

STRATEGY AND RESOURCES COMMITTEE



Tuesday, 11 July 2023

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

10:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

**The Red Kite Room, New Shire Hall, Alconbury Weald,
Huntingdon, PE28 4YE
[Venue Address]**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Notification of Chair and Vice-Chair (oral)**
2. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
3. **Minutes - 28th March and 6th June 2023 and Action Log**
[Strategy and Resources meeting 28/03/2023](#)
[Strategy and Resources Committee meeting 06/06/2023](#)
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Appendix
4. **Petitions and Public Questions**

KEY DECISIONS

5	Integrated Finance Monitoring Report for the period ending 31 March 2023	9 - 106
6	Integrated Finance Monitoring Report for the period ending 31 May 2023	107 - 150
	There is a confidential Appendix 5 for this report. If members wish to discuss this, it will be necessary to exclude the press and public as detailed in item 17 below.	
7	Digital Strategy for Cambridgeshire County Council	151 - 260
8	General Security Re-tender of Contract for Cambridgeshire County Offices, Buildings, Land Assets and Employee Safety	261 - 268
9	Retender of Asbestos Removal Services	269 - 274
10	This Land Annual Business Plan and progress monitoring	275 - 288

Appendix 2 of this report is confidential. If members wish to discuss this, it will be necessary to exclude the press and public as detailed in item 17 below.

OTHER DECISIONS

11	Equality, Diversity and Inclusion Strategy	289 - 314
12	Annual Risk Management Report	315 - 378
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14	Corporate Performance Report – Quarter 4 2022-23	391 - 416
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16	Strategy and Resources Committee Agenda Plan and Training Plan, and Appointments to Outside Bodies and Internal Advisory Groups and Panels	439 - 456

17. Exclusion of Press and Public

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information)

18. Shire Hall, Cambridge - Commercial Update (circulated separately)

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chair of the Council and political Group Leaders which can be accessed via the following link or made available on request: [Filming protocol hyperlink](#)

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting [Democratic Services](#) no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution: [Procedure Rules hyperlink](#)

The Council does not guarantee the provision of car parking on the New Shire Hall site. Information on travel options is available at: [Travel to New Shire Hall hyperlink](#)

Meetings are streamed to the Council's website: [Council meetings Live Web Stream hyperlink](#)

The Strategy and Resources Committee comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Steve Criswell Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Jonas King Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223699180
Clerk Email:	michelle.rowe@cambridgeshire.gov.uk

STRATEGY AND RESOURCES COMMITTEE MINUTES-ACTION LOG

This is the updated action log as at 3rd July 2023 and captures the actions arising from the most recent Strategy and Resources Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 28th March 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
134.	Integrated Finance Monitoring Report for the Period Ending 31 January 2023	Linda Walker	It was queried why appendix e relating to the Cambridgeshire and Peterborough Waste Partnership (RECAP) was confidential and a written explanation was requested.	Appendix E remains commercially confidential due to the financial estimates contained within the document.	Complete
		Stephen Howarth	Queried how much of the Council's revenue reserves totalling £155m had been earmarked for specific purposes.	E-mail sent 6 April 2023.	Complete
135.	Disposal of the former Mill Road Library, Cambridge	Michael Hudson	Update report on Mill Road Library to be considered within six months.	On the agenda plan for 31 October 2023.	Complete

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
137.	Network Services Procurement	Stephen Moir	Highlighted the need for an action tracker to monitor delegations once approved by committee. The Chair asked the Chief Executive to consider this request as part of a broader scheme. However, in the short term, she asked the Chief Executive to consider possible action and report back to Group Leaders.	The requirement for an action tracker related to delegations is being considered by the Chief Executive, via the Statutory Officers Group, which also includes the Monitoring Officer and the Section 151 Chief Financial Officer. The Chief Executive will report back to Group Leaders on this issue, following consideration at the next Statutory Officers Group meeting on 1 August 2023.	Ongoing
140.	Corporate Risk Register	Stephen Moir Mairead Claydon	The Chief Executive agreed to reconsider with the Head of Internal Audit and Risk Management other matrices, which included weighting and other factors to help assess severity and importance.	This work will be incorporated into an upcoming risk strategy. The risk strategy is planned to be presented to Audit & Accounts Committee and Strategy & Resources Committee as part of the Annual Risk Report in July 2023.	Complete
		Mairead Claydon Michelle Rowe	Requested a general training session for all members on risk management.	Risk Management Training has been arranged for all Members at 12.00noon on 14 September 2023.	Complete
		Mairead Claydon	To review the use of the letter "T" to make its meaning clearer.	This is something which is currently built into the Council's risk management system GRACE so officers will try to review with the supplier whether/how this can be changed to clarify the meaning.	Ongoing

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
142.	Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups	Michael Hudson	The need to make sure all future procurements were included on committee agenda plans.	A procurement pipeline has been uploaded to our website and processes are in place to ensure procurement engagement in activity to identify inclusion of procurements on future committee agendas. The Council will consider a governance report that will look for further development with a separate Asset and Procurement Committee which will review this action and delivery.	Ongoing
144.	Shire Hall, Cambridge – Commercial update	Michael Hudson	Two actions as set out in the confidential minute.	A separate report is set out on the 11 July Committee on Shire Hall, Cambridge.	Complete

Minutes of 26th January 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
127.	Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups	Michael Hudson	The need for an item on the County Farms Estate to be included on the agenda plan.	This item will be discussed with the new Executive Director and Members as there are various interdependencies and how this links to the County Farms Working Group.	Ongoing

Minutes of 16th December 2022

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
118.	Corporate Performance Report – Quarter 2 2022-23	Stephen Moir Michael Hudson Clare Ellis	Suggested that the Chief Executive take responsibility for reviewing requests for contract waivers at the end of the process in order for services to learn lessons for the future. The Chief Executive acknowledged this helpful suggestion and agreed to investigate with the Head of Procurement and Commercial the appropriate officer to take on this role, which could be the Section 151 Officer.	Following the appointment of the Executive Director of Finance and Resources, the responsibility for the scrutiny of high value waivers has now transferred from the Chief Executive. Based upon the Quarter 4 corporate performance report, also being presented as part of the agenda for the Committee on 11th July 2023, this increased scrutiny of waivers has led to performance improvements and therefore will be sustained.	Complete

Integrated Finance Monitoring Report for the period ending 31 March 2023

To: Strategy & Resources Committee

Meeting Date: 11 July 2023

From: Service Director of Finance & Procurement

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/048

Outcome: The Committee will have received information setting out the current financial position of the Council enabling it to assess delivery of the Council's business plan. It will also have made decisions around the allocation of resources. Overall, this will contribute to good financial management and stewardship of public funds.

Recommendation: Strategy & Resources Committee (S&R) is recommended to:

- a) note and comment on the outturn position; and
- b) approve the transfers to and from earmarked reserves totalling a net -£4,586k, as set out in section 5.2.

Officer contact:

Name: Stephen Howarth
Post: Head of Finance
Email: stephen.howarth@cambridgeshire.gov.uk
Tel: 01223 507126

Member contacts:

Names: Councillors Nethsingha & Meschini
Post: Chair/Vice-Chair
Email: Lucy.Nethsingha@cambridgeshire.gov.uk
Elisa.Meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The purpose of this report is to present financial and performance information to assess progress in delivering the Council's Business Plan.

2. Main Issues

- 2.1 Please see the attached Integrated Finance Monitoring Report for the period ending 31 March 2023 at Appendix A and the Finance & Resources and Strategy & Partnerships Finance Monitoring Report for the period ending 31 March 2023 at Appendix B.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Please see the Climate Change and Environment Implications outlined in 4.8 below.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Significant Implications

- 4.1 Resource Implications

This report provides the latest resources information for the Council and so has a direct impact.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.
- 4.3 Statutory, Legal and Risk Implications
There are no significant implications within this category.
- 4.4 Equality and Diversity Implications
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement
There are no significant implications within this category.
- 4.7 Public Health Implications
There are no significant implications within this category.
- 4.8 Climate Change and Environment Implications on Priority Areas
- 4.8.1 Implication 1: Energy efficient, low carbon buildings.
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.2 Implication 2: Low carbon transport.
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.5 Implication 5: Water use, availability and management:
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.6 Implication 6: Air Pollution.
Status: Neutral
Explanation: There are no significant implications within this category.
- 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Status: Neutral
Explanation: There are no significant implications within this category

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? No

Name of Officer: Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? No

Name of Legal Officer: Not applicable

Have the equality and diversity implications been cleared by your EqIA Super User? No

Name of Officer: Not applicable

Have any engagement and communication implications been cleared by Communications? No

Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No

Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health? No

Name of Officer: Not applicable

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Not applicable

5. Source documents

Place & Sustainability Finance Monitoring Report (Outturn 2022-23)

People Services and PH Finance Monitoring Report (Outturn 2022-23)

Finance & Resources and Strategy & Partnerships Finance Monitoring Report (Outturn 2022-23)

Capital Monitoring Report (Outturn 2022-23)

CCC Debt Reporting Pack (March 2023)

CCC Prompt Payment KPIs (March 2023)

Integrated Finance Monitoring Report Outturn 2022-23

Contents

Section	Item	Description
1	Executive Summary	<p>A high-level summary of key information covering both revenue and capital.</p> <p>Narrative on key issues in affecting the financial position, both corporately and across the directorates.</p>
2	Revenue Budget	<p>Provides a more detailed summary of the revenue position by directorate, as well as additional information on:</p> <ul style="list-style-type: none"> • The position of our Dedicated Schools Grant • The Savings Tracker
3	Revenue Funding Changes	<p>This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.</p>
4	Capital Programme	<p>Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes.</p> <p>Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.</p>
5	Balance Sheet	<p>Key information about the Council's balance sheet, including reserves, borrowing and debt.</p>
6	Treasury Management	<p>Update on the Council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.</p>
Appx 1	Revenue – commentaries on exceptions	<p>Detailed commentaries on forecast revenue variances by exception</p>
Appx 2	Capital – commentaries on exceptions	<p>Detailed commentaries on forecast capital variances by exception</p>
Appx 3	Budget transfers between services	<p>Breakdown of movements between services in 2022/23</p>
Appx 4	Reserves & provisions	<p>Schedule of reserves held</p>
Appx 5	Savings Tracker 2022-23	<p>Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.</p>

1. Executive Summary

1.1 High Level Outturn

This report sets out the main overall management accounts for the Council and presents financial and other information to assess the Council's financial position and delivery of the business plan.

The Council's financial accounts are produced annually and are available on our [website](#).

The Council's total service budgets for 2022/23 are:

- Revenue: £456m net budget
- Capital: £167m (with a total programme of over £1bn)

The table below shows the key forecast information by service:

Service	Revenue Budget Variance £000	Revenue Budget Variance %	Net Capital Budget Variance £000	Net Capital Budget Variance %
People Services	2,341	0.8%	-16,749	-25.5%
Place & Sustainability	415	0.6%	-5,684	-7.7%
Strategy & Partnerships	-81	-0.5%	-4,537 ¹	-16.4%
Finance & Resources	2,837	23.7%		
Public Health	0	0.0%	-	-
Capital Financing	-2,377	-7.1%	-	-
Funding Items	-2,388	-21.6%	-	-
Net Spending Total (+ overspend / - underspend)	748	0.2%	-26,970	-16.1%

Notes on this table:

1. The capital variance of -£4,537k is the combined position across Strategy & Partnerships and Finance & Resources

The £748,000 overspend is after managing over £43 million in year pressures during 2022/23, including:

Item	Change for 2022/23 £000
Inflation	9,991
Demand growth	9,615
Pressures	16,236
Investments	7,253
Total	43,095

Detailed financial information about each service area is contained in the relevant Finance Monitoring Report. These can be found published at each scheduled committee meeting, and on the [Council's website](#). Summary financial information in

this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

In setting this year's budget, this growth had to be met through additional taxation, savings and government funding. Looking forward there are significant budget gaps over the medium-term from 2024-25, following the setting in February of a balanced budget for 2023-24.

1.2 Key Issues

There was a small overspend of around 0.2% of budget this year. There have been budget pressures due to a combination of factors, with mitigations that then reduce the overspend. This has been reported to Committees throughout 2022/23. In particular, this year the effects of the local government pay award have caused an overspend, as have increased costs of inflation in home to school transport contracts and lower than expected income within Place & Sustainability as we establish the new normal following the pandemic. This is in the context of large budget increases that were planned in for this year as noted above, alongside uncertainty due to the impacts of inflation and patterns of demand. Many of the mitigations, however, are one off while pressures are expected to be ongoing. We will continue to have budget pressures from demand-led services that will need to be addressed through other Council resources or cost mitigations.

In June, the Council allocated additional resources to meet expected inflationary pressures this year, mainly driven by energy prices and some of our large contracts that are linked to national inflation indices. It also created a reserve to meet unexpected inflationary pressures. Other than with pay inflation, we have mostly been able to meet the costs of inflation on our revenue budgets this financial year from available resources and maintain a dedicated reserve to back this up. It remains a significant concern, however, in setting our medium-term financial plan for the next five years.

Inflation has also been impacting on our capital programme, alongside international supply chain disruption, making deliverability challenging. This had an in-year impact on capital schemes as well as affecting future years. However, offsetting this inflationary impact is slippage on delivery of capital schemes. We have seen underspends expected on the revenue cost of the Council's capital programme, mainly reflecting a lower than expected borrowing requirement as the Council's cash balances have been quite high this year.

We have been able to use new government funding announced in year to meet existing costs in some cases, and government funding particularly around business rates was unpredictable. We have seen an unexpectedly high grant relating to business rates relief during the pandemic, and national business rates surpluses have unexpectedly been distributed to councils. The impact of the economic situation combined with the business rates revaluation exercise undertaken nationally has made business rates income hard to predict heading into 2023-24.

1.3 Key Issues by Service Area

1.3.1 People Services – Adults

The overall underspend position within Adults masked considerable variances across the different service user groups with financial pressures across Learning Disability, Physical Disability and Mental Health. However, these were more than offset by underspends elsewhere, particularly in the costs of services for Older People, in underspends from vacant posts whilst we seek to recruit, and in Adults Commissioning. Following on from the pandemic we are continuing to see demand for residential care for Older People at below pre pandemic levels and it is anticipated that this trend will continue for some time to come.

Care providers are continuing to report cost pressures related to both workforce issues and the current cost of living crisis. These are likely to put continuing pressure on uplift budgets across all care types for 2023/24, although inflation funding and payments to providers from the ASC Market Sustainability and Improvement Fund will help. The position of the care market, particularly related to workforce issues, is making some placements more difficult to source, particularly at the more complex end of provision.

Hospital Discharge systems continue to be pressured although additional funding has been provided to both the Council and our health partners to help address these issues. The medium-term recovery of clients assessed as having primary health needs upon hospital discharge can return individuals to social care funding streams. In addition, the impact of delayed health care treatments such as operations, will also affect individual needs and health inequalities negatively.

The adult social care debt position is worsening, with over £13.5m of aged debt now on the balance sheet in this category. This has a knock on impact of an increased bad debt provision and likelihood of write offs.

Key activity data for Adult Services at the end of 2022-23 is:

Older people aged 65+ receiving long term services	Budgeted no. of care packages 2022/23	Actual Mar 23	Actual May 22	Trend in service user numbers since May 22	Trend in average weekly unit cost since May 22 (budget expects an increase)
Nursing	617	535	537	Decreasing	Increasing
Residential	947	868	837	Increasing	Increasing
Community	2,399	2,250	2,225	Increasing	Increasing

Working Age Adults receiving long term services	Budgeted no. of care packages 2022/23	Actual Mar 23	Actual May 22	Trend in service user numbers since May 22	Trend in average weekly unit cost since May 22 (budget expects an increase)
Nursing	37	39	36	Stayed the same	Increasing
Residential	342	330	334	Stayed the same	Increasing
Community	2,626	2,818	2,644	Increasing	Increasing

1.3.2 People Services – Children’s & Education

There is pressure on the Children in Care placements budget due to a small number of high- cost placements for children with exceptional behaviours and complex needs, which has contributed to more C&YP being in residential and secure homes than budgeted. These costs have been incurred since August and the children have been subject of multiple placement searches, two of whom moved to reduce cost provisions relatively quickly. We are endeavouring to ensure value for money in all placements.

The local pressures of supply and demand, inflationary pressures and difficulty in recruiting and retaining internal foster care families are reflected nationally and CCC is developing a transformation programme which will include projects and strategies to help address these long-standing market issues.

Home to School Transport has ended the year with an overspend. Following the retender of 330 routes for Sept 2022, average contract costs have gone up by 18.5% from 2021 reflecting the strong impact of inflation. In addition, there has been an increase in the number of pupils being transported to special schools. The lack of special school places available locally has necessitated longer and less efficient transport routes and has added to the pressure on this budget. Uncertain market conditions have led to an unprecedented number of contract hand backs across the service.

Key activity data for Children in Care at the end of 2022-23 is:

Children in Care	Budgeted no. of care packages 2022/23	Actual Mar 23	Actual May 22	Trend in service user numbers since May 22	Trend in average weekly unit cost since May 22 (budget expects an increase)
Children in Care placements	278	271	260	Increasing	Increasing

Children in Care	Budgeted no. of care packages 2022/23	Actual Mar 23	Actual May 22	Trend in service user numbers since May 22	Trend in average weekly unit cost since May 22 (budget expects an increase)
Fostering and Supervised Contact	242	209	249	Decreasing	Increasing
Adoption	461	398	424	Decreasing	Increasing

1.3.3 Place & Sustainability

Pressures within the Waste service due to ongoing regulatory compliance work has been the biggest pressure in the directorate this year and the main driver of the overspend. A large capital investment is being made, as well as revenue costs while waste is diverted. For this financial year, much of this risk was mitigated by budget provision made or reserves created last year, but it is a significant weekly revenue cost that is faced as works are undertaken.

We have also seen the delay to income realisation from energy generation schemes. The impact this year was minor, but the knock-on impact into 2023-24 will be high. Delays have been caused by high lead in times for planning, land acquisition and materials.

Capital expenditure has not been fully undertaken as planned in 2022-23 due to road space availability, staff resources and service redesign, but expenditure did broadly come in at the level forecast. The service remains confident of delivery of unspent funds into 2023-24.

1.3.4 Finance & Resources, and Strategy & Partnerships

Finance & Resources overspent mainly due to the level of staff pay inflation which was held as a central item. The nationally and locally agreed pay awards are higher than the level budgeted. As services will be fully funded for the cost of pay inflation, the pressure is retained centrally and offset in the next year's business planning.

We have also increased the provision for bad debt that is held centrally, mainly due to rising levels of ageing adult social care debt, which will partly be reflective of the current cost of living increases. This area is being kept closely under review.

The Council's investments, both financial and property, continued to perform well and are delivering an annual revenue return to us higher than current budgets. However, property services have overspent due to higher maintenance costs.

We have underspent on our capital financing budgets. While this is partly due to slippage on some capital schemes, reported below, it is predominantly due to the Council's cash position being better than expected for much of this year resulting in

an overall lower level of borrowing than planned. We aim to retain a minimum cash balance and only borrow when this is projected to be breached. The cash position is better than expected partly due to additional government grants received but not yet fully spent, and generally for councils having more cash in the bank results in having to take out less borrowing thus saving on interest costs.

1.3.5 Public Health

The Public Health Directorate is funded wholly by ringfenced grants, mainly the Public Health Grant. The work of the Directorate was severely impacted by the pandemic, as capacity was re-directed to outbreak management, testing, and infection control work. The Directorate has now returned to business as usual following the pandemic but there are ongoing issues that have impacted on activity and spend.

The service has underspent due to reduced activity on some contracts, alongside difficulty recruiting to a number of posts earlier in the year.

Public Health services are key to wider preventative activity and can help reduce future costs both in social care and the health service.

The Public Health Grant increased in 2022/23 by £776k, which was fully invested into the service as follows:

- £350k investment into child weight management services; and
- £426k funding for internal and provider inflationary uplifts.

2 Revenue Budget

2.1 This table shows summary information for the Council's revenue budgets at the year -end of 2022-23:

Previous Forecast Variance £000	Service	2022/23 Net Budget £000	Actuals £000	Actual Outturn Variance £000	Actual Outturn Variance %
3,142	People Services	311,850	314,191	2,341	0.8%
431	Place & Sustainability	72,175	72,590	415	0.6%
234	Strategy & Partnerships	15,557	15,476	-81	-0.5%
2,319	Finance & Resources	11,950	14,787	2,837	23.7%
-285	Public Health	27,256	26,447	-809	-3.0%
-3,020	Capital Financing	33,275	30,898	-2,377	-7.1%
-2,246	Funding Items	11,047	8,660	-2,388	-21.6%
574	Net Spending Total	483,110	483,048	-61	0.0%
285	Adjustments for Public Health ring-fence	-27,258	-26,448	809	-3.0%
859	Overall Total	455,852	456,601	748	0.2%
-	Schools	149,099	-	-	-

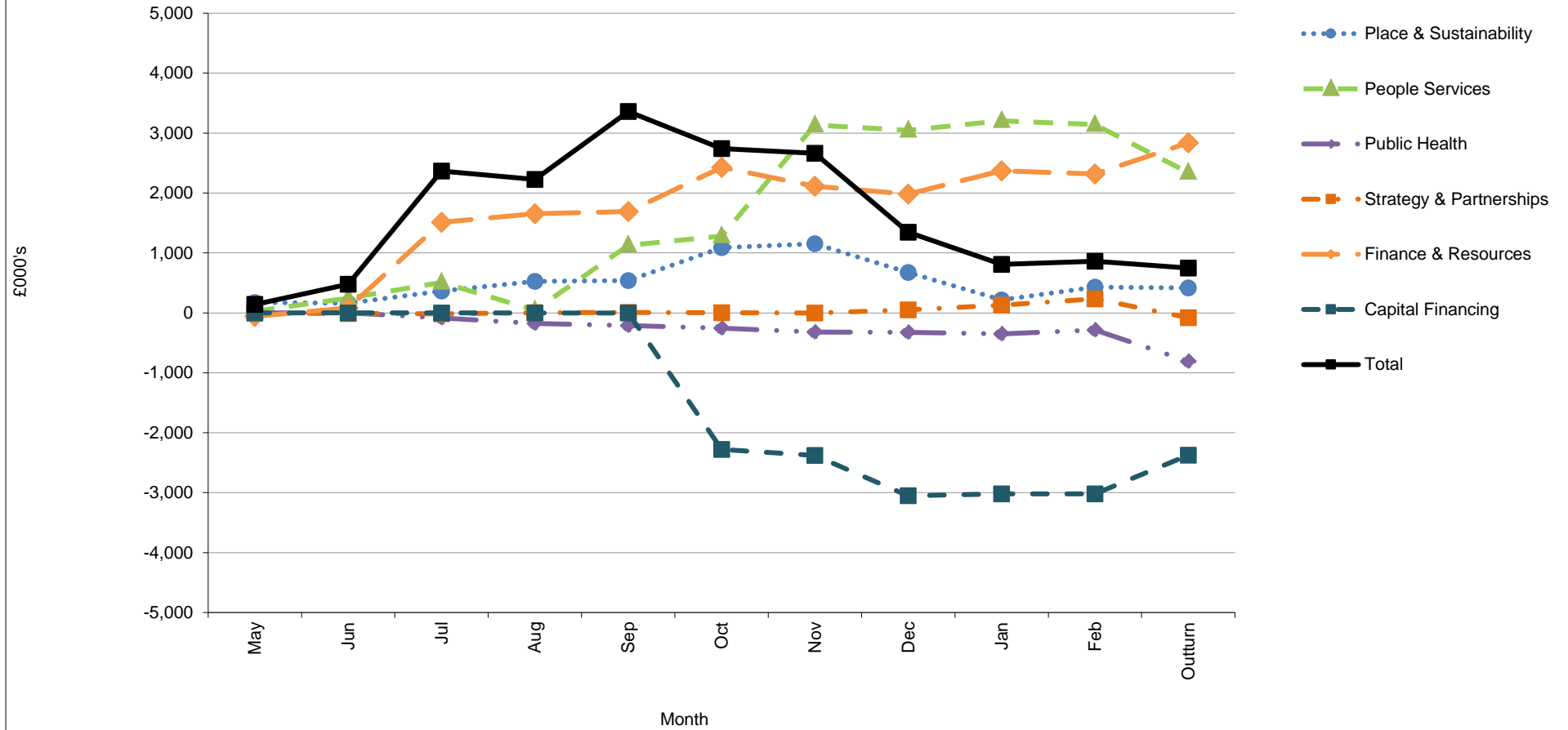
Notes on this table:

1. The budget and actual figures are net
2. The budget column shows the current budget. For virements between services throughout the year see appendix 3
3. The 'funding items' budget consists of the £9.7m Combined Authority Levy, the £433k Flood Authority Levy and £930k change in general and corporate reserves budget requirement. The outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a positive forecast indicates an adverse variance, i.e. less income received than budgeted.
4. The Adjustments for Public Health ring-fence line shows adjustments needed to the net spending total to account for Public Health Grant income and the year-end transfer to PH reserves of the £809k underspend. The budget line currently only shows the grant element sat within the PH directorate. A small balance is allocated to other directorates and is netted off their totals.

2.2 Key budget variances are identified by exception and commented upon in appendix 1.

Key variances are those forecast to be in excess of +/-£250k

Forecast Outturn Position 2022/23



- 2.3 This table shows a summary of the position of the Council's Dedicated Schools Grant position:

Opening Deficit Balance 2022/23	In-year movement	Closing Deficit Balance 2022/23
£m	£m	£m
39.3	-10.1	29.2

- 2.3.1 A cumulative DSG deficit of £39.3m was carried forward into 2022-23.
- 2.3.2 In 2020-21 the Department for Education (DfE) introduced the safety valve intervention programme in recognition of the increasing pressures on high needs. A total of 14 local authorities have now signed up to agreements, and the programme was expanded to a further 20 local authorities, including Cambridgeshire in 2022-23.
- 2.3.3 To the end of 2022-23 the DSG had a net overspend of £11.94m. As a result of the Safety Valve Agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 which will support the reduction of the overall DSG deficit. Alongside this, a local authority contribution of £2.5m has been applied, resulting in a reduced cumulative deficit of £29.16m to be carried forward into 2023/24.

