramsey 3G	Martin Grey	0	837,425	741,386	(96,039)	96,039	Delays in project start due to Covid
Leisure & Health	OL St Ives Changing Rooms	Chris Keeble	0	304,603	291,928	(12,675)	12,675	Delays in project start due to Covid
Leisure & Health	One Leisure CCTV Upgrade	Paul France	110,200	110,200	0	(110,200)	110,200	Delays in project start due to Covid
Operations	Lone Worker Software	Eddy Gardener	0	20,000	0	(20,000)	20,000	
Operations	CCTV - Camera Replacements	Eddy Gardner	0	0	0	0	0	
Operations	Play Equipment	Helen Lack	30,000	51,256	50,383	(873)	0	
Operations	Wheeled Bins	Andrew Rogan	254,000	254,000	221,089	(32,911)	0	
Operations	Vehicles & Plant	Andrew Rogan	1,396,000	1,443,054	1,104,344	(338,710)	338,710	Trying to elongate the life of the assets through good maintenance but trying to balance that with the long lead time for vehicles
Operations	Operations Back Office	Helen Lack	0	106,676	93,250	(13,426)	0	It was decided that the trade waste part of the project would not proceed
Operations	Parking Strategy	George McDowell	80,000	169,500	21,864	(147,636)	147,636	
Operations	Park Fencing	Helen Lack	13,000	13,000	12,956	(44)	0	
Operations	Godmanchester Mill Weir Improvements	Andrew Rogan	0	440,279	440,279	0	0	
Operations	St.Ives Park	Helen Lack	0	57,768	0	(57,768)	57,768	Fully funded from CIL

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Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Operations	Civil Parking Enforcement	George McDowell	0	217,000	0	(217,000)	217,000	
Operations	Secure Cycle Storage	George McDowell	87,600	272,000	123,930	(148,070)	148,070	To be funded from CIL & CPCA Accelerated Funding
Operations	Districtwide Signage	Matthew Chudley	0	70,000	0	(70,000)	70,000	
Operations	Hinchingbrooke Country Park	Judith Arnold	0	1,546,049	56,727	(1,489,322)	1,489,322	Delays due to Covid and floods causing waterlogged grounds
Operations	St Neots Riverside Park Path/Cycle Imps	Matthew Chudley	0	32,756	32,756	0	0	Fully funded from CIL
Operations	Additional EV Charge Points	George McDowell	30,000	30,000	0	(30,000)	0	This was additional budget set aside by the members for EV charging points. Since then we were able to secure CPCA funding, so this budget so no longer needed
Operations	Parklets	Helen Lack	0	206,000	46,430	(159,570)	159,570	CPCA Accelerated funding
Operations	Solar Benches, covered benches & places to dwell	Helen Lack	0	100,000	54,494	(45,506)	45,506	CPCA Accelerated funding
Operations	Town Walks	Helen Lack	0	34,000	18,530	(15,470)	15,470	CPCA Accelerated funding
Operations	Modern Waste Solutions	Matthew Chudley	0	66,348	80,826	14,478	(14,478)	CPCA Accelerated funding
Operations	Market Trader Pop Ups	George McDowell	0	35,000	17,883	(17,117)	17,117	CPCA Accelerated funding
Transformation	Robotics	Dan Buckridge	0	50,000	0	(50,000)	0	Project has been stopped due to lacking a business case to proceed, the organisation is not in a position to currently generate a return on investment in robotics.
Transformation	Audio Visual Equipment	Dan Buckridge	15,000	45,000	0	(45,000)	45,000	Budget c/fwd to cover proposed improvements

Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Transformation	Voice Bots	Dan Buckridge	0	34,000	0	(34,000)	34,000	Plans to expand the functionality of the current voice bots solution have been put on hold until the delivery of the new contact centre solution telephony platform in Q1 FY 22/23.
Transformation	Data Warehouse & GIS	Dan Buckridge	16,000	16,000	0	(16,000)	16,000	Lack of resource has delayed the implementation of the project. 3C ICT were delayed in providing the initial data warehouse deployment which was originally scheduled for Q3 FY 20/21.
Chief Operating Officer	Printing Equipment	Andy Lusha	0	16,000	0	(16,000)	16,000	
Chief Operating Officer	Environmental Health Software	Claudia Deeth	0	0	37,073	37,073	0	Programme Manager invoice from Dec 20 received late, Licence for Civica APP for 2021/22 to ensure manual migration of data can take place, and additional data migration costs from March 2021. All approved by Project Sponsor.
Chief Operating Officer	Traveller Security Improvements	Claudia Deeth	0	0	6,952	6,952	0	Works delayed from previous year primarily due to covid issues. All works completed now.
Chief Operating Officer	Replacement Corporate Scanners	Andy Lusha	25,000	25,000	0	(25,000)	25,000	
Chief Operating Officer	Conservation Area Appraisals	Julie Ayres	47,000	47,000	0	(47,000)	47,000	
Chief Operating Officer	Mobile Home Park - Electrical Works	Claudia Deeth	0	30,000	21,031	(8,969)	0	£30,000 moved from underspend within another Capital project. Now anticipated that only 20k will be spend.

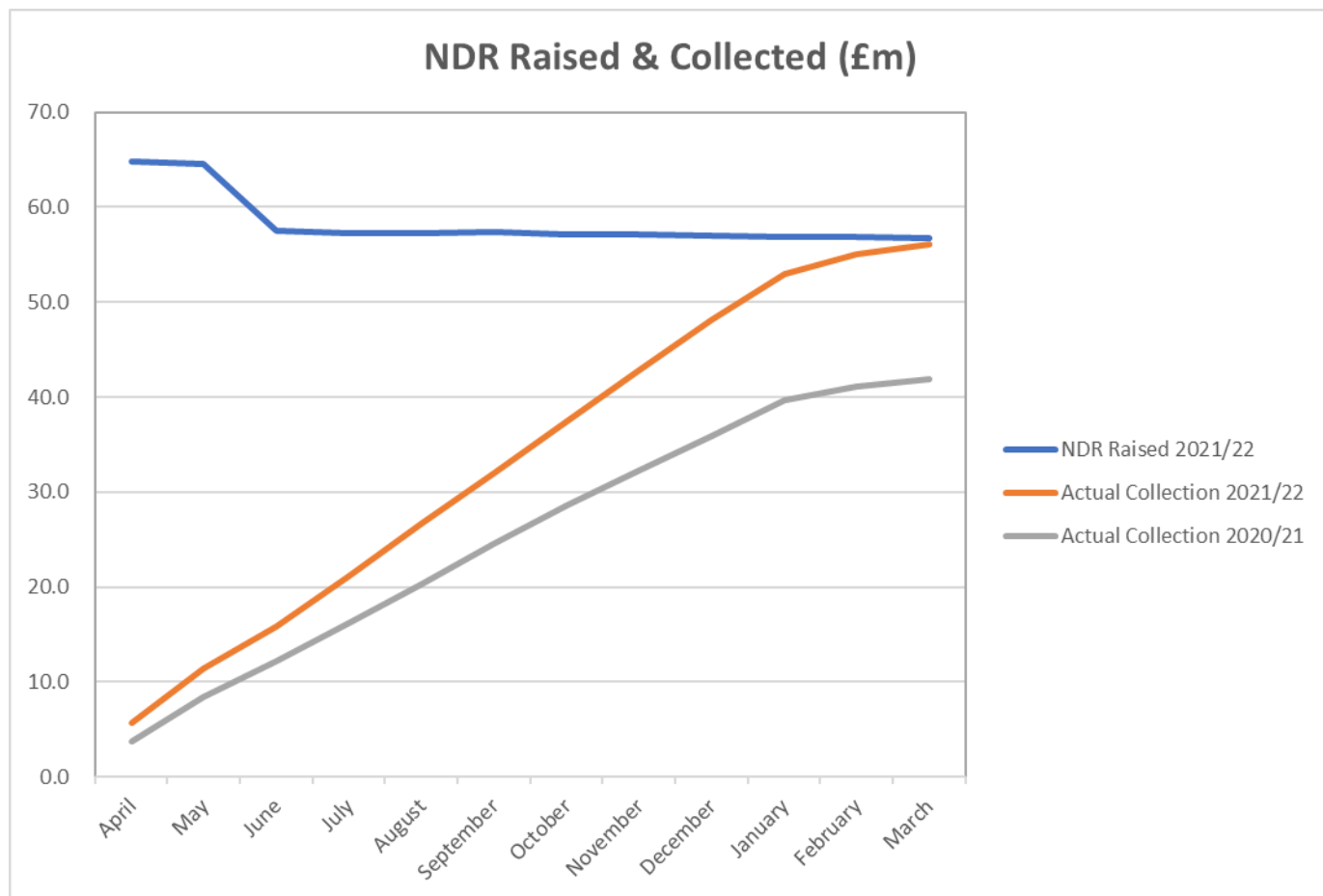# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
ICT	Wi-Fi Access Points	Sagar Roy	0	12,000	11,998	(2)	0	
ICT	Mobile Phones Replacement	Sagar Roy	65,000	65,000	0	(65,000)	65,000	
ICT	Telephony Replacement	Sagar Roy	200,000	200,000	53,992	(146,008)	146,008	
ICT	Shared Data Centre Capacity	Sagar Roy	39,000	39,000	0	(39,000)	39,000	
ICT	Information@Work Consolidation	Sagar Roy	20,000	20,000	0	(20,000)	20,000	
ICT	GIS Test Environment	Sagar Roy	16,000	16,000	9,053	(6,947)	6,947	
Housing	Disabled Facilities Grants	Pamela Scott	1,850,000	1,850,000	1,218,848	(631,152)	0	Spending is dependent on referrals from Occupational Health to Cambs HIA, There is a backlog of work from last year due to Covid-19 restrictions and staffing issues. Also, it is taking Contractors longer to complete work and submit invoices for the same reason.
			18,168,800	39,978,563	11,237,737	(28,740,826)	26,790,460	

* Includes unspent budget slipped from 2020/21 and external funding

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Financial Dashboard

NDR Raised & Collected (£m)

Legend:
- NDR Raised 2021/22
- Actual Collection 2021/22
- Actual Collection 2020/21

The NDR graph above shows the total amount of NDR bills raised in 2021/22 and the actual receipts received up to the end of March. The Council tax graph below provides the same analysis.

The liability dropped at the end of June when we put some covid related reliefs onto accounts for businesses in the retail, hospitality and leisure sectors. It was granted at 100% of the liability between 1 April and 30 June and then at 66% for the rest of the year.

Collection of Council Tax

Council tax collection rates are marginally down on the pre-covid 19 levels, having gone from 98.1% to 97.84%.

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Council Tax Raised & Collected (£m)

Legend:
- Council Tax Raised 2021/22
- Actual Collection 2021/22
- Actual Collection 2020/21
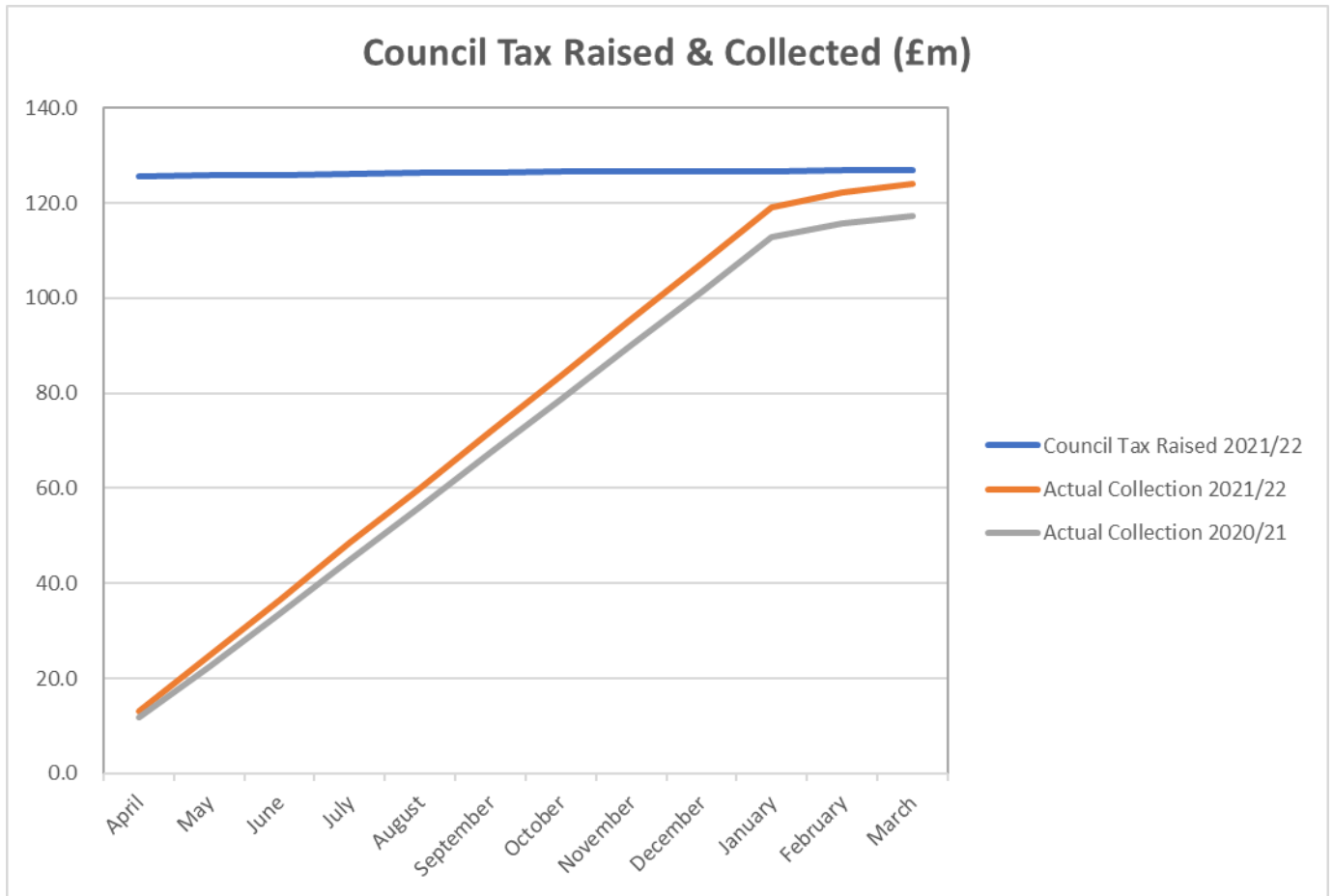
Outstanding Miscellaneous Debt Overdue for Payment

Due to the Covid 19 pandemic the decision was taken to suspend debt recovery in support of the unusual circumstances of the whole economy in lock down. We are now starting to actively pursue debt again, but the level of miscellaneous debt outstanding at 31 March 2022 remains high at £3.906m (31 March 2021, £3.526m).

Over 80% of the debt is made up as follows:

Department	Amount Owed £m
3C Share Services	1.379
Commercial Estates	1.016
Housing	0.528
Operations	0.379

Bad debt provision for commercial estates has been provided for of £225k to reflect what is at risk of non-payment in 22/23.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Treasury Management Outturn Report 2021/22
Meeting/Date:	Cabinet – 19 July 2022
Executive Portfolio:	Executive Councillor for Finance and Resources: Councillor B A Mickelburgh
Report by:	Chief Finance Officer
Ward(s) affected:	All Wards

Executive Summary:

Best practice and prescribed treasury management guidance requires Members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The Council's 2021/22 Treasury Management Strategy was approved by the Council on the 24 February 2021 and this report sets out the treasury performance for period between 1 April 2021 and 31 March 2022.

The main purpose of Treasury Management is to.

- Ensure the Council has sufficient cash to meet its day to day obligations.

- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are low.

- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

The key market Treasury Management issues during 2021/22 influencing the Council's decision-making were.

