



A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 6 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 Overview and Scrutiny Panel (Performance and Growth) meeting held on 8th June 2022.

Contact Officer: B Buddle
01480 388008

2. MEMBERS' INTERESTS

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

Contact Officer: B Buddle
01480 388008

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 18)

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

Contact Officer: H Peacey
01480 388169

4. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - LOCAL TRANSPORT AND CONNECTIVITY PLAN (Pages 19 - 36)

The Cambridgeshire and Peterborough Combined Authority – Local Transport and Connectivity Plan is to be presented to the Panel.

**Contact Officer: C Bond
01480 387104**

5. CORPORATE PLAN 2022/23 (Pages 37 - 52)

The Corporate Plan 2022-23 is to be presented to the Panel.

**Contact Officer: D Buckridge
01480 388054**

6. FINANCE PERFORMANCE REPORT 2021/22 QUARTER 4 (Pages 53 - 86)

To receive the Finance Performance Report 2021/22 Quarter 4.

**Contact Officer: K Sutton
01480 387072**

7. TREASURY MANAGEMENT 6 MONTH PERFORMANCE REVIEW (Pages 87 - 110)

To receive the Treasury Management 6 Month Performance Review.

**Contact Officer: K Sutton
01480 387072**

8. 3C LEGAL, ICT AND BUILDING CONTROL SHARED SERVICES ANNUAL REPORTS 2021/22 (Pages 111 - 176)

The 3C Legal, ICT and Building Control Shared Services Annual Reports 2021/22 are to be presented to the Panel.

**Contact Officer: O Morley
01480 388103**

9. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 177 - 180)

The Panel are to receive the Overview and Scrutiny Work Programme.

**Contact Officer: B Buddle
01480 388008**

28 day of June 2022



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](#)

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

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

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

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 8 June 2022.

PRESENT: Councillor S A Howell – Chair.

Councillors S Cawley, S J Corney,
I D Gardener, J A Gray, J E Harvey,
S A Howell, R Martin, Dr M Pickering and
N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors A M Blackwell and R A Slade.

IN ATTENDANCE: S W Ferguson, S L Taylor and S Wakeford.

4. MINUTES

The Minutes of the meetings held on 6th April 2022 and 18th May 2022 were approved as a correct record and signed by the Chair.

5. MEMBERS' INTERESTS

No declarations were received.

6. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st June 2022 to 30th September 2022. It was noted that the Notice of Key Executive Decisions is a published document and as such updates and amends may occur after the publication of the document and agenda.

7. MARKET TOWNS PROGRAMME - SUMMER UPDATE

By means of a report by the Corporate Director (Place) (a copy of which is appended in the Minute Book), the Market Towns Programme – Summer Update was presented to the Panel.

Councillors Cawley and Gardener queried the involvement of

residents living in rural areas surrounding Huntingdonshire's market towns as they did not appear to have been consulted during the process so far. It was noted that these residents are users of the market towns and important in their continued growth. The Panel heard that the new administration would be taking a proactive approach and welcome input and feedback on the process so far and would take this point into consideration and assess the feasibility of including this.

Following a further enquiry from Councillor Gardener, the Panel were assured that the new administration would be assessing the progress to date and would communicate with members and residents as this develops and moves forward.

Following a question from Councillor Cawley, the Panel heard that there were recognised deadlines surrounding funding that had been secured to date but that forward momentum was being maintained to ensure the effectiveness of and maximise these opportunities for residents. The Panel were further assured that there would be a planned stepping up of stakeholder engagement to ensure residents be included rather than excluded.

Having heard further concerns be expressed over the timescales involved, the Panel heard that despite having inherited an ambitious timescale, the administration planned to continue to work towards deadlines already set and maximise funding opportunities for the benefit of the district and its residents.

Councillor Corney observed that stakeholders within communities are constantly changing and the Panel were advised that officers monitored this regularly. The Panel heard that a summer of engagement was planned to further increase engagement with stakeholders and that further detail on this would be brought to the Panel at a future meeting. The Panel were encouraged to share feedback with officers on identified stakeholders within the communities they represent.

Councillor Cawley questioned why point 11.1 of the report stated that the recently approved Environmental Principles were to be reviewed as these had been agreed to be very robust when approved by the Council only six months prior. The Panel were assured that the administration wished to ensure that the points were as ambitious yet practical as possible and any updates on this matter would flow through the democratic cycle of meetings.

Councillor Gray enquired on the thoughts and priorities of the newly appointed Executive Councillor in moving this body of work forward. The Panel heard that a balance would be struck between delivering new opportunities which aligned with the

current administrations principles and maximising advantages and funding of the work already obtained. It was noted that the new Cabinet were grateful to the previous administration for the positive position achieved to date and would build upon this good work.

The Panel praised the report and thanked the officers for their diligence and hard work in bringing these opportunities forward for the district and thereupon

RESOLVED

that the Cabinet be encouraged to endorse the recommendations contained within the report.

**8. CORPORATE PERFORMANCE REPORT, 2021/22
QUARTER 4**

By means of a report by the Business Intelligence and Performance Manager (a copy of which was appended in the Minute Book) the Corporate Performance Report 2021/22 Quarter 4 report was presented to the Panel.

Councillor Gray enquired on the initial thoughts of the new Executive Councillor on this report and whether there were any additional areas of focus identified. The Panel heard that the new administration would be building on a great foundation but that as the district progresses post pandemic, new challenges will be faced. The proposed refresh of the Corporate Plan which is due to come through the democratic cycle in the coming months will help to identify revised indicators to ensure that the Council is best serving the needs of its residents.

Following a question from Councillor Cawley on the challenges faced by the Planning service over recent years, the Panel heard that steps had been put in place to remedy this. These are challenges faced by the Planning sector nationally but revised working practices and adapted proactive recruitment processes, including the potential development of a Graduate pathway, are helping to attract new members and resilience to the team.

Councillor Wells enquired on how a green indicator for new homes could be achieved and the Panel heard that the pandemic and supply issues faced by the construction industry had greatly affected this over the past few years, however it was hoped that this should be achievable over the coming year.

Councillor Cawley enquired around the administration involved within the Planning service which took up valuable officer time, this point was noted for further investigation and would be communicated back to the Panel at a future date.

The Panel praised the hard work of the officers around the Council for a fantastic report and achievement in the position left by the previous administration.

Having welcomed the report, the Panel thereupon

RESOLVED

that the Cabinet be recommended to endorse the recommendations contained within the report.

9. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and 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).

10. MATERIALS RECYCLING FACILITY - CONTRACT EXTENSION

The Panel gave consideration to an exempt report by the General Operations Manager (a copy of which is appended in the Annex to the Minute Book) on Materials Recycling Facility – Contract Extension.

The Panel heard from the General Operations Manager, who introduced the report and answered Members questions. The Panel expressed their gratitude and thanks to the officers for a thorough report and also to the service and employees for the continuation of waste collection during the testing times of the pandemic. The Panel expressed their support for the proposals outlined within the report.

Whereupon, it was

RESOLVED

that the Cabinet be encouraged to endorse the recommendations contained within the report.

11. RE-ADMITTANCE OF PRESS AND PUBLIC

RESOLVED

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

12. OVERVIEW AND SCRUTINY – REMIT, ROLE AND STUDIES

By means of a report by the Democratic Services Officer (a copy of which was appended in the Minute Book) the Overview and Scrutiny – Remit, Roles and Studies report was presented to the Panel.

Having welcomed the report, the Panel thereupon

RESOLVED

to endorse the recommendations contained within the report.

13. OVERVIEW AND SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Councillors Cawley, Corney, Gardener and Howell expressed an interest in joining the working group of the Review of External Appointments to Outside Organisations study.

Councillors Corney and Gray expressed dismay in the delay in taking the Market Towns study report to Cabinet. It was observed that this study was a good stepping stone in laying foundations for future studies and that its delay in being presented to Cabinet did not reflect well on the democratic process.