2.4 Savings Tracker

2.4.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2022-27 Business Plan. The Tracker is completed at the end of each quarter and reported in the next IFMR going to S&R committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arose in-year, further mitigation and/or additional savings were required to work towards delivering a balanced position.

2.4.2 For 2022-23 the Council delivered £7.0m of savings against its original plan. Blue rated savings totalled £0.5m, exceeding the target on those initiatives. Green rated savings totalled £5.7m. The year-end Savings Tracker is included as [Appendix 5](#) to this report.

2.4.3 A summary of Business Plan savings achieved in previous years as per the savings tracker is shown below for comparison:

Financial Year	Business Plan Original Savings £m	Savings Delivered £m	Total Variance £m
2016-17	43.4	35.5	7.9
2017-18	33.4	27.1	6.3
2018-19	38.3	27.8	10.5
2019-20	15.8	13.2	2.6
2020-21	15.9	8.9	7.1
2021-22	11.4	8.3	3.1
TOTAL	158.2	120.8	37.4

2.4.4 A summary of 2022-23 Business Plan savings by RAG rating is shown below:

RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status
Blue	3	-311	-178	Green	24	-5,787	125	Amber	7	-1,504	1,070	Red	2	-1,167	722	Black

3 Revenue Funding Changes

This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.

There are no changes to report this month.

4 Capital Programme

4.1 Capital programme financial position

Previous Forecast Variance £000	Service	2022/23 Budget £000	Actuals £000	Actual Outturn Variance £000	Actual Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Variance £000
-6,699	Place & Sustainability	73,729	68,045	-5,684	-7.7%	598,924	5
-16,350	People Services	65,724	48,975	-16,749	-25.5%	574,760	352
-6,782	Corporate Services	27,698	23,161	-4,537	-16.4%	86,056	-1,186
-29,831	Total	167,151	140,181	-26,970	-16.1%	1,259,740	-829

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership, which has a budget for 2022/23 of £40m and is reporting an underspend of £10.6m at year-end.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

4.2 Capital variations budgets

4.2.1 A summary of the use of the 2022-23 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when

rephasing exceeds this budget. The capital variations budgets have been recalculated following the CLT restructure.

4.2.2 Capital variations summary

Service	Capital Variations Budget £000	Actual Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Actual Outturn Variance £000
Place & Sustainability	-17,736	-23,420	17,736	100.0%	-5,684
People Services	-9,114	-25,863	9,114	100.0%	-16,749
Corporate Services	-3,811	-8,348	3,811	100.0%	-4,537
Total	-30,661	-57,631	30,661	100.0%	-26,970

4.2.3 As at year-end, Place & Sustainability, People Services and Corporate Services have all exceeded the capital variations budgets allocated to them, reporting in-year underspends of -£5.7m, -£16.7m and -£4.5m respectively. Overall expenditure on the 2022/23 capital programme is therefore underspent by -£27.0m compared to the position originally anticipated when the capital variations budget was set. By comparison, the underspend in 2021-22 was £43.7m.

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£250k

4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	23.9	-5.0	0.2	0.1	19.2	22.5	3.2
Basic Need Grant	14.7	0.0	0.0	1.0	15.7	13.0	-2.6
Capital Maintenance Grant	3.0	2.0	0.0	0.9	5.9	5.1	-0.8
Devolved Formula Capital	0.8	1.2	0.0	-0.0	2.0	0.9	-1.1
Specific Grants	19.7	2.4	-2.6	0.7	20.2	11.5	-8.7
S106 Contributions	28.0	0.4	-14.2	-0.4	13.9	6.1	-7.8

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
& Community Infrastructure Levy							
Capital Receipts	1.5	0.0	-0.1	16.1	17.4	17.3	-0.1
Other Contributions	10.2	-0.4	-5.4	7.9	12.2	19.0	6.8
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	6.6	6.6
Prudential Borrowing	90.6	26.8	-49.3	-7.4	60.7	38.3	-22.4
TOTAL	192.2	27.5	-71.4	18.8	167.2	140.2	-27.0

Notes on this table:

1. The 'rolled forward funding' column reflects the difference between the anticipated 2021/22 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2022/23 Business Plan, and the actual 2021/22 year-end position.

4.5 Capital Funding Changes

4.5.1 The table below details changes for committee to note (where the change is greater than £250k).

Funding	Service	Amount £m	Reason for Change
Additional/ Reduction in Funding (Other contributions)	P&S	+0.4	Additional private contributions of £367k have been applied to Highways Maintenance schemes in 2022/23.
Revised Phasing	P&S	£1.8	£1.77m has been rephased on Environment Fund Education from future years to match the corresponding -£1.77m budget line in People Services. The intention is to reflect additional costs being incurred in school schemes regarding net zero infrastructure choices.
Additional / Reduction in Funding (Other Contributions and Prudential Borrowing)	All	+£6.39 (Other contributions) -£6.39 (Prudential Borrowing)	For accounting reasons, the Council recognises income against the capital programme at the earliest opportunity: Funds received in 2022/22 from National Highways for A14 detrunking (£6.39m) which have not yet been required in cash flow terms for the specific schemes they relate to have initially been accounted for in place of borrowing to fund other schemes across the capital programme. This will reduce the MRP charge that will be payable for 2023/24. When these funds are needed in the future for the specific schemes that they relate to, the Council will account for the borrowing to repay them. This is an accounting treatment only and has no impact on the actual funds for A14 detrunking.
Additional / Reduction in Funding (Grants, & Contributions and Prudential Borrowing)	All	+£1.57 (S106 contributions) +£0.69 (Grants) +£0.58 (Other contributions) +£0.58 (Combined Authority contributions)	A range of grants and contributions applicable to projects which have already completed in prior years (£3.78m) due to a timing issue between expenditure and receipt of funding have been allocated to those projects in 2022/23. This has the effect of reducing prudential borrowing across other projects in 2022/23 (as the completed projects were funded by £3.78m prudential borrowing in prior years). The breakdown of the £3.78m grants and contributions applied was £1.57m S106 contributions, £0.69m Department for Business, Energy and Industrial Strategy (BEIS) grants, £0.58m other contributions, £0.58m Combined Authority contributions and £0.35m revenue contributions.

		+£0.35 (Revenue contributions)	
		-£3.78 (Prudential Borrowing)	

5 Balance Sheet

5.1 Reserves

We retain a general fund reserve as our principal un-ringfenced reserve, which is held at a target balance of 4% of gross non-school expenditure. At 31 March 2023 this stood at £27 million.

At year-end, the Council has revenue earmarked reserves totalling £152m. These reserves are earmarked for specific purposes, and the breakdown of these can be seen in appendix 4.

The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, much of which is already planned into medium-term budgets.

5.2 Approval of Earmarked Reserves Carry-forwards and Draw downs

5.2.1 Under the Scheme of Financial Management, approval is requested for the following £4.6 million of transfers to and from earmarked reserves as part of year-end processes. These transfers are presented in the management accounts as having been agreed as these have been factored into financial projections through the year.

Fund Description	Transfer to reserves (+) / from reserves (-) £000s	Notes
Local Safeguarding Board	241	Local Safeguarding Board partner contributions carry forward to reserves from prior years. These are ringfenced contributions from partner bodies and will be spent in later years.
Regional Adoption Agency	562	Regional Adoption Agency transfer of carry forward to reserves. These are ringfenced contributions from partner bodies and will be spent in later years.
Adults and NHS debt	-311	Draw down from reserves to clear historic NHS debt. This reserve was created as part of debt settlement with the NHS in 2021, and is applied to cover any costs arising that fall without that settlement.
Learning Disability pooled budget	1,500	This is additional funding received from the NHS as part of work to re-baseline the pooled learning disability budget. A reserve transfer is proposed to smooth this income with the overall effect of the re-baselining exercise.
Litigation	-3,230	Draw down from specific risks reserve to cover ongoing litigation costs
Highways Maintenance	-1,096	Draw down from investment reserve created in March 2022 for work that took place in 2022-23.

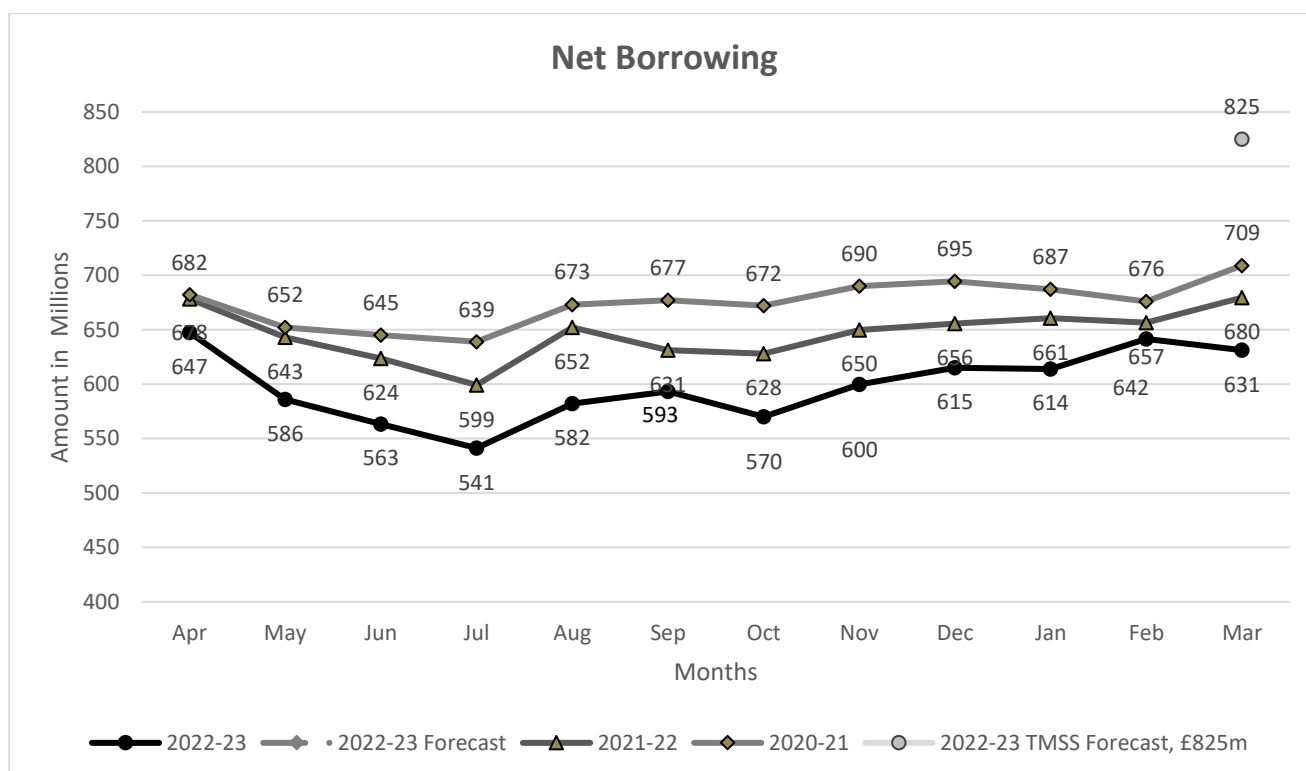
Fund Description	Transfer to reserves (+) / from reserves (-) £000s	Notes
Streetworks Permit Scheme	180	Carrying-forward of ringfenced funding regarding Streetworks Permit Scheme
Waste - Industrial Emissions Directive	-1,570	Draw down from service and specific risk reserve to fund Waste emissions pressure in 2022/23
Pandemic related risks	437	Contribution to reserves regarding ventilation works required for building compliance where spend is expected in a later year. This smooths funding into year in which work will now take place.
Business Change	-328	Draw down from Business Change reserve funding senior leadership investment following disaggregation of shared post.
Communities	-386	Draw down from reserves as part of delivering planned savings, which are addressed permanently in 2023-24 budgets. This enabled services to continue at current levels.
Capital Funding March Community Centre	-365	Draw down from revenue earmarked reserve of Cambridgeshire Skills Management team to supplement capital funding of the March Community Centre
Site demolition	-460	Draw down from reserve to clear balance held pending potential site demolition that is no longer required.
Flood risk management	240	Re-phasing of one off investment in the 2022-27 business plan to match costs profile
Total	-4,586	

Strategy & Resources Committee is asked to approve the transfers to and from earmarked reserves listed above, totalling a net -£4,586k.

5.3 Borrowing

Of the gross borrowing in 2022/23, it is estimated that £301m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.

The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of March 2023, investments held totalled £106.7m (excluding all 3rd party loans, Equity and This Land) and gross borrowing totalled £737.8m, equating to a net borrowing position of £631.1m.



5.4 Debt Management & Prompt Payment

An overview of debt management and prompt payment outcomes is shown below:

Measure	Year End Target	Actual as at the end of Mar 2023
% of income collected (owed to the council) within 90 days: Adult Social Care	85%	85%
Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£9.96m	£13.56m
Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£2.89m	£2.86m
% of invoices registered on ERP within 2 working days	98.0%	99.7%
% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	98.5%
% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	86.0%

5.4.1 Summary Final Position:

Overall debt outstanding has improved significantly since February. Overdue debt (total less current) has decreased by £1.7m from £21.9m to £20.1m.

Comparing to the same period last year, aged debt was £17.5m, however the increase this year is likely to be due to net revenue in February 2023 being some £8.9m higher than it was in 2021/22.

5.4.2 Sundry (non- Adult Social Care)

Overall sundry 91 days + debt has decreased by £777k since February. The largest decreases were in Place & Sustainability and Public Health with debt decreases of £277k and £271k respectively. This has resulted in the final sundry 91 days + debt balance being £2.86m against a target of £2.89m.

5.4.3 Adult Social Care

Adult Social Care (ASC)– 91 days + debt has decreased by £19k since February. Final balances are £13.56m against a target of £9.96m.

5.4.4 Bad Debt Provision

As a result of the levels of debt at year end, assessed for security, the Council has increased the general provision it carries on its balance sheet for bad debt by £1.685m.

5.5 Schools

5.5.1 Funding for schools is received from the Department for Education (DfE) via the Dedicated Schools Grant (DSG). As well as funding individual school budgets, the DSG also funds a range of central support services for schools.

5.5.2 Total schools balances as at 31st March 2023 are as follows:

	31st March 2022 £m (original published balances)	31st March 2022 £m (amended for in-year academy conversions)	31st March 2023 £m	Change £m
Nursery Schools	0.38	0.38	-0.02	-0.40
Primary Schools	13.92	13.92	12.61	-1.31
Special Schools	1.09	1.09	0.96	-0.13
Pupil Referral Units (PRUs)	0.19	0.19	0.31	+0.12
Total	15.58	15.58	13.86	-1.72

It must be noted that further to the DSG and standard grants such as Pupil Premium, and Universal Infant Free School Meals this year schools' budgets also include additional funding for Covid-19 Catch Up and Recovery Premium from the Education & Skills Funding Agency (ESFA). Schools that converted to Academy status prior to 31 March are no longer reported by the Local Authority and therefore are not included within the figures.

The change in individual school balances can be attributed to several reasons:

- Some schools will have delayed or cancelled spending decisions due to the uncertainty around future years funding amounts.
- Some schools have chosen to apply balances in 2023/24 to maintain current staffing levels and class structures.
- Pressures on capital funding have led some schools to reconsider and reprioritise revenue resources to allow for the possibility of capitalisation in future years.

5.5.3 Analysis is currently being undertaken to look at the individual changes in balances, and appropriate challenge given to both schools in a deficit position, and schools with excessive balances. Schools budget submissions are also currently being scrutinised to identify instances where schools are either planning to use a high proportion of their carry-forward to balance in-year or where already holding excessive balances where these are forecast to increase further. Notwithstanding individual reasons that balances have accumulated, it is also notable that as the centrally held deficit on the high needs block has increased, the growth in individual school reserves has remained stable.

5.5.4 A more detailed report on financial health of individual schools, including surplus and deficit balances and a school-by-school breakdown will be submitted to Schools Forum for consideration in July. This will include proposals to reconsider the levels of balances deemed as excessive and the appropriate measures to be put in place for those schools requiring improvement or judged inadequate by Ofsted.

The balances can be further analysed in the tables below:

Sector	Schools with Reported Deficit Balances as at 31st March 2022	Schools with Reported Deficit Balances as at 31st March 2023	Change
Nursery	2	4	2
Primary	11	12	1
Total Schools	13	16	3

Value of revenue deficits at 31st March 2023:

Deficit	Nursery	Primary	Total	Change from 2021-22
£100k+	1	3	4	3
£60k - £100k	1	2	3	-1
£20k - £60k	1	3	4	1
£10k - £20k	0	3	3	2
£1k - £10k	1	1	2	-2

Value of surplus revenue balances held by schools at 31st March 2023:

Surplus	Nursery	Primary	Special	Total	Change from 2021-22
£0k - £10k	0	7	0	7	5
£10k - £20k	1	6	0	7	2
£20k - £60k	0	27	1	28	3
£60k - £100k	1	18	0	19	-8
£100k - £150k	0	16	0	16	-7
£150k - £200k	1	11	0	12	5
£200k - £300k	0	12	1	13	-2
£300k - £400k	0	2	0	2	-2
£400k+	0	6	1	7	0

Following further validation of the Consistent Financial Reporting (CFR) returns the final information on Schools balances published by the Department for Education may differ slightly.

5.6 General Reserve Balances

5.6.1 Balances on the general reserve as at 31st March 2023 are £27.3m as set out below:

General Reserve Balance	2022/23 Final Outturn £m
Balance as at 31 March 2022	46.475
Changes Arising:	
Planned Business Plan adjustments	-9.281
Net Budget revision and redistribution as approved by S&R 27th June 2022	-8.979
Technical balance sheet corrections	-0.119
Funding Items surplus	2.388
People Services service pressure	-2.341
Place & Sustainability service pressure	-0.415
Strategy & Partnerships service underspend	0.081
Finance & Resources service pressure	-2.837
Underspend on capital financing costs	2.377
Balance as at 31st March 2023	27.347

5.6.2 As a minimum, it is policy that the General Reserve should be no less than 4% of the gross expenditure of the Council (excluding schools' expenditure). (The target was increased from 3% to 4% in the 2022-23 Business Plan.) At year-end, the overall overspend is recharged to the general reserve. The overspend was anticipated in business planning and so the reserve will be topped-up as a matter of course ahead of 2023-24.

6 Treasury Management Activity

- 6.1 This section summarises the expenditure and income for debt financing, which is held as a central budget within Corporate Services and complies with the reporting requirements in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

	Budget £m	Outturn £m	Variance £m
Interest payable	19.810	17,943	-1,867
Interest charged to Other Funds	-6.632	-6,262	99
Interest receivable	-10.338	-12,171	-1,833
Interest charged from Other Funds	10.274	12,444	2,172
Capitalisation of interest cost	-1.433	-1,514	-80
Technical & Other	317	234	-83
MRP	21.006	20,221	-785
Total	33.275	30,898	-2,377

- 6.2 In the 2022/23 fiscal year, the Council focused on maximising savings and efficiency in money management by repaying Interest and loans through internal borrowing. In terms of finances, there was an underspend of £1,867k in the Interest Payable on Borrowing. This was in the context of a rise in borrowing rates caused by increases in base rates by the Bank of England at various times throughout the year. As of March 2023, the current rate is 4.25%, which is a significant increase from the rate of 0.75% at the same time last year. The net interest receivable position was an in-year pressure of £339k across Interest Receivable and Interest charged from Other Funds; there was a £1,833k over achievement of income primarily due to the effect of increased interest rates on our short-term investment income which was more than offset by interest apportioned to other funds due to the higher base rate. Following analysis of capital schemes completed in 2021/22 and how they were funded, the MRP payment for 2022/23 has been recalculated and the year-end position was £785k lower than budgeted.
- 6.3 A full update on the outturn treasury management position is subject to a separate report to S&R Committee in July 2023.

Appendix 1 – Revenue – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

1. People Services

- The year-end position is an overall pressure of £2.341m.

New commentaries:

1a Strategic Management - Children & Safeguarding

Outturn Variance £m	Outturn Variance %
-1.0	-20%

A -£1.004m underspend is being reported at year-end. There was an over-achievement of the vacancy factor target due to a combination of the difficulty in recruiting to qualified Social Worker positions and recruitment to vacancies taking longer than anticipated across the service.

Previously reported commentaries, updated since last month:

1b Strategic Management - Adults

Outturn Variance £m	Outturn Variance %
-1.3	-408%

A -£1.304m underspend is being reported at year-end, which is an increase of £0.606m on the underspend position previously reported last month. The key variance contributing to this balance was the level of underspend arising from vacant posts during 2022/23 which exceeded the budget by £1.4m.

1c Learning Disabilities

Outturn Variance £m	Forecast Outturn Variance %
+1.9	+2%

A £1.899m pressure is being reported at year-end, which is an increase of £0.326m on the pressure position previously reported last month. The increase was primarily due to higher than expected demand levels in the final month of the year.

The pressure was largely due to demand on the budget for externally commissioned care placements. Throughout the year it proved incredibly challenging to find placements in the external provider market for service users transitioning from children's services, and for existing service users who needed placement moves. During the second half of the year the number of service users supported by the Young Adults team increased significantly exceeding the number of transitions anticipated from children's services. The problems with making placements throughout the year was in part due to providers struggling with staffing shortages, high agency costs and a high

level of general inflation. Young people also transitioned to adult services with generally more complex needs, so there were fewer suitable placements available and those that were available were higher cost in order to meet service user needs. Similar challenges were seen with service users' needs increasing, and the need for new placements.

The spend on service user transport was particularly high during the year and ended with a pressure of £675k. £385k of this was attributable to individual journeys for service users supported by the Young Adults team but was in line with the demand pressures in-year from transitioning young people. Driver shortages and fuel price inflation increased transport costs, with fewer suppliers willing to cover routes. The transport tenderer stabilised costs for the set routes, although the cost for these routes was in excess of the budget set for them.

The in-house provider services have a pressure due to absence levels requiring relief worker cover. Absence levels are higher than expected and require cover to enable the service to remain operational.

The Learning Disability Partnership (LDP) are working on strategies to control escalating demand and placement costs in the medium to long term, but there are limited short term solutions. A Transitions Panel has been set up to better plan young people's transitions from children's to adults' services with the aim that transitions planning will happen from a younger age and adults' services will have more time to plan care and source placements. However, currently most of the panel's work is focussed on young people approaching their 18th birthday.

Adults Commissioning are developing an LD Accommodation Strategy that will enable them to work with the provider market to develop the provision needed for our service users, both now and looking to future needs. This should lead to more choice when placing service users with complex needs and consequently reduce costs in this area, but this is a long-term programme. The LDP social work teams and Adults Commissioning are also working on strategies to increase the uptake of direct payments, to deliver more choice for service users and decrease reliance on the existing care market.

1d Older People and Physical Disability Services

Outturn Variance £m	Outturn Variance %
-2.1	-3%

A -£2.075m underspend is being reported at year-end, which is a £0.225m decrease in the pressure position previously reported last month. Older People's and Physical Disabilities Services underwent a service redesign for the start of 2022/23 to realign the Long-Term care teams into single locality-based community care teams and a specialist care home team. As part of this redesign, a cohort of over-65 clients previously allocated to the Physical Disabilities care budget were realigned to the Older People's care budget, which means that the Physical Disabilities care budgets relate to working-age adults only.

The service as a whole ended the year with a net underspend of -£2.075m. Demand patterns that emerged during 2021/22 broadly continued into 2022/23 and are reflected in the individual outturn positions for the service.

Older People's North & South

It was reported throughout 2021/22 that despite high levels of activity coming into service, driven largely by Hospital Discharge systems, net demand for bed-based care remained significantly below budgeted expectations, and there was no overall growth in the number of care home placements over the course of the year. This trend broadly continued into 2022/23 and a high proportion of new placements were made within the Council's existing block bed capacity, which resulted in a significant underspend. This was partially offset by a significant increase in demand for domiciliary care with the month-on-month increase in service users exceeding budgeted expectations. The service had a net underspend of -£3.416m.

Physical Disabilities North & South

There was a significant increase in demand for community-based care above budgeted expectations. The increase in demand largely related to home care, both in terms of numbers of clients in receipt of care and increasing need (i.e. average hours of care) across all clients. During 2021/22, this impact was offset by a reduction in demand in the over-65 cohort that have been realigned to the Older Peoples budget. This, in conjunction with a reduction in income due from clients contributing towards the cost of their care, resulted in the pressure of £1.341m.

1e Mental Health

Outturn Variance £m	Outturn Variance %
+0.4	+3%

A £0.428m pressure is being reported at year-end within Mental Health Services, which is a decrease of £0.239m on the pressure position previously reported last month. Adult Mental Health services continued to see significant additional demand within community-based care, particularly there was a notable increase in the volume of new complex supported living placements made during the course of the year. This was partially offset by an underspend against the Section 75 Contract and an in-year benefit from correction of historic continuing healthcare costs.

1f Central Commissioning - Adults

Outturn Variance £m	Outturn Variance %
-0.5	-3%

A -£0.458m underspend is being reported at year-end within Central Commissioning – Adults, which is a decrease of £0.254m on the underspend position previously reported last month.

Savings of -£575k have been made through the decommissioning of six local authority funded rapid discharge and transition cars as part of the wider

homecare commissioning model. This offsets the pressure and delivers a net underspend on the budget. The long-term strategy is to decommission all the local authority funded cars, meeting the need for domiciliary care through other, more cost-effective means, such as:

- A sliding scale of rates with enhanced rates to support rural and hard to reach areas.
- Providers covering specific areas or zones of the county, including rural areas.
- Supporting the market in building capacity through recruitment and retention, as well as better rates of pay for care staff.

These savings offset a £278k pressure on hospital discharge cars where grant funding did not fully meet costs. There are also some additional small underspends on recommissioned contracts, bringing the net underspend to £458k.