- In the first half of 2021/22 credit default swap (CDS) spreads, a measure of market risk, were flat over most of period and are broadly in line with their pre-pandemic levels. Fitch and Moody's revised upward the outlook on a number of UK banks and building societies to 'stable', recognising their improved capital positions compared to 2020 and better economic growth prospects in the UK. The successful vaccine rollout programme was credit positive for the financial services sector in general and the improved economic outlook meant some institutions were able to reduce provisions for bad loans. However, in 2022, the uncertainty engendered

by Russia's invasion of Ukraine pushed CDS prices slightly higher over January to March 2022, but only to levels slightly above their 2021 averages, illustrating the general resilience of the banking sector.

- The Bank of England Bank Rate was at 0.1% at the start of the financial year and had increased to 0.75% by March 2022.

- Market rates were low throughout the year (though latterly increasing), due to the Bank Rate remaining historically low. This reduces the Council's ability to earn a return on investments without increasing the risk of the investments. The Council's average investing rate was 0.82% (the average interest rate obtained from Bank/DMO Deposits and Money Market Funds).

The Council's responses to the key issues were.

- When the Council has surplus funds, these will primarily be invested on a short-term basis, in bank deposit accounts and money market funds.

- Where possible to take a higher return without sacrificing liquidity.

- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing, based on gilt yields over a long period.

Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending). This information is provided by the Council's treasury adviser – Arlingclose.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in **Appendix A section 3.4.**

These investments generated £1.3m of investment income for the Council in 2021/22 after taking account of direct costs. The breakdown of the property's portfolio is shown in **Table 6** and the proportion of the investment income in relation to gross service expenditure, in **Table 7** of **Appendix A**.

Recommendation(s):

The Cabinet is recommended to:

Comment on the treasury management performance for 2021/22 and to recommend the report to Council for consideration.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to update councillors on the Council's treasury management activity during 2021/22, including investment and borrowing activity and treasury performance.

2. BACKGROUND

2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.

2.2 The Council approved the 2021/22 Treasury Management Strategy at its meeting on 24th February 2021.

2.3 All treasury management activity undertaken during 2021/22 complied with the CIPFA Code of Practice and relevant legislative provisions.

2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

3.1 An economic review of the year has been provided by our Treasury Management advisors, Arlingclose and is attached with an analysis of the local context implications in **Appendix A section 2.0**.

Performance of Council Funds

3.2 The treasury management transactions undertaken during 2021/22 and the details of the investments and loans held as at 31st March 2022 are shown in detail in **Appendix A section 3.0 to 3.2**.

Risk Management

3.3 The Council's primary objectives for the management of its investment are to give priority to the security and liquidity (how quickly cash can be accessed) of its funds before seeking the best rate of return. For more details see **Appendix A section 3.3.**

Non-Treasury Investments

3.4 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The full details of these investments can be found on **Section 3.4 of Appendix A.**

4. COMPLIANCE

4.1 Compliance with specific investment and debt limits are indicated in **table 8** and **9** of **Appendix A**.

5. TREASURY MANAGEMENT INDICATORS

5.1 The Council measures and manages its exposure to treasury management risks using indicators which are details in the **Appendix A section 5.0**.

6. COMMENTS OF OVERVIEW & SCRUTINY

6.1 The Panel discussed the Treasury Management 6 Month Performance Review Report at its meeting on 6th July 2022.

6.2 Councillor Gray observed the strong financial position with plenty of reserves that the previous administration had left the Council in, therefore nothing of concern could be observed within the report.

6.3 Having welcomed the report, the Panel encourage the Cabinet to endorse the recommendations within the report.

List of Appendices:

Appendix A
- Economic review (source: Arlingclose)
- Borrowing and Investment as at 31st March 2022
- Risk Management
- Non-treasury Investments
- Treasury Management Indicators
- Outlook for the remainder of 2022

Appendix B
- Capital Prudential Indicators

Appendix C
- Glossary

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Treasury Management Outturn Performance Review

1.0 Introduction

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

The Council's treasury management strategy for 2021/22 was approved at a meeting on 24th February 2021. The Council does borrow and invest substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remain central to the Council's treasury management strategy.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.

The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 24th February 2021.

2.0 External Context

2.1 Economic background

The continuing economic recovery from coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period.

Bank Rate was 0.1% at the beginning of the reporting period. April and May saw the economy gathering momentum as the shackles of the pandemic restrictions were eased. Despite the improving outlook, market expectations were that the Bank of England would delay rate rises until 2022. Rising, persistent inflation changed that.

UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series. Core inflation, which excludes the more volatile components, rose to 5.2% year on year from 4.4%.

Following the pandemic the labour market began to tighten and demand for workers grew strongly as employers found it increasingly difficult to find workers to fill vacant jobs. Having peaked at 5.2% in December 2020, unemployment continued to fall and the most recent labour market data for the three months to January 2022 showed the unemployment rate at 3.9% while the employment rate rose to 75.6%. Headline 3-month average annual growth rate for wages were 4.8% for total pay and 3.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 0.1% while regular pay fell by 1.0%.

With the fading of lockdown restraints, activity in consumer-facing sectors improved substantially as did sectors such as oil and mining with the reopening of oil rigs but materials shortages and the reduction in the real spending power of households and businesses dampened some of the growth momentum. Gross domestic product (GDP) grew by an upwardly revised 1.3% in the fourth calendar quarter of 2021 according to the final estimate (initial estimate 1.0%) and took UK GDP to just 0.1% below where it was before the pandemic. The annual growth rate was revised down slightly to 7.4% (from 7.5%) following a revised 9.3% fall in 2020.

Having increased Bank Rate from 0.10% to 0.25% in December, the Bank of England raised it further to 0.50% in February and 0.75% in March. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds.

In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict will worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022, even higher than forecast only a month before in the February Monetary Policy Report. The Committee also noted that although GDP in January was stronger than expected with business confidence holding up and the labour market remaining robust, consumer confidence had fallen due to the squeeze in real household incomes.

GDP growth in the euro zone increased by 0.3% in calendar Q4 2021 following a gain of 2.3% in the third quarter and 2.2% in the second. Headline inflation remains high, with CPI registering a record 7.5% year-on-year in March, the ninth successive month of rising inflation. Core CPI inflation was 3.0% year on year in March, was well above the European Central Bank's target of 'below, but close to 2%, putting further pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at a (downwardly revised) annualised rate of 6.9% in Q4 2021, a sharp increase from a gain of 2.3% in the previous quarter. In its March 2022 interest rate announcement, the Federal Reserve raised the Fed Funds rate to between 0.25% and 0.50% and outlined further increases should be expected in the coming months. The US Federal Reserve also repeated its plan to reduce the asset purchase programme which may start by Summer 2022.

2.2 Credit review

In the first half of 2021/22 credit default swap (CDS) spreads were flat over most of period and are broadly in line with their pre-pandemic levels. In September spreads rose by a few basis points due to concerns around Chinese property developer Evergrande defaulting but then fell back. Fitch and Moody's revised upward the outlook on a number of UK banks and building societies on the Authority's counterparty to 'stable', recognising their improved capital positions compared to 2020 and better economic growth prospects in the UK.

Fitch also revised the outlook for Nordea, Svenska Handelsbanken and Handelsbanken plc to stable. The agency considered the improved economic prospects in the Nordic region to have reduced the baseline downside risks it previously assigned to the lenders.

Having completed its full review of its credit advice on unsecured deposits, in September Arlingclose extended the maximum duration limit for UK bank entities on its recommended lending list from 35 days to 100 days; a similar extension was advised in December for the non-UK banks on this list.

2.3 Financial markets

The conflict in Ukraine added further volatility to the already uncertain inflation and interest rate outlook over the period. The Dow Jones started to decline in January but remained above its pre-pandemic level by the end of the period while the FTSE 250 and FTSE 100 also fell and ended the quarter below their pre-March 2020 levels.

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Bond yields were similarly volatile as the tension between higher inflation and flight to quality from the war pushed and pulled yields, but with a general upward trend from higher interest rates dominating as yields generally climbed.

The 5-year UK benchmark gilt yield began the quarter at 0.82% before rising to 1.41%. Over the same period the 10-year gilt yield rose from 0.97% to 1.61% and the 20-year yield from 1.20% to 1.82%.

The Sterling Overnight Rate (SONIA) averaged 0.39% over the quarter.

2.4 Regulatory changes

In August 2021 HM Treasury significantly revised guidance for the PWLB lending facility with more detail and 12 examples of permitted and prohibited use of PWLB loans. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20th December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. Whilst the principles of the Prudential Code took immediate effect revised reporting requirements will commence in 2023/24.

3.0 Local Context

On 31st March 2022, the Council had net investing of £14.15m arising from its revenue income and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.22 Actual £m
General Fund CFR	70.4
Less: *Other debt liabilities	0.5
Total CFR	**69.9**

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External borrowing	38.9
Internal borrowing	**31.0**
Less: Usable reserves	74.6
Less: Working capital[(1)]	31.7
Net (Investing) or New Borrowing	**(75.3)**

Note [(1)] Current assets less current liabilities.

The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep interest costs low.

The treasury management position as at 31st March 2022 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	30.3.21 Balance £m	Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Long-term borrowing	39.43	(0.51)	38.92	2.83
Short-term borrowing	0.00	0.00	0.00	0.00
Total borrowing	**39.43**	**(0.51)**	**38.92**	
Long-term investments	4.00	0.00	4.00	3.62
Short-term investments	0.00	21.00	21.00	0.32
Cash and cash equivalents	28.34	(0.27)	28.07	0.45
Total investments	**32.34**	**20.73**	**53.07**	
Net borrowing	**7.09**		**(14.15)**	

The movement in the cash and cash equivalent has been as result of council tax and NNDR receipts and Government cash funding for Covid 19 (temporary holding of business grants from Central Government and increased S31 Grant income); these funds were invested in bank deposits and Money Market Funds for easy access and liquidity reasons.

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3.1 Borrowing Strategy during the period

At 31st March 2022, the Council held £38.92m of loans, a decrease of £0.51m from 31st March 2021. Outstanding loans on 31st March are summarised in Table 3 below.

Table 3: Borrowing Position

	30.3.21 Balance £m	Net Movement £m	31.3.22 Balance £m	31.3.22 Weighted Average Rate %	31.3.22 Weighted Average Maturity (years)
Public Works Loan Board	39.43	-0.51	38.92	2.83%	22.3
Local authorities (short-term)	0.00	0.00	0.00	0.00%	0.0
Total borrowing	**39.43**	**-0.51**	**38.92**		**22.3**

The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.

With short-term interest rates remaining much lower than long-term rates, the Council considered it to be more cost effective in the near term to use internal resources or short-term loans instead. The Council had not used short-term loans facility so far in this financial year.

Although it was anticipated that the Council's CFR would increase due to the capital programme. However some schemes have been delayed, and also schemes that have gone ahead have been funded by grants, with the result that no new loans have been taken out.

Long-dated Loans borrowed	PWLB Reference	Amount £	Rate %	Period (Years)
PWLB 1	495152	5,000,000	3.91	36
PWLB 2	495153	5,000,000	3.90	35
PWLB 3	502463	246,843	2.24	1
PWLB 4	504487	657,174	3.28	24
PWLB 5	504598	872,921	3.10	25
PWLB 6	504810	434,680	2.91	25
PWLB 7	504922	353,772	3.10	25
PWLB 8	504993	286,425	2.92	25
PWLB 9	505255	565,688	2.31	25

PWLB 10	505372	433,927	2.18	25
PWLB 11	505649	777,720	2.67	26
PWLB 12	506436	5,000,000	2.78	15
PWLB 13	508696	7,280,439	2.49	17
PWLB 15	509389	11,963,000	2.18	17
Total borrowing		**38,883,833**	**2.83**	**23**

The Council's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

3.2 Treasury Investment Activity

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

The weighted average interest rate for the investment portfolio up to 31.03.2022 was 0.82%.

	30.3.21 Balance £	Net Movement £m	31.3.22 Balance £m	31.3.22 Weighted Income Return* %	31.3.22 Weighted Average Maturity days
Banks & building societies (unsecured)	14,693,000	(9,626,000)	5,067,000	0.01%	1
Government (incl. local authorities)	0	21,000,000	21,000,000	0.32%	97
Money Market Funds	13,650,000	9,350,000	23,000,000	0.44%	1
Loans to other organisation	7,252,900	(277,700)	6,975,200	2.54%	>365
Other Pooled Funds .					
- *Property funds*	4,000,000	0	4,000,000	3.62%	>365
Total investments	**39,595,900**	**20,446,300**	**60,042,200**	**0.82%**	

*Weighted Income return is based on the rate of return and the investments held as at 31/03/2022

3.3 Risk Management

Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Given the increasing risk and low returns from short-term unsecured bank investments, the Council has maintained a diversified portfolio of asset classes as shown in table 4 above.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure %	Weighted Average Maturity (days)	Rate of Return %
30.09.2021	4.54	A+	82	3	0.63
31.03.2022	4.10	AA-	57	15	0.82
Similar LAs	4.37	AA-	61	43	1.18
All LAs	4.39	AA-	60	14	0.97

*Weighted average maturity

£4.0m of the Council's investments are held in externally managed strategic pooled property funds – CCLA Property Fund where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. This fund generated a total return of £144,951 (3.62%), for period of 1st April to 31st March 2022 which is used to support services in year.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance over the medium-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

3.4 Non-Treasury Investments

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in DLUHC's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for a financial return.

The Authority also held £69.6m of such investments in:

- directly owned property £69.5m
- shareholding in subsidiaries £0.1m (not yet active)

Table 6: Property held for investment purposes in £'000

Property	Actual	31.3.2022 actual	
	31st Mar 2021	Gains or (losses)	Value in accounts
Existing Portfolio	33,891	(290)	33,601
Unit 8 Stonehill	2,150	0	2,150
80 Wilbury Way	1,775		1,775
Shawlands Retail Park	5,543	(20)	5,523
1400 & 1500 Parkway, Fareham	4,200	(50)	4,150
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,400	(110)	3,290
Rowley Centre, St Neots	4,008	(705)	3,303
Tri-link, Wakefield	14,250	(50)	14,200
Alms Close	1,503	20	1,523
TOTAL	**70,720**	**(1,205)**	**69,515**

These investments generated £4.85m of investment income for the Authority for 2021/22, generating a yield of 6.98%.

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Strategy.

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Table 7: Proportionality of Investments in £'000

	2019/20 Actual £000s	2020/21 Actual £000s	2021/22 Actual[2] £000s	2022/23 Budget £000s	2023/24 Budget £000s
Gross service expenditure	72,470	121,354[1]	83,281	64,296	63,936
Investment income					
Commercial Property	5,117	4,892	4,869	4,716	4,650
Service Investments	313	293	275	325	325
Proportion	7.49%	4.27%[1]	6.18%	7.84%	7.78%

Notes (1) Gross expenditure higher than normal due to covid business grant expenditure. (2) Provisional figures.

4.0 Compliance

The Chief Finance Officer (s151 officer) reports that all treasury management activities undertaken during the financial year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 9 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 8: Debt Limits

	31.3.22 Actual £m	2021/22 Operational Boundary £m	2021/22 Authorised Limit £m	Complied?
General	10.04	70.00	80.00	Yes
Loans	4.63	15.00	20.00	Yes
CIS	24.25	30.00	35.00	Yes
Total debt	**38.92**	**115.00**	**135.00**	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary all through the quarter.

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	31.3.22 Actual £m	2021/22 Limit £m	Complied?
Deposit Accounts			
NatWest	5.07	Unlimited*	Yes
Government and LAs			
Debt Management Office (DMO) - HMG	17.00	unlimited	Yes
Thurrock Council	4.00	4.00	Yes
Money Market Funds			
Aberdeen Liquidity Fund	4.00	4.00	Yes
BlackRock Institutional sterling liquidity Fund	4.00	4.00	Yes
CCLA Public Sector Deposit Fund	4.00	4.00	Yes
Federated Short Term Prime Fund	4.00	4.00	Yes
Insight Liquidity Funds	1.50	4.00	Yes
Invesco	4.00	4.00	Yes
Legal & General Sterling Liquidity Fund	1.50	4.00	Yes
Total	**49.07**		

*Unlimited as this is the Council's transactional bank.