Chairman

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

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 20 June 2022
For Period: 1 July 2022 to 31 October 2022

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place	Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
Councillor L Davenport-Ray	Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
Councillor S Ferguson	Executive Councillor for Customer Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

Councillor M Hassall	Executive Councillor for Corporate & Shared Services	Care of Huntingdonshire District Council St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07825 193572 E-mail: Martin.Hassall@huntingdonshire.gov.uk
Councillor B Mickelburgh	Executive Councillor for Finance & Resources	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk
Councillor B Pitt	Executive Councillor for Community & Health	17 Day Close St Neots Cambridgeshire PE19 6DF Tel: 07703 169273 E-mail: Ben.Pitt@huntingdonshire.gov.uk
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk

Councillor S Taylor	Executive Councillor for Leisure, Waste & Street Scene	66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE Tel: 07858 032076 E-mail: Simone.Taylor@huntingdonshire.gov.uk
Councillor S Wakeford	Executive Councillor for Jobs, Economy and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk

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notice is hereby given of:

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

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

Agendas may be accessed electronically at the [District Council's website](#).

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

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

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

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

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2022/23	Grants Panel	20 July 2022 17 Aug 2022 14 Sept 2022 12 Oct 2022		Claudia Deeth, Community Resilience Manager Tel No: 01480 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		B Pitt & M Hassall	Customers & Partnerships
Hackney Carriage Fare Review***	Cabinet	19 Jul 2022		Michelle Bishop, Licensing Manager Tel No: 01480 388785 or email: Michelle.Bishop@huntingdonshire.gov.uk		S Ferguson	N/A - Licensing & Protection

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan 2022/23	Cabinet	19 Jul 2022		Dan Buckridge, Business Intelligence and Performance Manager Tel No: 01480 388054 or email: Dan.Buckridge@huntingdonshire.gov.uk		S Conboy	Performance & Growth
Energy Bills Rebate - Local Scheme	Cabinet	19 Jul 2022		Amanda Burns, Revenues and Benefits Manager Tel No: 01480 388122 or email: Amanda.Burns@huntingdonshire.gov.uk		S Ferguson	Customer & Partnerships

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Cambridgeshire and Peterborough Combined Authority - Local Transport and Connectivity Plan	Cabinet	19 Jul 2022		Clare Bond, Planning Policy Team Leader Tel No: 01480 388435 or email: Claire.Bond@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Legal, ICT and Building Control Shared Services Annual Reports 2021/22##	Cabinet	19 Jul 2022		Oliver Morley, Corporate Director (People) Tel No: 01480 388103 or email: Oliver.Morley@huntingdonshire.gov.uk	3 – partially exempt	M Hassall	Performance & Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Tenancy Strategy	Cabinet	20 Sep 2022		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 07874 887465 or email: Pamela.Scott@huntingdonshire.gov.uk		S Ferguson	Performance & Growth
Pinchingbrooke Country Park Investment##	Cabinet	20 Sep 2022		Jacqueline Cadogan-Poole, Project Support Officer Tel No: 07732 404780 or email: Jacqueline.Cadogan-Poole@huntingdonshire.gov.uk	3	S Taylor	Customer & Partnerships
Community Infrastructure Levy Funding***	Cabinet	18 Oct 2022		Claire Burton, Implementation Team Leader Tel No: 01480 388274 or email: Claire.Burton@huntingdonshire.gov.uk		S Wakeford	Performance & Growth

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Local Transport and Connectivity Plan

Meeting/Date: Overview & Scrutiny Panel (Performance and Growth) – 6th July 2022

Executive Portfolio: Executive Councillor for Planning

Report by: Chief Planning Officer

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the proposed response to the Cambridgeshire and Peterborough Combined Authority's consultation on the draft Local Transport and Connectivity Plan from the Cabinet report attached at Appendix A.

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**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Local Transport and Connectivity Plan

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) – 6th July 2022
Cabinet – 14th 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



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 mileage 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 comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

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 \(huntsdc.gov.uk\)](#)

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

CONTACT OFFICER

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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

BECCG 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:

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



About You

First Name Surname

Address

Postcode Email

Are you responding on behalf of an organisation?

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

Organisation Role

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

<input type="checkbox"/> English, Scottish, Welsh, Northern Irish or British	<input type="checkbox"/> White and Black African	<input type="checkbox"/> Bangladeshi
<input type="checkbox"/> Any other Black, African or Caribbean	<input type="checkbox"/> Irish	<input type="checkbox"/> White and Asian
<input type="checkbox"/> Chinese	<input type="checkbox"/> Arab	<input type="checkbox"/> Gypsy or Irish Traveller
<input type="checkbox"/> Any other Mixed of Multiple Ethnicities	<input type="checkbox"/> Any other Asian background	<input type="checkbox"/> Any other Ethnic group
<input type="checkbox"/> Any other White background	<input type="checkbox"/> Indian	<input type="checkbox"/> African
<input type="checkbox"/> White and Black Caribbean	<input type="checkbox"/> Pakistani	<input type="checkbox"/> Caribbean

Do you have a health problem or disability? Yes No

We hold all personal data in accordance with the retained EU law version of the General Data Protection Regulation (EU) 2016/679 (the "UK GDPR"), as it forms part of the law of England and Wales, Scotland, and Northern Ireland by virtue of section 3 of the European Union (Withdrawal) Act 2018, the Data Protection Act 2018, the Privacy and Electronic Communications Regulations 2003 as amended, and any successor legislation. Your personal data will not be transferred outside of the EU. You can see our full Privacy Statement, Data Protection Policy, Data Retention Policy and find out how to make a Subject Access Request at the following website address becg.com/dp or by contacting us on **01962 893 893 / dataprotection@becg.com**.

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 2: Connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 3: Climate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 4: Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 5: Health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 6: Safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 2: Employment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 3: Business and Tourism	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 4: Resilience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 5: Accessibility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 6: Digital	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 7: Health and Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 8: Air Quality	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 9: Safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 10: Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objective 11: Climate Change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

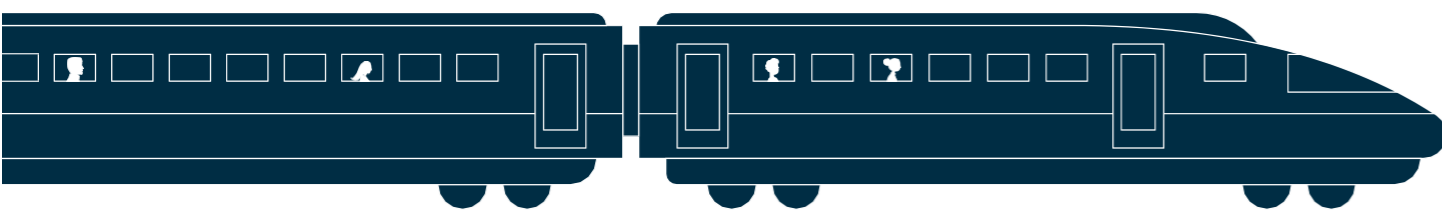
The proposed vision is commended as encompassing a broader range of priorities and reflecting environmental and social aspirations as equally important to economic ones. The ability of transport networks to “clean up our air” is limited. However, it would be prudent to expect our transport network to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



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.

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fenland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater Cambridgeshire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Huntingdonshire	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peterborough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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. 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.

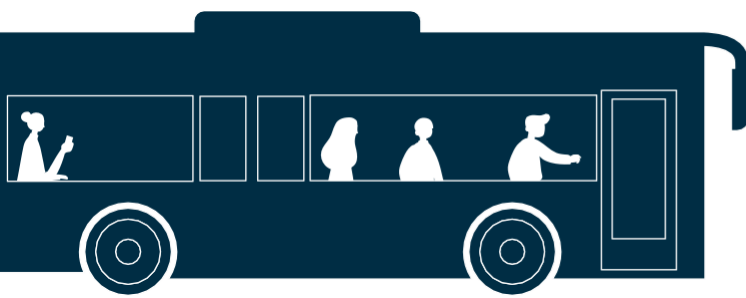
The local area strategy would be improved by including more specific details are needed on how projects will be funded, whether phased delivery is required and how viability will be taken into account in decision making. Signposting to the forthcoming Transport Strategy: Huntingdonshire would be useful. 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.





Local Transport & Connectivity Plan



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

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/Subject Matter: Corporate Plan 2022/23

Meeting/Date: Overview and Scrutiny (Performance and Growth)
Panel, 6th July 2022

Executive Portfolio: Councillor Sarah Conboy, Executive Leader

Report by: Business Intelligence and Performance Manager

Ward(s) affected: All

Recommendation(s):

The Overview and Scrutiny Panel is invited to comment on the proposed Corporate Plan for 2022/23 appended to the Cabinet report attached.