1g Children in Care Placements

Outturn Variance £m	Outturn Variance %
+1.8	+8%

A £1.802m pressure is being reported at year-end, which is an increase of £0.152m on the pressure position previously reported last month. The biggest impact on the Placement Budget has been a small number of high-cost placements for children with exceptional behaviours and complex needs and has contributed to more children and young people being in residential and secure homes than budgeted. These costs have been incurred since August and the children have been the subject of multiple placement searches, two of whom moved to reduced cost provisions relatively quickly. Costs for one child remain excessive, and endeavours are being made to find suitable alternative reduced cost provision capable of meeting need.

The placement market is highly competitive with demand outstripping supply; this results in providers cherry-picking when matching placements within their residential provision, this coupled with excessive demand means that placement costs are in some cases 30%+ higher than pre-pandemic levels.

A number of providers have justified fee uplift requests in response to the high inflation levels currently being experienced, this is in particular in regard to IFA placements where the cost-of-living increases are affecting fostering families. The last few months have seen a decrease in our ability to access in-house provision with a greater number of placements being made in the independent sector.

The above local pressures of supply and demand, inflationary pressures and difficulty in recruiting and retaining internal foster care families are reflected nationally and CCC is developing a transformation programme which will include projects and strategies to help address these long-standing market issues.

1h Adoption

Outturn Variance £m	Outturn Variance %
-0.4	-7%

A -£0.373m underspend is being reported at year-end. The underspend is primarily against Special Guardianship Orders, which is the continuation of savings realised from changes made to allowances following the introduction of a new means-testing tool, in line with DfE recommendations.

1i Redundancy & Teachers Pensions

Outturn Variance £m	Outturn Variance %
-0.3	-9%

A -£0.326m underspend is being reported at year-end, which is an increase of £0.072m on the underspend position previously reported last month. The overall position is due to a significant reduction in the number of individuals receiving pension payments. There has also been lower than anticipated activity in redundancies.

1j SEND Specialist Services (0-25 years)

Outturn Variance £m	Outturn Variance %
+3.6	+3%

A £3.602m pressure is being reported at year-end across SEND Specialist Services (0-25 years), which is an increase of £3.087m on the pressure position previously reported last month. The Education Psychology service reported a pressure of £285k. The service has experienced increasing demand which cannot be met from within the substantive team and is therefore being met through use of locum Education Psychologists. This pressure is due to the significant increase in requests for Education, Health and Care Needs Assessments (EHCNA) that continued over the course of the year.

In addition, the SEND Training service ended the year with a pressure of £105k. The level of income from providing training to schools was less than budgeted. Previously any shortfall has been offset by underspends in staffing and other areas, but that is no longer possible due to pressures across SEND.

The SEND Head of Service budget has a year-end pressure of just over £200k, primarily due to one-off additional costs this financial year, such as back-dated invoices being received from NHS partners, and some small unfunded pressures elsewhere within SEND.

The net pressure on DSG funded activities across special schools and units, top-up funding, placements and tuition is a result of the continuing increase in the number of children and young people with Education, Health, and Care Plans (EHCPs).

1k SEND Financing – DSG

Outturn Variance £m	Outturn Variance %
+10.5	+108%

A £10.489m pressure is being reported at year-end within the high needs block of the Dedicated Schools Grant (DSG), which is a decrease of £1.311m on the pressure position previously reported last month. Due to the continuing increase in the number of children and young people with Education, Health and Care Plans (EHCPs), and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. The final pressure will be carried forward as part of the overall cumulative DSG deficit.

1l Home to School Transport – Special

Outturn Variance £m	Outturn Variance %
+1.9	+11%

A £1.901m pressure is being reported at year-end, which is a decrease of £0.229m on the pressure position previously reported last month. Following the retender of 330 routes for Sept 2022, average contract costs have gone up by 18.5% from 2021 reflecting the strong impact of inflation. In addition, there has been an increase in the number of pupils being transported to special schools. The lack of special school places available locally has necessitated longer and less efficient transport routes and has added to the pressure on this budget.

Uncertain market conditions have led to an unprecedented number of contract hand backs across the service. There is a lack of providers bidding on contracts for post 16 provision; many courses only require transport for 3 days a week which has made these routes less attractive to the market and has led to an increase in cost. Operators are not able to find the drivers and passenger assistants for these routes, preferring to bid on whole week contracts. There is also a lack of providers in the Cambridge South area, which means that contractors are coming in from Peterborough and Huntingdon to cover these routes at a high cost. The Stagecoach retendering exercise has also contributed to the additional pressure. Whilst all routes were covered this led to an increased spend of around £543 per day.

1m Children in Care Transport

Outturn Variance £m	Outturn Variance %
+0.5	+30%

A £0.492m pressure is being reported at year-end, which is an increase of £0.192m on the pressure position previously reported last month. There has been an increase in transport demand arising from an increasing shortage in local placements, requiring children to be transported further. In addition, transport requests for Children In Care pupils as part of their care package have increased due to carers feeling unable to meet the increased fuel costs.

1n Home to School Transport – Mainstream

Outturn Variance £m	Outturn Variance %
+0.7	+8%

A £0.731m pressure is being reported at year-end, which is an increase of £0.020m on the pressure position previously reported last month. As with all the transport budgets, driver shortages and inflation have increased contract costs. In addition, several areas in the county have a lack of local places meaning that pupils must be transported further at higher cost.

There are the same issues with transport provision as stated above for the SEN budget. In addition, the lack of bus operator and drivers has resulted in one school needing to be covered with 5 taxis, as a 53-seater bus could not be procured, despite multiple tenders and market testing.

The lack of places continues to generate extra taxis provision. This has been higher in the Cambridge South area, where refugee guests are taking up places that had already been forecasted for, resulting in pupils being transported further afield.

1o Financing - DSG

Outturn Variance £m	Outturn Variance %
-12.9	-13%

This line relates to £12.945m that was required to be drawn down from the DSG reserve to meet the in-year pressure on DSG funded services (mainly the high needs block as noted above). This reserve is currently negative (a deficit on the DSG). Within People Services, spend of £102.9m is funded from the ring-fenced Dedicated Schools Grant.

2. Place and Sustainability

- The year-end position is an overall underspend of £0.415m.

New commentaries:

2a Highway Maintenance

Outturn Variance £m	Outturn Variance %
+0.3	+2%

A £0.258m pressure is being reported at year-end. Increased pothole numbers required additional operational resources and hence an increased cost in-year to ensure the safety of highway users was maintained.

2b Winter Maintenance

Outturn Variance £m	Outturn Variance %
+0.3	+10%

A £0.293m pressure is being reported at year-end. The nature of the winter increased the need for precautionary salting runs, resulting in higher costs than forecast. 51 full runs and 6 partial runs were required to maintain a safe network compared to the budgeted 44.

Previously reported commentaries, updated since last month:

2c Lost Sales, Fees & Charges Compensation

Outturn Variance £m	Outturn Variance %
-0.7	-100%

Parking Enforcement

Outturn Variance £m	Outturn Variance %
+0.4	-%

Variance on these two budget lines is linked. Funding is held on the Lost Sales, Fees & Charges Compensation to offset the impact of Covid on parking enforcement income. The pressure on income collection is reported on the Parking Enforcement line. The amount of funding held in offset is greater than the pressure, resulting in a net underspend of £0.305m between the two lines, which is an increased underspend of £0.083m since last month.

2d Street Lighting

Outturn Variance £m	Outturn Variance %
-0.3	-2%

An in-year underspend of -£0.265m is being reported at year-end which is an increase of £0.010m on the underspend position previously reported last month. Additional funding was allocated for Street lighting energy due to an updated energy rate from October 2022, which meant forecasted pressures were not as severe as predicted. Within Highways and Commissioning proportionately there was a significant underspend due to the inability to recruit to existing vacancies.

2e Traffic Management

Outturn Variance £m	Outturn Variance %
-0.9	-1,608%

An in-year underspend of -£0.892m is being reported at year-end. This is an increase of £0.028m on the underspend position previously reported last month. Income from road opening and closure fees was higher than originally anticipated.

2f Highways Development Management

Outturn Variance £m	Outturn Variance %
-0.4	-%

An in-year underspend of -£0.356m is being reported at year-end. This is a decrease of £0.153m on the underspend position previously reported last

month. The year-end position is due to section 106 and section 38 fees coming in higher than budgeted for new developments, leading to an overachievement of income.

2g Park & Ride

Outturn Variance £m	Outturn Variance %
+0.8	-%

An in-year pressure of £0.846m is being reported at year-end on the Park & Ride budget, which is a decrease of £0.107m on the pressure position previously reported last month. There was pressure on Guided Bus maintenance due to the installation of a temporary fence on the Southern Section of the Guided Busway, between the station and the Addenbrookes spur, and implementation of the safety measures as recommended in the Mott Macdonald safety report. A Health & Safety Executive (HSE) investigation continues regarding the busway. Additional costs have been incurred for the installation of solar studs which have been recommended as part of this report.

Post Covid, busway services have still not recovered to pre-Covid levels. This meant less access charge income coming into the busway budget. The access agreement allows increases each April to the access charges to cover full maintenance costs of the busway. This would allow for some increase in April 2023. The access charge increase could not be used to pay for the additional expenditure on the maintenance track (cycleway/bridleway), additional safety works required by HSE as this would be regarded by the Bus operators as non-maintenance/non-busway expenditure.

2h Waste Management

Outturn Variance £m	Outturn Variance %
+0.8	+2%

An in-year pressure of £0.795m is being reported at year-end on Waste Management, which is an increase of £0.133m on the pressure position previously reported last month. There has been a transfer from the waste earmarked reserve of £1.57m to reflect the additional net Best Available Techniques conclusions (BATc) related costs. The pressure reflects the landfill gate fee pressure of £700k, the green waste pressure of £240k, the Persistent Organic Pollutants (POPs) part-year pressure of £100k, and the backdated rent and lease for the Thriplow site. Offsetting these pressures there has been a downturn in the amount of PFI contract waste collected, which is estimated to be 240K tonnes compared to 248K tonnes in 21/22 (due to both reduced green waste because of last summer's drought and also a general reduction in waste produced per head), and increased volumes of trade waste collected and reduced recycling credit payments.

2i Energy Projects Director

Outturn Variance £m	Outturn Variance %
+0.3	+111%

An in-year pressure of £0.332m is being reported at year-end on the Energy Project Director budget, which is an increase of £0.032m on the pressure position previously reported last month.

At the start of the year, three projects had forecast revenue income including St. Ives and Babraham Park and Ride projects and the North Angle Solar Farm. During the year this position changed for a number of reasons and the income has been pushed back to 2023/24. For the St. Ives Smart Energy Grid Project, the UKPN grid connection will not energise until the earliest September 2023 to allow export to the grid and the private wire supply PPA changed to reflect the business customer site operations requirements. For Babraham Road P&R smart energy grid, an additional construction phase had to be added to the construction programme negotiated with Addenbrookes NHS Trust, to address the number of available parking spaces for staff during the construction programme. This added an additional 14 weeks to the construction programme pushing back income generation and maintenance costs to start in early 2024. The North Angle Solar Farm project is now ready to connect to the private wire. Planning permission for the private wire was granted on 6th April and energisation for the North Angle Solar Farm is forecast from December 2023.

3. Finance & Resources

- The year-end position is an overall pressure of £2.837m.

New commentaries:

3a Property Investments

Outturn Variance £m	Outturn Variance %
-0.6	-16%

A -£0.567m underspend is being reported at year-end. The Property Investments budget has an overachievement of income in 2022/23 with additional income being received, including new rent from the recently purchased Evolution unit B. There has also been a saving made due to lower maintenance costs during 2022-23.

Previously reported commentaries, updated since last month:

3b Facilities Management

Outturn Variance £m	Outturn Variance %
+1.5	+26%

A +£1.537m pressure is being reported at year-end in Facilities Management, which is an increase of £0.362m on the pressure position previously reported last month. The pressure is mainly due to the continued cost of running the old Shire Hall site. Most of the expenditure is for business rates and progress is being made to reduce costs. The cost of maintaining the corporate buildings is expected to cause a further budget pressure; this includes a backlog of work following fire risk assessments which were delayed due to Covid.

3c Property Compliance

Outturn Variance £m	Outturn Variance %
-0.4	-189%

A -£0.420m underspend is being reported at year-end in Property Compliance, which is a decrease of £0.009m on the underspend position previously reported last month. The underspend is primarily due to unused reserves held for the demolition of an educational site on Arbury Road, Cambridge. This work is complete and did not cost as much as the amount reserved. There is also a pressure of £39k in the compliance budget, due to a reduction of income from external works and additional resources.

3d Central Services and Organisation-Wide Risks

Outturn Variance £m	Outturn Variance %
+2.6	+916%

A £2.609m pressure is being reported at year-end across Central Services and Organisation-Wide Risks. This is an increase of £0.857m on the pressure position previously reported last month. We have overachieved the vacancy saving amount by £1.1m, (the majority is from the IT service, with both staff vacancies and from the new PCC shared service £404k, and the contact centre has seen a saving of £392k for vacancies). The mileage saving has overachieved by £181k. In contrast to these savings, the majority of the pressure is due to the national pay award for local government, which was £2.8m higher than the amount budgeted (3.5%). In addition the Council's year-end general bad debt provision adjustment was £1.6m.

Previously reported commentaries, unchanged since last month:

3e Contract Efficiencies & Other Income

Outturn Variance £m	Outturn Variance %
0.4	+100%

A £0.360m pressure is being reported at year-end across Contract Efficiencies & Other Income.

Contract Efficiencies: This is due to ongoing difficulties with supply chains – relating to increasing inflationary cost pressures and continued impact from the pandemic – opportunities to renegotiate current contracts without a change to specification is extremely limited. A procurement three-year pipeline is being created alongside a programme of contract review by the Head of Due Diligence and Best Value; it is anticipated savings will be identified through those processes once they commence fully.

External Income: This target originally focused on the achievement of surplus income generation from advertising and sponsorship. Activities in advertising and sponsorship have also been limited not only due to available revenues from businesses wishing to advertise but also the capacity to manage our

assets for advertisement/sponsorship and our more exclusive intent for relevant policies to remove or reduce junk food, fossil fuels, etc. Further opportunities for other income are being explored.

4. Public Health

- An overall underspend of -£0.809m is being reported at year-end. This has been transferred to the Public Health ring-fenced grant reserve at year-end, leading to a balanced budget overall.

New commentaries:

4a Sexual Health – STI testing and treatment – Prescribed

Outturn Variance £m	Outturn Variance %
-0.3	-7%

A -£0.277m underspend is being reported at year-end. There are two key reasons for the underspend:

- Genito Urinary Medicine testing costs are recharged from a large number of health trusts outside of Cambridgeshire who provide services for Cambridgeshire residents. The invoices for this work often arrive in subsequent financial years – indeed nearly 50% of costs invoiced in 2022/23 related to prior years. This makes forecasting of spend very difficult and this has been exacerbated by a significant reduction in activity during the pandemic. Activity levels were expected to return to pre-pandemic levels and this was taken into account in the closing position for 2021/22. However, activity levels have remained suppressed, and the amount forecast at the end of 2021/22 for spend still to be invoiced has turned out to be a significant overestimate. This over accrual from 2021/22 of £70k is offsetting spend in 2022/23, and in addition, activity remains below budgeted levels in-year creating a further underspend of £48k;
- on the main contract for community Sexual and Reproductive health services, contributions from partners have exceeded budget resulting in an underspend of £142k.

4b NHS Health Checks Programme - Prescribed

Outturn Variance £m	Outturn Variance %
-0.3	-38%

A -£0.266m underspend is being reported at year-end. Activity on health checks is largely delivered through primary care – GPs. In the aftermath of the pandemic, activity in these services has been slow to recover resulting in a significant in-year underspend.

Previously reported commentaries, updated since last month:

4c Public Health Directorate Staffing and Running Costs

Outturn Variance £m	Outturn Variance %
-0.2	-7%

A -£0.169m underspend is being reported at year-end on Public Health Directorate Staffing and Running Costs, which is a decrease of £0.010m on the underspend position previously reported last month. The main cause of the underspend is due to vacant posts particularly in the early part of the year when recruitment was difficult. In recent months recruitment has been more successful and a vacancy factor has also been built into the Public Health budget for 2023/24, as already exists in many other areas of the Council, to reflect underspends arising when posts are vacant and being recruited to.

5. Capital Financing

- The year-end position is an overall underspend of £2.377m.

Previously reported commentaries, updated since last month:

5a Capital Financing

Outturn Variance £m	Outturn Variance %
-2.4	-7%

A -£2.377m underspend is being reported at year-end across the Capital Financing budgets. This is a decrease of £0.643m on the underspend position previously reported last month. The position is primarily due to underspends on interest payable, Minimum Revenue Provision (MRP) and a small pressure on interest receivable.

- The year-end outturn on interest payable was an in-year underspend of £1.867m. Whilst the cost of taking out PWLB borrowing has been significantly higher over this financial year due to rising interest rates, the Council has instead taken advantage of lower rates on shorter-term Local Authority borrowing when refinancing existing loans, as well as taking the opportunity to fix deals several months in advance to lock in lower rates. The cashflow position has been such that the Council required less borrowing by the end of the financial year; as a result, some maturing loans did not need to be refinanced.
- The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the MRP). Following analysis of capital schemes completed in 2021/22 and how they were funded, the MRP payment for 2022/23 has been recalculated and the year-end position is £785k lower than budgeted. This analysis takes some time following conclusion of the preceding financial year and production of statements of accounts.
- The net interest receivable position was an in-year pressure of £339k across Interest Receivable and Interest charged from Other Funds; there was a £1,833k over achievement of income primarily due to the effect of increased interest rates on our short-term investment income which was more than offset by interest apportioned to other funds.

6. Funding Items

- The year-end position is an overall underspend of £2.388m.

Previously reported commentaries, updated since last month:

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.4	-22%

A -£2.388m underspend is being reported at year-end within Funding Items, which is an increase of £0.141m on the underspend position previously reported last month. The underspend relates primarily to recognising £1.788m Homes for Ukraine unringfenced grant centrally in Funding Items as a contribution to overall council costs of running this scheme. In addition, there was a £548k grant allocation from DLUHC for the Business Rates Levy surplus account grant.

Appendix 2 – Capital – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

1. People Services

- Overall in-year outturn variance of -£16.749m underspend.

New commentaries:

1a Northstowe secondary, phase 2

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
750	811	200	611

An in-year pressure of £0.811m is being reported at year-end on the Northstowe secondary, phase 2 scheme. The Northstowe secondary and 2nd primary are being delivered as a single scheme and only one payment certificate has been issued. As a result, all the spend on the contractor's payment certificate has been going against the expenditure code for the secondary; the reverse situation is true for the primary. In the 2023-24 roll forward/rephasing exercise, we are bringing the two projects together as the school is being delivered and run as an all-through age range. This will rectify the expenditure position.

1b Condition, Suitability & Maintenance

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
5,377	-266	0	-266

An in-year underspend of -£0.266m is being reported at year-end across the Condition, Suitability & Maintenance scheme. This is due to some small-scale projects not completing as planned. The rephasing is DfE grant-funded and will be carried forward into 2023/24.

1c Devolved Formula Capital

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,979	451	0	451

An in-year pressure of £0.451m is being reported at year-end across the Devolved Formula Capital scheme. Schools reported more capital spend than originally anticipated; however, this is fully funded from schools revenue/external funding sources.

1d Capitalised Interest

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
660	-346	0	-346

An in-year underspend of £0.346m is being reported at year-end. This is due to lower capital spend than budgeted in People Services, resulting in a total lower interest cost being recharged.

Schemes previously reported on, updated since last month:

1e Littleport Primary School

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
649	-542	0	-542

An in-year underspend of -£0.542m is being reported at year-end, which is a decrease of £0.007m on the underspend position previously reported last month. Plans to expand Littleport Community Primary School from 420/2FE to 630/3FE have been delayed as pupil numbers have not increased as expected because of slower than expected progress in local housing developments and lower annual births in the village. The project team will keep the situation under review with school place planning. Additionally, the Millfield Early Years scheme has been delayed due to planning validation issues.

1f St Philip's Primary

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
600	-596	0	-596

An in-year underspend of -£0.596m is being reported at year-end in the St Philip's Primary scheme, which is an increase of £0.016m on the underspend position previously reported last month. Rephasing is anticipated following the latest delivery programme received. There has been a delay in progressing the project until the scope of works has been redefined and agreed.

1g Waterbeach New Town Primary

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
350	285	0	285

An in-year pressure of £0.285m is being reported at year-end on the Waterbeach New Town Primary scheme, which is a decrease of £0.015m on the pressure position previously reported last month. The position is due to accelerated spend to cover redesign fees incurred this financial year.

1h Alconbury Weald Secondary and Special

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
14,500	-12,607	0	-12,607

An in-year underspend of -£12.607m is being reported at year-end forecast on the Alconbury Weald Secondary and Special scheme, which is a £0.107m increase on the underspend position previously reported last month. A new tendering approach is being taken for the procurement of this project following increases in the estimated cost for SEN works. The SEN School will now be delivered one year later in 2024. Alternative procurement routes are being explored for the secondary with the completion date to be confirmed.

1i Sir Harry Smith Community College

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
3,200	-943	0	-943

An in-year underspend of -£0.943m is being reported at year-end on the Sir Harry Smith Community College scheme, which is a decrease of £0.657m on the underspend position previously reported last month. The start on site was put back to 16th January 2023 due to delays with planning and highways decisions. The revised completion date is 8th March 2024.

1j Cambourne Village College Phase 3b

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
14,000	-3,900	0	-3,900

An in-year underspend of -£3.775m is being reported at year-end on the Cambourne Village College Phase 3b scheme, which is a decrease of £0.125m on the underspend position previously reported last month. Rephasing is expected as it has taken time to ensure the project can be delivered on budget. A slightly longer programme schedule is anticipated with project completion now expected in April 2024.

1k LA Early Years Provision

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,119	-2,021	0	-2,021

An in-year underspend of -£2.021m being reported at year-end within LA Early Years Provision, which is an increase of £0.327m on the underspend position previously reported last month. Rephasing is taking place on three schemes, including the Teversham permanent build which was approved by the capital programme board in November 2022 for delivery during 2023/24. Meldreth is also planned to be delivered during 2023/24.

1l Samuel Pepys Special School

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,200	-947	0	-947

An in-year underspend of -£0.947m is being reported at year-end on the Samuel Pepys Special School scheme, which is a decrease of £0.053m on the underspend position previously reported last month. The underspend is due to a delay in purchasing land. This is now expected to complete in April 2023, with work programmed to commence in May 2023.

1m Additional Countywide SEN places

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,350	-1,249	0	-1,249

An in-year underspend of -£1.249m is being reported at year-end on the Additional Countywide SEN places scheme, which is an increase of £0.049m on the underspend position previously reported last month. Seven low capital cost schemes have been presented to Capital Programme Board with a view to release 66 special school places and 40 Enhanced Resource Base places for September 23; these schemes will be concluded in 2023/24.

1n New SEMH Provision Wisbech

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
12,000	-1,596	0	-1,596

An in-year underspend of -£1.596m is forecast on the New SEMH Provision Wisbech scheme, which is an increase of £0.096m on the underspend position previously reported last month. Several factors have contributed to the

underspend, including the contractor's reduced need to pay for materials offsite and there has been early delivery to site due to an improved supply chain. There was a need to appoint a new sub-contractor for roofing and cladding due to the original entering administration; this has caused a delay and has had a slight knock-on impact to other works. In addition, January's inclement weather has hindered the progress of the groundworks.

1o Temporary Accommodation

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
750	-400	-400	0

An in-year underspend of -£0.400m is forecast on the Temporary Accommodation scheme, which is an increase of £0.101m on the underspend position previously reported last month. There has been a significant reduction in the number of new temporary solutions required across the county, realising a £0.400m underspend in 2022/23.

1p Independent Living Service: East Cambridgeshire

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,084	-745	0	-745

An in-year underspend of -£0.745m is being reported at year-end on the Independent Living Service: East Cambridgeshire scheme, which is an increase of £0.222m on the underspend position previously reported last month. This is due to rephasing in the project, caused by a delay in the purchase of land. The NHS is not able to release the site until they have progressed their own capital project and they have experienced tendering delays, which have slowed progress on their project. Their project is on our critical path.

Schemes previously reported on, unchanged since last month:

1q People Services Capital Variation

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
-9,114	9,114	0	9,114

Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore, £9.114m of the overall £25.863m underspend is balanced by use of the capital variations budget.

2. Place and Sustainability

- Overall in-year outturn variance of -£5.684m underspend.

New commentaries

2a Traffic Signal Replacement

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
778	-292	0	-292

An in-year underspend of -£0.292m is being reported at year-end. The scheme at High Street Willingham has been delayed until 2023/24 due to a clash with Cambridge Water works.

2b Pothole grant funding

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
8,329	967	0	967

An in-year pressure of £0.967m is being reported at year-end. There have been substantial inflationary costs in the programme throughout the year including primarily bitumen price rises early in the year driven by the war in Ukraine.

2c Kings Dyke

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
5,084	1,108	0	1,108

An in-year pressure of £1.108m is being reported at year-end. Whilst we are fulfilling our payment obligations under contract and the final account is forecast to be within the scheme budget following application of the final account process, payments are ahead of profile but within overall scheme costs.

2d Emergency Active Fund

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,181	-278	0	-278

An in-year underspend of -£0.278m is being reported at year-end. The initial Emergency Active Travel programme was scheduled to be completed by March 2023. The programme has now been pushed out until September 2023 due to

the complexities around scheme delivery and Milestone supply chain resource limitations. The programme will be in line with budget on the new programme.

2e A141 and St Ives Improvement

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,002	-472	0	-472

An in-year underspend of -£0.472m is being reported at year-end. Survey work due to commence in 2022/23 was delayed and begun in April 2023. It is scheduled to run throughout 2023/24 according to the appropriate seasons alongside preparation of the Outline Business Case.