5.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.22 Actual	2021/22 Target	Complied?
Portfolio average credit rating	AA-	A-	Yes

Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	30.3.22 Actual £m	2021/22 Target £m	Complied?
Total cash available within 3 months	28.07	2	Yes

Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest were:

Interest rate risk indicator	31.3.22 Actual	2021/22 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£503,500 (Income)	£128,000 (Expenditure)	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£34,600 (Expenditure)	£128,000 (Expenditure)	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates of the existing loans and investments. It is also assumed that the loans to be refinanced are those up to 24 months from 31st March 2022 (£246,843 PWLB 3).

Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Borrowing Maturing	31.3.22 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0.0%	80%	0%	Yes
12 months and within 24 months	0.6%	80%	0%	Yes
24 months and within 5 years	0.1%	80%	0%	Yes
5 years and within 10 years	0.0%	100%	0%	Yes
10 years and within 20 years	62.3%	100%	0%	Yes
20 years and above	37.0%	100%	0%	Yes
Total	**100%**			

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Capital Prudential Indicators

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. This includes spending on assets owned by other bodies, loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

The summary of the capital expenditure is shown in the Table 1 below, further detail is available in the capital section of the Finance Performance Report 2021/22.

Table 1: Summary of Capital Expenditure in £m

	2021/22 Original Budget £m	2021/22 Current Budget £m	2021/22 Outturn £m
Property, Plant and Equipment	2.873	11.741	7.769
Investment Properties	0.565	2.481	0.604
Intangible Assets	0.031	1.001	0.210
REFCUS	14.700	24.450	2.655
Loan	0.000	0.306	0
Total	**18.169**	**39.979**	**11.238**

The major variations (out of a total of £28.9m) between the current budget and the outturn include;
- Future High Streets Fund £12.1m
- Huntingdon Redevelopment £8.5m
- Hinchingbrooke Country Park Redevelopment £1.5m
- Oak Tree Centre Remedial Works £1.3m
- Disabled Facilities Grants £0.6m
- A14 Upgrade Contribution £0.6m
- Vehicles and Plant £0.3m
- Bridge Place Car Park Construction £0.3m

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing).

Table 2: The summary of Capital financing in £m

	2021/22 Original Budget £m	2021/22 Current Budget £m	2021/22 Outturn £m
Capital Receipts	1.065	1.065	0.609
Capital Grants and Contributions	14.101	26.291	8.774
Internal Borrowing/Resources	3.003	12.623	1.855
Total	**18.169**	**39.979**	**11.238**

Debt is only temporary source of finance since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP).

Table 3: The summary of Capital Financing Requirement (CFR) in £m

	2021/22 Budget £m	2021/22 Outturn £m
Opening CFR	83.700	71.431
Net expenditure	00.200	(1.053)
Closing CFR	**83.900**	**70.378**

Note the 2021/22 is set before the 2020/21 outturn is known, and as a result underspends in 2020/21 are not taken into account.

When a capital asset is no longer needed, it may be sold so that the proceeds known as capital receipts can be spent on new assets or to repay debt. Repayments of capital grants, loan and investments from third parties also generate capital receipts.

The summary of the capital receipts is show in Table 4 below in £m.

	2021/22 Budget £m	2021/22 Outturn £m
Asset sales	0.565	0.000
Housing clawback	0.500	0.291
Loan Repayments	0.000	0.318
Total	**1.065**	**0.609**

GLOSSARY

Bail in Risk
Bail in risk arises from the failure of a bank. Bond-holders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer
The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet it liquidity requirements.

Bank Stress Tests
Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios includes, a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Bonds
A bond is a form of loan, the holder of the bonder is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account
A bank account that offer a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)
The CFR is a measure of the capital expenditure incurred historically, but has yet to be financed; by for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (ie use of working capital on the balance sheet – creditors, cash etc)

Collar (Money Market Fund)
The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00.This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the marked-to-market NAV being no greater than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Counterparty
Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)
A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings
A credit rating is the evaluation of a credit risk of a debtor, and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this result in a score, denoted usually by the letters A to D and including +/-.

Gilts
Bonds issued by the Government.

Liquidity
The degree to which an asset can be bought or sold quickly.

LVNAV Money Market Fund
Low volatility net asset value. The fund will have at least 10% of its assets maturing on a daily basis and at least 30% of assets maturing on a weekly basis.

Minimum Revenue Provision (MRP)
An amount set aside from revenue to repay debt.

Money Market Funds
An open ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)
The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

REFCUS
Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

SONIA
Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

Transactional Banking
Use of a bank for day to day banking requirement, e.g. provision of current accounts, deposit accounts and on-line banking.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	3C Legal, ICT and Building Control Shared Services Annual Reports 2021/22
Meeting/Date:	Cabinet – 19th July 2022
Executive Portfolio:	Executive Councillor for Corporate and Shared Services, Councillor Martin Hassall
Report by:	Corporate Director (People) - Oliver Morley
Ward(s) affected:	All

Executive Summary:

The attached Annual Reports refer to the progress that has been made over the last year by the 3C ICT, Legal and Building Control shared services against the 2021/22 Business Plans in terms of their financial and service performance. They also cover customer satisfaction and work to deliver on development projects.

Shared Services are overseen by a Management Board (containing the lead directors from each authority). The governance structure also features a Chief Executives' Board and an overarching group comprising the Executive Councillors with overall responsibility for shared services from each of the Councils.

The original Shared Services Agreement was introduced in 2015. Since then significant progress has been made to transform the services' structures and governance and on the services' performances and financial positions. All three services are now operating on a Business As Usual basis. For these reasons, South Cambridgeshire District and Cambridge City Councils have decided that this year they will not submit separate Shared Services Annual Reports to Members and, instead, reference to the services will be incorporated into those councils' annual reporting arrangements. It is suggested that for the same reasons and because it will be more efficient, Huntingdonshire District Council should adopt the same practice starting next year.

Recommendation(s):

It is

RECOMMENDED

1) that the 3C Shared Services Annual Reports attached as Appendices are endorsed; and

2) that in future reporting on the 3C ICT, Legal and Building Control shared services is incorporated into the Council's annual reporting arrangements.

1. PURPOSE OF THE REPORT

1.1 To receive the Annual Reports of the services currently delivered in partnership with Cambridge City and South Cambridgeshire District Councils.

2. BACKGROUND

2.1 South Cambridgeshire District Council, Cambridge City Council and Huntingdonshire District Council commenced sharing Legal, Building Control and ICT Services in October 2015 (known as 3C Shared Services). The shared services are based upon a "lead authority model" where an agreed lead Council is responsible for the operational delivery of the service. The 3C Shared Services Annual Reports attached as Appendices hereto, set out the context for the operation of each of the shared services with a summary of performance against the business plan.

2.2 The achievement of the following outcomes is regarded as the primary objective of sharing services:

- Protection of services which support the delivery of the wider policy objectives of each Council;
- The 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.

2.3 The Council aims to be a good partner to facilitate effective strategic relationships and collaboration and to drive service integration where this improves shared outcomes. There is a continued commitment, as part of this, to the effective delivery of shared services and to ensure that governance arrangements are effective and service levels are agreed and effectively monitored. This includes a documented understanding of the quality standards, performance levels or benefits from the integrated services.

2.4 This report provides Members with the opportunity to consider the extent to which the agreed outcomes have been delivered and the performance of the range of services that are being administered on a shared basis.

3. OPTIONS CONSIDERED

3.1 The Annual Reports are provided for information. Members are invited to consider and note the content of these reports but may request further information or clarification if helpful in that deliberation.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Panel discussed the 3C Legal, ICT and Building Control Shared Services Annual Report at its meeting on 6th July 2022.

4.2 Having praised the position that ICT are now in, Councillor Corney enquired on the progress of the Building Control Service to be in a similar position. The Panel heard that the Building Control Service have a good reputation and furthermore that their performance and profitability has remained strong despite the fluctuations of the industry. The officer noted the specific issue raised and will investigate outside of the meeting.

4.3 The speed of response and customer satisfaction levels attained by the Legal Service were questioned by Councillor Gray. The Panel heard that indicators were reflective of the feedback received and it was noted that this may not be a fair reflection over time. The Panel were assured that regular meetings were held to identify and resolve any issues arising within the service. Councillor Gray's concerns that by continuing with these indicators the Council were not being honest with themselves or the public were noted along with his suggestion that these be revised with a more critical eye.

4.4 Following an enquiry from Councillor Martin on the work processes within ICT, the Panel were reassured that all processes and server security were robustly tested and that the Council were confident that there was an extremely low risk of any risk arising in this area. Councillor Martin further enquired on the timeline of moving to be completely remote, the Panel heard that whilst there were some expected challenges, emergency contingency planning was already in place. The officer noted the query and will advise the Panel of more detail in due course.

4.5 Councillor Pickering enquired on the timescales involved in the employment of a Cyber Security team and whether security measures were in place in the absence of this. The Panel were assured that this is something which the Council takes very seriously and that the Cyber Security roles, which were currently in the advertisement stage, would enhance the current robust security measures.

4.6 Having welcomed the report the Panel encouraged the Cabinet to endorse the recommendations contained within the report.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

5.1 The Head of each shared service is 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.

5.2 In future years information on the performance of the shared services will be incorporated into the Council's overall reporting arrangements.

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

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

7. CONSULTATION

7.1 Significant consultation with staff and Staff Council took place during the establishment of the Shared Services.

8. IMPLICATIONS

8.1 There are no significant implications.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 To enable Members to consider how the shared services have delivered against the business plans for the year ended March 2022. The Annual Reports provide service specific details on the operation and performance of the shared services. The recommendation relating to standardisation of future reporting is made for consistency and efficiency reasons.

9.3 It is **RECOMMENDED**

1) that the 3C Shared Services Annual Reports attached as Appendices are endorsed; and

2) that in future reporting on the 3C ICT, Legal and Building Control shared services is incorporated into the Council's annual reporting arrangements.

10. LIST OF APPENDICES INCLUDED

Appendix A – 3C Legal Shared Services Annual Report 2021/22.
Appendix B – 3C ICT Shared Services Annual Report 2021/22.
Appendix C – 3C Building Control Shared Services Annual Report 2021/22.

11. BACKGROUND PAPERS

None.

CONTACT OFFICER

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3C Legal Shared Service Annual Report 2021/22

1.0 General Information

1.1 At the end of 2019/20 The Practice was able to make a one-off saving of £119K (representing 10% of the budget) as a permanent reduction.

1.2 The use of consumption billing has bedded into the Practice across the last 12 months with partners able to see the budgetary position on an ongoing basis and intelligent client input based on the same. This change has been a real catalyst to improve the understanding of work being carried out for clients and has improved the visibility and effectiveness of the intelligent client process. The benefit of this model is that it allows each partner to identify workstreams and potential need to streamline client processes, as well as to consider viability of schemes including legal costs based on historical data and considering cost recovery

1.3 The Practice has also worked with the accountancy teams from all 3 Councils' to establish a more robust and effective system to capture external legal spend. Work continues to refine the process but by allowing the Practice to take advantage of access to preferential rates and make use of internal expertise to most effectively source advice that intelligent client work is being rendered more effective. identified recommendations of the report have enabled improvement work to commence.

1.4 In Overall terms the Practice has been able to operate efficiently and effectively with the increased onus on remote working necessitated by the continued effects of the Covid-19 pandemic and if anything the changes/opportunities presented by the changed ways of working have helped the Practice to operate more effectively across the last 12 months.

The forecast for 2022/23

1.5 The Practice is currently engaging with transformational work across the 3 Councils' and will work with all 3 partners to put forward options to achieve budgetary targets. The engagement of an external consultant to assist in understanding the future direction and options for the Practice will assist in ensuring that it continues to provide an effective, efficient and valuable service to all.

Key Performance Indicators

1.6 The year to date has seen a continuation of the improvement in the level of hours recorded by fee earners.

1.7 The Practice continues to outperform against the KPI target of 90%, with this year seeing a 96% return on target hours.

1.8 The Council Anywhere platform has continued to provide the service with the necessary tools to deliver the service under a fully remote working platform and operation.

1.9 In relation to litigation success the figures demonstrate that the Practice has maintained a very steady success rate (96%) in excess of the KPI target (80%), whilst also handling an increased number of cases.

1.10 The Practice has continued to make positive progress in developing the role of the intelligent client and focusing on client needs, across the partner authorities. By working more closely with clients to understand their needs, the Practice will use their knowledge and expertise to source the most appropriate and cost-effective solution, on a case by case basis.

2.0 **Financial Performance**

2.1 The Outturn for 2021/22 is as follows:

Table 1 is showing what was the forecast budget for the year against the actual performance of the practice with a final column (variance) showing what this represents in terms of financial variance for the year.

Outturn 2021-2022				
Descriptions	**Budget**	**Actual**	**Variance**	**Note**
Expenditure	1,475,070	1,403,714	-71,356	Favourable
External Income	-221,261	-183,786	37,475	Unfavourable
Net	**1,253,810**	**1,219,928**	**-33,882**	**Favourable**

Table 2 shows the percentage split of hours consumed across the three partner authorities with the actual cost to each authority also shown

Council	Hours Consumed	%	Actual £
CCC	8870	46.18	£367,634
HDC	3497	18.23	£160,642
SCDC	6826	35.59	£324,555
Total	19193	100	£852,831

Table 3 shows the original forecast contribution by each partner authority which was based on the previous year's consumption. This budget has been adjusted throughout the year based on the consumption forecast. The actual figure shown in column 2 reflects the hours consumed taken together with the operating costs of the practice with the variance shown by taking account of budgeted contribution against actual contribution.

Contribution 2021-2022				
Partners	**Budget**	**Actual**	**Variance**	**Note**
Cambridge CC	-711,130	-554,344	156,786	Underspend
Huntingdonshire DC	-265,660	-221,709	43,951	Underspend
South Cambridgeshire DC	-498,280	-443,875	54,405	Overspend
Total Contribution	**-1,475,070**	**-1,219,928**	**255,142**	**Underspend**

Table 4

Ringfenced Income 2021-2022				
Partners	Budget	Actual	Variance	Note

Cambridge CC		-67,663		
Huntingdonshire DC	-221,261	-39,375	37,475	Underachieved
South Cambridgeshire DC		-76,748		
Total Contribution	**-221,261**	**-183,786**	**37,475**	

2.2   The outturn for 2020/21 is £1,219,928 against a budget of £1,475,070. This is an underspend of £255,142 however this has been achieved by taking into account the external income which has been applied towards contribution by individual partners. In doing so it should be stressed that the income applied has been ringfenced to individual partner authorities.

2.3   Table 2 above shows each Councils contribution together with hours consumed and the actual value of those hours as against that overall budget.

2.4   Performance against the income target of £221,261 for 2020/21 has seen income of £183,786 delivered. The deficit is as a result of a fall in external income due to a decrease in mainly planning and court fees relating to the impact of Covid-19.

3.0   Service Performance

3.1   Staff productivity in terms of chargeable hours recorded comfortably exceeded the KPI of 90%. Taken against an individual target per fee earner (adjusted for those staff not working full time) of 1200 hours per annum, 19,194 hours were recorded in total across the Practice. If the equivalent of 1,200 hours per annum (adjusted for part time posts) had been realised 20,086 hours would have been recorded. The Practice was therefore operating at 96% of total target level.

3.2   The success rate in litigation was 96% against a target of 80%.

3.3   A number of examples of particularly successful outcomes/work have taken place over the last 12 months and to list just a few:

- the conclusion of the multi-lot cleaning contract for Cambridge City with a great deal of input and hard work from the Contracts and Procurement Team.