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 based on the Joint Administration Agreement 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 the Joint Administration Agreement as our financial planning, service delivery and partnership activities become more closely aligned with the new strategic objectives.

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) setting out their key objectives for the four-year term and how they intend to work together and with others has been signed by all parties. This document provides core objectives which the new Corporate Plan has been framed around and sets out actions that the Joint Administration intend to deliver.
- 3.2 Analysis to identify appropriate actions and performance indicators for each of the objectives has involved reviewing the JAA, existing corporate strategies and service plans developed for 2022/23. 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 Joint Administration. 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 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 and the achievement of the JAA objectives will require continued long-term work and focus.
- 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 comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

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 Joint Administration 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 is run by a Joint Administration made up of Independent councillors, Liberal Democrat councillors, Labour councillors and a Green Party councillor, with an Executive Leader and a Cabinet appointed from among their members. The Joint Administration has set out its key objectives and new working arrangements in a [Joint Administration Agreement](#) and this Corporate Plan is intended to reflect these in the key actions and performance measures selected for the current year. 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.

As set out in the Joint Administration Agreement (JAA), 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

These objectives align closely with Cambridgeshire and Peterborough’s ‘grand challenges’ (Good Start, Good Health, Good Work, Good Place), which we remain committed to within our Corporate Plan.

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.

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
<p>Enhancing employment opportunities and supporting businesses</p> <p>We will:</p> <ul style="list-style-type: none"> - promote Huntingdonshire as a location for investment in high-tech, highly-skilled 	<p>1. Deliver the Market Towns Programme, including the St Neots Future High Streets Fund, accelerated delivery projects and masterplanning in</p>	<p>1. Net change in number of local businesses</p> <p>2. Footfall in town centres</p> <p>3. Proportion of council spend with suppliers from the local area</p> <p>4. % of residential and business premises with</p>

Objective	Proposed key actions	Proposed indicators
<p>and green economic opportunities and jobs, within environmental limits</p> <ul style="list-style-type: none"> - support local businesses with the council's purchasing power - rejuvenate our economy in the wake of the pandemic, by: <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> Huntingdon, Ramsey and St Ives 2. Explore external funding opportunities to deliver agreed masterplan and wider priorities 3. Review Huntingdonshire's 2020-25 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 	<ul style="list-style-type: none"> super-fast fixed broadband coverage 5. % of residential and business premises with indoor 4G mobile coverage from at least 3 operators 6. Employment Rate 7. No of Huntingdonshire Apprenticeship starts
<p>Supporting our residents needs</p> <p>We are committed to ensuring that Huntingdonshire residents</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

Objective	Proposed key actions	Proposed indicators
<p>have the highest possible quality of life.</p> <p>Residents face a growing affordability challenge for life's basic necessities. To help mitigate the cost of living crisis, we will use universal access to basic services as a guiding principle.</p> <p>All residents deserve:</p> <ul style="list-style-type: none"> - 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 <p>We are committed to working with partners to do all we can to deliver this.</p> <p>We will take a positive and proactive approach to:</p> <ul style="list-style-type: none"> - 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 	<p>support our residents in a way that makes sense to them</p> <p>3. To continue to provide financial assistance to people on low incomes to pay their rent and Council Tax</p> <p>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</p>	<p>for Housing Benefit and Council Tax Support</p> <p>4. Number of attendances at One Leisure Active Lifestyles programmes</p> <p>5. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)</p> <p>6. Number of residents at risk of 'crisis' proactively supported</p> <p>7. Number of preventative campaigns or initiatives undertaken</p>

Objective	Proposed key actions	Proposed indicators
should stay in our local communities		
<p>Improving housing provision</p> <p>We will undertake a review of affordable housing.</p> <p>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.</p> <p>This review will also include an examination of the suitability of new housing developments with respect to:</p> <ul style="list-style-type: none"> - 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 <p>We will also:</p> <ul style="list-style-type: none"> - encourage new building developments that accommodate a range of specialist housing 	<ol style="list-style-type: none"> 1. Commence an update of the Local Plan. This should ensure that local planning policies include a focus on sustainability of new developments, achieving 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 	<ol style="list-style-type: none"> 1. Net change in number of homes with a Council Tax banding 2. Number of new affordable homes delivered 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
<p>- work closely with towns and parishes to widen knowledge around the Community Infrastructure Levy and how local communities can access these funds</p>		
<p>Strengthening our communities</p> <p>We will:</p> <ul style="list-style-type: none"> - 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 <p>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</p>	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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
<p>every opportunity to build capacity and empower communities to take ownership and meet residents' need.</p> <p>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.</p> <p>We will work toward our long-term ambition to be the most active District in Cambridgeshire.</p>	<p>within formal Leisure to enable more people to be more active, more often</p> <p>8. Play an active role in the development of the Integrated Care Partnership to ensure that health delivery contributes to local objectives around enhanced Quality of Life</p>	
<p>Tackling climate change and caring for the environment</p> <p>Huntingdonshire must proactively tackle the climate crisis and ecological emergency. We will act upon this by:</p> <ul style="list-style-type: none"> - 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 	<ol style="list-style-type: none"> 1. Declare a climate emergency 2. Develop, adopt and deliver a Climate Strategy informed by resident and stakeholder engagement 3. Deliver investment programmes at Hinchbrooke Country Park and Riverside Parks in Huntingdon and St Neots 4. Protect and increase biodiversity within our parks and open spaces 	<ol style="list-style-type: none"> 1. Percentage of 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)

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

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

Meeting/Date: Overview & Scrutiny (Performance & Growth) – 6 July 2022

Executive Portfolio: Executive Councillor for Finance & Resources (BM)

Report by: Chief Finance Officer (SRS)

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on Finance Performance Report 2021/22 Outturn from the Cabinet report attached at Appendix A.

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 (BM)
Report by: Chief Finance Officer (SRS)
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 comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

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 Hinchingsbrooke 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 Grouping Summary

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	Revised Outturn £'000s	Over/(Under) Spend Against Budget		Over/(Under) Spend Against Forecast		Actual Spend £'000s	Actual Income £'000s
				£'000		£'000	%	£'000	%		
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)

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
		£	£	£	£	£	£	%	
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.

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
		£	£	£	£	£	£	%	
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

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
		£	£	£	£	£	£	%	
									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		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

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
		£	£	£	£	£	£	%	
									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

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
		£	£	£	£	£	£	%	
									£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 Licencing Manager brought in January 2022.
Chief Operating Officer	Local Tax Collection	(227,770)	(229,047)	(227,349)	0	(227,349)	421	+0.0	

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
		£	£	£	£	£	£	%	
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

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
		£	£	£	£	£	£	%	
									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 than 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

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
		£	£	£	£	£	£	%	
									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

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
		£	£	£	£	£	£	%	
									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).

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
		£	£	£	£	£	£	%	
									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.

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
		£	£	£	£	£	£	%	
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 capacity of internal resources and the uncertainty within economical landscape for investments into property.

Capital Project Expenditure Summary

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	

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

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
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