2f A10 Ely to A14 Improvements

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
957	-427	0	-427

An in-year underspend of -£0.427m is being reported at year-end. A delay in the timetabled site survey work means that surveys initially planned to start in 2022/23 will now be undertaken during the relevant seasons in 2023/24 alongside work to prepare the Outline Business Case.

2g Northstowe Heritage Centre

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
375	-285	0	-285

An in-year underspend of -£0.285m is being reported at year-end. This project is current in abeyance due to the main contractor going into liquidation. Work is underway with solicitors and the project team to understand our options moving forwards with a view to deciding in the September committee cycle.

2h School Ground Source Heat Pump Projects

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
926	-266	0	-266

An in-year underspend of -£0.266m is being reported at year-end. This is due to an error in the project team's projection (March 2022 expenditure misattributed to April 2022) and completion on site being delayed by 12 months. The delay relates to one of the 12 plant rooms to be decarbonised.

The contractor identified that their original plan for this plant room is not workable. The revised plan requires excavation works which can only take place this summer.

Schemes previously reported on, updated since last month:

2i Local Infrastructure Improvements

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,325	-152	0	-152

An in-year underspend of -£0.152m is being reported at year-end. This is a decrease of £0.241m on the underspend position previously reported last month. This budget is made up of many smaller schemes and by its very nature a number of schemes will be completed in 2023-24. Funding for these schemes will be carried forward to 2023-24, with delivery of the programme expected by end of August 23.

2j Safety Schemes

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,480	-1,259	0	-1,259

An in-year underspend of -£1.259m is being reported at year-end on Safety Schemes. This is an increase of £0.029m on the underspend position previously reported last month. The majority of the budget relates to two schemes, Puddock Road Ramsey and Swaffham Heath Crossroads. For both of these schemes it is expected that the majority of construction work will take place next financial year.

2k Delivering the Transport Strategy Aims: Highway schemes

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,046	-1,033	0	-1,033

An in-year underspend of -£1.033m is being reported at year-end on Delivering the Transport Strategy Aims: Highway schemes. This is an increase of £0.232m on the underspend position previously reported last month. The following projects in the programme were delayed due to,

- a mixture of legal and landownership issues: A605 Elton NMU;
- roadspace requirements and having to work over the Easter holidays: A603 Barton Road, Ely City 20mph, PROW improvements in Brampton;

- delays caused by third parties: 20mph Quick Win projects and Storeys Way.

2l Girton to Oakington cycling scheme

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
339	-271	0	-271

An in-year underspend of -£0.271m is being reported at year-end on Delivering the Transport Strategy Aims: Highway schemes. This is a decrease of £0.012m on the underspend position previously reported last month. Completion of Phase 2 detailed design and the acquisition of third party land was undertaken during 2022/23. The remaining budget is not adequate to complete construction, so other funding sources will be investigated. If no other funding can be found then the remaining budget will be reallocated.

2m Delivering the Transport Strategy Aims- Other Cycling schemes

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,092	-795	0	-795

An in-year underspend of £0.795m is being reported at year-end on the Delivering the Transport Strategy Aims- Other Cycling schemes. This is an increase of £0.294m on the underspend position previously reported last month. The underspend relates to three schemes: B1049 A14 Histon junction, Eddington to Girton and Ditton Lane, Fen Ditton. For each of these schemes, feasibility and preliminary design work was undertaken in 2022/23 to establish likely construction costs. Any construction will take place in 2023/24 and the funding will be rolled forward for this.

2n Carriageway & Footway Maintenance incl Cycle Paths

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
9,298	-825	0	-825

An in-year underspend of -£0.825m is being reported at year-end on the Carriageway & Footway Maintenance incl Cycle Paths scheme. This is an increase of £0.105m on the underspend position previously reported in January. A high value (£950k) scheme – A505 Safety Fence Replacement- was delayed to avoid network disruption from extensive traffic management on the A505 and Strategic Road Network whilst other works took place in the vicinity. Work was able to commence late in 2022/23 (Feb). However, the bulk of the works will take place in 2023/24. A package of smaller safety fencing

schemes (c.£300k in value) was also delayed due to the need to agree delivery dates with National Highways.

The need to avoid traffic disruption and congestion affected the timing of a number of small maintenance schemes leading to a number of schemes moving into 2023/24 for delivery.

St Neots – Town Centre Market Square maintenance works have been deferred to 2023/24 to align timing with the District Council's St Neots Town Centre improvements. This will reduce impact on the town and residents by shortening the total duration of works and provides some savings across both projects.

2o £90m Highways Maintenance schemes

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,365	-492	0	-492

An in-year underspend of -£0.492m is being reported at year-end on £90m Highways Maintenance schemes. This is a change of -£0.932m from the pressure position previously reported last month. In year inflation, utility issues and some unforeseen additional works affected schemes within the programme causing delay towards the year end resulting in several schemes being deferred to 2023/24.

2p Ring Fort Path

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
398	-359	0	-359

An in-year underspend of -£0.358m is being reported at year-end. This is an increase of £0.001m on the underspend position previously reported last month. Construction did not take place in 2022-23 and the budget will need to be rolled forward to 2023-24.

2q Wisbech Town Centre Access Study

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
693	-714	0	-714

An in-year underspend of £0.714m is being reported at year-end on the Wisbech Town Centre Access Study scheme. This is an increase of £0.355m on the underspend position previously reported last month. Spend was less than the revised budget for 2022/23 due to a number of utility refunds received

during this year for payments made in previous years. A number of land transactions are expected to be concluded in 2023/24, which will bring the access study to a close in Summer 2023.

2r St Neots Future High St Fund

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
831	-551	0	-551

An in-year underspend of -£0.551m is being reported at year-end on the St Neots Future High St Fund scheme. This is an increase of £0.049m on the underspend position previously reported last month. Following a delay to the expected construction start date due to additional time being required for the design approval process, construction is now programmed to commence in October 2023.

2s March Area Transport Study - Main schemes

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,367	-713	0	-713

An in-year underspend of -£0.713m is being reported at year-end. This is an increase of £0.415m on the underspend position previously reported in January. The underspend was in part driven by delays in invoicing for work delivered in 2022/23; spend will fall into April 2023. Utility costs have been moved into 2023/24 to align with the start of construction for the Broad Street scheme.

2t St Ives local Improvements

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,000	-880	0	-880

An in-year underspend of -£0.880m is being reported at year-end on the St Ives local Improvements scheme. This is a decrease of £0.008m on the underspend position previously reported last month. Early delays in the programme led to some rephasing but design work is underway and construction is expected to commence in 2023/24.

2u Scheme Development for Highways Initiatives

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
424	-424	0	-424

An in-year underspend of -£0.424m is being reported at year-end. This is an increase of £0.050m on the underspend position previously reported last month. Funding was allocated to enable scheme development for new schemes, however this year limited new schemes have been identified that require scheme development work. The balance of funding will be required to roll forward into next year.

2v Waste Infrastructure

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,808	-1,632	0	-1,632

An in-year underspend of -£1.632m is being reported at year-end on Waste Infrastructure. This is an increase of £0.055m on the underspend position previously reported last month. It was originally planned to carry out some of the early design and construction work for Milton Household Recycling Centre (HRC) in the previous financial year, but this has now been delayed for a period of 15 months and the decision supported by Capital Programme Board. Whilst some design work for March HRC was completed in-year to support a planning application, the majority of this work is to be completed alongside construction in 2023/24 now that planning permission has been granted.

2w Waterbeach Waste Treatment Facilities

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,047	482	0	482

An in-year pressure of £0.482m is being reported at year-end on the Waterbeach Waste Treatment Facilities scheme. This is an increase of £0.029m on the pressure position previously reported last month. The Strategy & Resources Committee approved a capital virement for the Waste BATc works to move £11.8m of existing capital budget from 2022/23 to 2023/24 to reflect the updated timelines for delivery. Spend is now ahead of the expected budget profile, and includes adaption of the In Vessel Composting (IVC) and Mechanical Biological Treatment (MBT) for use as transfer stations and work on the respective Front-End Engineering Design (FEED) studies.

2x Swaffham Prior Community Heat Scheme

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
6,943	-1,416	0	-1,416

An in-year underspend of -£1.416m is being reported at year-end on the Swaffham Prior Community Heat Scheme. This is a decrease of £1.420m on the underspend position previously reported last month. The split of costs for the Private Wire has been adjusted between the two projects (North Angle Solar Farm and Swaffham Prior Community Heat Project) to better reflect where the main benefits of the private wire will accrue and therefore how the costs should be apportioned. The North Angle Solar Farm as the generator of clean electricity will benefit more from energy sales as a result of the private wire.

2y St Ives Smart Energy Grid Demonstrator scheme

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
3,978	-660	0	-660

An in-year underspend of £0.660m is being reported at year-end on the St Ives Smart Energy Grid Demonstrator scheme, which is an increase of £0.226m on the underspend position previously reported last month. The project is part funded with European Regional Development Fund (ERDF) grant. The original practical completion was due to be the end of March 2023. However, due to a project change during 2022, a grid connection with UKPN was secured in November 2022 and its energisation is not scheduled to complete until September 2023. It is only after energisation that the project can export electricity for income. In addition, the final designs for the supply of electricity to an on-site client were delayed due to client side changes. This has been resolved and an extension of time for the client to connect to the smart energy grid agreed.

2z Babraham Smart Energy Grid

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
5,630	-3,345	0	-3,345

An in-year underspend of -£3,345m is being reported at year-end on the Babraham Smart Energy Grid scheme. This is an increase of £0.448m on the underspend position previously reported last month. The construction of this project moved from two to three construction phases to allow more parking for Addenbrookes NHS Trust staff during the construction phase. This has extended the programme by a minimum of 16 weeks. The project is now due to complete and energise in early 2024.

2aa North Angle Solar Farm, Soham

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
7,963	-4,807	0	-4,807

An in-year underspend of -£4.807m is being reported at year-end on the North Angle Solar Farm, Soham scheme. This is a decrease of £0.105m on the underspend position previously reported last month. The budget for the Cambridgeshire Private Wire (CPEN), a sub-project of the North Angle Solar Farm project, mainly sits within the North Angle Solar Farm scheme. The CPEN project is a cable running from North Angle Solar Farm into Burwell Local and Swaffham Prior Community Energy Centre. It was anticipated that most of this budget would be spent in 2022-23, however, due to delays securing easements and planning permission, £4m spend is now forecast for expenditure during 2023/24.

2ab Environment Fund - Decarbonisation Fund - School Low Carbon Heating Programme

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
0	424	0	424

An in-year pressure of £0.424m is being reported at year-end on the Environment Fund - Decarbonisation Fund - School Low Carbon Heating Programme scheme. This is an increase of £0.003m on the underspend position previously reported last month. Last year the schools low carbon heating programme sat together with the Council's office buildings low carbon heating programme but this is now separated out. This will allow closer monitoring of the additional Council's Environment Fund contributions for low carbon heating for maintained schools to match fund any Government Public Sector Decarbonisation Scheme funding. This change was implemented post March 2022 and has therefore been seen as a variance all year.

2ac Connecting Cambridgeshire

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
4,628	-1,675	0	-1,675

An in-year underspend of -£1.675m is being reported at year-end on Connecting Cambridgeshire, which is a decrease of £0.194m on the underspend position previously reported last month. The 2022/23 underspend related to a change in the profile of spend on the Cambridgeshire and Peterborough Combined Authority (CPCA) programme plus Superfast Broadband (SFBB) BT payments which are now expected in 2023/24.

2ad Place & Sustainability Capital Variation

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
-17,736	17,736	0	17,736

Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore, £17.736m of the net £23.420m underspend is balanced by use of the capital variations budget.

Schemes previously reported on, unchanged since last month:

2ae B1050 Shelfords Road

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
800	-800	0	-800

An in-year underspend of £0.800m is being reported at year-end on the B1050 Shelfords Road scheme. This project is now on hold pending a review of the scope. Indications are that the £6.8m budget identified for works will be inadequate to carry out the works required. The current estimate is £10m with low confidence in the longevity of the solution. This project is being put on hold pending a review of all soil damaged roads across the network to ascertain the scale of the issue and to seek alternative cost-effective options. User Safety will be maintained through regular safety maintenance interventions.

2af Fordham Renewable Energy Network Demonstrator

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
609	-604	0	-604

An in-year underspend of -£0.604m is being reported at year-end on Fordham Renewable Energy Network Demonstrator scheme. Capacity constraints within the team meant that this project was unable to be progressed as quickly as had been intended. The outturn reflects the associated delay in expenditure on the development of this project.

3. Corporate Services

- Overall in-year outturn variance of -£4.537m underspend.

New commentaries:

3a Investment in the CCC asset portfolio

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,163	-285	-185	-100

An in-year underspend of -£0.285m is being reported at year-end, of which £0.185m is a total scheme underspend. There is a requirement for £0.100m to be carried forward into 2023-24 to complete works at the Roger Ascham site and for smaller commitments such as retention payments & IT works.

Schemes previously reported on, updated since last month:

3b Capitalisation of Policy, Design and Delivery Team

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,682	-724	-724	0

An in-year underspend of -£0.724m is being reported at year-end, which is an increase of £0.142m on the underspend position previously reported last month. This is also a total scheme underspend. The current programme of work is not focused solely on making savings as per the business plan, but includes other initiatives such as Net Zero, Adults, Strategy and Policy and Contain Outbreak Management Fund (COMF) programmes and therefore the total budget will not be required.

3c Community Fund

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,429	-1,642	0	-1,642

An in-year underspend of £1.642m is being reported at year-end on the Community Fund scheme, which is an increase of £0.013m on the underspend position previously reported last month. From the original £5m allocated to the Community Capital Fund some elements remain unallocated, some projects have failed to go forward as planned and some have been subject to delay. The C,S&I Committee has determined that returned/allocated money will be used to deliver a new fund (Cambridgeshire Priorities Capital Fund). Rephasing into 2023-24 will be required; the total scheme forecast is unaffected.

3d Libraries - Open access & touchdown facilities

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
614	-383	0	-383

An in-year underspend of £0.383m is being reported at year-end, which is a decrease of £0.020m on the underspend position previously reported last month. Project delays over construction and unexpected revenue pressures have delayed the rollout of the project. We are currently running through a pilot phase before going back to committee for a further steer and revision of the capital programme that will reflect a new timeline and scope agreed.

3e Data Centre Relocation

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
658	-303	-303	0

An in-year underspend of £0.303m is being reported at year-end on the Data Centre Relocation scheme. This is also a total scheme underspend. Post Data Centre migration we can now seek further convergence of IT infrastructure and services and realise further economies; some of these opportunities also have the potential to migrate to a Cloud based model. Consequently, the shift from a 'like for like' replacement approach has extended the overall timelines for the selection and implementation of some products and services which subsequently requires a rephasing of the budget.

The original 2022/23 budget was £1.5m, and as part of the 2023-24 Business Planning process, a request was made to rephase £872k into 2024/23, reducing this year's budget.

The 2022/23 underspend has reduced the borrowing requirement by £303k in this financial year and there is no requirement for this to be carried forward.

3f IT Strategy

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,122	-569	0	-569

An in-year underspend of £0.569m is being reported at year-end on IT Strategy schemes, which is an increase of £0.025m on the underspend position previously reported last month. The work will continue into 2023/24 and with the additional funding to enable the procurement of the core infrastructure for the network, to be undertaken by 2025/26. Projects within the IT Strategy scheme

include the implementation of the digital engagement projects and the cloud CRM which have begun and will be completed next financial year.

3g IT Education System Replacement

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,832	-1,446	0	-1,446

An in-year underspend of -£1.446m is being reported at year-end on the IT Education System Replacement scheme, which is an increase of £0.136m on the underspend position previously reported last month. Due to the Open Tender procurement processes for SEND and Transport (particularly the agreement of contracts) taking longer than anticipated, the programme was not able to make informed decisions about the wider Education system until several months later.

3h Development Funding

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
294	-270	-270	0

An in-year and total scheme underspend of £0.270m is being reported at year-end on Development Funding. This is a decrease of £0.001m on the underspend position previously reported last month. The budget has been adjusted to move £56k (under S151 delegated responsibility) to the Local Plans schemes. This is due to the focus of work at this stage moving towards the Local Plan schemes.

3i Condition Survey Works

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
927	-389	0	-389

An in-year underspend of £0.389m is being reported at year-end on Condition Survey Works, which is a decrease of £0.423m on the underspend position previously reported last month. The original 2022/23 budget was £1,841k and a request was made as part of 2023/24 Business Planning to adjust budget of £914k into 2023/24, due to work being delayed on these main projects - Hereward Hall heating system, St Neots Library window replacement, Signet Court lift works, Huntingdon Community Centre works, Speke House Heating system and re-profiling of other smaller projects.

3j Hawthorns - Intensive Therapeutic Support Hub

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,627	-1,535	0	-1,535

An in-year underspend of £1.535m is being reported at year-end on the Hawthorns - Intensive Therapeutic Support Hub scheme, which is a decrease of £1.462m on the underspend position previously reported last month. The underspend is due to the new timescale for completion, which now includes an unexpected delay due to the discovery of bats. (The original budget requested during 2022/23 was for £3,227k, and as part of the 2023/24 Business Planning process, a request was made to move £1,600k into 2023/24, reducing this year's budget.)

3k Mill Farmhouse

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
113	-106	0	-106

An in-year underspend of £0.106m is being reported at year-end on the Mill Farmhouse scheme, which is a decrease of £0.294m on the underspend position previously reported last month. There has been a delay with the planning process. Rephasing into 2023-24 will be required; the total scheme forecast is unaffected. (The original 2022/23 budget was £450k, and as part of the 2023/24 Business Planning process, a request was made to move £337k into 2023/24, reducing this year's budget.)

Schemes previously reported on, unchanged since last month:

3l CS Capital Variation

Revised Budget for 2022/23 £'000	Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
-3,811	3,811	0	-3,811

Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore, £3.811m of the overall £8.438m underspend is balanced by use of the capital variations budget.

Appendix 3 – Budget transfers between services in 2022/23

This table shows budget movements of at least £1k between service blocks in 2022/23

Budgets and Movements	People Services £'000	Place & Sustainability £'000	Public Health £'000	Strategy and Partnerships £'000	Finance and Resources £'000	Capital Financing £'000	Financing Items £'000
Opening Cash Limits as per Business Plan	321,579	66,101	45	0	27,811	34,044	5,777
Post BP, pre initial budget load adjustments between CS and P&E- Energy Schemes		-336			336		
Allocation of unringfenced grant £1,143k Domestic Abuse Act Statutory Duty funding 22-23 to People & Communities as per S&R 29th March 2022	1,143						
Children's Homes Building Maintenance and Children & Safeguarding restructure transfer	-45				45		
Budget transfer for 1.75% pay award for 21-22	1,829	191			-2,020		
Transfer of Market sustainability full grant budget to P&C	-750						
Budget resetting movements as approved by S&R 27th June (May IFMR)	-3,454	2,251			1,520	-769	655
22-23 BP virements to replace expenditure budgets with reserve draw down lines	-3,606	-455	-45		-155		4,261
Allocation of unringfenced grant £10k Biodiversity Net Gain Grant carry forward to Place & Economy		10					
Allocation of unringfenced grant £100k ASC Charging Implementation Support Grant to Adults Services	100						
Transfer of IT budget P&C to CS	-13				13		
Transfer of Qtr 1 Mileage Savings	-156	-5			161		

Budgets and Movements	People Services £'000	Place & Sustainability £'000	Public Health £'000	Strategy and Partnerships £'000	Finance and Resources £'000	Capital Financing £'000	Financing Items £'000
Transfer re postage P&C to CS	-20				20		
Place Planning transfer P&C to CS	-26				26		
Sept 2022 Directorate restructure	-8,467	3,798		14,629	-9,961		
Vacancy savings transfer Qtrs 1 and 2		-15		-367	381		
Correction of Public Health income budgets to match 2022/23 MoU	-68			68			
Transfer of Qtr 2 Mileage Savings	-130	-5		-18	153		
Transfer towards central savings target		-31		31			
CLT restructure virements	90	10		437	-493		-44
Transfer of Public Health reserve contribution budgets	-400						400
Pay Award 2022-23 transfers	4,722	790		912	-6,423		
Transfer to L&D re Best Interests Assessor Training	-5			5			
Allocation of ringfenced grant £211k School Improvement Monitoring and Brokering Grant allocations for 2022-23 to People Services	-211						
Vacancy savings transfer Qtr 3				-53	53		
Transfer of Qtr 3 Mileage Savings	-108	-4		-29	142		
Initial start-up costs Healthy Start Vitamin Distribution Scheme	2		-2				
Vacancy savings transfer Qtr 4		-85		-42	127		
Insurance Fund year-end process 2022-23	0	-33		-18	52		
Transfer of Qtr 4 Mileage Savings	-161	-6		-23	190		
Current budget	311,848	72,176	-2	15,557	11,950	33,275	11,048

Appendix 4 – Reserves and provisions

This section shows the reserves available to the Council, which are one off funds held either for general or specific purposes.

Fund Description	Balance at 31 March 2022 £000s	Movements in 2022-23 (or in budgeting) £000s	Balance at 31 March 2023 £000s	Notes
General Reserves - County Fund Balance	46,475	-19,128	27,347	-
General Reserves subtotal	46,475	-19,128	27,347	
1 Insurance	4,719	299	5,018	
2 People Services & Schools	15,247	-1,980	13,267	
3 Public Health	8,503	-649	7,854	
4 Place & Sustainability	12,840	1,019	13,859	Includes reserve for Waterbeach waste facility works- revenue impact of plant closure
5 Strategy & Partnerships	2,464	-883	1,581	
6 Finance & Resources	4,373	-1,338	3,034	
7 Just Transition Fund	0	12,526	12,526	Starting balance of £14m, with allocations made totalling £9.9m across medium-term
8 High Needs Block Offset Reserve	0	9,935	9,935	
9 Transformation Fund	25,012	-22,271	2,741	Balance for legacy Transformation projects
10 Cultivate Cambs Fund	442	-95	347	
11 Corporate- COVID	26,987	-4,573	22,414	Allocated over medium term
12 Specific Risks Reserve	2,140	-298	1,842	
13 This Land Credit Loss & Equity Offset	5,850	0	5,850	
14 Revaluation & Repair Usable (Commercial Property)	2,940	0	2,940	
15 Collection Fund Volatility & Appeals Account	3,690	544	4,234	
16 Local Government Settlement phasing reserve	0	4,324	4,324	Applying the temporary elements of the 2022/23 finance settlement over multiple years
17 Post-pandemic recovery and budgeting account	0	7,017	7,017	
18 Business change reserve	0	3,672	3,672	
19 Financing items	712	-362	350	

Fund Description	Balance at 31 March 2022 £000s	Movements in 2022-23 (or in budgeting) £000s	Balance at 31 March 2023 £000s	Notes
20 Grant carry forwards	14,031	15,215	29,246	Carry forward of unspent ring-fenced grants, reverses out in April 2023
Earmarked Funds subtotal	129,950	22,102	152,052	
SUBTOTAL	176,424	2,975	179,399	
21 People Services	6,116	22,207	28,323	Movement relates to s106 funding
22 Place & Sustainability	4,063	32,167	36,230	
23 Finance and Resources	13,857	-13,301	556	
24 Corporate	73,787	16,567	90,354	
Capital Reserves subtotal	111,016	57,640	155,463	
GRAND TOTAL	287,440	60,614	334,862	

Fund Description	Balance at 31 March 2022 £000s	Movements in 2022-23 £000s	Balance at 31 March 2023 £000s	Notes
1 People Services	16	125	141	Insurance short term provision
2 Finance & Resources	2,093	0	2,093	
Short Term Provisions subtotal	2,109	125	2,234	
3 Finance & Resources	4,746	0	4,746	Insurance long term provision
Long Term Provisions subtotal	4,746	0	4,746	
GRAND TOTAL	6,855	125	6,980	

Appendix 5 – Savings Tracker 2022-23 Quarter 4

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
Green	A/R.6.176	Adults Positive Challenge Programme - demand management	People	A&H	-154	-154	0	0%	↔	Saving has been delivered, but other pressures in the Learning Disability pooled budget have led to an overall overspend for the service.
Black	A/R.6.177	Cambridgeshire Lifeline Project	People	A&H	-10	0	10	100%	↔	Service expansion target not expected to be delivered and future income assumptions removed from Business Planning.
Green	A/R.6.179	Mental Health Commissioning	People	A&H	-24	-24	0	0%	↔	Delivered
Green	A/R.6.185	Additional block beds - inflation saving	People	A&H	-390	-390	0	0%	↔	Delivered
Amber	C/F 21-22 Saving	Adult Social Care Transport	People	A&H	-220	-128	92	42%	↑	All routes now retendered. Saving achieved is lower than expected due to the inflationary pressures on transport.
Amber	A/R.6.188	Micro-enterprises Support	People	A&H	-133	-30	103	77%	↔	Not fully delivered due to capacity in the market. Establishment of micro-enterprises has progressed well in East Cambridgeshire. Embedding this in the wider roll out of Care Together is needed to deliver on the scale of savings, which has not happened yet.
Green	A/R.6.190	iBCF	People	A&H	-240	-240	0	0%	↔	Delivered
Green	A/R.6.191	Extra care retendering	People	A&H	-87	-87	0	0%	↔	Delivered
Green	A/R.6.192	Shared lives	People	A&H	-50	-50	0	0%	↔	Saving has been delivered, but other pressures in the Learning Disability pooled budget have led to an overall overspend for the service.