- The Practice has also been involved in the major purchase by the South Cambridgeshire Investment Partnership of land in Cambourne to take forward new housing development.

- Support provided to all 3 Councils' in the role out of a new contract for telephony provision.

- Work with HDC in pursuing fly tipping prosecutions with a number of successful prosecution results across the year

4.0   Customer Feedback

4.1   Improved performance is also reflected in the customer satisfaction levels, with a 97% satisfaction reported for the year, that's a 4% increase on 2020/21. Below a sample of the positive comments:

"I valued X support and how responsive she was."

"X is always efficient, clear and keeps me in the loop."

"This case was difficult to prosecute ….. but X achieved the outcome that the authority supported."

"Prompt service, despite very short timescales. Useful advice given, overall extremely satisfied."

"X is always very professional, helpful and this instance was no exception, she not only advises me but also educates me for future work."

"X as always is thorough, professional and fully explains the implications of the legal

phrases to a non legal colleague."

"I do appreciate the speed of action and quality of advice you provide"

"Very happy with the legal advice provided."

"Very helpful input to make sure that I produced contract that was clear about what we expected from the provider and that held them to account. Very thorough support."

"X is generally excellent in terms of responding but the same with everyone he clearly has a huge workload. Definitely in top 10% of colleagues though in terms of responding to stuff in a timely manner."

"X dealt with this case and, as always, dealt with me and the case in a professional and proactive manner."

*"*** took over this sale from another solicitor she turned it around very quickly and made sure we were informed at all times of what was happening with purchase."*

"I asked for a counter signature for a contract, it was carried out quickly and effectively."

*"This was a very long negotiation with Earthwatch and I was extremely grateful for the patience and advice *** gave to the project"*

*"*** went above and beyond the call of duty to help this contract get out in such a short period of time."*

5.0   Looking Forward

5.1   Across the next 12 months work will continue to refine and develop the role of the Practice through the intelligent client process.

5.2   As well as engaging with transformational work across the partnership the Practice will look to identify and work with an external consultant in order to be able to consider the future direction and options for the Practice which will assist in ensuring that it continues to provide an effective, efficient and valuable service to all.

5.3   Work will continue to ensure that the commissioning of external legal advice is cost-effective, consistent and efficient, with the implementation of robust methods of assessment and a triage process as well as the recording of spend through the financial management system, working with all three partner council's financial teams.

5.4   It is vital that the great work of the past 12 months in developing the effective and cohesive relationship between client and lawyer continues, including continued development of efficient working practices to ensure best value for both parties.

ANNUAL REPORT ICT SHARED SERVICE
2021/2022

Service Leads			
Head of 3C ICT Shared Service	Sagar Roy		
	Cambridge City Council	**Huntingdonshire District Council**	**South Cambridgeshire District Council**
Director of Shared Service	Fiona Bryant	Oliver Morley	Anne Ainsworth
Lead Councillor	Cllr Mike Davey	Cllr Martin Hassall	Cllr John Williams

APPROVED BY	Status	Date

Version number: 1.2
Date of publication: 29/06/2022
Author(s): Sagar ROY, Joe BEDINGFIELD, Alex YOUNG
Owner: Sagar ROY, Interim Head of ICT and Digital
Number of pages: 35
Next review date: 01/04/2023
Location of document: [Teams] 3C ICT > Strategy and Roadmap

Document Control

Version / Status	Release Description	Date
1.1	Initial draft based on business plan 22/23	12/06/2022
1.2	Annual report version final 2021 to 2022	29/06/2022

3C Reporting timetable

Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly 3C Management Board meetings. Quarterly performance reports will be submitted to the Joint Shared Service Board prior to consideration by each partner at executive and scrutiny level as they see appropriate.

Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in May 2022 as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.

Version	Date
V1.2 final	29/06/2022

A. PURPOSE OF THIS DOCUMENT

This is the annual report for the ICT Service, part of 3C Shared Services describing the successes and deliverables from 3C ICT during the FY 2021 to 2022.

Summary

During 2021/22 there was a focus on stabilisation reliability and availability from service operations teams on the core infrastructure. Building on the improvements and changes that were made to address data centre issues and keeping systems and services patched and updated. Teams across ICT also worked hard to deliver Covid-19 support / response which continues to have an impact throughout the councils – in the way we operate and the way in which the service we deliver had adapt to meet the needs of a world that has changed – employees, residents and business alike.

The impact of the crisis and the work that was required by 3C ICT to support the Councils, both staff and members, had an unprecedented impact on 3C ICT. In 21/22 the teams have continued to deal with the back log of work and projects that built up last year and all while new work requests keep arriving. The importance of prioritisation has never been more apparent as a result because 'throwing' resources at the backlog wasnt practical or affordable. This year there has also been a growing demand for 'Can you just' type requests that sit outside of the formal project request and prioritisation process. These range in scale from small non BAU pieces of work through to larger pieces of work where a project manager is not necessarily required. We have started to raise awareness of the scale and volume of these requests with the directors and IC's. Initial feedback has been positive, and we have been asked continue to highlight these cases on a quarterly basis due to the impact these have on planned work.

All staff throughout the department have remained committed and flexible to the rapidly changing priorities and requirements. The fact that the Council Anywhere, Teams, use of O365, etc still continues to attract praise and endorsements from across the councils demonstrates not only how much technology can change the way in which we work, but also provides benefits long after the fact.

The impact that development work by the digital teams had on residents and businesses also draws a direct line between technical delivery and benefit to the customer. Following these successes in 21/22, this is something we intend to build upon further in 22/23.

B. DESCRIPTION OF THE SERVICE

Vision & Objectives

The 3C Shared Services agreement has been extended from the original five year term through to 2026 and 3C ICT have supported renewal work. The Councils recognised Technology can be key enabler of organisational change when used and applied effectively. There is an appreciation that to fulfil this role the objectives of ICT need to continually evolve. Changes to the overarching objectives of Shared Services have also been discussed and agreed, and these have been used as the framework for the objectives for 3C ICT, below.

Objectives for residents

- High availability.
- Ability to access more (potentially in future the majority) of services at a time of their choosing, rather than during core opening times.
- To begin to provide a more holistic service, which removes complex and artificial boundaries between organisations. Where we can pass on relevant requests we will.
- "I want the council to deliver services in the way I want them" Informed by the Councils using data around customer desires and uses more effectively.

Objectives for staff

- Services have high availability. Moving toward a more 'always on' service in the future.
- New tools which can improve service delivery are made available.
- Artificial boundaries between services (where close working is beneficial) and systems are reduced where they can be.

Objectives for services

- That 3C ICT supports the delivery of technology which enables services to continually improve efficiency and effectiveness.
- That ICT are able to act as technical advisors on tools that can deliver the kind of business improvements that services define.
- That ICT supports the achievement of objectives that services are assigned.

Objectives for the organisations

- That 3C ICT enables the Councils to continually modernise and evolve to meet the changing needs of 21st century residents, and face the financial and demographic challenges that we face.
- That 3C ICT enable change that does not respect traditional structures and ways of working, but enables radically different delivery where outcomes and effectiveness can be improved by doing so.
- That minimises the spend on 'internal administration' and enables finances to be focussed on key value adding activity.

In essence, the drivers for the ICT Shared Service are:

- **Savings to the 3 councils**: a single shared service increases efficiency and reduces the unit cost of service delivery.
- **Service resilience**: fewer single points of failure, and increased scale supports improved reliability and availability. Increased investment in more robust infrastructure will reduce likelihood and impact of service outages.
- **Collaborative innovation**: increased scale enables investment in roles such as technical architect / IT Analyst, which will be the catalyst for accelerating the design and delivery of next generation council services, with Digital First an excellent customer service at their heart. In this way, the 3C ICT Shared Service will contribute to the evolution of council services, a position and level of investment which none of the 3 partner councils could afford on their own.

- 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 and efficiencies through reduced management 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.
- Sharing of specialist roles which individually, are not viable in the long-term.

During the discussions around refreshed objectives, it has been agreed that the councils would further progress the move towards further harmonisation of systems and processes mapped against a single set of essential requirements across all partners. This can also be referred to as 'minimum viable product' or 'Margherita pizza' approach. Harmonisation is a critical part in achieving the most efficient and effective shared service for all partners, but the complexities, interdependencies and difficulties cannot be underestimated.

The **Technology Roadmap** together with the **Service Catalogue** are the primary documents outlining the strategic intent for the service and describes the current service and technical offerings provided by the ICT Shared Service. These important documents will continue to evolve throughout the life of the ICT Shared Service, with the service catalogue being published on the 3C ICT site as a 'living document' that is regularly being updated and amended. In the coming months this document will be linked to the applications matrix (soon to be services and systems matrix) to provide a more thorough view of available services. Not just those directly provided and supported by ICT, but those in use by service areas procured and adopted separately.

The current service catalogue categorises in detail the services that 3C ICT deliver. This is achieved through a mixture of in house developed, managed systems, co-sourced and out-sourced service arrangements. Even though the list illustrates the breadth and depth of the services that are delivered, in its current form it is only really used as part of the service management process by ICT staff.

Appendix D contains the list of all live services.

In addition to delivering the "traditional" ICT service such as Service Desk and Applications Support, the portfolio of services includes less traditional "thought leadership" types of services, which are seen as essential for the three partner authorities to achieve their strategic goals. For example, "Digital First" delivery of front-line council services is strategically vital in order to deliver the level of savings and customer satisfaction required of the councils.

The **Technology Roadmap** describes service characteristics and plays an important role in the lifecycle management of specific areas of technology (hardware and software) coupled with the applications matrix it (when fully populated) provides a complete 'map' of applications and systems lifecycles prompting when systems are reaching end of life and thus adding risks to the organisation.

Aims & Priorities
The aims and priorities of the service are to provide the right ICT services at the right price point to enable the partner councils to achieve their goals and to be agile enough to respond to rapidly shifting priorities.

Regular reviews between the ICT Shared Service management team and the Intelligent Clients of each of the partner councils have taken place, where services are monitored, reported, and proposals for refining and improving the delivery of services offered by 3C ICT are discussed, agreed and progressed. The inclusion of prioritisation of requests (development and project work) generated from service areas, through project initiation, annual bid process and ad hoc requests has been a critical point of discussion over the past 12 months as demand for time and resources from ICT far outstrips the availability and capacity. During the early part of the year, there was a lot of emphasis on maintaining the availability and stability of systems (following service interruptions that were experienced in Q3 2020, but as we moved through the year we were able to start rebalancing effort to cover more strategic and forward looking matters.

In summary – BAU priorities can described as:-
1. Working systems and Incident management - Priority 1 will always be Major Incidents/P1 where ability to work is compromised.

2. Safe and secure systems and data - ensuring the councils systems are patched/security up to date, protected and data secured appropriately. (Immutable backups, PSN, Cyber, Patching, etc)

3.Legislative/Audit requirements (FOI/SAR/ICO etc) The stuff we get fined for, or have committed to from Audit perspective if we don't do. (all audit actions but have corresponding project and prioritised accordingly in projects list so if contributes to Audit action carries higher priority than 4. below)

4. ICT Critical Core Projects/cost savings and cost avoidance. (Windows server migrations (and linked projects that support this) Data centre replacement, Desktop OS, Mobile OS, Hardware replacement, Core Zero trust data sharing abilities etc. Excess charges, Late fees, Recharging and wastage

5. Council Projects with ICT elements + other ICT "Nice to have" projects. (This is the part that councils and shared service board can direct our priorities on via IC's)

1-4 are the core elements led by ICT and we are entrusted to deliver. Part of 4 is influenceable e.g no. of users, breadth of service, etc/risk based decisions which should be jointly agreed.

5 is influenceable (via IC function) and agreed between/across partners, but in some cases may be partner specific which could incur additional costs if it adds demand to 3C ICT that can't be shared or benefits the other partners.

The agreed list of priority projects requests as of end of FY 21to22 can be found in **Appendix E.**

In addition to the work with the 3 Councils the 3C ICT Service will continue to work with Peterborough City Council and Cambridgeshire County Council so that any mutually beneficial opportunities to use, share and exploit digital and ICT services can be considered and shared with the partner councils. This includes opportunities brokered directly between the groups but also those led by external bodies such as LGA, DLUHC and other central Government bodies.

Benefits Realisation
The largest financial savings are still being achieved through the standardisation of the existing 3 environments and review + consolidation of software/licensing agreements.
As line of business systems are standardised it is very likely that there will be additional service specific operational savings realised by each discrete partner service through the introduction of more efficient digital platforms. For example – on numerous occasions over the past 12 months and since the start of the pandemic, the benefits of the Council Anywhere technology and the introduction of collaboration tools such as Teams, O365, etc have been highlighted as 'game changers' at team, service area and corporate level. However, there is still much more that the councils can gain and benefit from through ongoing training and use of the full suite of O365 tools and software. Its vital that not only should all service areas see O365 as the preferred solution rather than looking at 3rd party packages, but the councils are the lead in delivery of training and championing the use of O365 for local transformation and business process improvements. 3C ICT will continue to provide this advice when being consulted on service design, development and transition initiatives.

Whilst 3C ICT continue to support Individual service areas and Transformation teams in the delivery of their projects, initiatives and planned improvements, savings such as these will be realised and should be reported by the relevant service areas.
This supports the fact that 3C ICT is an enabling service and not a cost centre.

C. FINANCIAL OVERVIEW

The financial profile of the Business Plan was remodelled in 2018/19 as part of the business case agreement to show a pragmatic stepped approach to savings over the coming years, recognising that (a) significant dependence on hired resources during the first year of the shared service and also (b) recognising the procurement practicalities of rationalising several key "line of business" systems across partners when there was at the time, little or no correlation of vendors. However, during this time opportunities to jointly procure and share implementation of systems and services have been taken and as a result not only are the year on year 15% savings against the baseline is still being achieved, but significant cost avoidance is being realised.

The goal remains to deliver the service on fair usage model and as such the following approach to the apportionment of cost is outlined below:

(1) **Staff Costs** – The contribution of the partners to the staff element of the budget is used to calculate the percentage of the service the partner should expect. The proportion of time committed to business as usual and project support will be reported through the new Project and Portfolio reporting tool (Jira) implemented in Q4 20 to 21 and Q1 21 to 22. Due to increasing demands from the need to update and patch systems an increasingly significant amount of time and resource is spent on this BAU activity.

(2) **Project Costs** – In most cases, the contribution to new projects will be based on the utilisation of the live system. In essence, the cost of each shared project will be split amongst the number of expected users in the proposed system from each partner. Partners may have specific implementation requirements due to a variety of reasons. More recently, the IC's have agreed, with support from the project sponsor that, an equal 1/3 split of costs can be adopted for selected joint projects – e.g. telephony implementation.

(3) **Shared Costs** – Those projects resulting in the realisation of truly shared service systems will usually involve ongoing running/support costs. These running costs for shared systems will be based on the number of users from each partner.

(4) **Legacy Costs** – These include systems/services and ongoing procurement commitments the partner is directly liable for. These costs will be charged directly back to the originating partner. Over time the costs associated to legacy systems are reducing, but this is dependent on the speed at which each of the partners is able to review and go out to market to adopt new systems and services and the opportunity to do this jointly with one or more of the other partners.

(5) **Charges** – Partner invoicing based on the approach above will be charged on a quarterly basis including any overspend to avoid the hosting council carrying the liability of the other partners.

This approach prevents the subsidy of respective partners in the event of overspend, will continue to focus partners on supporting the Shared Service "Buy once and use three times" principle and provide fairness and transparency in relation to partner contributions.