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

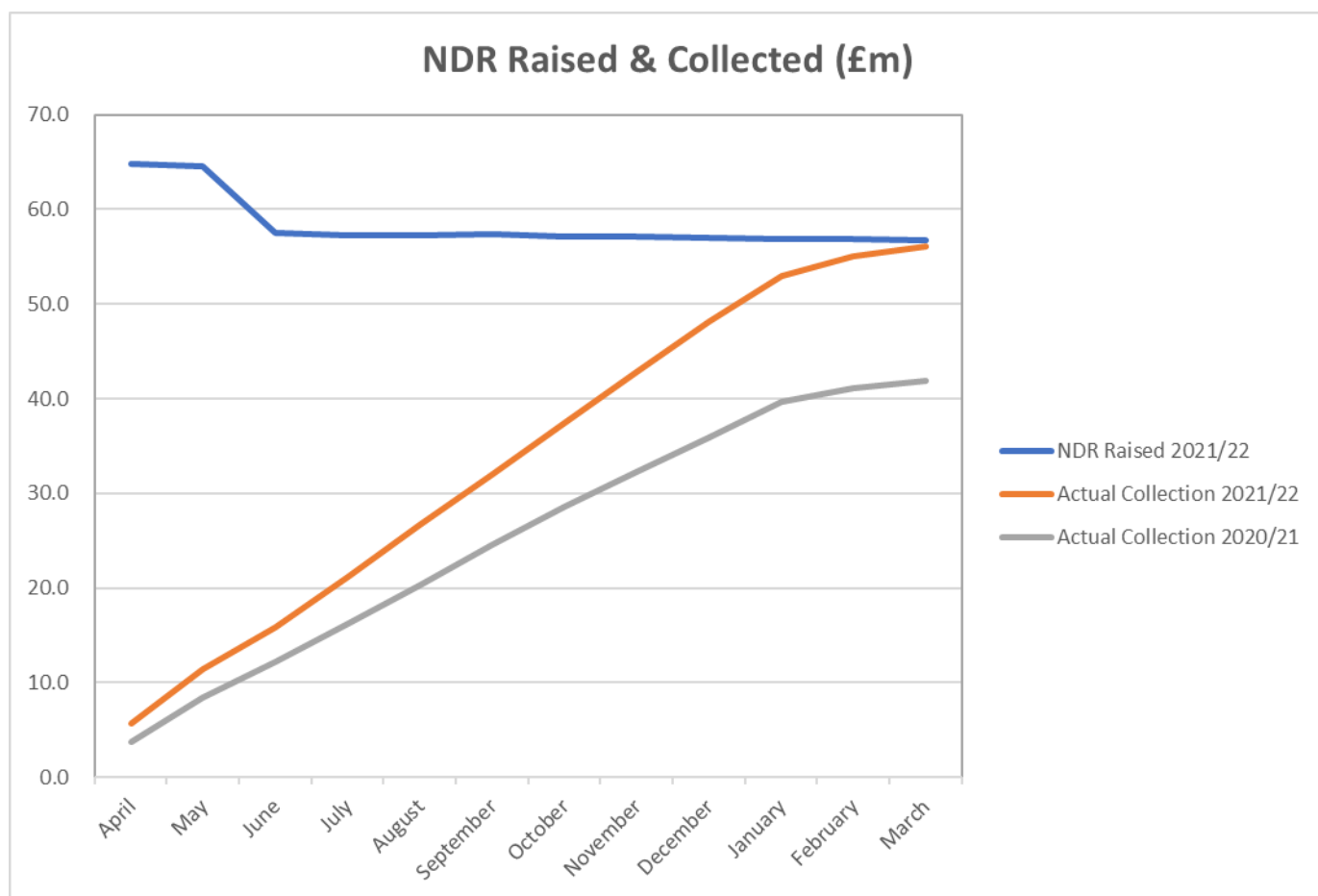
Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Transformation	Voice Bots	Dan Buckridge	0	34,000	0	(34,000)	34,000	Plans to expand the functionality of the current voice bots solution have been 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

Financial Dashboard

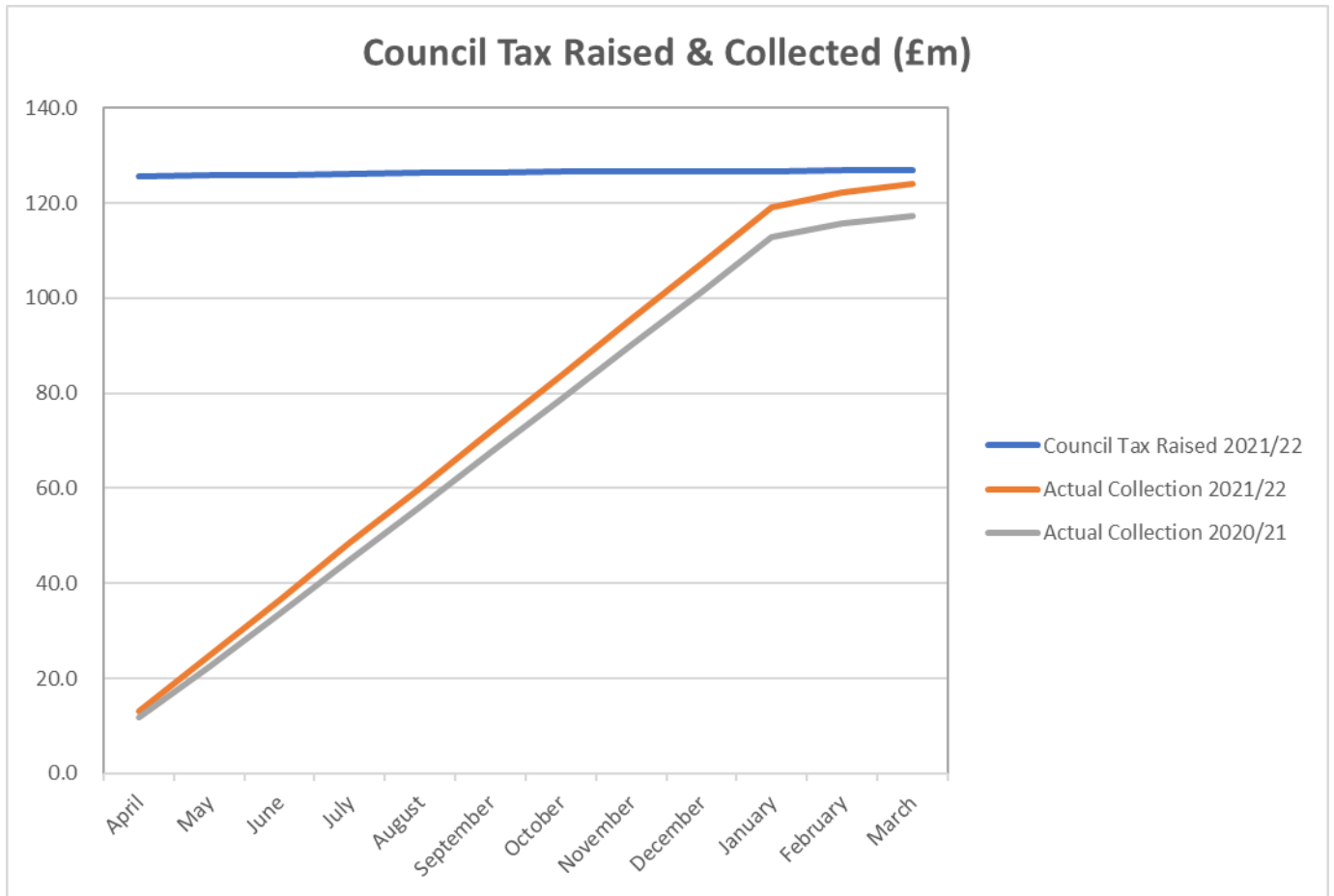


The NDR graph above shows the total amount of NDR bills raised in 2021/22 and the actual receipts received up to the end of March. The Council tax graph below provides the same analysis.

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%.



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: Overview & Scrutiny Panel (Performance & Growth) – 6th July 2022

Executive Portfolio: Strategic Resources: Councillor B A Mickelburgh
(Executive Councillor for Finance & Resources)

Report by: Chief Finance Officer

Ward affected: All

Executive Summary

This report sets out the Council's Treasury Management performance during the financial year 2021/22.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Treasury Management Outturn Report 2021/22 and appendices A, B and C.

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Treasury Management Outturn Report 2021/22

Meeting/Date: Cabinet – 14th July 2022

Executive Portfolio: Strategic Resources: Councillor B A Mickelburgh
(Executive Councillor for Finance & Resources)

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 24th February 2021 and this report sets out the treasury performance for period between 1st April 2021 and 31st 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

- 3.5 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 Comments to be added after Overview and Scrutiny meeting on 6th July 2022.

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.

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

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.

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	Net	31.3.22	31.3.22	31.3.22
	Balance	Movement	Balance	Weighted	Weighted
	£	£m	£m	Income	Average
				Return*	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					
- <i>Property funds</i>	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	
	31 st 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.

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.

Table 9: Investment Limits

	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 its 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 include, 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 bond 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 offers 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: Overview & Scrutiny 6th 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

Recommendation(s):

The Overview and Scrutiny Panel is invited to comment on the attached 3C Legal ICT and Building Control Shared Services Annual reports.

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 comments of the relevant Overview and Scrutiny Panel will be circulated ahead of the Cabinet meeting.

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 work practices to ensure best value for both parties.