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
Green	A/R.6.193	Expansion of Emergency Response Service	People	A&H	-210	-210	0	0%	↔	Delivered
Green	A/R.6.194	Interim Bed recommissioning	People	A&H	-412	-412	0	0%	↔	Delivered
Amber	A/R.6.195	Increased support for carers	People	A&H	-219	-90	129	59%	↑	Investment and saving delayed to align with refresh of the carers' strategy
Green	A/R.6.197	Community Equipment Service contract retender	People	A&H	-121	-121	0	0%	↔	Delivered
Green	A/R.6.198	Decommissioning of domiciliary care block provision	People	A&H	-236	-236	0	0%	↔	Delivered
Amber	A/R.6.200	Expansion of Direct Payments	People	A&H	-234	-113	121	52%	↑	Delivery of savings has been delayed, as has the level of investment. Direct Payment programme is reviewing the recommendations from the peer review to refine its focus, this has led to some delays in the expansion programme.
Red	A/R.7.111	Client Contributions Policy Change	People	A&H	-562	-264	298	53%	↔	Overall client contributions over-recovery mitigated the shortfall in-year. The remaining reassessments that have been delayed by capacity issues within the service will be completed through the annual uplift process.
Green	A/R.7.112	Community Equipment Pool	People	A&H	-155	-155	0	0%	↔	Delivered
Green	A/R.7.113	Learning Disability Partnership Pooled Budget Rebaselining	People	A&H	-1,125	-1,000	125	11%	↑	Agreement has been reached to an increased contribution for 22/23 and a focus on commencing detailed work with ICB to review the pool position. However, savings built into the Business Plan for

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
										future years remain at risk until the review work is completed.
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	People	C&YP	-600	-600	0	0%	↔	This saving has been delivered, however, other pressures within the service have led to an overall overspend against this budget
Green	A/R.6.257	Special Guardianship Orders	People	C&YP	-250	-250	0	0%	↔	Delivered
Green	A/R.6.268	Transport - Children in Care	People	C&YP	-380	-380	0	0%	↔	This saving has been delivered, however, other pressures within the service mean that an overspend is being reported
Green	A/R.6.269	Virtual School	People	C&YP	-50	-50	0	0%	↔	Delivered
Green	A/R.6.271	Maximising use of existing grants	People	C&YP	-350	-350	0	0%	↔	Delivered
Amber	A/R.6.213	Registrars	Place & Sustainability	H&T	-200	-30	170	85%	↓	Not fully realised however balanced budget achieved through use of one off reserves.
Green	A/R.6.214	C&P efficiencies	S&P	C,SM&I	-250	-250	0	0%	↔	Met from one off savings. Being dealt with through 2023-24 business planning permanently.
Green	C/F 21-22 Saving	Communities and Partnership Review	S&P	C,SM&I	-200	-200	0	0%	↔	Met from one off savings. Being dealt with through 2023-24 business planning permanently.
Green	B/R.6.215	Recycle asphalt, aggregates and gully waste	Place & Sustainability	H&T	-15	-15	0	0%	↔	Delivered
Green	B/R.6.216	Review Street Lighting Service requirements	Place & Sustainability	H&T	-10	-10	0	0%	↔	Delivered
Green	B/R.6.220	Highway Services Contract Efficiencies	Place & Sustainability	H&T	-110	-110	0	0%	↔	Delivered

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
Green	C/R.6.105	Members Allowances	S&P	S&R	-40	-40	0	0%	↔	Saving met
Amber	C/R.6.106	Contract Efficiencies	F&R	S&R	-200	-42	158	79%	↑	Inflationary cost pressures and continued impact from the pandemic – opportunities to renegotiate current contracts without a change was limited. Improved due to re-negotiation of the Insurance & ESPO contracts.
Black	C/F 21-22 Saving	External Income	F&R	S&R	-205	0	205	100%	↔	Due to a change in policy for advertising and sponsorship and no new options this has not been met.
Black	C/R.6.107	Senior Management Staffing	S&P	S&R	-100	0	100	100%	↔	Full Council resolved to make an investment into senior management capacity
Black	C/R.7.101	BP 19/20 - Council Tax: Increasing Contributions	F&R	S&R	-650	0	650	100%	↔	MOU is still being deliberated by authorities. Investment has not yet been spent. Recruitment will begin once MOU has been agreed and signed.
Black	B/R.7.127	Alconbury Solar Carport	F&R	S&R	-37	0	37	100%	↔	A reduction in the electricity costs has not been recognised this year.
Black	C/R.7.105	Renewable Energy Soham - Income Generation	F&R	S&R	-13	0	13	100%	↓	Due to the winter performance, this has not been met.
Black	B/R.7.128	St Ives Smart Energy Grid - Income Generation	Place & Sustainability	E&GI	-44	0	44	100%	↔	Income and maintenance costs for the St Ives P&R Smart Energy Grid forecast for this year have been pushed back into 2023/24. This is due to the private wire connection points to the business customers requiring additional design work resulting from site/operational changes from the customers.

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
Black	B/R.7.129	Babraham Smart Energy Grid - Income Generation	Place & Sustainability	E&GI	-48	0	48	100%	↔	Babraham Road P&R smart energy grid has added an additional phase to its construction programme to address the number of available parking concerns during the construction programme. This has added an additional 14 weeks to the construction programme pushing back income generation and maintenance costs to start by October 2023.
Black	B/R.7.132	North Angle Solar Farm, Soham - Income Generation	Place & Sustainability	E&GI	-678	0	678	100%	↔	The North Angle Solar Farm project will be energised by July 2023 and not December 2022 as originally forecast. This is due to the private wire not being in place by December 2022 as a result of extended third party easement negotiations. This has resulted in an income and maintenance cost delay.
Amber	B/R.7.133	Swaffham Prior Community Heat Scheme - Income Generation	Place & Sustainability	E&GI	-298	-1	297	100%	↓	The customer connections to the Swaffham Prior Community Heat Project are just now starting. 12 homes have been connected but progress is slow with only 2/3 new connections being made every week. As customers connect, income will come forward from the Renewable Heat Incentive and from the heat charges to customers.
Blue	C/R.7.115	Brunswick House - Income Generation	F&R	S&R	-27	-105	-78	-289%	↑	We overachieved against the budget this year
Blue	C/R.7.117	Tesco - Income Generation	F&R	S&R	-34	-42	-8	-24%	↑	We received additional rental income

RAG	BP Ref	Title	Service	Committee	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Direction of travel	Commentary
Black	C/R.7.120	County Farms - Agricultural Rent	F&R	S&R	-45	0	45	100%	↔	The total rental increase was below the new budget.
Blue	C/R.7.155	Investment Income	F&R	S&R	-250	-342	-92	-37%	↑	The income from dividends has exceeded the budget
Red	C/F 21-22 Saving	Cambs 2020 Operational Savings	F&R	S&R	-605	-181	424	70%	↑	This saving has not been fully recognised due to the delay in the site hand over.
Green	E/R.6.034	Reduction in demand led Public Health budgets	PH	A&H	-328	-328	0	0%	↔	Delivered

Key to RAG ratings

Total saving	Over £500k	£100-500k	Below £100k
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	Percentage variance more than 19%	-	-
Amber	Under-achieving by 14% to 19%	Percentage variance more than 19%	Percentage variance more than 19%
Green	Percentage variance less than 14%	Percentage variance less than 19%	Percentage variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving

Service: Finance & Resources and Strategy & Partnerships
Subject: Finance Monitoring Report – Final Report 2023

Key Indicators

Category	Target	Section Ref.
Income and Expenditure	Balanced year end position	1.1 – 1.3
Capital Programme	Remain within overall resources	2

Contents

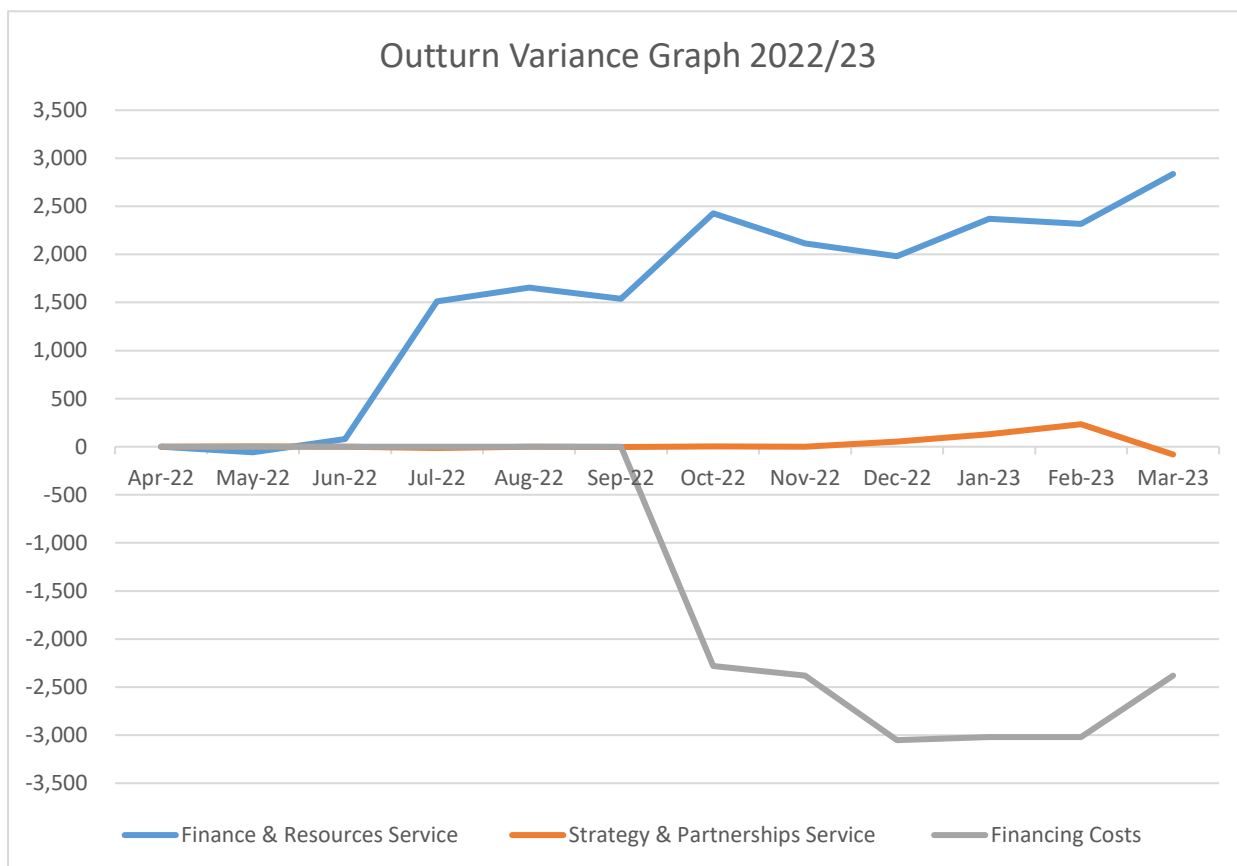
Section	Item	Description
1	Revenue Executive Summary	High level summary of information; By Directorate Narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital program
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1	Service Level Financial Information	Detailed financial tables for Strategy & Partnerships and Finance & Resource Service
Appx 2	Service Commentaries	Detailed notes on financial position of services that are predicting not to achieve their budget
Appx 3	Capital Position	This contains more detailed information about Capital program, including funding sources and variances.
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the business plan.
Appx 5	Technical Appendix	This contains technical financial information showing: <ul style="list-style-type: none"> • Grant income received & service reserves • Budget virements

1. Revenue Executive Summary

1.1 Overall Position

Strategy & Partnerships Service has a total underspend of £81k, which is a shift of £315k since February.

Finance & Resources Service (including financing costs) has a total overspend of £460k, which is an increase of £1,161k since February.



1.2 Summary of Revenue position by Directorate

The service level budgetary control report for the year 2022/23 can be found in [appendix 1](#)

Outturn Variance (previous) £'000	Directorate	Budget £'000	Actual £'000	Outturn Variance £'000
234	Strategy & Partnerships Service	15,557	15,476	-81
(701)	Finance & Resources Service	45,224	45,685	460
(467)	Overall Total	60,781	61,161	379

1.3 Significant Issues

At year end, the overall Strategy & Partnerships Service position is an underspend of £81k.

Policy & Business Intelligence

The overall position of the Policy & Business Intelligence budgets in 2022/23 is a pressure of £186k, which is a reduction of £57k from the previous forecast, this change is mostly due to additional income received at the end of the year.

Communities, Employment & Skills

The overall position of Communities, Employment and Skills budgets in 2022/23 is an underspend of £258k, an increase in underspend of £227k from the previous forecast to the end of February. This is predominantly due to an increased amount of vacancy savings across the service £107k and underspends in both Cambridgeshire Skills £64k and Youth and Community Services £52k.

At year end, the overall Finance & Resources Service position is an overspend of £460k.

Customer & Digital

The overall position of the Customer and Digital budgets in 2022/23 is an underspend of £300k, a decrease in underspend of £10k from the previous forecast.

Finance & Procurement

The overall position of the Finance & Procurement budgets in 2022/23 is an underspend of £211k, an increase in underspend of £321k from the previous forecast. The increased savings are largely due to the External Audit budget being adjusted for previous years' creditor accruals, reducing the pressure by £175k. The Programme Team budget has also seen a reduction of £120k compared to the previous forecast, due to the reprofile of the Income Management Project budget (costs not incurred this year, due to delays in the schedule, will be incurred next year). Overall, the Income Management Project expenditure remains within the approved overall budget.

Property Services

The overall position of the Property Services budgets in 2022/23 is an overspend of £1,102k, an increase of £335k from the previous forecast. The pressure within Property Services have continued and are due to -

- Fire Risk Assessment Works (FRAs) were undertaken for all corporate buildings following the pandemic. They had been delayed for more than two years. Moreover, because of the load, they were undertaken by an external company rather than in-house. Consequently, there were increased costs due to all the FRAs being done at once, with more work identified and consequently more cost.

- Planned Maintenance - There has been a focus on ensuring all assets requiring statutory maintenance are identified, serviced, and repaired where necessary. This has meant that a higher planned volume (following service bill) than in previous years. As a result of the pandemic, the emphasis on air-conditioning and ventilation systems has increased the costs.
- Reactive Maintenance - There have a greater number of callouts than we have had in previous years. Again, since the pandemic colleagues have returned to the office, and this has been reflected in the level of reactive work. The past few months of extreme weather have had an impact: simply, the systems could not cope with the sustained cold weather and have failed several times.
- Cost of materials - The cost of construction materials has increased greatly in the last two years; for some items by at least 100%. This is having a serious impact on the budgets not just for Property. Since the work undertaken is statutory, we have had no choice but to continue undertaking the works. The contractor has demonstrated that they have sought value for money.

Investments

The overall position of the Investment budgets in 2022/23 is an underspend / overachievement of income of £394k, an improved position of £407k compared to the previous forecast. The main factor for the change is due to the savings achieved within the Property Investment portfolio, additional income received, including rent received from the recently purchased Evolution unit B and lower maintenance costs, resulting in a total underspend of £567k.

The Renewable Energy scheme in Soham has not met the income target this year, with lower performance over the winter months causing a pressure of £178k.

Corporate & Miscellaneous

The overall position of the Corporate & Miscellaneous budgets in 2022/23 is an overspend of £2,641k an increase of £901k from the previous forecast. The change is due the adjustment for bad debt provision required for 2022-23, which increased from the previous estimate.

The overall position of the Financing costs in 2022/23 is an underspend of £2,377k, a decrease in underspend of £643k from the previous forecast.

This is primarily due to forecast underspends on interest payable, Minimum Revenue Provision (MRP) and interest receivable.

- Interest payable has ended the year with a £1,867k underspend, a £172k reduction in underspend since February. Whilst the cost of taking out PWLB borrowing has been significantly higher over this financial year due to rising interest rates, the Council has instead taken advantage of lower rates on shorter-term Local Authority borrowing when refinancing existing loans, as well as taking the opportunity to fix deals several months in advance to lock in lower rates. The cashflow position has been such that the Council has required less borrowing by the end of the financial year; as a result, some maturing loans have not been refinanced.

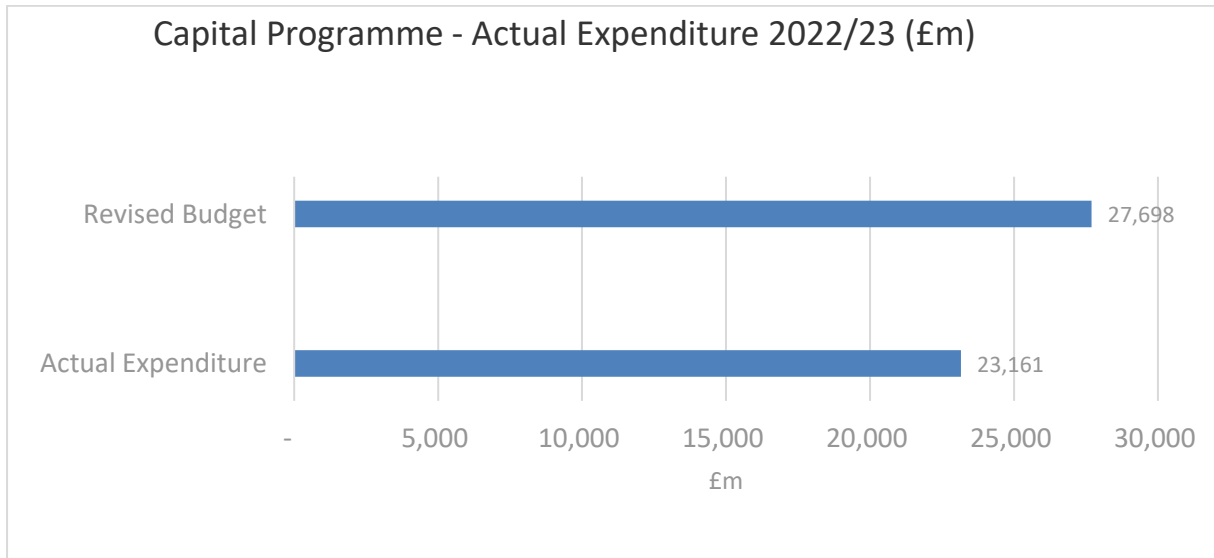
- The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the MRP). Following analysis of capital schemes completed in 2021/22 and how they were funded, the MRP payment for 2022/23 has been recalculated and the year-end position is £785k lower than budgeted.
- The forecast interest receivable is higher than budgeted, primarily due to holding higher cash balances in the earlier part of the year than anticipated, plus the effect of increased interest rates on our short-term investment income. This is off-set by a variance in the amount of interest receivable recharged elsewhere, also taking into account higher interest rates over the year.

The detailed analysis can be found in appendix 2

2. Capital Executive Summary

2.1 Expenditure

The capital programme in 2022/23 is £27.6m, with expenditure of £23.1m.

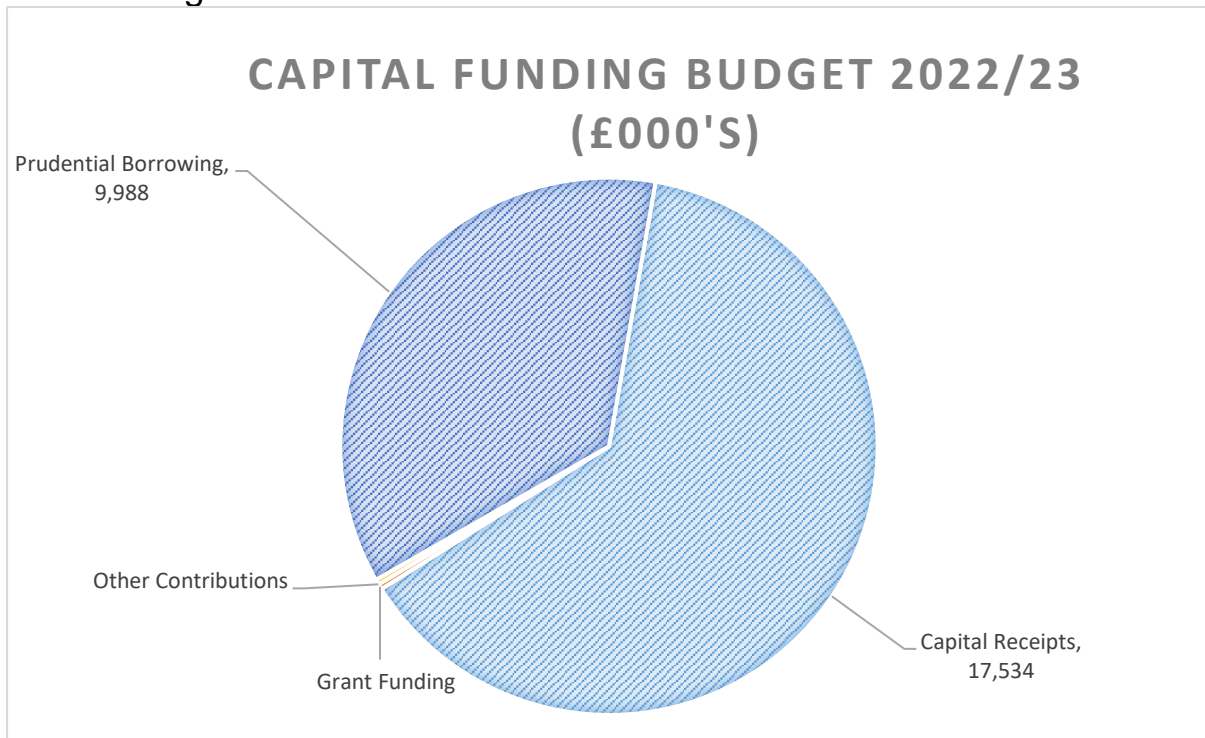


There is one new exception to report this month, and the details of all previously reported capital variances and funding can be found in [appendix 3](#)

The Investment in the CCC asset portfolio scheme has underspent by £285k, there is a requirement for £100k to be carried forward into 2023-24 to complete the work at the Roger Ascham site and for smaller commitments, such as retention payments & IT works.

This has reduced the borrowing requirement by £285k in 2022-23, with a total scheme underspend of £185k.

2.2 Funding



The capital budget is £27,698k in 2022/23. This includes £6,800k of funding carried forward from 2021/22 & adjustments made to the total capital scheme budget during the year, including request to move funding into 2023/24 during the Business Planning process.

3. Savings Tracker Summary

The savings tracker is produced quarterly. The Q4 table can be found in [appendix 4](#).

4. Technical Notes

A technical financial appendix has been included as [appendix 5](#).

This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) from other services, to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

Appendix 1 – Budgetary control report for the year 2022/23

Strategy & Partnerships Service Financial information

Previous Forecast Outturn Variance £000's		Budget 2022/23 £000's	Actuals 2022/23 £000's	Outturn Variance £000's	Outturn Variance %
-2	Executive Director: Strategy & Partnerships	414	411	-3	-1%
-2	Chief Executive's Office	243	241	-3	-1%
-6	Communications	751	738	-13	-2%
0	Elections	175	175	-0	0%
24	Human Resources	1,854	1,903	49	3%
-7	Learning & Development	1,792	1,752	-40	-2%
	Legal & Governance				
0	Internal Audit	397	399	2	0%
-10	Legal & Governance Services	142	126	-16	-11%
22	Information Management	957	969	12	1%
-10	Democratic & Member Services	352	338	-14	-4%
14	Members' Allowances	994	1,012	18	2%
16	Legal & Governance Total	2,843	2,844	1	0%
	Policy & Communities				
223	Policy, Design and Delivery	842	1,056	214	25%
16	Business Intelligence	1,295	1,272	-23	-2%
3	Emergency Planning	124	119	-5	-4%
	Communities Employment & Skills				
0	Strategic Management - CES	392	285	-107	-27%
0	Public Library Services	4,102	4,089	-13	0%
0	Cambridgeshire Skills	2,188	2,125	-64	-3%
0	Archives	379	372	-6	-2%
-5	Cultural Services	333	324	-8	-2%
-27	Think Communities	17,270	17,263	-8	0%
0	Youth and Community Services	395	342	-52	-13%
-31	Communities Employment & Skills Total	25,058	24,800	-258	-1%
211	Policy & Communities Total	27,320	27,247	-72	0%
234	Total	35,391	35,311	-81	0%
	Grant Funding				
0	Non-Baselined Grants	-19,835	-19,835	-0	0%
0	Grant Funding Total	-19,835	-19,835	-0	0%
234	Overall Total	15,557	15,476	-81	-1%

Finance & Resources Service Financial Information

Previous Forecast Outturn Variance £000's		Budget 2022/23 £000's	Actuals 2022/23 £000's	Outturn Variance £000's	Outturn Variance %
	Customer & Digital Services				
-67	Customer Services	1,847	1,767	-80	-4%
-243	IT Services	10,610	10,389	-220	-2%
-310	Customer & Digital Services Total	12,457	12,157	-300	-2%
	Finance & Procurement				
31	Service Director of Finance & Procurement	360	362	2	0%
-10	Professional Finance	2,191	2,170	-21	-1%
-26	Procurement	859	840	-19	-2%
-87	CCC Finance Operations	166	88	-78	-47%
-163	Insurance Fund	2,709	2,549	-160	-6%
143	Lead Authority Services	1,344	1,354	10	1%
220	External Audit	75	130	55	74%
109	Finance & Procurement Total	7,704	7,493	-211	-3%
	Property Services				
1,175	Facilities Management	5,903	7,440	1,537	26%
32	Property Services	973	960	-13	-1%
-429	Property Compliance	222	-197	-420	-189%
-12	County Farms	-4,544	-4,491	52	1%
1	Strategic Assets	817	762	-54	-7%
767	Property Services Total	3,371	4,473	1,102	33%
	Investment Activity				
0	Property Investments	-3,610	-4,177	-567	-16%
-51	Company Dividends & Fees	-571	-622	-51	-9%
-125	This Land	-6,063	-6,197	-134	-2%
360	Contract Efficiencies & Other Income	-360	-0	360	100%
-171	Collective Investment Funds	-1,050	-1,230	-179	-17%
0	Renewable Energy Investments	-222	-44	178	80%
13	Investment Activity Total	-11,876	-12,270	-394	-3%
	Corporate & Miscellaneous				
1,752	Central Services and Organisation-Wide Risks	-285	2,324	2,609	916%
17	Local Government Subscriptions	110	127	17	15%
-28	Authority-wide Miscellaneous	468	483	15	3%
1,740	Corporate & Miscellaneous Total	293	2,934	2,641	901%
	Financing Costs				
(3,020)	Capital financing costs and minimum revenue provision	33,275	30,898	-2,377	-7%
(3,020)	Financing Costs Total	33,275	30,898	-2,377	-7%
-701	Total	45,224	45,685	460	1%
	Grant Funding				

Previous Forecast Outturn Variance £000's		Budget 2022/23 £000's	Actuals 2022/23 £000's	Outturn Variance £000's	Outturn Variance %
0	Non-Baselined Grants	0	0	0	0%
0	Grant Funding Total	0	0	0	0%
-701	Total	45,224	45,685	460	1%

Appendix 2 – Service Commentaries on the Outturn Position

Narrative is given below where there is an adverse/positive variance greater than £100,000.