Work continues with Finance officers at all three councils to update the business case contributions so it includes all the relevant costs and charges. It has been recognised that the recharges each quarter skews the overall financial picture of ICT costs for the council and includes items that should have been included in the baseline business case. Whilst initially this might appear as a cost increase, the finance officers at the council agree that these are just corrections that should have been included when the costs were agreed at the start of 3C Shared Services. This covers both the ongoing investment requirements and 'standard' business case contributions

It's clear that the partner Councils are facing difficult financial challenges as the country emerges from the pandemic and the need to reduce costs over the next few years. 3C ICT will support the partners and identify opportunities to achieve this and where necessary adjustments will be agreed to the business case contributions each year.

As each council develop their plans and approaches to meet the financial challenges 3C ICT have already started analysing costs and expenditure so that any financial targets that are set can adopted in to next years programme of work and included as part of the prioritisation and work assessment process.
Costs, budgets, expenditure will be separated into different categories so that the impact of reduction can be carefully considered.
Non controllable costs – Fixed costs that make up core services, must have non optional services and systems e.g. Service operations staff costs, core infrastructure, backup, monitoring, antivirus, etc

Variable costs – costs based on usage or consumption e.g. mobile phone usage, numbers of laptops, licenses based on staff numbers (known as 'named users'), number of sites and network bandwidth/performance, Overtime and out of hours work.

Optional costs – Projects/Project delivery, additional service requests / 'can you just', etc

Shared costs – across the 3 councils where cuts or reductions will potentially affect services across all three.

There will be risks, issues and impacts to take in to account when agreeing any changes to costs associated with any of these categories. 3C ICT will present back to stakeholder groups via the Shared Services Board, Project boards, Transformation teams and SMT/CMT/SLT's, etc before cuts, impact to services or changes to project delivery are agreed.

- Proposals and initiatives being developed for 22/23 and 23/24 include the following:-
- Review of contracts and renewals to ensure we take advantage of discounts and multi year deals. This needs support from service areas as there is missing legacy documentation and many service areas have just taken the option to renew year on year without reviewing needs and requirements. Focussing on the larger systems and services it's not uncommon to achieve 10's of 000's of savings over 3 to 5 years – in either cost avoidance or cashable savings.
- Decommissioning under used/under utilised systems and services – This links with the item above but will require a closer examination (almost forensic in some cases) on actual usage. E.g. getting rid of 3 more printers within PFH can save approx. £5k in lease costs + any per click/print costs per year.
- Mobile phone/Mobile device review – There is potentially £10k per year cashable savings by ceasing every SIM with Zero calls made. Over the past 3 years there has been a massive increase in mobile phones across all 3 councils. There are also device and asset management efficiencies to made with this kind of reduction.
- Aligning license purchase model with longer term work force planning will allow ICT to purchase license much more efficiently and avoid the more costly monthly subscription based costs. There is £10k to £20k of cashable savings and cost efficiencies to be made here.
- Improve the project review and assessment process so that hidden costs are no longer just absorbed by 3C ICT as part of project delivery as well as BAU. This will result in project delivery of business led initiative appearing more expensive where is the costs will now be more realistic. E.g. Tascomi EH implementation. Charging for 'can you just' non planned project work. This was estimated to be £15k worth of time and effort last year some of which was eventually 'abandoned' or ceased before completion.
- No more planned maintenance out of hours. The O/T bill for 21 to 22 was almost £25k (>10% of our finance savings target). Although this has to be balanced against an increase in demand from Councils to carry out work after 8pm and at weekends.
- Remove duplicate applications to save on support and maintenance costs. E.g. Matrix bookings Vs outlook calendar. Accepting limited functionality – this could save £15k per annum.
- Reduce the capacity or performance of the RDS environment if more staff return to working in the office. This could be targeted to specific service areas who make more use of the RDS services and be covered by a recharge. (Possible idea submission to pay for a one off piece of work to accurately assess the 'compute' cost used by Planning Dept to feed in to recharging/cost recovery model.

3C ICT Revenue Budget for 2020/21

The 3C ICT Budget for 2022/23 reflects the changes agreed as part of the original business case, this includes changes to the structure of the service and the service being offered. This now includes a balancing of the contributions for the digital team (see table P7 - summary of digital team funding)

Budget category	Year 6 2021/22	Year 7 2022/23	Year 8 2023/24	Year 9 2023/24
Baseline Staff	£3,621,681	£3,681,498	£3,742,512	£3,817,362
Baseline Other	£4,101,759	£4,182,695	£4,265,250	£4,350,555
Baseline Total ICT	**£7,723,440**	**£7,864,193**	**£8,007,762**	**£8,167,917**
Budgetary Staff Costs	£3,143,045	£3,206,786	£3,271,801	£3,337,237
Budgetary Other Costs	£3,438,847	£3,507,626	£3,577,780	£3,649,335
Budget	**£6,581,892**	**£6,714,411**	**£6,849,582**	**£6,986,571**
Forecast Staff Savings vs baseline	£478,636	£474,712	£470,711	£480,125
Forecast Other Savings vs baseline	£662,912	£675,069	£687,470	£701,220
Total Savings vs baseline	£1,141,549	£1,149,782	£1,158,181	£1,181,345
Savings Percentage vs Baseline	**15%**	**15%**	**14%**	**15%**

Cost of 3C ICT Shared Service by Partner

ICT Shared Service per partner	Year 6 2021/22	Year 7 2022/23	Year 8 2023/24	Year 9 2024/25
Cambridge City Council	£3,052,222	£3,107,923	£3,164,693	£3,239,673
Huntingdonshire DC	£2,127,233	£2,173,885	£2,221,496	£2,258,060
South Cambridgeshire DC	£1,402,437	£1,432,604	£1,463,393	£1,488,838
Grand Totals	**£6,581,892**	**£6,714,411**	**£6,849,582**	**£6,986,571**

Figures shown above based on the original proportional contribution. Actual charge backs to the partners will be based on actuals
As detailed previously, the avoidance of the sharing approach for actuals avoids any potential cross-subsidy issues

TOTAL SUMMARY OF 3C ICT FORECAST OUTTURN October 2021/22 (Q2 report)

	21/22 BUDGET	21/22 FORECAST	21/22 VARIANCE AGAINST BASLINE BUDGET
CITY	3,189,909	3,189,909	0
HDC	2,127,233	2,167,233	(40,000)
SCDC	1,602,437	1,602,437	0
	6,919,579	6,959,579	(40,000)

During FY 2021 to 2022 the overall savings of 15% compared to the pre shared service baseline budget continue to be delivered and built into the budget contribution profiles for future years.

However, it is recognised that this may need to change in the coming years depending on the needs of the partner Councils to meet their broader financial challenges and their respective transformation programmes of work.

To better reflect fairness between contributions the distinction is made between what comprises the service element of the Shared Service and the ongoing running costs of the partners. Any partner overspend against budget for legacy costs will continue to be charged directly back to the originating council based on actuals, and where agreed with the council built in to the business case contributions. This maintains the integrity of the original baseline so it can be accurately monitored (in essence anything not transferred, newly identified or requested to be added as part of the original budget will be charged back direct to the partners).

The savings represented within the tables above are based on changes that have been made to rationalise existing partner support arrangements and leverage the benefits of scale across the three partners.

FUNDING 3C DIGITAL TEAM

Funding requests were submitted and approved by CCC & SCDC as part of the 2019/20 budget process and this additional funding has now balanced the contributions from all three Councils (see table below) and put the 3C Digital Team on a sustainable footing to support the transformational work being organised by the transformation teams within each partner council. Even though there have been recruitment difficulties during 21 to 22 and likely to extend in to 22 to 23, this additional funding will help ensure that the digital team is adequately resourced for the agreed programme of work.

Summary of Previous and Current Digital Funding

Apportionment of Costs	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Cambridge City Council[1]	115k	200k	204k	208k
Huntingdonshire District Council	200k	200k	204k	208k
South Cambridgeshire DC	54k	200k	204k	208k
Grand Totals	**369k**	**600k**	**612k**	**624k**

3C ICT CAPITAL BIDS FOR 2022/23

The table below is a summary of bids submitted by 3C ICT - At the time of writing, each of the partners are still part way through their budget processes and some of the bids may be moved to revenue depending on financial thresholds and final decisions from boards and members.

Capital Bid	SCDC	CCC	HDC	Total
Datacentre Racks, Cooling, UPS, and Fire Suppression	£75k	£103k	£244k	£422k
Network Switch refresh for SCH	£100k	0	0	£100k
Datacentre extended support for hardware and software	£36k	£92k	£62k	£190k
SIEM Solution	£3k	£8k	£5k	£16k
SQL Server Migrations	£12k	£17k	£20k	£50k

Key Financial Risks/Observations.

1. The financial challenges impacting the councils over the coming years will have to be reflected in the programme of work, project delivery and service operations over the coming years. In 22/23 plans to deliver up to 7% reduction in ICT costs for HDC (£180k) have been proposed which mean choices needing to be made about quality, timeliness or cost of work carried out. It's highly likely that similar targets will be set by the other councils which will also need to be taken in to account.

2. Brexit and global supply chain issues has affected cost of equipment, in particular laptops, monitors and wifi equipment. Costs of hardware have increased by almost 30% and estimates are the global chip shortage will last till at least 2023.

3. As a result of the pandemic and more organisations working flexibly and offering greater benefits, staff salaries for key skills become difficult to recruit and retain. There is a predicted overspend on staffing budget for 21 / 22 due to hired staff, contract staff and professional services to fill critical gaps.

4. Exchange rate variances continue to pose a genuine risk to the ICT budget forecast due to a large number of non-UK software suppliers and the impact this has on global supply chains which much of the technology sector rely on.

5. There is currently no consistent way to reflect operational savings derived from ICT projects against the 3C ICT service. Currently this would just be seen as an operational ICT cost uplift even though there are clear benefits for the operational teams for doing so. Significant time and effort has gone into working with the Transformation and Change functions at the 3 Councils to better align success criteria, operational objectives and processes/ways of working to ensure that operational objectives are clear and 3C ICT projects deliver to these. However agreed and clear direction from the 3 Councils is still not consistently in existence, which jeopardises full benefits realisation. A good example of this are the continuing benefits that Council Anywhere is delivering given the ongoing remote working and flexible working arrangements that the 3 partner councils have adopted.

6. The Out of Hours (OOH) support arrangements which are done on a best endeavour's basis for specific areas .e.g. car parking services are still being scoped and agreed with the councils and IC's. Even though skills and knowledge has improved across the teams, the current arrangement carries with it a number of issues and gaps because it's not a formal arrangement and not consistent across partners. There has been and there will continue to be an increase in costs for a formal on-call rota as well as any costs associated with call outs and out of hours maintenance as a greater proportion of the organisations work extended hours and expectations and service demands from residents and users change. Therefore 3C SS may want to consider the position and add these costs to the baseline business case. This will need to be balanced against needs, priorities and affordability. Digital is increasingly becoming a critical service, and out of hours support is currently provided on a good will basis rather than as a formal service offering. Extended support could be provided for and it is estimated this would be at a cost of £8,000 per council. This could be clarified and confirmed if a formal offering is required.

7. 3C ICT will take every opportunity to bid for external funds for specific lines of work (most likely to be cyber security related) as we've been successful for the past 3 years in obtaining financial support for training, services, software and hardware – to date approx. £200k worth has been successfully awarded to 3C ICT by LGA/DHLUC. This will help offset or subside costs that the council would otherwise have to bear themselves.

D. STAFFING OVERVIEW

Huntingdonshire is the employing authority.

The staffing structure is shaped by the following Key Principles:
1. The structure has clear accountabilities for delivering the scope of work described in the ICT Shared Service Catalogue.
2. An ongoing drive to ensure the ICT Shared Service has sufficient knowledge and experience to provide thought leadership to the three councils as they seek to evolve their services to a "digital first" world.
3. No more than 7x direct reports for any role within the structure.
4. Minimize the number of management layers between the Head of Service and all roles within the ICT Shared Service.
5. Move towards stronger alignment with the ITIL management model.
6. Provide a single shared services structure, with roles spanning the needs of all clients (as opposed to silo teams serving each council).
7. Wherever possible to minimise the use of external contractors, recognizing that in certain situations buying in knowledge and skills will provide the best value for money.

Information Governance:

The Information Governance manager post had to be backfilled in the summer of 2021 following the resignation of the previous postholder. The new IG manager is picking up and will continue to develop the IG function for the 3 councils where the previous post holder left off. Initiatives relating to Data processing agreements, DPIA's, supporting projects with their IG requirements are all improvements that the councils have benefited from. The continual review of the work-load of the team lead directly to the identification of a gap with regards to skills and resource to provide advice to the councils on PCI/DSS compliance. The IG Manager presented a paper to the board who supported the need to create a post – a bid for which has been submitted for consideration for 22/23 for the 3 councils. Training and development of skills across the teams is also taking place during 22/23 so that the FoI/SAR and EIA work can be more evenly shared and distributed across the teams especially where specific councils have a peak in demand or there are resource issues due to sickness absence. However, the demand on the FoI resources are increasing with ever more complex FoI being submitted and referred to the team. The ever increasing volume of data being stored that has to be checked and searched by the team is also adding to the demand. This is being analysed now to determine whether a bid for additional resource (temp Vs perm) and or training needs to be submitted. There may also be a demand for service areas to carry out more work and take on decisions relating to FoI in order to meet the required demands and timescales.

Network / Infrastructure:
This team continues to manage a large and complex infrastructure and having the required level of resources in this team to manage both BAU and project work remains a challenge. 3 attempts were made at the end of 20/21 and in to 22/23 to recruit a replacement team leader due to employment market conditions and temporary contract resources had to be engaged to ensure critical work did not slip. The new post holder is now in place, but they also had to contend with 2 infrastructure engineers leaving for jobs in the private sector. The retention risk in this team is increasing given the fact that salaries are much higher locally. A bid for Cyber security resources has been submitted to the council for 22/23 in light of the increasing demand on the council infrastructure just to keep up with the need to update systems and patching.

Digital Team:
The digital team restructured their team and changed their working practices to take in to account the additional resources that were able to be recruited following the balanced funding that was provided. This included the introduction of a 'Flex' resource who could be allocated to urgent pieces of digital development that couldn't wait for the next sprint. This was to meet the request from the IC's on having some flexibility on dropping work into the team. Even though previously (20/21) there was a demand for this, the resource hasn't been called upon by the councils as often as was indicated. A review on how this resource can be best used will take place in 22/23 as well as an updated agile approach to digital developments to support the transformation teams at each council improve the scheduling and sequencing of delivery of work. There is expected to be a short to medium term squeeze on digital resources in Q4 21/22 to Q1 22/23 whilst backfilling, on boarding and training of new staff takes place.

IT Service Desk:
Similar to other teams, retaining a recruiting Service desk staff has been difficult and the temporary resource brought in to support the increased demand following Covid has been stopped following the ending of funding. However, the improved performance of the service desk has minimised any the impact of losing a member of the service desk team. The team structure is still working, but the capabilities are being enhanced through more training and upskilling – which started in summer 2021 and will continue on a quarterly basis.

GIS Spatial Team:
This team has undergone significant changes as a result of consolidation of systems and processes during 21/22. This project is close to completion and recruitment of a permanent GIS lead is concluding this month. This will allow the team to offer more advanced GIS and spatial services to the 3 partners on a modern up to date system that opens up further opportunities for GIS spatial to be used by more service areas.

General:
There are a number of acting up arrangements that are in place at the moment and have worked well during 21/22. It's our intention that for 22/23, these arrangements will go through the relevant competitive processes to make them permanent and allow any gaps that emerge deeper within the structure to be seen as potential development opportunities and where necessary lead to internal reviews of team structures, roles and responsibilities. This will take in to account the future needs and direction of the councils and the technology that will be in place/adopted e.g. opportunities to move more services in to externally hosted environment will have an impact on the skills needed to support applications and systems.
Further training on 'cloud' / Microsoft Azure skills features heavily in the training plans for 22/23 across a number of teams.