**BUSINESS PLAN FOR ICT SHARED SERVICE
2022/2023**

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 Judith Rippeth

3C Reporting timetable	
<p>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.</p> <p>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.</p>	
Version	Date
V1.1 DRAFT	11/05/2022

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the ICT Service, part of 3C Shared Services, for 2022/23. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

Summary

Within the business plan for 2022/23 there is a continued focus on stabilisation, delivery of value and supporting transformation initiatives and Council priorities. Covid-19 continues to have an impact throughout 3C ICT – in the way we operate and the way in which the service we deliver have to change 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 isn't practical or affordable. This year there has 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 be 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. It's 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 be 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 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

	Year 6 2021/22	Year 7 2022/23	Year 8 2023/24	Year 9 2024/25
ICT Shared Service per partner				
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)

Overall savings of 15% for the shared service in 2022/23 compared to the 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.

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

	Year 4 2019/20	Year 5 2020/21	Year 6 2021/22	Year 7 2022/23
Apportionment of Costs				
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 subsidise 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.

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 is being picked up and recognised at the correct senior levels within all 3 councils and has resulted in a partially successful bid for resources. 1 additional resource – Cyber Security lead will be recruited, with follow up work to review and update the business case for 2 cyber security analysts/engineer for next year.

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 Oct 2021)**

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 of 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 design and development work for what was initially only supposed to be a proof of concept but then changed in to a small but scalable production ready environment. Special care and attention had to be paid to the security, data protection and reliability of the solution given the ambition to use it for more forms and allow more analytics to be carried out without impacting performance. The next steps also include making this available to the other council partners.

Cambridge live Infrastructure and technical service review and update:

This late notice project involved limited on boarding/adoption of full support of some services, but was technically complex in terms of breadth and depth due to the unusually wide mix of technologies and designs employed by the previous service providers. The project delivery included provision of desktops, laptops, migration of telephony services, new network link without interruption to service in timescales 30% shorter than the norm for such work.

GIS Consolidation:

Completion of the GIS system review and consolidation of 3 environments / 2 different software product sets in to a single shard environment and rebuild links and integrations in to existing systems and services. Reskilling/retraining the entire team and an updated line management structure of the team was also delivered bringing this team in line with the rest of ICT.

Immutable backups:

This was a design from scratch project (ie. No design pattern available as this was an introduction in to new technology / service for ICT) to deliver highly secure backups that are our 'last ditch'/'Nuclear' option for data recovery in the event of a cyber attack. Trends globally (but close to home as numerous councils and public bodies had been hit during the year) have resulted in conventional back-ups being destroyed as part of a cyber attack or breach. This solution provides backups that are secure and safe from tampering or deletion in the event of an incident. This service will be built upon/enhanced in 2022 to 2023 as a result of further recommendations and advice (updated threat assessments) from central government.

Process improvements:

One of the objectives set last year was to implement changes to further develop the project and work request commissioning process. Previous feedback from within ICT, IC's and requestors pointed to issues relating to the transparency of scheduling and prioritisation decisions. Working

closely with the IC's and key stakeholders a process review was undertaken and an updated assessment and scoring process was implemented and made visible to staff via SharePoint. This has been an enormous help in ensuring drivers and priorities are agreed collectively and all relevant parties are kept updated with decisions made. However due to volume of requests for projects and work requests, demand has far exceeded capacity. A backlog of 120+ items over and above what has been agreed with the IC's has built up. The interim Strategic Portfolio Manager implements changes on how to effectively and efficiently manage and report on the portfolio of work across the 3 councils. Initial findings show that the 130+ project requests over the past 3 years, combined with just 6 basic project monitoring points makes the overall portfolio of work unmanageable in its current form. A new management and reporting tool is now in place and the processes will continue to be refined over time – as is expected when applying / following agile processes. So far this has been regarded as a success albeit a few months later than anticipated.

Other achievements

Applications Matrix

The development of the applications matrix showing risks, support issues, support contract information continued throughout 21/22 and is delivering benefits on a number of fronts. E.g. it allowed analysis of common applications to support negotiations of renewals to provide better, lower cost multi year multi council deals as well as highlighting applications that are up for renewal or where agreements are set to expire so that plenty of notice can be given to service areas to start reviewing options and starting any negotiation. Tech1 was notified to the Service lead 12 months ahead of the expiry. The work on the applications matrix is being expanded in 22/23 with support from the IC's to include other systems and services that ICT do not directly support as well as widening the scope to cover infrastructure and network components.

F. LOOKING FORWARD

A number of discrete projects are either in flight or will be completed by the end of the financial year. The current priorities for 3C have been agreed by the Intelligent Clients of the three Councils as at October 2021 and can be found in Appendix E.

Cyber security risks:

Growth in the cyber security capacity and capability within ICT is needed as demonstrated by the unplanned for work during the year. Strategic and operational options and decisions required on what kind of approach we want to take. This has included proposals for recruiting a cyber security lead with follow on options for creating a cyber security team to help the organisations turn the remaining amber risk areas (see cyber security risk table) as well as maintaining the current green risk areas. 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 put the right people and skills in place to be able to deal with cyber security proactively rather than reactively.

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. During 22/23 3C ICT will start reporting on a cost per device/use model so that the impact of growth over the past 3 years can be addressed.

Budget/baseline business case costs:

Following the financial analysis last year associated with providing and developing ICT services the costs and charges respective finance teams would like to see included in the main business case are now being introduced. This has required detailed work to identify the items, and in 22/23 it should result in a reduction in the amount being recharged, and thus more accurately representing the ICT costs in a single place. Notwithstanding any increase in the adhoc or new ICT costs/expenditure the councils incur during the year.

The finance support team within 3C ICT have been carrying vacancies for a large portion of 21/22 in spite of multiple recruitment campaigns. We have once again turned to kick-start and apprentice options to try and develop the skills and increase resources, but this will take time. It is hoped by Q1 22/23 the team will be fully staffed and up to speed. For the moment, the highest impact and highest risk finance and procurement activity will be prioritised above others – with agreement from IC's and project boards.

Transformation projects:

All 3 councils have significant Transformation programmes of work lined up for 22/23 and beyond. The timescales of delivery, benefits realisation, cost and budget management have major risks and impacts attached to them not all of which are under the control of 3C ICT, but it's already clear that 3C ICT are a critical element of the success. The importance of BA and PM resources being owned by and embedded within the service areas is clearly evident as part of this and the success of delivery (all all technical stages of Transformation Programmes) is directly linked to this.

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 is available and should be called upon more often this year. We understand that service areas are finding it difficult to plan sufficiently far ahead to secure time in sprints, and rather than pushing work to the back of the queue, this option provides the IC's and Service Area's with more flexible options to obtain digital team resource at short notice if funding is available outside of the annual bid process. The flex resource was under utilised last year and 3C ICT took the finance impact (as outlined in the risk element of the original proposal) even though there was a demand. We will be seeking views and advice from a wide range of stakeholders as to whether this is something there is value in maintaining. 'On paper' and as indicated by transformation plan timescales there should still be a demand to use the Flex resource for the coming year.

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 are also undergoing change now that scoring and prioritisation by the IC's is embedded. During Q1 we expect to consult on and issue guidance on key roles, responsibilities and accountabilities and process for ICT managing projects as well as controlling and reporting on the backlog.

Telephony and Contact Centre:

The core telephony plus contact centre replacement will be a major technology transformation programme of work this year and benefits realisation will extend beyond 22/23. It links to a number of major work streams that support multiple council priorities. This work has the potential to impact and transform every service area in each council and will need strong sponsorship, support, significant technical and non technical resources to be delivered successfully and provide the expected benefits.

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 financial and service benefits across more services. Complexities due to the 3 council partnership arrangements and 3C ICT legal status are now emerging that were not fully appreciated previously. 3C ICT will continue to invest as much time as practical to ensure best value is derived from the priority and critical contracts as agreed with the IC's and councils. A pilot process covering 5 key/strategic suppliers is being introduced with the support of the HDC IC and if successful options can be presented back to the councils on whether to expand this and if investment in addition time/resource is supported.

Member and Public meeting support:

This is subject to an updated/revised proposal from the councils. SCDC have a more extensive requirement where details and requirement need further clarity to provide a full proposal. Options for extended support for Members with council provided equipment would have additional cost implications for licences, staff time and out of hours support. Currently BYOD is not being considered based on initial discussions with Democratic Services.