Policy, Design & Delivery

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
842	214	25%

The final position for the Policy, Design and Delivery Service budget is an overspend of £214k. The current staffing budget includes a contribution from the capital receipts budget. The nature of this funding is for work related to making savings as set out in the business plan. The current focus for the team is on programmes of work that do not necessarily make a saving and therefore can't be capitalised, which has resulted in an increased requirement for revenue funding.

Strategic Management - CES

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
392	-107	-27%

The final position for the Strategic Management - CES budget is an underspend of £107k. This is due to the quarter 3 and quarter 4 vacancy savings across the Community, Employment & Skills area being higher than previously anticipated.

IT Services

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
10,610	-220	-2%

The final position for the IT & Digital Service is an underspend of £220k, this is due to lower-than-expected costs for licences and software costs of £259k, this includes a new contract for which the full cost will not now fall in this financial year. There is also a saving for MFD (printers) of £119k, due to a reduction in lease costs. There is a continued pressure for mobiles/data of £162k in this financial year, work is being done to reduce this cost for next financial year.

Insurance Fund

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
2,709	-160	-6%

The final position for the Insurance fund budget is an underspend of £160k, due to efficiencies made when procuring the new Insurance contracts from October 2022.

Lead Authority Services

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
1,344	10	1%

The final position of the Lead Authority budgets is an overspend of £10k, due to the following:

- Programme team costs on projects such as the new Income Management system & Recruitment system, AP Automation & ERP upgrades was due to has resulted in additional costs this year of £72k, this is a reduction on the previous estimate due to timing of work being delayed. A reserve is available to fund this if not affordable in the context of the wider council budget.
- Insurance team underspend of £112k with the majority related to vacancies and additional income received
- Business system team overspend of £53k due to a charge relating to last financial year.
- Performance and Governance team underspend of £46k due to vacancies
- Finance Transactions Service underspend of £104k due to vacancies and additional income towards staffing
- Payroll team is overspent by £160k, due to the requirement for additional staff to meet the demands of the services

External Audit

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
75	55	74%

The final position of the External Audit budget is an overspend of £55k, this is a reduction of £165k from the previous forecast due to an adjustment made for accruals relating to 2021/22. The remaining pressure is due to an increase in auditor fees expected for this year.

Facilities Management

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
5,903	1,537	26%

The final position of the Property Service budget is an overspend of £1,537k. This is partly due to the continued cost of running the old Shire Hall site, £424k. Most of the expenditure is for business rates and progress is being made to reduce costs. The cost of maintaining the corporate buildings is causing a further budget pressure, this includes a backlog of work following fire risk assessments which were delayed due to Covid.

Property Compliance

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
223	-420	-189%

The final position of the Property Compliance budget is an underspend of £420k, this is due to unused reserves of £459k held for the demolition of an educational site on Arbury Road, Cambridge. This work is complete and did not cost as much as the amount reserved.

There is also a pressure of £39k in the compliance budget, due to a reduction of income from external works and additional costs unbudgeted for.

This Land

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
-6,063	-134	-2%

The final position of the This Land budget is an underspend of £134k, this is due to a reduction in expenditure related to professional fees and staff time.

Contract efficiencies & Other Income

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
-360	360	100%

The final position of the Contract Efficiencies & Other Income budgets is an overspend of £360k.

Contract Efficiencies: This is due to ongoing difficulties with supply chains – relating to increasing inflationary cost pressures and continued impact from the pandemic – opportunities to renegotiate current contracts without a change to specification is extremely limited. A procurement three-year pipeline is being created alongside a programme of contract review by the Head of Due Diligence and Best Value; it is anticipated savings will be identified through those processes once they commence fully.

External Income: This target originally focused on the achievement of surplus income generation from advertising and sponsorship. Activities in advertising and sponsorship have also been limited not only due to available revenues from businesses wishing to advertise but also the capacity to manage our assets for advertisement/sponsorship and our more exclusive intent for relevant policies to remove or reduce junk food, fossil fuels, etc Further opportunities for other income are being explored.

Collective Investment Funds

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
-1050	-179	-17%

The final position of the Investment budgets is an underspend of £179k, due to the improved return in investment during the year.

Central Services and Organisation-Wide risks

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
-285	2,609	916%

The final position of the Central Services & Risk budget is an overspend of 2,609k. We have overachieved the vacancy saving amount by £1.1m, (the majority is from the IT service, with both staff vacancies and from the new PCC shared service £404k, and the contact centre has seen a saving of £392k for vacancies). The mileage saving has overachieved by £181k. The additional costs were for the national pay award for local government, which was £2.8m higher than the amount budgeted (3.5%) and the bad debt provision adjustment of £1.6m which ended up much higher than the forecast.

Financing Costs

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
33,275	-2,377	-7%

The final position of Financing costs is an underspend of £2,377k. This is primarily due to forecast underspends on interest payable, Minimum Revenue Provision (MRP) and interest receivable.

- This is primarily due to forecast underspends on interest payable, Minimum Revenue Provision (MRP) and interest receivable.
- Interest payable has ended the year with a £1,867k underspend, a £172k reduction in underspend since February. Whilst the cost of taking out PWLB borrowing has been significantly higher over this financial year due to rising interest rates, the Council has instead taken advantage of lower rates on shorter-term Local Authority borrowing when refinancing existing loans, as well as taking the opportunity to fix deals several months in advance to lock in lower rates. The cashflow position has been such that the Council has required less borrowing by the end of the financial year; as a result, some maturing loans have not been refinanced.
- The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the MRP). Following analysis of capital schemes completed in 2021/22 and how they were funded, the MRP payment for 2022/23 has been recalculated and the year-end position is £785k lower than budgeted.
- The forecast interest receivable is a £2.2m over achievement of income, primarily due to holding higher cash balances in the earlier part of the year than anticipated, plus the effect of increased interest rates on our short-term investment income. This is off-set by a £2.6m variance in the amount of interest receivable recharged elsewhere, also taking into account higher interest rates over the year.

Property Investments

Current Budget for 2022/23 £'000	Outturn £'000	Outturn %
-3,610	-567	-17%

The Property Investments budget has an overachievement of income/underspend of £567k in 2022/23. With additional income being received, including new rent from the recently purchased Evolution unit B. There has also been a saving made due to lower maintenance costs during 2022-23.

Appendix 3 – Capital Position

3.1 Capital Expenditure 2022/23

Total Scheme Revised Budget £000	Original 2022/23 Budget as per BP £000	Scheme	Revised Budget for 2022/23 £000	Actual Spend 2022/23 £000	Variance 2022/23 £000
		<u>Strategy & Partnerships Service</u>			
		<u>Policy and Communities</u>			
12,632	1,682	Capitalisation of Policy, Design and Delivery Team	1,682	958	(724)
5,000	943	Community Fund	2,429	787	(1,642)
113	-	Histon Library Rebuild	36	15	(21)
1,172	300	Libraries - Open access & touchdown facilities	614	231	(383)
85	85	Library Minor Works	85	14	(71)
389	72	EverySpace - Library Improvement Fund	72	63	(9)
1,875		Community Hub - Sawston	-	12	12
21,266	3,082		4,918	2,081	(2,837)
		<u>Finance & Resources Service</u>			
		<u>Customer & Digital Services</u>			
-					-
750	-	Essential CCC Business Systems Upgrade	94	41	(53)
4,642	2,000	Data Centre Relocation	658	355	(303)
3,339	1,499	IT Strategy			-
		IT Strategy - Operations	10	99	89
		IT Strategy - Business Systems	1,032	391	(641)
		IT Strategy - Digital Engagement	80	63	(17)
674	106	IT Infrastructure refresh	106	-	(106)
2,921	1,385	IT Education System Replacement	1,832	386	(1,446)
19	-	IT C&P Shared Care Record	19	19	0
		<u>Investments</u>			
1,788	350	Development Funding	294	24	(270)
-	-	Evolution Business Park Unit B Acquisition	16,060	16,056	(4)
		<u>Property Services</u>			
7,307	600	Building Maintenance	1,092	937	(155)
1,841	1,841	Condition Survey Works	927	538	(389)
5,582	-	Investment in the CCC asset portfolio	1,163	878	(285)
3,227	-	Hawthorns - Intensive Therapeutic Support Hub	1,627	92	(1,535)
256	-	Woodland Lodge Children's Home Essential Work	256	144	(112)

		Strategic Assets			
900	100	Local Plans Representations	156	148	(8)
2,700	300	County Farms Investment	419	426	7
1,981	-	Community Hubs - East Barnwell	95	4	(91)
18,185	220	Shire Hall Relocation	377	317	(60)
450	392	Mill Farmhouse	113	7	(106)
56,562	8,793		26,410	20,923	(5,487)
131	108	Capitalisation of Interest Budget	181	157	(24)
(7,826)	(2,078)	Capital Programme Variations Budget	(3,811)		3,811
68,854	9,905	TOTAL	27,698	23,161	(4,537)

3.2 Capital Funding 2022/23

Original 2022/23 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2022/23 £000	Spend 2022/23 £000	Variance 2022/23 £000
1,474	Capital Receipts	17,534	17,263	(271)
72	Grant Funding	91	105	14
-	Other Contributions	-	197	197
85	Developer Contributions	85	94	9
8,274	Prudential Borrowing	9,988	5,502	(4,486)
9,905	TOTAL	27,698	23,161	(4,537)

3.3 Capital Variation 2022/23

Service	Capital Programme Variations Budget £'000	Outturn Variance £'000	Capital Programme Variations Budget Used £'000	Capital Programme Variations Budget Used %	Revised Outturn Variance £'000
Corporate Services	(3,811)	(8,325)	3,811	100%	(4,537)

3.4 Service Commentaries on the Capital Position

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found in the following table:

Libraries - Open Access

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
614	(383)	0	(383)

The Libraries Open Access capital scheme has underspent by £383k. Project delays over construction and unexpected revenue pressures have delayed the rollout of project. Currently running through a pilot phase before going back to committee for a further steer and revision of the capital program that will reflect a new timeline and scope agreed.

This has reduced the borrowing requirement by £383k in this financial year.

Data Centre Relocation

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
658	(303)	(303)	

The Data Centre Relocation capital scheme has underspent by £303k. Post Data Centre migration we can now seek further convergence of IT infrastructure and services and realise further economies; some of these opportunities also have the potential to migrate to a Cloud based model. Consequently, the shift from a 'like for like' replacement approach has extended the overall timelines for the selection and implementation of some products and services which subsequently required a review of the budget.

The original 2022/23 budget was £1.5m, and as part of the 23-24 Business Planning process, a request was made to move £872k into 2024/23, reducing this year's budget.

The 2022/23 underspend has reduced the borrowing requirement by £303k in this financial year and there is no requirement for this to be carried forward.

Condition Survey Works

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
927	(389)	0	(389)

The Condition Survey Works scheme has underspent by £389k. The original 2022/23 budget was £1,841k and a request was made as part of 2023/24 Business Planning to adjust budget of £914k into 2023/24, due to work being delayed on these main projects - Hereward Hall heating system, St Neots Library window replacement, Signet Court lift works, Huntingdon Community Centre works, Speke House Heating system and re-profiling of other smaller projects.

The 2022/23 underspend has reduced the borrowing requirement by £389k in this financial year.

Hawthorns – Intensive Therapeutic Support Hub

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,627	(1,535)	0	(1,535)

Hawthorns - Intensive Therapeutic Support Hub scheme has underspent by £1,535k, due to the new timescale for completion, which now includes an unexpected delay due to the discovery of bats.

This has reduced the borrowing amount by £1,535k in this financial year.

The original budget requested during 2022/23 was for £3,227k, and as part of the 2023/24 Business Planning process, a request was made to move £1,600k into 2023/24, reducing this year's budget.

Mill Farmhouse

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
113	(106)	0	(106)

Mill Farmhouse scheme has underspent by £106k, there has been a delay with the planning process. There is a requirement for this underspend to move into 2023-24.

This has reduced the borrowing amount by £106k in this financial year.

The original 2022/23 budget was £450k, and as part of the 2023/24 Business Planning process, a request was made to move £337k into 2023/24, reducing this year's budget.

Community Fund

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
2,429	(1,642)	0	(1,642)

The Community Fund capital scheme has underspent by £1,642k in 2022/23. From the original £5m allocated to the Community Capital Fund some elements remain unallocated, some projects have failed to go forward as planned and some have been subject to delay. The C,S&I Committee has determined that returned/allocated money will be used to deliver a new fund (Cambridgeshire Priorities Capital Fund).

This has reduced the borrowing requirement by £1,642k in this financial year.

IT Education System Replacement

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,832	(1,446)		(1,446)

IT Education System Replacement scheme has underspent by £1,446 in 2022/23. Due to the Open Tender procurement processes for SEND and Transport (particularly the agreement of contracts) taking longer than anticipated, the programme was not able to make informed decisions about the wider Education system until several months later.

This has reduced the borrowing requirement by £1,446k in this financial year.

IT Strategy

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,122	(569)		(569)

IT Strategy Programme scheme budget has underspent by £569k in 2022/23. The work will continue into 2023/24 and with the additional funding to enable the procurement of the core infrastructure for the network, to be undertaken by 2025/26. Projects within the IT Strategy scheme include the implementation of the digital engagement projects and the cloud CRM which have begun and will be completed next financial year.

This has reduced the borrowing requirement by £569k in this financial year.

Development Funding

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
294	(270)	(270)	

The Development Fund budget has underspent by £270k in 2022/23. The budget has also been adjusted by £56k, (under S151 delegated responsibility) this is due to the focus of work at this stage moving towards the Local Plan schemes.

This has reduced the borrowing requirement by £270k and a budget of £56k was allocated to Local Plans scheme.

Capitalisation of Policy, Design and Delivery Team

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,682	(724)	(724)	

Capitalisation of Policy, Design and Delivery Team budget has underspent by £724k. The current programme of work is not focused solely on making savings as per the business plan, but includes other initiatives such as Net Zero, Adults, Strategy and Policy, & COMF programmes and therefore the total budget was not required.

This has reduced the capital receipt requirement by £724k in this financial year.

Investment in the CCC asset portfolio

Revised Budget for 2022/23 £'000	Forecast Outturn Variance £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,163	(285)	(185)	(100)

The Investment in the CCC asset portfolio scheme has underspent by £285k, there is a requirement for £100k to be carried forward into 2023-24 to complete works at the Roger Ascham site and for smaller commitments such as retention payments & IT works.

This has reduced the borrowing requirement by £285k in 2022-23, with a total scheme underspend of £185k.

Appendix 4 - Savings tracker for quarter four

BP Ref	Title	Service	Original Saving £000	Actual Saving £000	Variance from Plan £000	% Variance	Commentary
A/R.6.214	C&P efficiencies	S&P	-250	-250	0	0%	Met from one off savings. Being dealt with through 2023-24 business planning permanently
C/F 21-22	Communities and Partnership Review	S&P	-200	-200	0	0%	Met from one off savings. Being dealt with through 2023-24 business planning permanently
C/R.6.105	Members Allowances	S&P	-40	-40	0	0%	Saving met
C/R.6.106	Contract Efficiencies	F&R	-200	-42	158	79%	Inflationary cost pressures and continued impact from the pandemic – opportunities to renegotiate current contracts without a change was limited. Improved due to re-negotiation of the Insurance & ESPO contracts.
C/F 21-22	External Income	F&R	-205	0	205	100%	Due to a change in policy for advertising and sponsorship and no new options, this has not been met.
C/R.6.107	Senior Management Staffing	S&P	-100	0	100	100%	Full Council resolved to make an investment into senior management capacity
C/R.7.101	BP 19/20 - Council Tax: Increasing Contributions	F&R	-650	0	650	100%	MOU is still being deliberated by authorities. Investment has not yet been spent. Recruitment will begin once MOU has been agreed and signed.
B/R.7.127	Alconbury Solar Carport	F&R	-37	0	37	100%	A reduction in the electricity costs has not been recognised this year.
C/R.7.105	Renewable Energy Soham - Income Generation	F&R	-13	0	13	100%	Due to the winter performance, this has not been met
C/R.7.115	Brunswick House - Income Generation	F&R	-27	-105	-78	-289%	We overachieved against the budget this year
C/R.7.117	Tesco - Income Generation	F&R	-34	-42	-8	-24%	We received additional rental income

C/R.7.120	County Farms - Agricultural Rent	F&R	-45	0	45	100%	The total rental increase was below the new budget.
C/R.7.155	Investment Income	F&R	-250	-342	-92	-37%	The income from dividends has exceeded the budget
C/F 21-22	Cambs 2020 Operational Savings	F&R	-605	-181	424	70%	This saving has not been fully recognised due to the delay in the site hand over

Appendix 5 – Technical Note

5.1 Grant Income Analysis

Grant	Awarding Body	Amount £'000
Skills for Care	ASYE Children & Family Services	29
Skills for Care	ASYE for Social Workers in Adult Services	23
Department for Work & Pensions	Kickstart Scheme	41
Skills for Care	Workforce Development Fund	31
Apprenticeships - Incentives	ESFA	17
Public Health Grant	DHSC	670
Bio-Diversity Net Gain	Natural England Grant Support	49
External Audit	LG DEL grant payments	40
DLUHC	New Burdens: Data Transparency Funding	13
IT Cyber Grant	DLUHC	80
Household Support Fund	DWP	7,162
Local Authority Practical Support for Self-Isolation	DHSC	156
Adult skills Core FY 21/22	CPCA	2,059
Adult skills ESFA FY 21/22	ESFA	150
Counting Every Adult - City Council	Cambridge City Council	60
Crime and Disorder Reduction Grant	Cambridgeshire Police & Crime Commissioner	60
Homelessness Prevention Grant	Cambridge City Council	20
Housing First - MHCLG RSI	DLUHC (previously DCLG, MHCLG)	242
Cambs & Hunts Family History Society	Cambridgeshire & Huntingdon Family History Society	7
Museum Partnership	SHARE	29
Kimbolton Cataloguing Project	Huntingdonshire Local History Society	3
The British Library Board	The British Library	253
The Library Presents	Arts Council	183
Homes for Ukraine (Tariff)	DLUHC (previously DCLG, MHCLG)	18,973
Homes for Ukraine (Thankyou payments)	DLUHC (previously DCLG, MHCLG)	1,350
Total Grant Funding 2022/23		20,798

5.2 Virements and Budget Reconciliation

Strategy and Partnerships Service

Budgets and movements	£000	Notes
Budget as per Business Plan	14,674	
Executive Director: Strategy & Partnership	118	CLT Restructure
Legal & Governance	-84	CLT Restructure
Strategic Management – CES	68	Public Health income correction
Strategic Management – CES	59	Contribution towards staff savings
Learning and Development	-20	Q2 Staff savings
Cambridgeshire Skills	-20	CLT restructure
Archives	-14	Q2 Staff saving
Strategy and Partnerships	938	Staffing Inflation 2022/23
Strategy and Partnerships	-53	Q3 Staff Savings (F&R Central Savings)
Strategy and Partnerships	-29	Q3 Mileage Savings (F&R Central Savings)
Strategy and Partnerships	-104	Q4 Staff Savings (F&R Central Savings)
Strategy and Partnerships	-8	Q4 Mileage Savings (F&R Central Savings)
Strategic Management - CES	57	Staff Savings for the year
Strategic Management - CES	-23	Grants movements
Think Communities	3,632	Grants movements
Non Baselined Grants	-3,642	Grant movements
Non-material virements (+/- £30k)	4	Dec virement
Non-material virements (+/- £30k)	28	Feb virement
Non-material virements (+/- £30k)	-24	March Virement
Current Budget 2022/23	15,557	

Finance & Resources Service

Budgets and movements	£000	Notes
Budget as per Business Plan	51,024	
Customer Services	-53	Q2 Staff Savings
Procurement	-37	CLT Restructure
Central Services & Organisation-Wide Risks	65	Q2 Staff savings
Central Services & Organisation-Wide Risks	156	Q2 Mileage Savings
Central Services & Organisation-Wide Risks	-45	CLT Restructure

Budgets and movements	£000	Notes
Central Services & Organisation-Wide Risks	-6,451	Staffing Inflation 2022/23 (held in F&R) allocated to Peoples, P&S and S&P
Central Services & Organisation-Wide Risks	53	Q3 Staff Savings
Central Services & Organisation-Wide Risks	144	Q3 Mileage Savings
Central Services & Organisation-Wide Risks	189,706	Q4 mileage Savings
Insurance	52	Insurance Fund
Central Services and Organisation-Wide Risks	369	Q4 Mileage Savings, Contribution towards Insurance, Q4 Mileage Savings,
Non-material virements (+/- £30k)	-1	Various small virements
Current Budget 2022/23	45,224	

5.3 Reserves Schedule

Fund Description	Balance as on 1 April 2022	Movements in 2022/23	Balance as on 31st March 2023
	£'000	£'000	£'000
Strategy & Partnerships Services			
Election Processes	122	152	273
Director, Corporate & Customer Services	30	-16	14
Communications & Information	138	-129	9
Libraries	15	-8	7
Archives	234	-189	45
YS - National Citizen Service	50	0	50
Cambridgeshire Skills Management Team	1,697	-612	1,085
Finance & Resources Services			
North Cambridge Academy Site Demolition Costs	460	-460	0
CCC Finance Office	133	0	133
Building Maintenance	337	1	338
Contact Centre	53	0	53
Debt Team	77	-49	28
Hardware & Infrastructure (Laptops)	150	0	150
Miscellaneous other	1,158	-1,158	0
This Land	40	-40	0
Shire Hall Relocation	481	-203	278
Council Tax: Counter Fraud & Compliance	0	464	464
Strategic Procurement & Contract Management	0	139	139
subtotal	5,173	-2,108	3,065
Long Term Provisions			
CPSN Partnership Funds	81	90	171
subtotal	81	90	171
Insurance Short-term Provision	911	0	911
Insurance MMI Provision	1,182	0	1,182
subtotal	2,093	0	2,093
Long Term Provisions			
Insurance Long-term Provision	4,746	0	4,746
subtotal	4,746	0	4,746
Capital Reserves			
General Capital Receipts	13,857	-13,300	556
subtotal	13,857	-13,200	
TOTAL	25,950	-15,319	10,631

(+) positive figures represent surplus funds

(-) negative figures represent deficit funds

Integrated Finance Monitoring Report for the period ending 31 May 2023

To: Strategy & Resources Committee
Meeting Date: 11 July 2023
From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/019

Outcome: The Committee will have received information setting out the current financial position of the Council enabling it to assess delivery of the Council's business plan. It will also have made decisions around the allocation of resources. Overall, this will contribute to good financial management and stewardship of public funds.

Recommendation: Strategy & Resources Committee (S&R) is recommended to:

- a) approve the budget virements proposed in the tables at 3.1, redistributing £5.8m of budget permanently;
- b) approve draw-down of £260k from Cambridgeshire Skills earmarked reserve as funding to the Business & IP Centre Cambridgeshire, as set out in section 3.3; and
- c) note changes in grants, and to approve the budget movements reflecting the annual roll-forward and re-phasing process set out in table 4.5.1.

Officer contact:

Name: Stephen Howarth
Post: Head of Finance
Email: stephen.howarth@cambridgeshire.gov.uk
Tel: 01223 507126

Member contacts:

Names: Councillors Nethsingha & Meschini
Post: Chair/Vice-Chair
Email: Lucy.Nethsingha@cambridgeshire.gov.uk
Elisa.Meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The purpose of this report is to present financial and performance information to assess progress in delivering the Council's Business Plan.

2. Main Issues

- 2.1 Please see the attached Integrated Finance Monitoring Report for the period ending 31 May 2023 at Appendix A and the Finance & Resources and Strategy & Partnerships Finance Monitoring Report for the period ending 31 May 2023 at Appendix B.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Please see the Climate Change and Environment Implications outlined in 4.8 below.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Significant Implications

- 4.1 Resource Implications

This report provides the latest resources information for the Council and so has a direct impact.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.
- 4.3 Statutory, Legal and Risk Implications
There are no significant implications within this category.
- 4.4 Equality and Diversity Implications
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement
There are no significant implications within this category.
- 4.7 Public Health Implications
There are no significant implications within this category.
- 4.8 Climate Change and Environment Implications on Priority Areas
 - 4.8.1 Implication 1: Energy efficient, low carbon buildings.
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.2 Implication 2: Low carbon transport.
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.5 Implication 5: Water use, availability and management:
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.6 Implication 6: Air Pollution.
Status: Neutral
Explanation: There are no significant implications within this category.
 - 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Status: Neutral
Explanation: There are no significant implications within this category

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Not applicable

Have the equality and diversity implications been cleared by your EqIA Super User? Not applicable

Have any engagement and communication implications been cleared by Communications? Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? Not applicable

Have any Public Health implications been cleared by Public Health? Not applicable

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Not applicable

5. Source documents

Place & Sustainability Finance Monitoring Report (May 2023)
Children, Education & Families Finance Monitoring Report (May 2023)
Adults & Public Health Finance Monitoring Report (May 2023)
Finance & Resources and Strategy & Partnerships Finance Monitoring Report (May 2023)

Integrated Finance Monitoring Report May 2023

Appendix A



Contents

Section	Item	Description
1	Executive Summary	A high-level summary of key information covering both revenue and capital. Narrative on key issues in affecting the financial position, both corporately and across the directorates.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, as well as additional information on: <ul style="list-style-type: none"> • The position of our Dedicated Schools Grant • The Savings Tracker
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes. Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the Council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the Council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
Appx 3	Budget transfers between services	Breakdown of movements between services in 2023/24
Appx 4	Reserves & provisions	Schedule of reserves held
Appx 5	Capital Rephasing	Schedule detailing rephasing of capital programme compared to the 2023-28 business plan

1. Executive Summary

1.1 This report presents financial information to assess progress in delivering the Council's Business Plan.

The Council's financial accounts are produced annually and are available on our [website](#).