E. LOOKING BACK

Achievements (2021/22) – as of Mar 2022)

This year has been dominated by our need to support and managing the risks associated with the council's response to Covid19. Without exception, all ICT projects and workstreams during the year have been impacted in some way by Covid 19. Whether that was risk of delays in supply chains for goods and services, suppliers and partners not being able to be on council premises or our own staff having to work remotely, the impact was widespread and persistent. Alongside this, because all three councils went through rapid transformation of working practices, 3C ICT also had to respond quickly to new and additional demands and then continually adjust throughout the year to ensure staff / members were able to work effectively remotely and provide service to residents and members of the public.

This started in March 2020 when within a very short period of time after government announcements, staff were being asked to work from home, but needed to operate and access systems, services and support as if they were in the office. Within weeks, the vast majority of the office-based workforce were using their Council Anywhere devices to support home working. Consequently, there were heavy demands on multiple teams within ICT to support and guide users in the use of the technology and tools – Connecting remotely, how to use teams, diagnosing home broadband issues, requests for equipment to be shipped to home addresses, etc.

A combination of the design of the CA solution and the timing of the Council Anywhere roll out project made the switch to remote working possible in such a short period of time. Overall, staff feedback indicates a very positive experience and take up of the new technology that was delivered – numbers increased from a few hundred active users in Feb 2020 to over 1000 at the end of Q1. By the end of Q4 we have seen 2000 active users of Teams.

1 - Project delivery and performance – key projects
Covid 19 response:
Even though the Council Anywhere project completed roll out last year we are of the view that the benefits were not able to be fully realised or recognised until the impact of Covid hit the councils. Until that point the project had delivered the infrastructure improvements and replaced old laptops, but the value of enabling the work force to work remotely immediately and to allow continuity of service has only really been felt over the past 12 months. In addition, the ability to add telephony functionality to teams has allowed the council to continue to work from home and handle phone calls as if they were in the office. This was unplanned technical configuration work, but the phased roll out has meant by the middle of the year almost 1/3 or staff were already using Teams Telephony

and valuable lessons were being learnt and able to be fed in to the formal telephony replacement programme.

Infrastructure and Data Centre:
The project to disconnect the infrastructure from the legacy CPSN core network (which marked the closure of the EastNet Programme of Work) was achieved ahead of the hard cutoff date. As well as the migration of the City Unify telephony and contact centre on to EastNet. This included a test of the fall back service which had never been proven until that point. Infrastructure projects also accounted for 2 of the biggest pieces of work over the past year. First off was the installation of the generator at PFH which greatly enhanced the resilience of the data centre services in the event of power supply issues in Huntingdon. Secondly the move of the Data Centre from Cambridge to Peterborough. Both projects required significant risk management relating to the availability and continuity of all on premise hosted services but these were managed successfully with no unscheduled downtime. These projects also provided the opportunity to run all hosted services from each half of the data centre infrastructure which provided assurance to each council that the integrity of data and services is protected in the event of a catastrophic failure at one site. There is one more test to perform during Q4 21/22 or Q1 22/23 which is running all services from the new site in Peterborough. This will be scheduled with agreement from the IC's and Directors in due course once peak activity relating to annual billing and elections is complete as well as reviews and updates of local service area BC plans.

SCDC Telephony migration to Teams:
Telephony service migration for SCDC was also another major project achievement during the year. This project not only migrated services for the entire council without any interruption to customer facing services, but significant unnecessary / unmanaged costs were identified with the legacy service. This is being fed in to the wider Telephony and contact centre programme of work for the 3 councils taking place during 21/22, with final delivery in to 22/23 depending on the sequence in which the 3 Councils will be moved across.

Single print environment:
This has delivered a truly integrated and seamless print service across all 3 councils allowing any member of staff to be able to print to / collect prints from any MFD device on any of the council sites. At the same time the number of MFD devices have also been reduced (by almost half) to allow further efficiencies and savings to be realised.

Waste Services:
Follow on go live phases of the Yotta Alloy project have continued throughout the year with major go live milestones achieved – one for City and two for HDC.

CPCA:
The decision by the CPCA to go out to market for their ICT support and project services required a lengthy and complicated hand over process to an interim service provider, and as a result, changes were able to be made to the remit and responsibilities to the infrastructure team and desktop team. There are many lessons that have been learned from this relationship with the CPCA and 3C ICT will be in a much better position to assess and respond to any future request for offering their service on a pseudo commercial basis.

Tascomi:

For the majority of the last year 3C ICT were delivering the technical elements of the programme of work, supporting service areas with their data migration processes and technical transition from separate legacy systems into a single cross partner solution. However, following the departure of the programme manager in Dec 2020, 3C ICT were asked to act as 'caretaker' programme manager to ensure risks that had emerged and put the overall programme at risk were adequately managed and that a basic implementation could go ahead on time so that legacy services could be decommissioned and avoid costly renewals. The programme of work has now been re-assessed and split up into several follow up stages and is able to be handed over in a more manageable state to the service areas to pick up again. The project delivery work still requires senior manager oversight in order to apply the right pressure to the supplier, which has taken almost 12 months so far. However this is not sustainable and with agreement between the sponsor and Head of ICT and Digital, it is expected that service area leads will need to take on BAU management of the system and follow up development phases before the start of 22/23.

PSN:
The project for the PSN renewals for all 3 councils was completed with certificates of assurance being issued and for the first time a joint submission was made. This puts the 3 partner councils into a small group of leading organisations to have been able to achieve this and allows future efficiencies with regards to annual IT health checks and simplifying what is an already very complex and involved submission process to the cabinet office. This is a great example of do once and use three times.

SCDC Unified Comms migration:
The SCDC BT 'black box' legacy Unified Comms solution was in deprecated support and had been due for upgrade/replacement several years ago, but the work was never scheduled or progressed by the service areas. A risk assessment carried out placed the risk of failure and extended outage as high so work was carried out during the year to provide a Microsoft Teams based solution with the 3C telephony project implementing the full contact centre CRM solution. This was done successfully in time and within budget and aligned with the Telephony migration plans for City and HDC.

AV Kit redesign and implementation:
This was a general rip out and replacement of equipment across the council with the largest most complex of the stages involving the main council chamber. A complicated project made more difficult by a provider who underperformed during the design stages and special requirements/limitation due to the council chamber layout and fabric of the building/room.

NSX-V (ready for NSX-T) pre work:
Critical and highly intrusive technical work to unpick and upgrade the heart of our data centre server infrastructure on which all the key elements of our new reliability and availability improvements were built up on. This is mandatory pre work ahead of introducing a new version of the technology later in 2022 to 2023.

Data Warehouse for HDC forms:
Digital team taking the concept and production version of the HDC data warehouse and finalising this for a sustainable development lifecycle in future. Preparing use for potential asks at other partner councils.

Immutable backups:

Continuation of development of this backup solution to meet recommendations and advice (updated threat assessments) from central government.

Increased estate:
Growth in devices across the estate has had an impact on the sustainability of 3C ICT support and management systems. Impact of the increases have been highlighted in the regular reporting and in conjunction with the Council Finance leads recommendations are being developed regarding what additional resources might be required in specific teams. In addition, the bids submitted to the 3 council include a significant number of additional posts, all of which will add more staff, devices, licenses, load and storage to the estate. ICT have been doing more with less every year but if expansion continues then service standards may start to suffer. Likewise if the estate begins to shrink in line with corporate projections then the funding for ICT may also need to reduce.

ICT Vacancies and restructuring
Vacancies within ICT have now, in the main, been filled. During the year the Projects Team, GIS team, Digital Team (Continual evolvement) have been restructured to meet changes in requirements, updated working practices and introduction of new technology. The Information Governance team have proposed additional resource requirements and we will develop and bid for these as appropriate. Progress on the ICT leadership team formalisation has been delayed due to the HoS recruitment but we hope this will progress over Summer 2022 and permanent structures can be put into place removing the ad hoc acting up arrangements. ICT Digital Team continue to push and trial new innovative approaches to rewarding staff for taking on additional accountabilities and we continue to work with HR to formalise these arrangements further.

Cyber security:
The demand and growth of cyber security related work has grown significantly over the past 12 months. Whilst growth in demand was expected given the global industry trend, the magnitude of growth has taken everyone by surprise. This is compounded by the fact that most public sector – 3C – included, are already playing catchup when compared to the private sector. However, this issue has been picked up and recognised at the correct senior levels within all 3 councils with regular briefings and updates having been provided throughout the year via formal quarterly reporting and adhoc advice and guidance when there are changes in threats and risks.

Growth in the cyber security capacity and capability within ICT is needed as demonstrated several times during FY 2021 to 2022 by the unplanned and urgent work that emerged during the year. Global vulnerabilities, breaches, incidents and advisories not only increased during the period, but the need to keep other organisations such as LGA, DLUHC, NCSC, Cabinet Office, Regional contingency planning groups updated with activity being carried out also became the norm. Incidents and events such as Log4J, 'PrintNightmare', the Ukraine conflict, Numerous hacks and breaches of big IT suppliers/vendors all required significant time and resources to investigate, mitigate and monitor. Many of these ran for months with a few still continuing to have to be monitored and mitigated several months on.

There has been a 5 fold increase in the number of vulnerabilities being disclosed and exploited over the past 2 years and this has needed more time, skills and resources just to keep up with the alerts and warnings. The aim is to identify the case for the right people and skills in place to be able to deal with cyber security proactively rather than reactively.

Transformation projects:

HDC's Transformation programme slowed down towards the end of the year due to a review and restructure of roles and responsibilities, but between Q1 and end of Q3, the digital team, infrastructure team, project delivery team and applications team supported a range of transformation work that was requested. SCDC is also at a particularly busy phase of transformation delivery and ICT continued to support the various programmes and initiatives that were planned for the year. Cambridge City Council announced the launch of the 'Our Cambridge' PoW during Q2 and since then ICT have been supporting multiple early strands of work relating to discovery, scope setting and technology briefing so that requirements can project process can be developed. At the moment we are expecting plans and requirement to become clearer later in 2022. During the year we have also worked closely with all the partners to ensure we have early sight of their plans and that any joint bids required to support these are identified. However the bid cycle isn't always in alignment with Transformation programme timescales so some risks and challenges remain to ensure ICT is adequately resourced to deliver.

Flex resource for digital team:
With more requests for integration of data and systems to support the digital growth agenda as well as the expected growth in interest in developing mobile applications, the flex resource within the digital team was introduced (as requested and supported by the IC's and Shared Services Board). Because Service Areas are still finding it difficult to plan sufficiently far ahead to secure time in sprints, this option provides was introduced to provide more flexible options to obtain digital team resource at short notice. Whilst the flex resource was under utilised during the period (3C ICT took the finance impact - as outlined in the risk element of the original proposal) there was a demand as evidenced by the requests for slots in development sprints. With Tranformation programmes within the councils ramping up, we are expecting the flex resource to be called upon as digital developments is already featuring in many plans.

Benefits realisation and review of project delivery approach:
This year CA has evidenced the benefits and value from the project to implement and roll out the new technology, but this is not done as a matter of routine by project/programme sponsors. The councils should consider if and how this needs to be covered within the project and programme management processes as it can fundamentally change project briefs and business cases. The way in which ICT projects and work requests are commissioned, managed and delivered also changed following the embedding of the scoring and prioritisation by the IC's. This has been well received and benefits are being fed in to the new project delivery process using Jira.

Supplier management:
Whilst this has improved a lot this year (as shown with City R&B renewal) and the Microsoft license consolidation work) it has also shown this area still needs a lot more time and effort if it's to continue to deliver the financial and service benefits across more services. Complexities due to the 3 council partnership arrangements and 3C ICT legal status emerged that were not fully appreciated or previously understood. This has now been built into an improvement progamme so that a wider review of applications agreements and contracts can potentially deliver more shared benefits. The pilot covering 5 key/strategic suppliers is nearing completion and has already led to a programme of applications reviews spanning all 3 councils fully supported by the IC's.

Process improvements:

Approved software process – Work between Information Governance and ICT Sservice Desk to develop request/approval process

Programme Directional Group (PDG) – which manages ICT project and programme gateway stages – providing a range of quality assurance, governance and technical assurance to the ICT programme of work.

ICT Device Pool Ownership model. Council services asked to return devices to corporate reuse pool rather than retain for own reuse. More efficient use of equipment and smaller stores. Assists with global lead times and increased costs.

Publication of corporate device catalogue so that services can see options/lead times/reuse stock levels and costs for standard approved equipment options.

Intelligent Clients:

The role of the Intelligent Clients has changed considerably since the inception of the shared services. Roles and responsibilities vary considerably across the 3 partners now, and greater recognition needs to be given to the value and impact that these roles have. During the year there has been changes in they way in which the IC's operate and also for Cambridge City and HDC there has been changes in personnel – With temporary arrangements in place whilst wider transformation and restructure work within the respective councils are delivered. 3C ICT started a review in the way in which the Intelligent clients interface with each other, with the service areas and with ICT on a range of ICT issues. This work which involves reviewing and updating the ToR which needs to be consulted and agreed upon by the wider service area 'community', the Shared Service board and 3C ICT is still in progress and will be key to defining future functions, roles and responsibilities within ICT.

Data Centre and hosting:

3C ICT continued to highlight and identify opportunities to move services to externally hosted models to reduce the reliance on 3C ICT infrastructure. The output from the data centre technical review is currently being developed and will be presented by the end of Summer 2022 so that options around the data centre refresh can be considered jointly across the 3 councils. It should be noted that not everything can be migrated to externally hosted services therefore some sort of server room/data centre will always be required – be it on premise or shared with a partner.

During the year 3C ICT also continued with the extensive programme of patches and updates – driven by cyber security, maintaining up to date systems and software, growth, adding features and functionality as well as greater demand (due to more staff working remotely and over longer working hours)

Other achievements

Development of product catalogue in Jira list of products, with integration from the ASR (Approved Systems Register)

Development of ASR to include further details as required by Intelligent Clients, ICT Service Improvement programme and Audit recommendations.

Risk Description	Update

Demand Management BAU and Project.	Recruitment and retention has been an issue across a number of teams including digital, network and infrastructure, desktop support and technical architecture. Risks are having to be managed through the use of temp staff, repeating recruitment campaigns and 3rd party professional services to not only meet with BAU/Service operations, but for projects and development too. It's is expected that we will go overspent on the salary budget by £40k to £60k as a result. We are working with finance teams at the councils on how to mitigate the impact. Impact of Covid on absence is low at the moment, but Covid has had a big impact on the jobs market locally where we can't attract enough suitable candidates.
Service standards are set at different levels across the three Councils, leading to customer and Member complaints about differing service levels from a shared service.	Active governance arrangements exist to ensure that service standards can be appropriately developed and approved. To support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery. A single Service Catalogue will be reviewed by the partners on a frequent basis.
Compliance with documented processes and procedures	The updated project and portfolio process has been in place and managed via a new tool (Jira) for a full quarter now and has resulted in a better understanding of the impact of work requests that don't follow or aren't received via the standard process. The IC's have advised that they are happy to allow 3C ICT to put a separate process to manage SWP's themselves. This is being reviewed due to the high volumes.
Overall financial savings targets are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Savings targets to be regularly reviewed as part of performance monitoring and evaluated as part of the development and delivery of the Shared service business case Quarterly meetings with Council finance leads to highlight areas of concern and potential variances to the planned spend or savings. Allocate time from Applications support and architecture to explore cost reductions, cost avoidance and savings as and when renewals, reviews and purchase/procurement processes are carried out – No resources to do this proactively.
Shared Services do not deliver the expected good quality services to internal and external customers	Agreed service standards to be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery
Current budget model doesn't yet align with the industry trend to subscription based services/software. Industry is moving much faster now which results in changes to licensing and contracts. The 3 councils will need to keep up with/match these 'pivots'	Revenue budgets will need to accommodate a change in operating models i.e. Capital spend moving to revenue spend. This is being reviewed with finance leads. In addition, changes and adjustments to the 3C ICT operating model will be incorporated where appropriate .e.g. Team structures or numbers could change as support services are scaled up or down.