3C:

3C ICT will continue to work with the three partner councils towards greater harmonisation as agreed last year as well as to explore what changes or increases in the range of services would benefit the Councils, including a flexible resource model. This will involve activity around service engagement and will be linked to possible changes in structure. Other areas where the engagement with 3C and the possible changes to 3C ICT structure are linked is around supplier management where this is an opportunity for 3C ICT to add value to the Councils but would require greater visibility of and accountability for delivery of all the elements of supplier solutions.

Now is also the right time to review the way in which 3C ICT and the Intelligent clients interface with each other and with the business.

The role of the Intelligent Clients have 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. Therefore it appropriate that the way in which 3C ICT and the Intelligent clients interface with each other and with the business is reviewed. The first step for the coming year should involve 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.

Data Centre and hosting:

3C ICT will continue to highlight and identify opportunities to move services to externally hosted models to reduce the reliance on 3C ICT infrastructure. In order to support the expected increase in the range of application providers offering this capability, 3C ICT will need to invest time and

resource in to maintaining a total cost of ownership model for servers and storage. The output from the data centre technical review is currently in draft and will be presented shortly. This will also include cost models for migrating to fully hosted services. This will give the Councils options to consider on how quickly or whether moving to externally hosted solutions provides the right balance of risk/cost/benefit. Depending on bids submitted by service areas, planned service reviews and transformation team plans, 22/23 may offer some opportunities to test migration paths. 3C ICT will be in a good position to support these plans if appropriately prioritised and supported by the service areas. 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.

Digital Team:

As well as the planned digital work from the councils various transformation programmes, 22/23 will see the digital team embark on a major upgrade on the content management system. This activity will take place over 3 quarters and will benefit the content writers from service areas as well as the digital team themselves. The new software will provide new functionality, much needed enhancements to the system, more powerful and easier to use editing tools as well as access to a ‘market place’ of plugins – saving the digital team even more time when it comes to delivering solutions. The next steps of the data warehouse development is also set for 22/23 with work to connect forms. The digital team are also planning to implement changes to the way in which internal testing and quality testing is carried out to improve the quality of work being output. When developing digital integrations clear and concise requirements are needed and are recognised as the most difficult part for the councils to deliver on. Understanding their existing business processes and how these need to change to adopt digital channels and integration is an issue we run in to frequently. Transformation teams are key to councils understanding these processes and delivering the clear ask of 3C ICT Digital. The digital team will continue to work with the partners to help them become better customers and ultimately improve the quality of outcomes of projects.

Service Handbooks:

Continue to implement Service Handbooks for additional services. 3C ICT are now moving on to CCTV, Revs and Bens, and Car Parks as these have seen recent issues where 3rd party suppliers and contracts aren’t necessarily meeting expectations from the service areas.

Risks & threats

Infrastructure Risk Assessments are being completed for each council and the outputs of these will be compiled into Risk Registers (**Appendix A**). Alongside the applications lifecycle and risk matrix (**Appendix B**) these present a full and rounded view of technology risk for each council.

Cyber Security has always been an important area but the increase in the number and nature of attacks being experienced globally and in particular against the public sector it is critical that these threats are monitored and managed closely. The current view of Cyber Security risks is included in **Appendix C**

The following table describes key risks for the service, and associated mitigation actions:

Risk Description	Update
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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 3 rd party professional services to not only meet with BAU/Service operations, but for projects and development too. It's 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

<p>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'</p>	<p>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.</p>
<p>Service availability and continuity.</p>	<p>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.</p>
<p>Cyber Security</p>	<p>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.</p>
<p>Covid 19</p>	<p>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.</p>

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
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SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc.)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
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.
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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 (compliments, 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 achieve 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
<p>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.</p> <p>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.</p> <p>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.</p>	
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 by 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 be 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.

Appendices

Appendix A – infrastructure Risk Registers

HDC

4.1 Air conditioning (Chillers)	Probability	Impact
<p>Data centres/Server rooms must be kept to an even temperature and humidity to ensure that the IT equipment does not overheat and shutdown. The data centres at PFH & Shire Hall contain units to provide this cooling. The units are routinely checked and serviced every 6 months.</p> <p>To prevent heat damage to equipment that has UPS protection during a power cut, all cooling should also receive UPS protection as well.</p> <p>The responsibility for the systems at PFH sits with 3C IT & HDC Facilities Management. The responsibility for the systems at Shire Hall sits with Cambridgeshire County Council under a contract with 3C ICT.</p> <p>Future risk: The chillers are aging, and replacement will be required in future.</p> <p>Mitigations: Manual checks are routinely done during the week and a temperature monitor has been installed in the racks to provide additional alerts to 3C IT mobile phones should any thermal events be triggered.</p> <p>Maintenance and repair works and parts replacements taken place throughout Q3 and Q4 20/21, also additional chillers have been installed to serve PFH as a backup in the event the main units fail. Procedures have been written and tested. In addition, bids are being prepared for 22/23 to replace the in-situ cooling and monitoring system in consultation FM team.</p>		
4.2 Monitoring	Probability	Impact
<p>Not all of the infrastructure in the new data centre is monitored by the central monitoring system (Solarwinds). An additional module will enable the entire environment to be monitored.</p> <p>Mitigation: Additional modules are available and can be purchased. Solarwinds monitoring has now been put in place for on premise systems and services. 3rd party monitoring tools are used for some externally managed services. As we gain knowledge and experience we may need to invest more money in to improving these tools and functionality to match the on premise capability.</p>		

4.3 Witness Host	Probability	Impact
<p>A Witness Host server is required to monitor connectivity to the Pathfinder House and Shirehall datacentres. Its purpose is to detect a failure at either site and initiate migration of server hosts to the remaining live datacentre and redirect network traffic accordingly.</p> <p>Due to the function of this server it needs to remain at SCDC.</p> <p>Mitigations:</p> <p>Design agreed and work is underway to move the server/service to a more suitable location with protections and fall back plan.</p>		
6.2 Network Switches/Routers	Probability	Impact
<p>This hardware, comprising of core switches, routers and edge switches for endpoint devices cannot be migrated to the Pathfinder House server room as they support local (site) access. The Core switches and routers at each site are supported by the room-based UPS which provides about 30 mins resiliency.</p> <p>Should an edge switch fail then parts of the network affected (such as rooms or floors in a building) would be down and staff would need to relocate to nearby offices or work remotely.</p> <p>The core switches and router are covered by warranty and replacement contracts in the event of failure and some of the edge switches that are less cost effective to keep supported on contracts would be swapped out in the event of failure. If the core network or CPSN router is down then the whole site would need to invoke DR working arrangements.</p> <p>Mitigation:</p> <p>HDC switches have been replaced and are under support and maintenance. Impact and likelihood of this risk has been reduced.</p> <p>Architecture change has improved the fault tolerance if failures occur,</p> <p>Recommendation:</p> <p>Keeping the switches up to date and maintained with a recognised/approved supplier.</p>		
7.1 Telephony	Probability	Impact
<p>HDC telephony is provided by an Alcatel Lucent Oxe platform. This system is maintained and fully supported by GCI Telecom (formerly Freedom)</p> <p>The on premise Alcatel Lucent Oxe relies on DHCP services to provide IP addresses and connectivity settings to the VOIP handsets. If the DHCP service is not available then the telephone handsets are unable to connect to the Alcatel Lucent and will not function.</p>		

An additional external link exists to Speake House to provide connectivity to the County's telephony system and provide HDC with additional Contact Centre functionality for their in-house Contact Centre.

With the deployment of Council Anywhere however the reliance on traditional desktop telephony will reduce over time.

The new Telephony solution (based on MS Teams) will be implemented by Q4 21/22.

Impact of incidents is lower now that most officers and staff are working remotely via Teams.

Recommendations:

- Review BCP arrangements to make sure that response times to failures are appropriate and expectations managed.
- Publicly accessible numbers such as service helplines could be setup so that if the County's telephony fails and calls cannot be routed to the telephone where they need to be answered then they could be rerouted to an alternative option such as someone's mobile.
- Expedite telephony replacement proposal
- Additional resilience and capacity added

Next actions – Council to Review BCP arrangements to make sure that response times to failures are appropriate and expectations managed.