The Council's total service budgets for 2023/24 are:

- Revenue: £501m net budget
- Capital: £198m (with a total programme of over £1bn)

As well as this, the Council has a Dedicated Schools Grant (DSG) funded budget of £114m, which mainly relates to High Needs spend.

The table below shows the key forecast information by service:

Service	Revenue Budget Variance £000	Revenue Budget Variance %	Net Capital Budget Variance £000	Net Capital Budget Variance %
Children, Education & Families – non-DSG	3,862	3.0%	0	0.0%
Adults, Health & Commissioning	0	0.0%	0	0.0%
Place & Sustainability	3,586	5.1%	1,892	2.6%
Strategy & Partnerships	-36	-0.2%	0	0.0%
Finance & Resources	0	0.0%	0	0.0%
Public Health	0	0.0%	-	-
Capital Financing	0	0.0%	-	-
Funding Items	-2,883	-33.3%	-	-
Net Spending Total (+ overspend / - underspend)	4,529	0.9%	1,892	1.0%
Children, Education & Families – DSG	4,418	3.9%	-	-

Detailed financial information about each service area is contained in the relevant Finance Monitoring Report. These can be found published at each scheduled [committee meeting](#). Summary financial information in this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

1.2 Key Issues

The Council is currently forecasting a £4.5m net overspend across all services for 2023-24, which is a challenging opening position to be in. This report sets out in detail the key pressure areas of income generation from renewable energy schemes and looked after children placement costs.

The energy generation schemes are expected deliver income towards the end of the financial year and so are only one-off, in-year pressures, but the financial challenge in Children, Education & Families from the placements budgets is acute and at risk of adding permanent cost to the Council.

This report sets out a proposed reset of some demand-led service budgets using additional business rates funding and reduced inflationary pressure in some services. This process identifies developments between budget estimates being made and the start of the financial year, but needs to reflect what is affordable and so not all pressures can be met.

As well as these reported pressures, there are risks in other demand-led services such as Adult Social Care and Home to School Transport, which are facing unpredictable demand and cost rises.

1.3 Key Issues by Service Area

1.3.1 Adults, Health & Commissioning

Care providers are continuing to report cost pressures related to both workforce issues and the current cost of living crisis. These are putting pressure on uplift budgets for 2023/24, although inflation funding and increased fee rates funded by the Adult Social Care Market Sustainability and Improvement Fund will help. The position of the care market, particularly related to workforce issues, is making some placements more difficult to source, particularly at the more complex end of provision.

In line with the social care reform agenda the Council undertook “cost of care” exercises with both homecare and care home providers during 2022/23. Whilst the implementation of the reforms has now been delayed until October 2025, the outcomes of the cost of care exercises are a gap for many providers between what is currently paid, and the “cost of care” derived from provider data. We are using the Adult Social Care Market Sustainability and Improvement Fund for 2023/24 to start to close this gap. It is an expectation of the increased funding being paid to providers that they will pay the real living wage to their staff.

Hospital Discharge systems continue to be pressured although additional funding has been provided to both the Council and our health partners to help address these issues. The medium-term recovery of clients assessed as having primary health needs upon hospital discharge can return individuals to social care funding streams. In addition, the impact of delayed health care

treatments such as operations, will also affect individual needs and health inequalities negatively.

Key activity data for Adult Services at the end of May 2023 is:

Older people aged 65+ receiving long term services	Budgeted no. of care packages 2023/24	Actual May 23	Trend in service user numbers since May 23	Trend in average weekly unit cost since May 23 (budget expects an increase)
Nursing	579	552	-	-
Residential	934	880	-	-
Community	2,338	2,217	-	-

Working Age Adults receiving long term services	Budgeted no. of care packages 2023/24	Actual May 23	Trend in service user numbers since May 23	Trend in average weekly unit cost since May 23 (budget expects an increase)
Nursing	40	36	-	-
Residential	342	328	-	-
Community	3,205	3,251	-	-

1.3.2 Children, Education & Families

In line with national trends, we currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the original budget set in February 2023. There is a national shortfall of placements for children with complex needs which is increasing prices. If a continuation of these placements is forecast to year-end, they would leave us in a significant overspend position. However, the service is working hard with relevant agencies to secure placements at more manageable costs and we do not expect these to continue for the full year. Even with this level of mitigation factored in the revised forecast still equates to £3.8m over budget. This budget is a high risk due to ongoing pressures within this sector and increasing numbers of young people with complex needs that have required bespoke placements. This position is being carefully monitored and the service is working hard to control cost where possible.

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. At the end of 2022/23 there was a net DSG overspend of £11.94m, which when added to the existing DSG deficit of £39.32m resulted in a revised cumulative deficit of £51.262m.

As a result of the Safety Valve Agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 which will support the reduction of the overall DSG deficit. Alongside

this, a local authority contribution of £2.5m has been applied, resulting in a reduced cumulative deficit of £29.16m brought forward into 2023/24.

Key activity data for Children in Care at the end of May 2023 is:

Children in Care	Budgeted no. of care packages 2023/24	Actual May 23	Trend in service user numbers since May 23	Trend in average weekly unit cost since May 23 (budget expects an increase)
Children in Care placements	265	276	-	-
Fostering and Supervised Contact	217	194	-	-
Adoption	439	391	-	-

1.3.3 Place & Sustainability

P&S is forecasting an overspend of £3,586k. There is a pressure on Energy Services income of £3,425k across all its projects. The supply chain for these projects like the rest of the construction industry is facing significant challenges including rising costs of energy, securing key equipment and materials along with a widespread shortage of skilled labour. This is creating longer lead in and delivery times for these projects. As a result – income that was previously budgeted to be received from July 2023 will not achieve its original planned profile until February 2024. Separately, there is a further pressure on the smart energy grids at the park & ride sites due to purchasing spares and warranties ahead of schedule in FY 23/24 of £163k.

The directorate is a large and complex budget area that has a variety of services and significant income streams (such as Parking Enforcement and Highways Development Management) which require detailed monitoring and have the potential for variances. The Waste Management budget is also a high-risk budget area, and the service is working with the contractor to identify efficiencies and savings arising while the plant is closed, which are necessary until the changes are made to meet the Best Available Technique conclusions (BATc) legislative requirements to ensure they are compliant with the Environment Agency Environmental Permits.

1.3.4 Finance & Resources, and Strategy & Partnerships

Within Finance & Resources, there is a risk of the Council-wide staff pay cost increase being higher than budgeted. This is still subject to national and local negotiation and so is unlikely to be known until later in the year. Capital financing budgets are also being reviewed, balancing the lower than expected borrowing position from when budgets were set versus rising interest rates.

1.3.5 Public Health

The Public Health Directorate is funded wholly by ringfenced grants, mainly the Public Health Grant. The work of the Directorate was severely impacted by the pandemic, as capacity was re-directed to outbreak management, testing, and infection control work. The Directorate has now returned to business as usual following the pandemic but there are ongoing issues that continue to impact on activity and spend:

- i) much of the Directorate's spend is contracts with, or payments to Primary Care (GP practices and community pharmacies) for specific work. Primary Care continues to be under pressure, and it may take some time for activity levels to return to pre pandemic levels; and
- ii) the unprecedented demand for Public Health staff across the country meant recruitment became very difficult through the pandemic resulting in underspends on staffing budgets. The position within the Public Health team has improved with recruitment becoming easier, but recruitment challenges continue to be reflected in our provider services which has affected their ability to deliver consistently.

2 Revenue Budget

2.1 This table shows summary information for the Council's revenue budgets at the end of May 2023:

Line	Previous Forecast Variance £000	Service	2023/24 Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	-	Children, Education & Families- non-DSG	129,581	12,099	3,862	3.0%
2	-	Children, Education & Families – DSG	113,941	-3,698	4,418	3.9%
3	-	Adults, Health & Commissioning	215,595	27,741	0	0.0%
4	-	Place & Sustainability	70,518	5,892	3,586	5.1%
5	-	Strategy & Partnerships	16,391	-6,578	-36	-0.2%
6	-	Finance & Resources	22,187	6,441	0	0.0%
7	-	Public Health	26,977	1,533	-50	-0.2%
8	-	Capital Financing	38,263	-3,659	0	0.0%
9	-	Funding Items	8,656	7,289	-2,883	-33.3%
	-	Net Spending Total	642,109	47,059	8,897	1.4%
10	-	Adjustments for Public Health ring-fence	-26,977	-7,327	50	-0.2%
11	-	Adjustments for DSG ring-fence	-113,941	3,698	-4,418	3.9%
	-	Overall Total	501,191	43,430	4,529	0.9%
	-	Schools	138,316	-	-	-

Notes on this table:

1. The budget and actual figures are net.
2. Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
3. Line 10 shows adjustments needed to the net spending total to account for Public Health Grant income and the year-end transfer to PH reserves of any underspend. The budget line currently only shows the grant element sat within the PH directorate. A small balance is allocated to other directorates and is netted off their totals.
4. Line 11 similarly shows adjustments needed to net spending total to account for the separate accounting for the DSG. More information can be found in section 2.3
5. Negative actuals in lines 2 and 5 relate to grant income being received in advance of spend taking place. Negative actuals in line 8 relate to 2022-23 accruals for interest on borrowing.

2.2 Key budget variances are identified by exception and commented upon in appendix 1.

Key variances are those forecast to be in excess of +/-£250k:

2.3 This table shows a summary of the position of the Council's Dedicated Schools Grant position before further action:

Opening Deficit Balance 2023/24 £m	Forecast in-year movement £m	Forecast Closing Deficit Balance 2023/24 £m
29.2	4.4	33.6

2.3.1 A cumulative DSG deficit of £29.2m was carried forward into 2023-24.

2.3.2 In 2020-21 the Department for Education (DfE) introduced the safety valve intervention programme in recognition of the increasing pressures on high needs. A total of 14 local authorities have now signed up to agreements, and the programme was expanded to a further 20 local authorities, including Cambridgeshire in 2022-23.

2.3.3 As a result of the Safety Valve Agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 to reduce the overall DSG deficit. Alongside this, a local authority contribution of £2.5m has been applied, resulting in the cumulative deficit of £29.2m carried forward into 2023/24.

2.3.4 As part of the Safety Valve Agreement, the Council must continue to bring the in-year growth in DSG deficit down through a number of workstreams to continue to receive government support. Without this action, the DSG deficit would grow to such a level as to present an increasing risk to the financial sustainability of the Council. As such, further action is required in year to reduce this forecast.

2.4 Savings Tracker

2.4.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2023-28 Business Plan. The Tracker is completed at the end of each quarter and reported in the next IFMR going to S&R committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

2.4.2 The first Savings Tracker of 2023/24 will be completed at the end of June.

3 Revenue Funding Changes

3.1 Budget Reset

In recent years, a review of budgets set has been conducted at the start of each financial year. Many of the key estimates for budgets, such as demand projections and inflation calculations, are made over the Autumn and early Winter of the previous financial year as part of the business planning process, and funding estimates can be subject to late announcements by government or late projections by district councils. A budget review is therefore required to check for significant expected opening budget variances as a result of development since those estimates were made. This reflects a dynamic approach to budgeting that acknowledges the complexity and uncertainty in making forward looking financial estimates, and supports an agile allocation of resources responding to the latest circumstances while ensuring budget manager accountability.

The aim of this review is to ensure budgets are appropriate as at the 1st of April, taking into account affordability, developments since budgets were set, and allowing for growth in-year. Several budget redistributions are proposed below.

The majority of the changes relate to re-baselining of demand-led budgets, such as social care, which necessarily involve a number of assumptions in setting the business plan which can change as more information is made available in the last months of the financial year. Likewise we are able to update several inflation allocations as revised information is available, particularly around gas and electricity inflation. Increased budget requirements are funded partly by higher than expected business rates figures confirmed by district councils too late to be included in business planning. The revaluation exercise that districts had to undertake for business rates over the Winter of 2022-23 delayed updated projections being provided.

A table of proposed permanent budget adjustments is shown below. This identifies a net nil position due to the use of grant and business rate income to offset new pressures, or a reduction in forecast growth in demand and/or inflation:

Service Area	Type	Virement £000	Remarks
Learning Disability Care budgets	Demand-led budget re-baselining	1,842	Updated to reflect care cost commitments at start of the year
Mental Health Care budgets	Demand-led budget re-baselining	376	Updated to reflect care cost commitments at start of the year
Children in Care Transport	Demand-led budget re-baselining	240	Increase in demand in late stage of 2022-23 not reflected in original demand projections, alongside rising distance and complexity in routes
Children in Care Placements	Demand-led budget re-baselining	561	Increase in demand in late stage of 2022-23 not reflected in original demand projections
Staff Pay Award	Inflation adjustment	2,677	Revised up based on latest employer offer
Various minor budget corrections under officer delegation	Various	150	N/A
Net budget increases		5,846	
Better Care Fund increase	Funding Adjustment	-504	Increase in contribution to support Adult Social Care, funding increased demand
ASC care inflation	Inflation adjustment	-458	Reflecting lower than projected nation inflation indices for 2023-24, and increased government support through grants
Older People / Physical Disability Care	Demand-led budget re-baselining	-750	Updated to reflect care cost commitments at start of the year
Gas and electricity inflation	Inflation adjustment	-1,475	Latest forecasts revise down the growth in 2023-24. Gas: 275% to 250%; electricity 66% to 59%
NNDR Estimates	Funding Adjustment	-2,659	Based on final confirmations from district councils
Net budget decreases		-5,846	

Recommendation A: Approve the budget virements proposed in the tables at 3.1, redistributing £5.8m of budget permanently.

3.2 We have also had final confirmation of the Business Rates Top-up Adjustment grant from government for 2023-24, and the funding to be received is £500k higher than expected. Government routinely tweaks national allocations linked to business rates relief compensation which can result in councils' final allocations moving either up or down. This increased grant is reflected in the in-year forecast on the Funding Items budget line.

3.3 Cambridgeshire Skills Reserves

3.3.1 The Cambridgeshire Skills service has some earmarked reserves built up from ring-fenced contributions for services it is commissioned to provide. It is proposed to contribute £260k of these reserves to the Business & IP Centre Cambridgeshire, which is a centre run within the Cambridgeshire Libraries service providing free and low-cost business support and advice to start-up businesses, entrepreneurs and inventors. It was previously funded by a contribution from the British Library and it is recommended to fund for a further year from service reserves.

3.3.2 **Recommendation B: Approve draw-down of £260k from Cambridgeshire Skills earmarked reserve as funding to the Business & IP Centre Cambridgeshire.**

4 Capital Programme

4.1 Capital programme financial position

Previous Forecast Variance £000	Service	2023/24 Budget £000	Actuals £000	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
-	Place & Sustainability	77,928	-640	1,892	2.5%	705,860	1,892
-	Children, Education & Families	100,526	7,356	0	0.0%	407,514	0
-	Adults, Health & Commissioning	5,975	17	0	0.0%	114,008	0
-	Strategy & Partnerships	3,180	18	0	0.0%	18,419	0
-	Finance & Resources	11,187	606	0	0.0%	50,046	0
-	Total	198,796	7,357	1,892	1.0%	1,295,847	1,892

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership, which has a budget for 2023/24 of £40m and is reporting a balanced budget for year-end.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

4.2 Capital variations budgets

4.2.1 A summary of the use of the 2023-24 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

4.2.2 Capital variations summary

Service	Capital Variations Budget £000	Forecast Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place & Sustainability	-27,944	1,892	0	0.0%	1,892
Children, Education & Families	-17,826	0	0	0.0%	0
Adults, Health & Commissioning	-57	0	0	0.0%	0
Strategy & Partnerships	-1,677	0	0	0.0%	0
Finance & Resources	-4,689	0	0	0.0%	0
Total	-52,193	1,892	0	0.0%	1,892

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£250k

4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	26.3	0.0	2.8	2.6	31.8	31.8	0.0
Basic Need Grant	2.3	2.6	0.0	0.0	4.9	4.9	0.0
Capital Maintenance Grant	3.8	0.8	0.0	0.1	4.7	4.7	0.0
Devolved Formula Capital	0.8	2.5	0.0	-0.0	3.2	3.2	0.0
Specific Grants	30.7	0.2	-2.9	3.8	31.8	31.8	0.0
S106 Contributions & Community Infrastructure Levy	66.7	0.9	-15.5	0.4	52.5	52.5	0.0
Capital Receipts	1.3	0.0	-0.3	0.0	1.1	1.1	0.0
Other Contributions	9.8	1.7	-8.5	4.2	7.2	7.2	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	117.8	24.4	-80.6	0.2	61.7	63.6	1.9
TOTAL	259.4	33.0	-105.0	11.4	198.8	200.7	1.9

Notes on this table:

1. The 'rolled forward funding' column reflects the difference between the anticipated 2022/23 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2023/24 Business Plan, and the actual 2022/23 year-end position.

4.5 Capital Funding Changes

4.5.1 The table below details changes (where the change is greater than £250k).

Funding	Service	Amount £m	Reason for Change
Rolled Forward Funding	All services	+33.0	<p>Following analysis of overspends and underspends at the end of 2022/23, many of these are confirmed to be as a result of slippage in or changes to the timing of expenditure, rather than variations against total costs. As such, this funding is still required in 2023/24 or later years to complete projects. Of the £33.0m funding to be carried forward, £24.4m relates to prudential borrowing with the remainder relating to adjustments to other funding sources.</p> <p>Further details are available in Appendix 5, which shows capital roll-forwards.</p>
Revised Phasing	All services	-97.1	<p>There have been some changes to schemes since the 2023/24 Business Plan was finalised. The following schemes have been reviewed and it is recommended that budget is rephased, resulting in the following changes to their 2023/24 funding requirement:</p> <p>Place & Sustainability, -£19.5m:</p> <ul style="list-style-type: none"> • Promoting Economic Growth - Delivering Strategy Aims (-£704k) • King's Dyke (-£3,150k) • Wheatsheaf Crossroads (+£1,175k) • St Neots Future High Street Fund (-£2,926k) • March Future High Street Fund (-£1,380k) • St Ives local improvements (-£380k) • A141 and St Ives Improvements Scheme (-£1,621k) • A10 Ely to A14 Improvements Scheme (-£584k) • Waste - Household Recycling Centre (HRC) Improvements (£1,597k) • Waterbeach Waste Treatment Facilities (-£6,000k) • Swaffham Prior Community Heat Scheme (-£250k) • Stanground Closed Landfill Energy Project (-£2,580k) • North Angle Solar Farm, Soham (-£788k) • Decarbonisation Fund (+£836k) • Investment in Connecting Cambridgeshire - Fixed Connectivity (-£403k) • Investment in Connecting Cambridgeshire - Programme Delivery (-£320k) • Decarbonisation Fund - School Low Carbon Heating Programme (+£281k) • Decarbonisation Fund - School Education Capital (+£1,729k)

Funding	Service	Amount £m	Reason for Change
			<ul style="list-style-type: none"> • March Area Transport Study (-£377k) <p>Children, Education & Families, -£63.4m</p> <ul style="list-style-type: none"> • Sawtry New Primary (-£7,900k) • Waterbeach New Town Primary (-£11,265k) • Alconbury Weald secondary and Special (-£27,608k) • Cambourne Village College Phase 3b (-£475k) • LA Early Years Provision (-£1,772k) • Samuel Pepys Special School (-£2,147k) • New SEMH Provision Wisbech (-£295k) • Confidential schemes (-£10,988k) <p>Adults, Health & Commissioning, -£14.2m</p> <ul style="list-style-type: none"> • Independent Living Service : East Cambridgeshire (-14,212k) <p>Other schemes below the reporting de minimis make up the difference.</p>
Revised Phasing	All services	-7.9	<p>Capital programme variations budgets</p> <p>Since 2016/17, we have factored in a 'Capital Programme Variations' line for each Service, which effectively reduces the gross capital programme budget to reflect a certain level of variation that is anticipated but that cannot at the outset be predicted to fall on a specific scheme(s). Capital programme variations budgets were included in the 2023/24 Business Plan, but these have been revised for 2023/24 as a result of the rolled forward and revised phasing exercise carried out as noted above. Analysis of prior year outturns has been carried out for each directorate and the percentage capital variations applied has been updated accordingly.</p>
Additional/ Reduction in Funding (Grants and other contributions)	Place & Sustainability	+2.8	<p>Changes in grants and contributions are anticipated in relation to the following schemes:</p> <ul style="list-style-type: none"> • Promoting Economic Growth - Delivering Strategy Aims (-£1,030k) reduction in grant funding; • Boxworth to A14 cycle route (-£550k) reduction; scheme to be aborted as grant funding is no longer available; • Hilton to Fenstanton cycle route (-£500k) reduction; scheme to be aborted as grant funding is no longer available; • Buckden to Hinchingsbrooke cycle route (-£655k) reduction; scheme to be aborted as grant funding is no longer available; • March Future High Street Fund (+£1,869k) increased contributions; the scheme has been expanded;

Funding	Service	Amount £m	Reason for Change
			<ul style="list-style-type: none"> Transforming Cities Fund (+£2,860k) new grant funding; March Area Transport Study (+£962k) additional contributions
Additional/ Reduction in Funding (Grants)	Finance & Resources	+0.9	<p>Grant has been awarded in relation to the following scheme:</p> <ul style="list-style-type: none"> Youth and community building on the Spinney Adventure Playground Site Wisbech (+£915k); grant funding has been awarded by the Department for Culture, Media and Sport (DCMS) for the fully funded Youth and community building scheme.
Additional/ Reduction in Funding (S106 contributions)	Children, Education & Families	+0.6	Swavesey Village College Section 106 scheme. £628k S106 contributions have been identified to passport to the school for works to the kitchen facilities and library space.
Additional/ Reduction in Funding (CPCA contributions)	Place & Sustainab- ility	+3.6	£3.617m additional allocation to be received from the DfT through the Cambridgeshire and Peterborough Combined Authority (CPCA) has been allocated to Highways and Transport and is being invested in increased reactive pothole maintenance, a proactive regime of find, record and fix to prevent defects forming and the implementation of a planned patching programme.
2024-25 Additional/ Reduction in Funding (Prudential borrowing)	Place & Sustainab- ility	+1.4	Reset of budget for this scheme from 2024-25 following review of level of grant available and the amount of prudential borrowing previously committed to. Future year updates to the Decarbonisation Fund will be reviewed as part of the 2024-25 business planning process.

Recommendation C: To note changes in grants and contributions, and to approve the budget movements reflecting the annual roll-forward and re-phasing process set out in table 4.5.1.

5 Balance Sheet

5.1 Reserves

At the end of May, the Council has revenue earmarked reserves totalling £163m. These reserves are earmarked for specific purposes, and the breakdown of these can be seen in appendix 4. We retain a general fund reserve as our principal un-ringfenced reserve, which is held at a target balance of 4% of gross non-school expenditure.

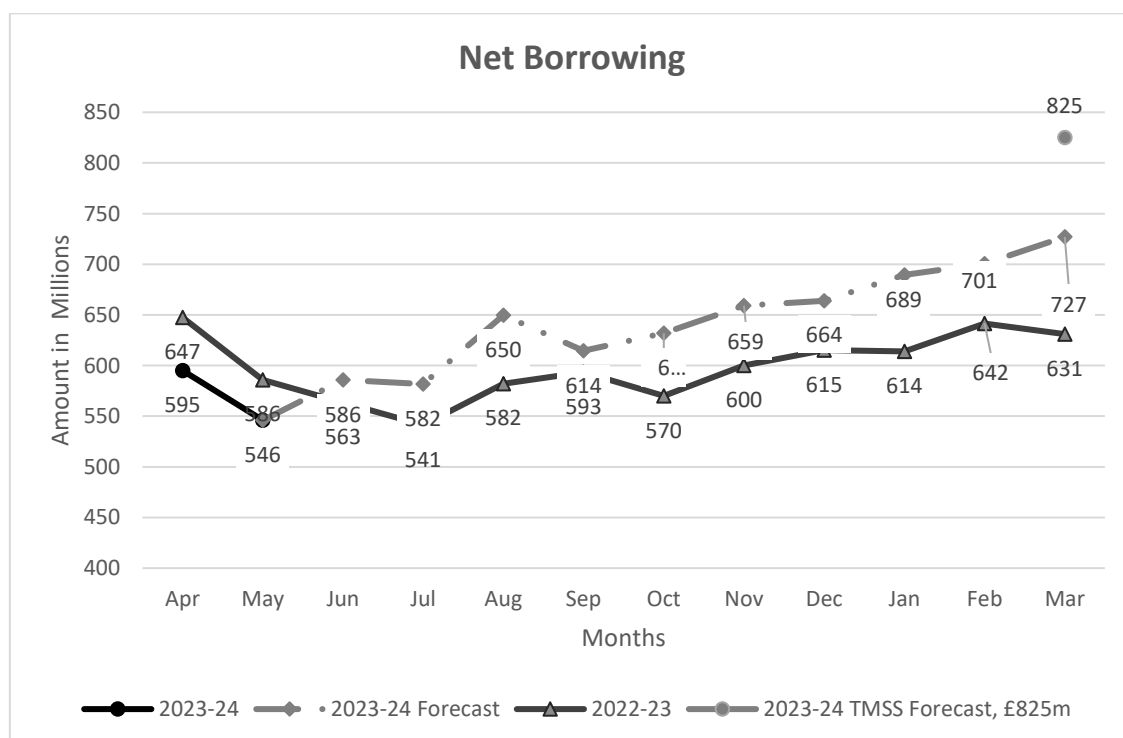
The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, which is planned into medium-term budgets.

Reserve balances are being reviewed by directorates and by the Corporate Leadership Team as part of business planning for 2024-29, and proposals to reprofile and/or redistribute some reserves will be made in due course.

5.2 Borrowing

Of the gross borrowing in 2023/24, it is estimated that £300m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to third parties in order to receive a financial return.