	Recommendations to project boards and sponsors by 3C ICT as and when these opportunities arise. If necessary escalate to Shared Services / Directors for a decision. E.g. Telephony service procurement and alignment with Teams licensing model.
Service availability and continuity.	service availability and continuity has improved further over the past quarter. Not only have we seen a reductions in P1's and Major incidents, the incidents that have occurred are shorter in duration – due to either 3rd party managed services activity/escalation or making use of in built resilience/fault tolerance. E.g automatic switch of firewall, automatic server failover etc. There have been a couple of exceptions e.g. City Crem system, but these have been highlighted in the applications risk matrix and we are working with service areas to help manage their service providers.
Cyber Security	The trend from previous quarters hasn't changed with high profile incidents still being reported regarding cyber security threats. Work/Activity is having to take place out of hours more regularly to keep services up to date (e.g. July PrintNightmare, Sept iOS critical updates to be deployed, etc. Through our systems monitoring we've noted a 5 fold increase in the number of email document attachments containing active malicious content (being blocked) From our research, we suspect that this is a new trend and not a spike. In the use of this particular attack method.
Covid 19	Staff work remotely and follow all appropriate procedures to minimise the spread of Covid 19.
	Follow / adhere to local council and site specific process and procedures
	Ways of Working principles developed with staff to ensure common understanding of effective ways of working remotely away from the office.
	Establish and document recruitment and onboarding 'remotely' in conjunction with HR to ensure compliance with legal and statutory rules.

SECTION 2: OPERATIONAL PLAN 2022/2023

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

This Section sets out the "Business as Usual" priorities and the activities that 3C Shared ICT Services will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined (i.e. ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Deliver high standard of system availability	ICT and Digital Strategy, Service Catalogue.	Develop a list of services provided with customer service standards Develop the Technology roadmap to outline forward plan of work.	Service Catalogue. Technology Roadmap.	Services across the Partner Authorities understand and have confidence in the functions being delivered Builds trust in the ICT Shared Service to deliver their services and maintain high performing ICT, thus allowing the Partner Authorities to focus on their own customers.
2	Support and develop our IT systems	ICT and Digital Strategy	Build a technology roadmap. Examine business processes and enable automation wherever possible. Proactive management of vendors/contracts.	Have a clear understanding of the technological direction for the future. Clearer simpler processes that involve less human interaction and that can be replicated elsewhere. A single set of invoices and contracts to administer.	The Partner Authorities are confident that we are getting value for money from the ICT investment
3	Open the door for others to follow	ICT and Digital Strategy	Support the work of the following Shared Services, Building Control, Legal, Waste, Planning and Finance. Council Anywhere Business Case and Project.	Standard applications. Ability to access, use or administer systems centrally Enable the services to change	These shared services deliver a more efficient function and better value for money.

4	Allow people to work flexibly	ICT and Digital Strategy	Council Anywhere Business Case and Project.	Flexible Working Home working Remote Working Office Space Rationalisation.	Allow flexible working, staff are able to have a better work life balance with home or remote working. Better use of accommodation as staff are able to utilise different buildings or venues in a more flexible manner

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures *(provide a list only - target information is included in section 4)*	Dependencies *(ICT, Finance, Human Resources, accommodation etc.)*	Key risks to delivery *(include how these will be mitigated)*
KPI-1	Customer Satisfaction	ICT	Long term remote working arrangements still pose a risk to meeting and maintaining customer satisfaction as staff are used to a much more responsive service when in the office and able to 'walk in' and receive an immediate response. Strong prioritisation and regular management review and oversight to monitor fluctuations in performance. Risks relating staff recruitment and retention will impact capacity to handle demands. Keeping Directors, IC's, service areas updated through good comms plans will mitigate impact.
KPI-2	Service Availability	ICT	
KPI-3	Incident Performance	ICT	
KPI-4	Service Desk Response	ICT	
KPI-5	Service/Work Order Request Performance	ICT	
KPI-6	Project Delivery Performance	ICT	
KPI-7	Staff Budget Savings	ICT, Finance	HDC salaries are still not competitive in some areas for key ICT skilled staff, especially considering the external market for this skillset. Mitigated via more flexible recruitment practices, casting the net further afield to allow more remote working, 'selling' the council as a responsible employer and 'contributing the local community/business' and career progression, apprenticeships and also opportunities to work across the wider area.

KPI-8	Software and Services Savings	ICT, Partners, Finance	Partners do not engage fully with Roadmap objectives adopting to retain legacy systems in favour of non-rationalisation. Mitigated through sign off against principles within the 3C ICT and Digital Strategy.

SECTION 3: KEY PERFORMANCE INDICATORS (KPIs)
Organisational, Service and Corporate Plan Performance Indicators

The following table details the planned measures, reporting frequency for each measure and the business plan target for next year. Each measure is detailed in the 3C ICT Service Catalogue. Measures reported quarterly will be provided to the Shared Service Board / 3C Management Board in line with routine reporting and service governance.

KPI Reference and Description		Reporting frequency	2021/22 Target	2022/23 Target
KPI-1	Customer Satisfaction (Partial)[1]	Quarterly	85%	85%
KPI-2	Service Availability	Quarterly	95%	97%
KPI-3a	Overall performance on the incident response for Priority 1,2,3,4 calls	Quarterly	85%	85%
KPI-3b	Overall performance on incident resolution for Priority 1,2,3,4 calls	Quarterly	70%	85%
KPI-4a	Service Desk response for priority 1,2,3,4 calls	Quarterly	85%	85%
KPI-4b	Service Desk resolution for priority 1,2,3,4 calls	Quarterly	75%	75%
KPI-5a	Service/Work Order Request Performance on response	Quarterly	90%	90%
KPI-5b	Service/Work Order Request Performance on resolution	Quarterly	85%	85%
KPI-6	Project Delivery Performance	Quarterly	80%	80%
KPI-7	Staff Budget Savings	Annual	£50k	£50k[2]
KPI-8	Software and Services Savings	Annual	£108k	£108k[2]
Customer Satisfaction (Full)[1]		Bi-Annual	80%	80%
Deliver high standard of system availability		Quarterly	95%	95%
Allow people to work flexibly		Quarterly	Business Case	Benefits realisation[i]

[1] Customer satisfaction surveys will be conducted through service desk feedback on a quarterly basis, in full adopting a full questionnaire approach bi-annually (as agreed with the Councils due to noted survey fatigue during Covid19 c).
[2] These savings are already built in to the business case (V7)

KPI-1 Customer Satisfaction (Target 85%)
KPI 1 Customer Satisfaction with 3C ICT as measured by receipt of both unsolicited (complements, complaints and comments) and solicited feedback (feedback requests for all resolved calls and quarterly surveys), average remained just under target for the first 3 quarters of the year, mostly due to service outages during Aug (security certificate issue) and Nov (Data Centre networking issues). However, a rally with customer feedback during Q4 allowed the overall performance to be recovered and meet the annual target of 95%. The achieved across the year was 97%.

KPI-2 Service Availability (Target 95%)

- Through 21/22 (to date) service availability has been significantly improved over last year where we had major issues relating to the data centre and network card compatibility. Since the start of 21/22, 3C ICT have developed a new method of reporting from availability and this is currently being agreed and refined with the Shared Service Board directors.
  A detailed list of the main outages reported and recorded for the year are available within the quarterly reports, however For the first 2 quarters of the year the following can be reported showing a mon to fri 7am to 6pm figure as well as a 24/7 figure :-

Service Type	Q2		Q1	
	24/7	M-F 7 to 6	24/7	M-F 7 to 6
Network	99.713%	99.115%	99.462%	99.347%
Centralised Infrastructure	99.968%	99.902%	99.903%	99.702%
Telephony	99.987%	99.927%	99.992%	99.975%
Applications	99.947%	99.821%	99.998%	99.831%

The improvements in service availability and reliability is a result of additional time, effort and resources being put in to keeping systems and services up to date. This is over and above the need to keep systems updated with security updates. It's also important to note that the vast majority of planned maintenance work is taking place late in to the evenings and overnight because of the flexible hours many staff are working.

KPI-3 IT Service Desk Resolution Incidents (Target 70%)

The Service Desk incident resolution performance has remained above target throughout the year. This fit well with the change of support model with the vast majority of staff having few options to come back in to the office for support and therefore relying more on the service desk. Ability to meet the high demand earlier in the year was only possible due to the additional 'covid fund' funded additional service desk resource.

KPI-4 3C ICT Resolution Incidents (Target 75%)

KPI 4 (3C ICT Resolution) performance has missed out on meeting target by a couple of % during Q1 (Amber) but was improved enough during the rest of the year to achive the required performance (85%).This was still achieved with a 10% increase in demand during Q4. As we move in to 22/23, there are changes to processes where more management oversight on a more frequent basis will allow corrective actions to take place sooner if performance starts to dip (weekly reviews Vs monthly reviews). This is already delivering the required improvements at the end of Q4 21/22 and with management oversight (until it's embedded as standard practice) we expect to be able to meet the required performance. If however, changes or cuts to service are agreed as part of the financial savings measures, this SLA target may need to be adjusted or a greater level of tolerance to exceptions accepted.

KPI-5 Service Requests Resolution (Target 85%)

Similar to KPI4, KPI5 performance only missed out on meeting the target by a couple of % in Q2, but with improvements later on in the year was able to meet the required performance overall for the year (89%) The same action being taken to address KPI4 will benefit the management and monitoring of KPI5.

KPI-6 Project Delivery (Target 80%)

Projects update	
Project(s) Summary Status	
How many are currently green (on track)?	14
How many are currently amber (some slippage, but not significant)?	2
How many are red (significant slippage)?	2

For each red project, please provide a commentary below on the situation, what is being done to recover it, and a prediction of when progress will be back on target.

Telephony – Escalated to Senior Manager to call service review meetings with the supplier and 3rd parties. Renegotiations concluded to keep programme manager on for 2 more months until the programme of work is complete. New dates agreed by the sponsor with the councils for after the elections. Discussions taken place with each council regarding additional budget allocation to keep the programme manager and project team on.

Tascomi / EH system – Programme is nearing the stage where phase 1 can be considered complete. HDC Sponsor and Head of ICT and Digital worked closely with suppliers and service areas to reach this agreement including payment of project costs. Quarterly Service management meetings now in place to monitor delivery and performance of the supplier and service areas.

Project	Commentary
Immutable Backups – P0166	Good progress made this quarter for this project. New hardware procured, commissioned. Set up and config completed with first successful immutable backups underway in Mar. Development roadmap being agreed before close down of the project.
Shared Housing – P0026	In Jan board accepted project will be closed by end Mar. Closure report is in draft and as awaiting for input from City and SCDC. All items scoped in the project were delivered. Will be fully closed next Q when reports have been signed off.
PSN 2022 – P0132	Workshops for updated scope completed in Jan. Procurement process completed during Mar for the pen test supplier and awarded. Workshops with the supplier scheduled to take place in April ready for the testing to take place shortly after that.
Environmental Health System Tascomi (P0091)	Escalation meetings continued during Q4 overseeing the resolution of the baseline remediation plan. By end of March only one issue (publication of public register) is outstanding. Currently under test by the partners before sign off. Phase 2 scope has been signed off be the board (technical integration work) with all other issues relating to the ITT responses being managed by the service areas. Although RAG status is red,

 	agreed issues are being closely managed. Service management meetings taking place too.
GIS Infrastructure Consolidation	Project now completed and closure report is in final draft and will is expected to be signed off by partner governance groups in April. This will be fully closed next quarter once sign off complete.
Yotta Phase 3 Grounds – P0075.3	City element of project is in closure awaiting resolution of one last issue. HDC project in closure – report is in draft at the moment and is being reviewed with the service area. Service areas now need to make a decision about the implementation and delivery of an updated trade waste module for the system which will need an appropriate new project request (Sponsor + Business project).
EDRMS Review – P0114	Discussions in Feb with IC's to assess potential savings and efficiencies linked to the project. However, the level of savings is not as high as required. Therefore decision needed on whether to close down, change scope or other follow up actions.
Revs and Bens hosting options (HDC)	Delay in architecture team completing the paper due to information required from NEC relating to I@W dependencies. Still green as new delivery date for paper has been agreed (end of May 2022)
Shared Telephony Implementation – P0087	HDC CSC, Revs&Bens and One Leisure contact centres have now gone live. City CSC went live in Feb and has gone through several rounds of issue fixes working with the project team. Both HDC and City port requests hit supplier issues where they will need the supplier to lead on new dates that we can be agreed with both partners and existing commitments. Billing, finance closedown, elections, etc. Risk of programme manager leaving at the end of March also resolved following activity from ICT management. New dates are being agreed by the sponsor and board.
NSX upgrades – P0130	Migration designs completed. Working dates for changes have been identified with supplier. Internal Change control processes have been completed. Deployment of the changes are now scheduled after the elections in May.
City Network switch refresh – P0133	Project is current green, but at risk of slipping into Amber in May as the supplier has warned of delays with delivery of the next batch of hardware. Provisional roll out starting in April. Some time being clawed back with bulk configuration of switches.

Windows Server 2008 Migration	Progress slowed down this quarter. Early on due to Log4J, but also because the last few servers to be decommissioned have dependencies within service areas that are yet to be resolved. Mitigation in place with additional monitoring, locking down and cyber security tools, therefore able to maintain this at green.
Connections Direct to Cloud hosted services	Progress delayed in Jan due to Log4j response. By end of Feb, technical teams resolved some complex config issues that had impacted the system since Q3. New / parallel infrastructure running and being tested by ICT staff now. If signed off, roll out to all officers and staff will commence. This is scheduled to start early May (post elections) and last 6 to 8 weeks. Will remain Amber until testing completed.
WiFi AP refresh	Project now closed (Mar) and report was signed off by ICT Project Review group.
Cambridge Live – P0083 Transition to CA desktop services	Project now closed (End of Jan) – follow up actions agreed and are in progress rather than change or extend the scope of the original project.
IDOX TLC upgrades -	Idox have now delayed the release of the software which pushes the work from applications support back. Unlikely that this will be done before May, and will now have to avoid other large change activity that is taking place immediately after the elections.
Information@Work upgrades	Project priority has changed because supplier has extended the support period of the current version.
Decommissioning of legacy network fibre	Technical project activity completed during Q4, and therefore allows the councils to avoid unnecessary costs. Project close down reports are being prepared for April sign off.

Appendix - Cyber Security Risk

AREAS FOR MONITORING AND MANAGING CYBER SECURITY RISKS.

NCSC 10 Steps Theme	Rating[1]	RAG (0-3 red, 4-6 amber, 7-10 green)	Direction of travel since last Q. review
Risk Management	7	GREEN	⟷
Secure Configuration	8	GREEN	⬆
Network Security	7	GREEN	⟷
Managing user privileges	7	GREEN	⟷
Incident management	6	AMBER	⟷
User education and awareness	7	GREEN	⟷
Malware prevention	8	GREEN	⟷
Monitoring	6	AMBER	⟷
Removable media controls	8	GREEN	⟷
Mobile Working	7	GREEN	⟷

 The Improvements in the Secure Configuration (increase in score) is due to new processes being put in place and new tools being used to record and monitor changes in configuration of key components related to security controls. In addition, there has also been a breakthrough with some additional capability with account auditing which we expect to move to Green next quarter once the processes associated with alerts and triggers are in place. The fact that most of the risk areas have remained the same isn't a reflection on the amount of time and effort being spent in this area. It does however illustrate that just to keep up is taking a greater amount of resource. The bids submitted for the creation of a Cyber security team will not only allow us to push the remaining ambers in to green, but it will also help maintain the green status elsewhere. Feedback from the IG groups on the 10 steps summary has also been positive and will now be a regular / standing agenda item from 3C ICT.