SCDC

4.1 (UPS & Generators)	Probability	Impact
<p>Within the SCDC server room there is a room-based UPS unit that delivers power to all connected devices providing short term cover in the event of power cuts or power spikes. By their nature UPS systems can only provide a limited amount of power, the larger the UPS the more power available but with finite limits. If a longer period of cover is required, then generators are required – these are then configured to kick in automatically to ensure that the UPS power is not drained, and that power remains available to the systems as needed. There is no generator in SCDC. This is a legacy issue.</p> <p>It is believed the room-based UPS is not covered by support and if replacements were needed this would be supplied by SCDC Facilities.</p> <p>The room-based UPS is site specific and therefore not in scope for the server room consolidation. It may still be required after the servers have all gone as core and edge switches can run on it. This is a single point of failure.</p> <p>At Waterbeach Depo all network equipment is connected to a bottom of the rack UPS providing approximately 30 mins standby power. There is no maintenance agreement in place to cover any failures which would be dealt with by purchasing replacement units as and when required by 3CS ICT. There is no backup generator at Waterbeach Depo</p>		

Mitigations:

- Install a secondary backup standalone UPS to extend power for up to 3 hours at both SCDC and Waterbeach Depo.
- Install generator at SCDC & Waterbeach Depo

Recommendations:

Implement a backup standalone UPS system at SCDC and provide UPS for Waterbeach Depo. This will require downtime on some systems to enable the reconfiguration of UPS and will also require a budget allocation to purchase support of the UPS systems.

Next actions – Council to confirm if the risks are to be tolerated or if recommendations should be implemented.

4.2 Air conditioning	Probability	Impact
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Server rooms must be kept to an even temperature and humidity to ensure that the IT equipment does not overheat and shutdown. The server room at SCDC contains units to provide this cooling. They may still be required after all systems have gone so that core and edge network hardware can be cooled. The units are routinely checked and serviced every 6 months under the responsibility of the site facilities teams. There have been recent issues with the air conditioning with a failure over the summer 2019.

To prevent heat damage to equipment that has UPS protection during a power cut, all cooling should also receive UPS protection as well.

The scope of the server room consolidation project does not include any changes to these facilities, and they are reliable as long as they are receiving power.

At Waterbeach Depo there are no dedicated Air Conditioning Units to specifically protect ICT equipment. Instead reliance is placed on the building Air Conditioning to provide adequate cooling potentially leading to possibility of network loss.

Mitigations:

- Plans being progress re replacement of units
- Emergency response plans are in place with FM team if roof units fail (used twice during summer 2021)
- Ensure that cooling solutions are available on an N+1 basis
- Ensure that cooling systems are also covered by UPS protection so that there is no heat damage to hardware in a power cut.
- Install environmental monitoring systems with the ability to integrate in to a VESDA capable system (see fire suppression for more information)
- Consider providing AC units to protect network equipment at Waterbeach Depot

Next actions – Council to either arrange for site facilities team to make the changes outlined above or initiate discussions with 3C ICT to take over this responsibility.

4.3 Fire suppression	Probability	Impact
<p>Fire suppression is required in order to protect equipment in server rooms in the event of fire. The current fire suppression in SCDC server room is FM200 and is gas suppression. It is tested and inspected routinely at 6 month intervals under the responsibility of the site facilities teams and is assumed to be fit for purpose.</p> <p>The scope of the server room consolidation project does not include any changes as they are part of the facilities and will continue to be required after services have been migrated to the new environment.</p> <p>There is no dedicated Fire Suppression equipment for ICT equipment at Waterbeach Depot. Additionally, there is no Fire Suppression system in place to cover the building as a whole.</p> <p>Recommendation: Consider installing Fire Suppression system which is zoned and VESDA capable such that it continually samples the air for particulates so early warning is picked up from small amounts of smoke / burning components rather than fire/heat sensors being tripped.</p> <p>Next actions – SCDC Facilities to conduct review and provide recommendations. Separate consideration should be given to providing dedicated Fire Suppression to ICT equipment in Waterbeach Depot.</p>		
5.5 Network Switches/Routers	Probability	Impact
<p>This hardware, comprising of core switches, routers and edge switches for endpoint devices cannot be migrated to the new data centre as they support local (site) access. The Core switches and routers are supported by the room-based UPS which provides about 30 mins resiliency.</p> <p>Should an edge switch fail then parts of the network affected (such as rooms or floors in a building) would be down and staff would need to relocate to nearby offices or work remotely.</p> <p>The core switches and router are covered by warranty and replacement contracts in the event of failure and some of the edge switches that are less cost effective to keep supported on contracts would be swapped out in the event of failure. If the core network or CPSN router is down then the whole site would need to invoke DR working arrangements.</p> <p>Mitigation: Bids being prepared for refresh and replacement of switches. Plans had to go through several revisions and delays due to local electrical work at SCH.</p> <p>Recommendation: Tolerate the risk to temporary loss of network and review BCP arrangements so that responses (such as remote working plans) are agreed and understood.</p>		

Next actions – Council to confirm if risks are to be tolerated and to review BCP arrangements to make sure emergency responses are agreed and understood

City

4.1 Cables	Impact	Probability
<p>Untidy and unmanaged cabling in server room racks has the potential to cause significant delays to efforts to remediate hardware faults whilst in racks. This is because tangled cables are difficult to unpick and ascertain what is connected to where. It also restricts access to hardware because the unmanaged cables are in the way and prevent removal of racked equipment. This is a legacy issue.</p> <p>Mitigations: Services continue to be removed from this location and cabling has been improved Change architecture and design so that it becomes an edge site and benefits from infrastructure resilience.</p> <p>Recommendations: Tolerate the risk until services that will be migrated as part of the Server Room Consolidation project have been completed and then action the mitigation for services that will remain in Mandela House (Telephony, Network Switches, Firewalls) as part of the decommissioning work for that project.</p>		
5.1 AD Domain Controllers	Impact	Probability
<p>Active Directory windows network login authentication. New Domain Controller (DC) servers to provide Active Directory (AD) services already operate in the new data centre. 3C ICT have migrated certain AD roles from the on premise servers to reduce risk.</p> <p>Mitigations: AD has been configured so that AD roles can be offered from a primary and secondary location in the event of a failure.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> • Review the AD setup so that AD roles can be offered from a primary and secondary location in the event of a failure until the legacy servers can be safely removed • Also note the recommendation from the Email section where 50% of Global Catalogue domain controllers are required to be up for email to function. <p>Next actions – 3C to implement the recommendations.</p>		
5.4 Network Switches/Routers	Impact	Probability
<p>This hardware, comprising of core switches, routers and edge switches for endpoint devices is needed on site so is not in scope for the server room consolidation project. The Core switches and routers are supported by a UPS that gives about 10 hours of resiliency.</p> <p>Should an edge switch fail then parts of the network affected (such as rooms or floors in a building) would be down and staff would need to relocate to nearby offices or work remotely.</p>		

The core switches and router are covered by warranty and replacement contracts in the event of failure and some of the edge switches that are less cost effective to keep supported on contracts would be swapped out in the event of failure. If the core network or EastNet router is down then the whole site would need to invoke DR working arrangements.

NB Waterbeach Garage is dependant on a fibre link to nearby Waterbeach Depot for IT connectivity. This link is not under a maintenance contract. Additionally, any major loss of power beyond local UPS capability at the Depo would cause loss IT network connectivity. An issue of this nature occurred in summer 2020 which called into question BCP assumptions that working out of the Depo was a viable mitigation.

Mitigation:

Bids accepted and now in the process of procuring the replacement switches. Implementation to be completed by the end of Q4 21/22.

6.6 Telephony	Impact	Probability
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Physical telephones on desks throughout City offices rely on two ICT features. First, the Cambridge DHCP service provides IP addresses and connectivity settings to handsets. Second, the telephones connect to Unify data centres and telephony services in Slough or Newport. If the DHCP service is not available then the telephone handsets are unable to connect to either of the two Unify data centres and will not work.

If the DHCP servers fail and cannot be restored then the settings for telephones would need to be recreated on a new DHCP server that the telephones would connect to and pick up. These settings were successfully recreated during the recent power outage that affected the DHCP server in the Mandela House server room. However, due to the specific configuration required for Unify this is a laborious and time consuming manual process.

This service has n+1 resiliency on telephone services provided that a telephone handset can connect to the 2 remote Unify data centres.

Post COVID-19 the risk profile has reduced due to implementation of Teams Telephony, home working and mobile telephony rollout contributing to a reduced dependence on desk based telephony

Recommendations:

- DHCP services to be migrated to servers hosted in the datacentre in December 2021 - done
- Review BCP arrangements to make sure that response times to failures are appropriate and expectations managed.
- Publicly accessible numbers such as service helplines could be setup so that if Unify cannot route calls to the telephone where they need to be answered then they could be rerouted to an alternative option such as someone's mobile.
- Make further use of MS Teams Telephony to route calls direct from Unify to MS Teams numbers

Next actions –

Telephony migration project is underway – decision to start migrating City in early Dec 2021 to a new MS Teams base platform.

Council to Review BCP arrangements to make sure that response times to failures are appropriate and expectations managed. CSC to hold list of publicly accessible numbers such as service helplines so that if Unify cannot route calls to the telephone where they need to be answered then they could be rerouted to an alternative option such as a Teams telephony number or someone's mobile.

Appendix B – Strategic Application Risk Matrix

Council	Service Area	Application Name	Supplier	Oct-21
City	Revs & Bens	R&B SaaS Application (RB Live)	Northgate	Renewal negotiated this year has delivered significant cost avoidance over the next 5 years
City	Corporate & Customer Services	Openscape	Unify Atos Collaboration Solutions	Part of telephony project and options for migration are being explored
City	Housing	Orchard	Orchard Information Systems	
City	Planning, Revs & Bens, Community Service & Environmental Services	Idox Applications (including Idox Document Management System (DMS), Idox Public Access, Idox Uniform)	Idox Plc.	
City	Corporate	GIS Desktop	ESRI	Consolidation Project nearing completion. Technical delivery complete with integration and roll out due to complete before March 2022.
City	Corporate	Intranet Mapping	ESRI	Consolidation Project nearing completion. Technical delivery complete with integration and roll out due to complete before March 2022.
City	Shared Waste & Customer Services	Contender	Agile Applications	
City	Customer Services, Cashiers and Finance	Capita Systems (including pay.net, ACR & website payments, etc.)	Capita	

City	Estates and Facilities	CEMAR Online Contract management software used in Asset Management	CM Toolkit Ltd	
City	Revenues & Benefits	Citizen Access - Benefits Software	Northgate Public Services	
City	Customer Service Centre	Govmetric	ROL Solutions	
City	Revenues & Benefits	Risk Based Verification Software - Xantura	Northgate Public Services	
City	Shared Legal Service	Legal Case Management	IKEN	
City	Elections	Eros	IDOX	
City	Democratic Services	Issue Manager	Civica	
City	Cremetorium	Epilog	Gower Consultants	
City	Revenues & Benefits	Analyse Local Subscription	Inform CPI Ltd	
City	Finance	Business Objects	Business Intelligence	
City	Housing	SVS Mobile	Castleton was South View Solutions (SVS) Contract is with Orchard	System replacement underway - support from vendor in place during migration. Partial new system made live.
City	Property Services/Planning	Contact Centre Audio Service	Premier Business Audio	
City	HR, Housing, Revs & Bens	Information@Work	Northgate	New Version expected and upgrade being planned

HDC	Leisure	MRM Plus 2	Gladstone	Performance issues being managed with supplier – Database upgrade .
HDC	Revs & Bens	Revenues & Benefits	Northgate	
HDC	Planning, BC and others	Uniform	Idox Plc.	Programme of upgrades and enhancements throughout the year and forward schedule being mapped.
HDC	HR/Payroll	iTrent	Midland HR	Migrated to new hosted system in 2021. Outstanding tasks still means that project can't be closed yet.
HDC	Corporate	ArcGIS	ESRI	Consolidation Project nearing completion. Technical delivery complete with integration and roll out due to complete before March 2022.
HDC	Env. Health	Flare	Civica	
HDC	Customer Services, Finance & Revs and Bens	AIM	Capita	
HDC	Benefits	IEG e-forms	IEG4	
HDC	Benefits	Housing Benefit Risk Based Verification ASP Services	CallCredit	
HDC	Leisure	Tableau	The Information Lab	Upgrade underway and support being maintained by vendor.
HDC	Fraud	InCase	Intec	
HDC	Elections	Xpress	Express\Civica	

HDC	Corporate	Information@Work	Northgate	Cycle of planned upgrades for next year continuing
HDC	Democratic Services	Modern.gov	Modern Mindset	
HDC	Finance	Efin	Efin	Out of support, but running in a restricted manner for security reasons. Difficult to support and maintain. Requires cross service area action to fully decommission.
HDC	Revs & Bens, Resources	Business Objects	CACI Ltd	
SCDC	Revs & Bens	Open Revenues	Civica	
SCDC	Housing	Orchard Housing	Orchard Information Systems	Orchard live, with follow on development work still taking place regarding digital integration.
SCDC	Revenues and Benefits	OpenHousing	Capita	
SCDC	Corporate	Information@Work	Northgate	
SCDC	Democratic Services	Xpress	Xpress/Civica	
SCDC	Licencing	Lalpac	IDOX	
SCDC	Democratic Services	Modern.gov	Civica Modern.gov	
SCDC	Revenues and Benefits	Cloud Service re Income Management	Capita	

SCDC	Housing	SVS Mobile Full Suite	Orchard Information Systems Ltd	System replacement underway - support from vendor in place during migration. Partial new system made live.
All 3	3C ICT	Yotta	Yotta	
All 3	3C ICT	Technology One	Technology One	Renewal due in Feb 2022. Service area leads are currently negotiating with the suppliers
All 3	3C ICT	MIMecast Email Management Express	EACS Ltd	Renewal options being explored. System acts as a Business Continuity / fall back option if O365 is interrupted.
All 3	3C ICT	Trend Micro Enterprise Security Suite	Phoenix Software	
All 3	3C ICT	Hornbill Service Desk Manager	Hornbill	
All 3	3C ICT	Matrix	Keytree	
All 3	3C ICT	Vuelio	Vuelio	

Support and maintenance costs are above £5k a year unless stated otherwise.

Appendix C - 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	6	AMBER	↔
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.

¹ Rating based on recognised good practice where zero is no controls in place or yet to be initiated, 5 is defined and managed and 10 is fully optimised 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 Dec 31st 2020:-

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 decommissioning (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 System 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 Epic created to manage Customer Service Requests for the Spatial Services
GB-34	3 - Medium	SCDC - SharePoint Intranet
ARC-81	3 - Medium	GCSP Growth Network Drive Moves
ARC-64	3 - Medium	solarwinds isn't being fully used and team has no visibility of license expiry, issues etc. needs merging with primary solarwinds solution
PSWP-21175	4 - Low	
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 - Decommissioning of old Global Protect environments
IB-127	4 - Low	S0191 - HDC RE:Fit Project - Cloud controllers 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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Overview and Scrutiny Work Programme 2022/23

Performance and Growth

In Progress

Topic	Membership & Scope	Lead Officer	Progress
Review of External Appointments to Outside Organisations	Cllrs S Cawley, S J Corney, I D Gardener and S A Howell	TBC	Initial meeting date to be advised.

Completed

Topic	Membership & Scope	Lead Officer	Progress
Market Towns	Councillor B S Chapman Councillor S J Corney Councillor D B Dew Councillor A Roberts Councillor T D Sanderson	Oliver Morley	<p>16th November 2021 – Members met to complete scoping document.</p> <p>December 2021 – Members heard from the Corporate Director – People and selected a focus for the group.</p> <p>April 2022 The report was presented to the April 2022 O&S Meeting.</p> <p>June 2022 The report is due to be presented to the July 2022 Cabinet Meeting.</p>

Customers and Partnerships

In Progress

Topic	Membership & Scope	Lead Officer	Progress
Climate Change Strategy	Councillor T D Alban Councillor Mrs S R Wilson One Vacancy	Neil Sloper	<p>18th October 2020 – The Democratic Services Officer (Scrutiny) attended the Centre for Public Scrutiny and Local Government Association Scrutinising Climate Action Webinar on 18th September.</p> <p>Next Step A consultation was undertaken in March 2022 and following its completion, the strategy will now evolve.</p>

Completed

Topic	Membership & Scope	Lead Officer	Progress