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[1] Rating based on recognised good practice where zero is no controls in place or yet to be initiated, 5 is definded and managed and 10 is fully optimsed and mature controls.

Appendix D – Service Catalogue

This contains the list of all live services. To date, the list has primarily been used by those who are involved in the support of the services listed.

- Service Desk and End User Support.
- Network and Infrastructure Support.
- Communications Support.
- ICT and Digital Strategy Formulation.
- Supporting the development and delivery of the councils owns digital strategy
- Technical / Solutions Architecture.
- ICT Project, Procurement, Contract and Supplier Management.
- ICT Bespoke Service Delivery.
- Data Centre Management.
- Telephony Management.
- Data and System Backup and Recovery.
- Local Area Network (LAN) & Wide Area Network (WAN) Management.
- ICT Security Management.
- Email Support & Web Filtering.
- Desktop Provision / Replacement.
- Office Computer Provision.
- Flexible / Homeworking Service.
- Mobile ICT Provision (incl. smartphones & tablets).
- Print Facilities.
- Audio Visual Facilities (provision & support).
- Database administration and management.
- Application Maintenance and Support.
- Release Management (Infrastructure and Applications).
- GIS Management.
- Address Management.
- Information Governance/Management.
- Website and intranet Support (incl. web apps and web forms).
- Website development.
- SharePoint / Office 365 Support and Development.
- System Integration Support and Development.
- Training.
- Compliance (inc PSN / PCI).
- Licence Management / SAM.
- Test Plan Development.
- Client Service Management.
- Finance and Billing.
- System packaging (AppV / SCCM etc).
- Unix / Linux Physical Windows support
- Business analysis & Business support.
- Software development and integration e.g. dev of App integration by Digital team.

Appendix E - Current ICT priorities agreed with Intelligent Clients and Shared Services board for the period up to Mar 2021:-

Projects Logged

	Projects	Small Works Packages (SWP)
2022 (to date)	125	123

PSWP-22266	1 - Highest	P0166-1 | Implementation of Immutable Backup Solution
PSWP-20977	1 - Highest	PSN 2021 Int Pen HIGH | All High Vulnerabilities from Internal Penetration Test
PSWP-872	1 - Highest	Immutable Backup | Costs and options for cloud storage of 3C backups
PSWP-871	1 - Highest	Test recovery of Active Directory
PSWP-752	1 - Highest	S0290 - IE11 and Edge Legacy retirement
PSWP-161	1 - Highest	S0159 - Dynamics CRM Decommissioning
PSWP-69	1 - Highest	S0122 - Retirement of fibre connection between EFH and PFH
PSWP-21945	2 - High	HDC Idox TLC Upgrade
PSWP-21944	2 - High	GCP Idox TLC Upgrade
PSWP-21943	2 - High	GCP Idox Public Access Upgrade
PSWP-21942	2 - High	HDC Idox Public Access Upgrade
PSWP-21665	2 - High	Group Managed Service Accounts Implementation
PSWP-886	2 - High	Windows Server 2008 Migration (P0084) | SCDC | Server Migrations
PSWP-885	2 - High	Windows Server 2008 Migration (P0084) | CCity | Server Migrations
PSWP-881	2 - High	Windows Server 2008 Migration (P0084) | HDC | Server Migrations
PSWP-834	2 - High	S0285 - SCDC - O2 Booster for Waterbeach Depot
PSWP-748	2 - High	Trend System Data Points Pathfinder House
PSWP-682	2 - High	O365 External Sharing/ Zero Trust

PSWP-481	2 - High	S0258 - HDC I@W Email Connect Module
PSWP-449	2 - High	S0249 | HDC | Capita AIM V13 system upgrade and implementation of 3DSecure2 module
PSWP-413	2 - High	S0239 - Electronic Document Signing
PSWP-389	2 - High	S0230 - Hornbill Contract Review
PSWP-361	2 - High	S0221 | SCDC OpenAccounts migration off network
PSWP-357	2 - High	S0220 - HDC eFinancials migration off network
PSWP-329	2 - High	S0211 - Removal of witness host from South Cambs Hall
PSWP-321	2 - High	S0209 | SCDC | Capita AIM V13 system upgrade and implementation of 3DSecure2 module
PSWP-105	2 - High	S0142 - Exchange decomissioning (incl GCSX mailboxes)
PSWP-85	2 - High	Deploy PatchMyPC Updates
IB-16	2 - High	S0289 - Windows 10 Feature Release Update - 20H2
PSWP-21934	3 - Medium	SCDC I@W Enterprise Upgrade to v5.30
PSWP-21653	3 - Medium	PSWP-21653| CCITY| IKEN Upgrade
PSWP-21652	3 - Medium	P0153| CCity | Epic | Uniform Upgrade to 10.6.1
PSWP-21611	3 - Medium	Cambridgeshire Council Tax Compliance and Counter Fraud Initiative
PSWP-21439	3 - Medium	P0128 - 3C - Sharegate Apricot - Teams Management
PSWP-21421	3 - Medium	BC Planning Portal Connector Implementation
PSWP-21333	3 - Medium	P0127 - Printer Authentication using 802.1x
PSWP-21332	3 - Medium	P0126 - Printer Security Vulnerabilities
PSWP-21317	3 - Medium	Define non domain joined machine spec
PSWP-21308	3 - Medium	URL Web Filtering
PSWP-21256	3 - Medium	P0125 - HDC Uniform 10.6.1 Upgrade
PSWP-21254	3 - Medium	P0123 | Body Worn Cameras (BWCs)

[PSWP-21138](#)	3 - Medium	PSN 2021 Int Pen Medium | All Medium Vulnerabilities from Internal Penetration Test
[PSWP-21137](#)	3 - Medium	PSN 2021 Ext Pen | All vulnerabilities from External Penetration Test
[PSWP-21119](#)	3 - Medium	AD <-> HR Integration | Joiners, Movers, Leavers.
[PSWP-21118](#)	3 - Medium	P0117 - PCI-DSS technical compliance
[PSWP-20940](#)	3 - Medium	Hybrid Mail at SCDC
[PSWP-20866](#)	3 - Medium	P0116 - New Council Depot Project
[PSWP-880](#)	3 - Medium	S0277 - Reopening High Streets Safely Fund Grant Action Plan (GAP)
[PSWP-833](#)	3 - Medium	S0284 - Exchange Groups
[PSWP-760](#)	3 - Medium	Greening South Cambs Hall
[PSWP-758](#)	3 - Medium	S0281 - | CCity | DMS 5.1 Upgrade
[PSWP-757](#)	3 - Medium	S0280 - Cambridge Live Networking - Future Options
[PSWP-755](#)	3 - Medium	Member IT at SCDC
[PSWP-724](#)	3 - Medium	P0115 | CCITY | New Meadows Centre
[PSWP-693](#)	3 - Medium	S0278 - Lenovo SCCM Updates Catalogue
[PSWP-643](#)	3 - Medium	S0146 - Mimecast Review
[PSWP-576](#)	3 - Medium	S0273 - Apple user phone refresh and scope
[PSWP-566](#)	3 - Medium	S0274 - Review of the existing Vuelio system used in 3C ICT
[PSWP-565](#)	3 - Medium	Review of the existing Trend Micro Enterprise Security Suite used in 3C ICT
[PSWP-545](#)	3 - Medium	S0267 - Smart lockers for SCDC
[PSWP-517](#)	3 - Medium	S0263 - Block TeamViewer Quick Support (Security risk)
[PSWP-453](#)	3 - Medium	S0251 - AD Data Rebaseline
[PSWP-437](#)	3 - Medium	S0246 - Implement Capita Secure Card Portal (SCP) at CCity
[PSWP-369](#)	3 - Medium	S0225 - Clay Farm Centre - remote connections to controls for plant & equipment controls
[PSWP-365](#)	3 - Medium	S0223 - Domain locked DNS records

PSWP-341	3 - Medium	S0214 - Upgrade of internal lighting at South Cambs Hall
PSWP-337	3 - Medium	S0213 | Systm One Implementation
PSWP-325	3 - Medium	S0210 | CCity | Capita AIM V13 system upgrade and implementation of 3DSecure2 module
PSWP-285	3 - Medium	S0197 - GIS Support for the creation and management of a corporate land holdings data store
PSWP-257	3 - Medium	S0190 - Planning Mobile apps for Idox
PSWP-241	3 - Medium	S0186 - Consolidate separate PSN network provision
PSWP-181	3 - Medium	S0165 - O2 Contract Review
PSWP-137	3 - Medium	S0152 | Matrix Contract Review
PSWP-117	3 - Medium	S0145 - Economic Support CRM
PSWP-57	3 - Medium	S0117 - Retire Virgin Media Centrex phone system at HDC
PSWP-17	3 - Medium	S0094 | Hybrid Mail/ Print Solution
IB-127	3 - Medium	SPRINT 10 Planned Non Working Days
IB-87	3 - Medium	Test
IB-86	3 - Medium	Introduce immutable backup to veeam
IB-55	3 - Medium	Investigate MTA-STS & if relevant create proposal for TRG
IB-24	3 - Medium	Audit Actions | DC/Comms Rooms Audit and refresh
IB-23	3 - Medium	SWP-Automating alerts in hornbill
GB-34	3 - Medium	Epic created to manage Customer Service Requests for the Spatial Services
ARC-81	3 - Medium	SCDC - SharePoint Intranet
ARC-64	3 - Medium	GCSP Growth Network Drive Moves
PSWP-21175	4 - Low	solarwinds isn't being fully used and team has no visibility of license expiry, issues etc. needs merging with primary solarwinds solution
PSWP-20903	4 - Low	O365 Licence Management
PSWP-777	4 - Low	S0282 - Commend - Intercom calls
PSWP-716	4 - Low	S0279 - Identity Access Management
PSWP-457	4 - Low	S0252 - Gantner Locker System Upgrade

PSWP-377	4 - Low	S0227 - Office 365 Roadmap
PSWP-349	4 - Low	S0216 - Password Management for Revs & Bens Staff
PSWP-333	4 - Low	S0212 - Decomissioning of old Global Protect environments
IB-127	4 - Low	S0191 - HDC RE:Fit Project - Cloud controllors for BEMS
IB-88	4 - Low	S0189 - Netbox for Configuration Management
IB-87	4 - Low	S0155 - Change of Cllr email addresses
IB-86	4 - Low	S0110 - Compliance Dashboard and Retention periods in O365 for Information Governance
IB-55	4 - Low	create a self service solution for file and server restores
IB-24	5 - Lowest	P0106 | Cyber Essentials Plus | Submit Questionnaire
IB-23	5 - Lowest	S0233 - CA - Microsoft Store enablement
IB-16	5 - Lowest	S0207 - Consolodate VRF at each site
GB-34	5 - Lowest	S0196 - Digital Azure migration to 3C Azure
ARC-81	5 - Lowest	S0184 - Advanced Group Policy Management Server Updates
ARC-64	5 - Lowest	S0104 - HDC_PowerAutomate/Flow
ARC-81	Medium	SCDC - SharePoint Intranet
ARC-64	Medium	GCSP Growth Network Drive Moves

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ANNUAL REPORT OF 3C BUILDING CONTROL SERVICE 2021/2022

1. Executive Summary

1.1 This report summarises the performance of the 3Cs Building Control Shared Service during 2021/2022.

1.2 The principle of producing a single annual report for the 3Cs shared services was agreed at committee in July 2015.

1.3 The Annual Report for the 3Cs Shared Services, submitted to South Cambridgeshire and Huntingdonshire District Council Committees for scrutiny, includes ICT, Legal and Building Control Shared Services.

2. Background

2.1 The service business plan for the Shared Building Control service was approved by the City, Huntingdonshire District and South Cambridgeshire District Councils' committees in March 2021.

2.2 The business plan contains the priorities, key performance indicators and budgetary profiles for 2021/2022.

3. Building Control Shared Service Annual Report 2021/2022

3.1 ***General Information***

3.1.1 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.

3.1.2 When creating the shared service, the priorities were to improve capacity by expanding the skilled team with management arrangements that enabled resources to be deployed effectively and efficiently, the adoption of best practices and processes and to improve recruitment and retention in local authority building control services.

3.1.3 This Annual Report reflects progress against the Business Plan for 2021/22. The Plan contained detailed service information and was approved at partner committees in March 2021. Given the commercial nature of the service, only limited information has been included in this public report.

General Progress

3.1.4 The service review growth strategy is now complete, and the new structure is in place as of 1 April 2021. Although the impact of Covid-19 caused some delay in implementation it provided a real opportunity in respect of transforming the service position in respect of future ICT and accommodation.

3.1.5 Recruitment has progress and although there are still difficulties in recruiting more experienced surveyors, the service has been very successful in recruiting new entrants and those who are transferring from other construction roles, resulting in 4 new team members. In addition, the service has recruited a fixed term Project Officer to progress with investigating a new model of service delivery and ICT system.

3.1.6 The Street Naming and Numbering function is now operating effectively and will soon be transferred into a single system moving forward.

3.1.7 The team continues to improve its processes. Most applications are submitted electronically, and the service incorporates digital processes. The planned programme of scanning of live historical files is now underway, following accommodation moves within the Councils.

3.1.8 In terms of the recognition received by staff during the year, the team were finalists again in the iESE Public Sector Transformation Awards in March 2022 for the efficiency and effectiveness category, successfully winning Gold, an excellent testament to the team.

__Financial Performance__

3.1.9 The outturn position for 2021/2022 is recorded in the table below:

£	Budget	Actual	Variance/Outturn	Underspend/Overspend
3C Building Control	£575,250	£338,206	£- 237,043	Underspend
3C BC SNN & CoC	0.00	£51,130	£51,131	Newly incorporated service without budget

3.1.10 It is a requirement that each Council contributes to the non-fee earning account for all statutory works for which the service is unable to charge. This has changed during the year to reflect the current position.

3.1.11 The service is forecasting an increase in the deferred income, based on increased application numbers.

__Service Performance__

3.1.12 Building Control had eight Key Performance Indicators for 2021/2022 ranging from acknowledging and determining applications to customer satisfaction levels. These KPIs form part of the quality management system adopted by the service. The performance indicators for 2021/2022 indicate the service continues to provide a quality service to its customers and exceeds performance targets.

__Customer Feedback__

3.1.13 For 2021/2022 the Building Control Partnership has been collating data on the percentage of customers who overall have rated the service as good and above. The service forwards customer satisfaction surveys to all customers, including those who submit regularisations. This is captured via an online survey forms utilising Microsoft teams and returns are generally positive. An interim target of 75%

has been exceeded with an actual rate of over 95% satisfaction which is an increase from last financial year.

__Key Projects__

3.1.15 3C Building Control has four projects identified in 2021/2022 Business Plan.

3.1.16 The first two projects consist of a full review of the ICT infrastructure to maximise effectiveness of the team and enable agile working. This is interlinked with the second project, change management and implementing a digital service. The service is now progressing these with an ideology of a fully digitalised service and use of automation to improve the customer experience. A project initiation document will be submitted into CCC corporate programme office, following the appointed of a fixed term project officer within the team.

3.1.17 Various workstreams have been identified in the final two projects to extend discretionary services to customers and to regrow market share and develop commercial opportunities. These include providing energy, sustainability and climate change advice, clerk of works service and peer reviews in other Councils. These are all in train.

4.   Implications

a) Financial Implications

The financial implications are shown in section 3.1.9 above.

b) Staffing Implications

There are no staffing implications.

c) Equality and Poverty Implications

Not required for this report.

d) Environmental Implications

None for this report.

e) Procurement Implications

None specific related to the service. Any procurement relating to the service provision is carried out in line with the Councils' policies.

f) Community Safety Implications

There are no community safety implications.

g) Consultation and communication considerations

This will be conducted in accordance with the Council's agreed policy.

h) Appendices

None

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