The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of May 2023, investments held totalled £180.9m (excluding all 3rd party loans, Equity and This Land) and gross borrowing totalled £726.8m, equating to a net borrowing position of £546.0m.



5.3 General Balance Sheet

An overview of other key balance sheet health issues is shown below. This highlights a key focus is the recovery of Adult Social Care Debt, a position that is reflected nationally.

Measure	Target	Actual as at the end of May 2023
% of income collected (owed to the council) within 90 days: Adult Social Care	85%	86%
Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£9.96m	£14.14m
Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£2.89m	£3.34m
% of invoices registered on ERP within 2 working days	98.0%	99.9%
% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	98.3%
% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	91.3%

Appendix 1 – Revenue – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

1. Children, Education & Families – non-DSG

New commentaries:

1a Children in Care Placements

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+3.8			+15%

We currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and we do not expect these to continue for the full year. Even with a level of mitigation factored in the revised forecast still equates to £3.8m over budget. This budget is a high risk due to ongoing pressures within this sector and increasing numbers of young people with complex needs that have required bespoke placements. This position is being carefully monitored and the service is working hard to control cost where possible.

2. Children, Education & Families - DSG

New commentaries:

2a SEND Financing - DSG

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+5.4			+96%

The budgeted deficit is reflective of continuing pressures and increasing demand within the High Needs Block as per the Safety Valve management plan. This is net of forecast underspends on the Central Schools Services Block (CSSB). In-year forecasts are currently under review to be updated for the end of quarter 1.

2b Nursery Schools and private, voluntary and independent settings

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		-1.0			-3%

This forecast underspend is as per the Safety Valve management plan.

3. Place and Sustainability

New commentaries:

3a Energy Services

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+3.6			+94%

This is primarily due to a pressure on Energy Services income of £3.425m across all its projects. The supply chain for these projects like the rest of the construction industry is facing significant challenges including rising costs of energy, securing key equipment and materials along with a widespread shortage of skilled labour. This is creating longer lead in and delivery times for these projects. As a result, income that was previously budgeted to be received from July 2023 will not achieve its original planned profile until February 2024. Separately, there is a further pressure on the smart energy grids at the park & ride sites due to purchasing spares and warranties ahead of schedule in this financial year of £163k.

4. Funding Items

New commentaries:

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.9	-33%

This consists primarily of the following (see also 3.1 above):

- A projected £0.840m additional 2023-24 Business Rates Pool dividend above the amount budgeted, which is dampened from the latest projection received based on previous experience;
- A projected £0.540m additional 2022-23 Business Rates Pool dividend above the amount accrued at last year-end following latest projections, though the final confirmation has not yet been received;
- An additional £525k of general Business Rates funding upside that was confirmed by district councils (who collect rates) after the 23-24 Business Plan was finalised;
- Additional Business Rates Compensation grant of £500k above the amount budgeted following late confirmation of the grant by central government;

Appendix 2 – Capital – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

Ref	Service	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
1a	P&S	New	Solar Projects	28.957	5.314	1.892	Overall Scheme Variance	A forward estimate of costs that are expected to arise across projects has been made, as these are much higher than the budget allocated. Overspends are now expected at delivery stage in the solar portfolio as a result of higher than expected staff, advisor and legal costs, as well as design revisions and associated construction costs. However, these remain largely indicative for the time being.

Appendix 3 – Budget transfers between services in 2023/24

This table shows budget movements of at least £1k between service blocks in 2023/24, subject to rounding errors:

Budgets and Movements	CEF £000	AHC £000	P&S £000	PH £000	S&P £000	F&R £000	Capital Financing £000	Funding Items £000	Total £000
Opening Net Budgets as per Business Plan	129,279	215,038	71,326	0	16,270	19,325	38,263	11,690	501,191
Service management change		-300			300				0
Post business plan, pre initial budget load adjustments	-915		-42		-203	1,160			0
Postage budget centralisation	-20				20				0
Transfer of post	-26				26				0
Insurance budget centralisation			-22		-21	43			0
Pay award element correction	12		-12						0
Allocation of centrally held funding for former People Services restructuring	449	351				-800			0
Proposed budget resetting movements as outlined in May IFMR	801	506	-731			2,459		-3,035	0
Current budget	129,580	215,595	70,518	0	16,392	22,188	38,263	8,655	501,191

Appendix 4 – Reserves and provisions

This section shows the reserves available to the Council,

Fund Description	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Forecast Balance at 31 May 2023 £000s	Notes
General Reserves				
- County Fund Balance	30,661	0	30,661	
General Reserves subtotal	30,661	0	30,661	
1 Insurance	5,018	2	5,020	
2 Adults, Health and Commissioning	7,564	0	7,564	
3 Children, Education and Families	5,704	0	5,704	
4 PH	7,854	0	7,854	
5 Place & Sustainability	14,759	0	14,759	
6 Strategy & Partnerships	1,581	0	1,581	
7 Finance & Resources	3,836	0	3,836	
8 Just Transition Fund	12,526	0	12,526	Original starting balance of £14m, with allocations made totalling £9.9m across medium-term
9 High Needs Block Offset Reserve	9,935	0	9,935	
10 Transformation Fund	1,762	0	1,762	Balance for legacy Transformation projects
11 Cultivate Cambs Fund	347	0	347	
12 Corporate- COVID	15,972	0	15,972	Allocated over medium term
13 Specific Risks Reserve	12,772	0	12,772	
14 This Land Credit Loss & Equity Offset	5,850	0	5,850	
15 Revaluation & Repair Usable (Commercial Property)	2,940	0	2,940	
16 Local taxation volatility & appeals account	8,514	0	8,514	
17 Local Government Settlement phasing reserve	4,076	0	4,076	Applying the temporary elements of the 2023/24 finance settlement over multiple years
18 Post-pandemic recovery and budgeting account	3,031	0	3,031	
19 Business change reserve	3,054	0	3,054	
20 Financing items	350	0	350	
21 Winter Risk Reserve	600	0	600	
22 Grant carry forwards	29,246	-24,700	4,546	Carry forward of unspent ring-fenced grants, reversed out in April 2023. COMF grant retained in reserve.
Earmarked Funds subtotal	157,291	-24,698	132,593	
SUBTOTAL	187,952	-24,698	163,254	
23 Children, Education and Families	28,323	0	28,323	
24 Place & Sustainability	36,230	0	36,230	
25 Finance and Resources	556	0	556	
26 Corporate	46,342	0	46,342	
Capital Useable Reserves subtotal	111,451	0	111,451	
GRAND TOTAL	299,402	-24,698	274,705	

Provisions on the balance sheet are:

Department	Balance at 31 March 2023 £000s	Movements in 2023-24 £000s	Balance at 31 May 2023 £000s	Notes
1 Adults, Health and Commissioning	141	0	141	
2 Finance & Resources	2,093	0	2,093	Insurance short term provision
Short Term Provisions subtotal	2,234	0	2,234	
3 Finance & Resources	4,746	0	4,746	Insurance long term provision
Long Term Provisions subtotal	4,746	0	4,746	
GRAND TOTAL	6,980	0	6,980	

Appendix 5 – Capital Rephasing compared to 2023-24 Business Plan

Changes over £250k

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing
		Up to 2022-23 (£k)	2023-24 (£k)	2024-25 (£k)	2025-26 (£k)	2026-27 (£k)	2027-28 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipt (£k)	Borrowing (£k)	
A/C.01.029	Sawtry New Primary	-50	-7,850	7,900	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.01.040	Confidential Scheme	-26	-270	296	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.01.049	Confidential Scheme	-700	-11,600	-9,100	-400	-	-	-	-21,800	-4,969	-12,714	-	-	-4,117	Merge with A/C.02.014
A/C.01.073	Confidential Scheme	-6	-2,300	1,306	932	68	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.01.077	Waterbeach New Town Primary	-15	-11,250	4,965	5,816	484	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.01.080	Confidential Scheme	24	-917	893	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.02.009	Alconbury Weald secondary and Special	-108	-27,500	27,500	108	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.02.014	Confidential Scheme	664	7,500	9,100	4,536	-	-	-	21,800	4,969	12,714	-	-	4,117	Merge with A/C.01.049
A/C.02.015	Sir Harry Smith Community College	657	-657	-	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.02.016	Cambourne Village College Phase 3b	-975	500	475	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.03.003	LA Early Years Provision	-548	-1,224	1,772	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.04.008	Duxford Community C of E Primary School rebuild	241	-450	209	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.04.010	Confidential Scheme	-8	-900	858	50	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.05.001	School Condition, Maintenance & Suitability	-805	859	-	-	-	-	-	54	54	-	-	-	-	Roll forward and £54k more grant than anticipated
A/C.07.001	School Devolved Formula Capital	-2,474	2,467	-	-	-	-	-	-7	-7	-	-	-	-	Revised Grant amount
A/C.08.007	Samuel Pepys Special School	-947	-1,200	2,147	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.08.010	Confidential Scheme	-49	-2,400	2,449	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.08.011	New SEMH Provision Wisbech	-1,595	1,300	295	-	-	-	-	-	-	-	-	-	-	Roll forward and rephasing
A/C.12.007	Independent Living Service : East Cambridgeshire	-222	-13,990	10,205	4,007	-	-	-	-	-	-	-	-	-	Project was put on pause while NHS governance processes ran. This has delayed the build start date by 15 months. Reprofiled to reflect updated timescales.
A/C.12.008	Independent Living Services	-	-	-3,161	-12,436	642	8,520	6,435	-	-	-	-	-	-	The delay in the East Cambs project has a knock-on effect on the team being able to deliver further ILS schemes, so the expansion of ILS has been reprofiled accordingly.
A/C.14.001	Variation Budget	-	4,622	-	-	-	-	-	4,622	-	-2,067	-	-	6,689	Recalculation of capital variations budgets as a result of Capital Rephasing
B/C.1.012	Safety Schemes	-1,180	1,180	-	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding
B/C.1.019	Promoting Economic Growth - Delivering Strategy Aims	-1,878	144	704	-	-	-	-	-1,030	-1,030	-	-	-	-	Roll forward of unspent Cycling scheme budgets, plus reduction in funding.
B/C.1.023	Boxworth to A14 cycle route	-	-550	-	-	-	-	-	-550	-	-	-550	-	-	Scheme ended - Grant funding not available
B/C.1.026	Hilton to Fenstanton cycle route	-	-500	-	-	-	-	-	-500	-	-	-500	-	-	Scheme ended - Grant funding not available
B/C.1.027	Buckden to Hinchingsbrooke cycle route	-	-780	-	-	-	-	-	-780	-	-	-655	-	-125	Scheme ended - Grant funding not available
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	-750	750	-	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding
B/C.2.005	Traffic Signal Replacement	-292	292	-	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing
		Up to 2022-23 (£k)	2023-24 (£k)	2024-25 (£k)	2025-26 (£k)	2026-27 (£k)	2027-28 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipt (£k)	Borrow- ing (£k)	
B/C.2.007	Smarter Travel Management - Real Time Bus Information	-	-118	-118	-118	-118	-118	-	-590	-590	-	-	-	-	Function now responsibility of CPCA
B/C.3.004	Pothole Funding	967	2,650	-	-	-	-	-	3,617	3,617	-	-	-	-	Roll forward of 22/23 overspend, and additional funding of £3.617m from CPCA
B/C.3.007	King's Dyke	-	-3,150	3,150	-	-	-	-	-	-	-	-	-	-	Expected phasing of cost of recoupment.
B/C.3.009	Wheatsheaf Crossroads	-160	1,335	-1,175	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding and rephasing from future years.
B/C.3.010	St Neots Future High Street Fund	-551	-2,375	3,061	-	-	-	-	135	-	-	135	-	-	Roll forward of unspent funding plus increased contributions, and rephasing.
B/C.3.011	March Future High Street Fund	-56	545	1,380	-	-	-	-	1,869	-	-	1,869	-	-	Roll forward of unspent funding plus increased scope.
B/C.3.014	St Ives local improvements	-880	500	380	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding and rephasing to future years.
B/C.3.015	A141 and St Ives Improvements Scheme	-472	-1,149	1,621	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding and rephasing to future years.
B/C.3.016	A10 Ely to A14 Improvements Scheme	-427	-157	584	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding and rephasing to future years.
B/C.4.002	Waste - Household Recycling Centre (HRC) Improvements	-917	-680	1,597	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent budget and rephasing to future years.
B/C.4.003	Waterbeach Waste Treatment Facilities	482	-6,482	6,000	-	-	-	-	-	-	-	-	-	-	Adjustment to profile
B/C.5.013	Swaffham Prior Community Heat Scheme	-2,550	2,300	250	-	-	-	-	-	-	-	-	-	-	Completion has been pushed back into next financial year.
B/C.5.014	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	672	-789	117	-	-	-	-	-	-4	-	-	-	4	Completion has been pushed back into next financial year.
B/C.5.015	Babraham Smart Energy Grid	-2,699	2,221	233	-	-	-	-	-245	-	-	133	-	-378	Delays mean completion has been pushed back into next financial year.
B/C.5.017	Stanground Closed Landfill Energy Project	-130	-2,450	2,580	-	-	-	-	-	-	-	-	-	-	Delays mean completion has been pushed back into next financial year.
B/C.5.018	Woodston Closed Landfill Energy Project	-	135	-2,511	-	-	-	-	-2,376	-	-	-	-	-2,376	Development budget only added. Full project may not go ahead.
B/C.5.019	North Angle Solar Farm, Soham	-6,709	6,011	788	-	-	-	-	90	-	-	-	-	90	Completion has been pushed back into next financial year.
B/C.5.021	Decarbonisation Fund	2,262	836	-2,350	-5,230	-	-	-	-4,482	3,044	-	-	-	-7,526	This line has been split out to include the Decarbonisation Fund - School Low Carbon Heating Programme and Decarbonisation Fund - School Education capital schemes below.
B/C.6.002	Investment in Connecting Cambridgeshire - Fixed Connectivity	-92	-403	495	-	-	-	-	-	-	-	-	-	-	New profile of work - work pushed back from previous years into the future financial years.
B/C.6.004	Investment in Connecting Cambridgeshire - Public Access Wifi	-350	225	125	-	-	-	-	-	-	-	-	-	-	New profile of work - work pushed back from previous years into the future financial years.
B/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery	-128	-320	448	-	-	-	-	-	-	-	-	-	-	Reduction in overall requirement based on forecast spend for 23/24 and 24/25.
B/C.7.001	Variation Budget	-	-8,815	-	-	-	-	-	-8,815	2,869	-1,279	-3,661	-	-6,744	Recalculation of capital variations budgets as a result of Capital Rephasing
C/C.1.006	Data Centre Relocation	-303	-	-	-	-	-	-	-303	-	-	-	-	-303	Underspend on the total scheme
C/C.1.007	IT Strategy	-569	569	-	-	-	-	-	-	-	-	-	-	-	New profile of work required
C/C.1.010	IT - Education System Replacement	-1,446	1,446	-	-	-	-	-	-	-	-	-	-	-	Roll forward of funding to complete scheme
C/C.2.002	Development Funding	-326	-300	-	-	-	-	-	-626	-	-	-	-	-626	Lower spend than profile, underspend on scheme.

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	
		Up to 2022-23 (£k)	2023-24 (£k)	2024-25 (£k)	2025-26 (£k)	2026-27 (£k)	2027-28 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipt (£k)	Borrow- ing (£k)		
C/C.3.004	Condition Survey Works	-389	389	-	-	-	-	-	-	-	-	-	-	-	-	New profile of work required. large project delayed.
C/C.4.010	Cambs 2020 Spokes Asset Review	-284	100	-	-	-	-	-	-184	-	-	-	-	-184	-	Final works to complete for Ascham site/IT/retention, scheme underspend
C/C.4.012	Intensive Therapeutic Support Hub - Hawthorns	-1,535	1,852	-	-	-	-	-	317	-	-	-	-	317	-	Roll forward of funding to complete scheme and increase.
C/C.6.001	Variation Budget	-	-2,822	-	-	-	-	-	-2,822	-	-	-	-	-2,822	-	Recalculation of capital variations budgets as a result of Capital Rephasing
D/C.1.006	Libraries - Open access & touchdown facilities	-383	383	-	-	-	-	-	-	-	-	-	-	-	-	Roll forward of funding to complete scheme
D/C.6.001	Variation Budget	-	-807	-	-	-	-	-	-807	35	-32	-67	-265	-478	-	Recalculation of capital variations budgets as a result of Capital Rephasing
New	Transforming Cities Fund	57	2,803	-	-	-	-	-	2,860	2,860	-	-	-	-	-	New scheme
New	Wisbech Adventure Playground (The Spinney)	-	915	-	-	-	-	-	915	915	-	-	-	-	-	New scheme fully funded by government grant.
B	Decarbonisation Fund - School Low Carbon Heating Programme	461	281	1,641	-	-	-	-	2,383	-	-	-	-	2,383	-	Decarbonisation Fund capital contributions for retrofit programme in schools
B	Decarbonisation Fund - School Education Capital	1,770	1,729	-	-	-	-	-	3,499	-	-	-	-	3,499	-	£3,499k of £15,000k Decarbonisation Fund total was agreed to fund Education Capital team's projects that have impact on energy use. This nets off against the existing credit budget on A/C.14.003.
B	March Area Transport Study	-713	1,298	377	-	-	-	-	962	-	-	962	-	-	-	Roll forward of unspent funding plus additional funding
B/C.3.001	Highways - £90m Maintenance	-492	492	-	-	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding
B/C.4.032	Scheme Development for Highways Initiatives	-424	424	-	-	-	-	-	-	-	-	-	-	-	-	Roll forward of unspent funding
B/C.3.012	Ring Fort path	-358	245	113	-	-	-	-	-	-	-	-	-	-	-	Rephasing of scheme
New	Swavesey Village College S106	-	628	-	-	-	-	-	628	-	628	-	-	-	-	Identified S106 contributions to be transferred to Swavesey VC for the school to carry out works.

Service: Finance & Resources and Strategy & Partnerships

Subject: Finance Monitoring Report – May 2023

Contents

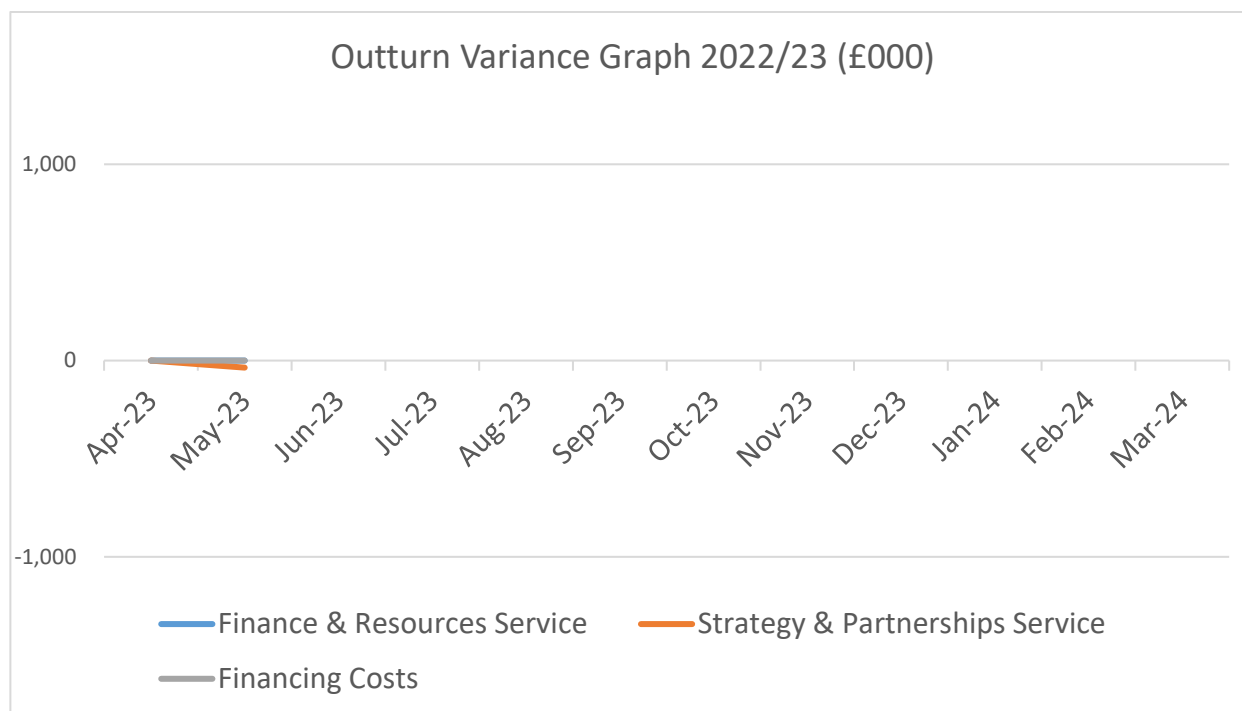
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1a	Service Level Financial Information	Detailed financial tables for Finance & Resources and Strategy & Partnerships main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for Finance & Resources and Strategy & Partnerships main budget headings
Appx 2	Service Commentaries	Detailed notes on revenue financial position of services that have a significant variance against budget
Appx 3	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
<i>The following appendices are included quarterly as the information does not change as regularly:</i>		
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 5	Technical Appendix	Each quarter, this will contain technical financial information showing: Earmarked Grant income received Budget virements

1. Revenue Executive Summary

1.1 Overall Position

At the end of May 2023, Finance & Resources Service (including financing costs) is currently forecasting a balanced position.

At the end of May 2023, Strategy & Partnerships Service is currently forecasting an underspend of £36k.



1.2 Summary of Revenue position by Directorate

Forecast Outturn Variance (Previous) £000	Finance and Resources Directorate	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance (May) £000	Forecast Variance (May) %
0	Executive Director	203	35	0	0
0	Customer & Digital Services	14,232	4,300	0	0
0	Finance & Procurement	8,244	1,324	0	0
0	Property Services	4,504	946	0	0
0	Investment Activity	-12,992	-175	0	0
0	Corporate & Miscellaneous	7,995	12	0	0
0	Financing Costs	38,263	-3,659	0	0
0	Total	60,449	2,782	0	0

Forecast Outturn Variance (Previous) £000	Strategy & Partnerships Directorate	Budget 2023/24 £000	Actual £000	Forecast Outturn Variance (May) £000	Forecast Variance (May) %
0	Executive Director	5,486	935	-40	-0.7
0	Legal & Governance	3,310	508	3	0
0	Policy Communities	7,776	-8,021	0	0
0	Total Expenditure	16,391	-6,578	-36	0.2%

Since the approval of the 2023/24 Business Plan at Council in February some new pressures and flexibilities have been identified and these have been addressed by a budget re-set to be approved at Strategy & Resources Committee on 11th July. The budgets contained within this report reflect these changes and assume they are approved by Strategy & Resources Committee.

- Staff pay award increased inflation £2.6m
- Gas and electricity inflation reduction -£661k

The service level budgetary control report for the year 2023/24 can be found in [Appendix 1](#).

1.3 Significant Issues

There are currently no significant variances to report. Within Finance & Resources, there is a risk of the Council-wide staff pay cost increase being higher than budgeted. This is still subject to national and local negotiation and so is unlikely to be known until later in the year. Capital financing budgets are also being reviewed, balancing the lower than expected borrowing position from when budgets were set versus rising interest rates.

Significant variances will be found in Appendix 2.

2. Capital Executive Summary

The revised capital budget for 2023/24 is £14,367k with expenditure at the end of May of £623k.

Expenditure remains below a straight-line profile for a number of schemes, including:

- IT Strategy: delays in recharging staff time from revenue to capital
- Condition Survey Works: this is a capital pot that will naturally be underspent for the first 6 months. This includes multiple buildings with quite different scopes of work that need surveying, tendering, and completing before being billed. We have asked our term contractor where applicable to interim bill for works completed while projects yet to be completed.
- Hawthorns: This project has been delayed due to bats roosting in the building. Awaiting ecological results before work can continue.

Scheme category	Scheme Budget £000	Scheme Forecast variance £000	2023-24 budget £000	2023-24 actuals £000	2023-24 forecast variance £000
Finance & Resources					
Data Centre Relocation	4,339	0	872	30	0
IT Strategy	5,939	0	2,169	119	0
IT Education System Replacement	2,921	0	2,535	25	0
IT Infrastructure refresh	674	0	325	0	0
Development Funding	987	0	50	0	0
Building Maintenance	6,492	0	658	15	0
Condition Survey Works	2,983	0	2,445	160	0
Investment in the CCC asset portfolio	5,398	0	140	0	0
Hawthorns - Intensive Therapeutic Support Hub	3,544	0	3,452	3	0
Woodland Lodge Children's Home Essential Work	256	0	112	127	0
Haviland Way	188	0	188	0	0
March Highways depo	249	0	249	66	0
Asbestos Management Surveys (Schools)	135	0	135	0	0
Wisbech Adventure Playground (The Spinney)	915	0	915	0	0
Local Plans Representations	1,170	0	270	8	0
County Farms Investment	3,000	0	300	46	0
Community Hubs - East Barnwell	1,259	0	198	0	0
Shire Hall Relocation	18,185	0	60	5	0
Mill Farmhouse	563	0	556	0	0
Strategy & Partnerships					
Capitalisation of Policy, Design and Delivery Team	12,612	0	1,682	0	0
Community Fund	5,000	0	1,641	0	0
Histon Library Rebuild	97	0	5	1	0
Libraries - Open access & touchdown facilities	1,172	0	875	16	0
Library Minor Works	85	0	71	0	0

Scheme category	Scheme Budget £000	Scheme Forecast variance £000	2023-24 budget £000	2023-24 actuals £000	2023-24 forecast variance £000
EverySpace - Library Improvement Fund	389	0	310	0	0
Darwin Green Library	152	0	152	0	0
Cherry Hinton Library	55	0	55	0	0
Capital Programme Variations Budget	-7,861	0	-6,366	0	0
Capitalisation of Interest Budget	389	0	313	0	0
TOTAL	70,300	0	14,367	623	0

The increase between the original and revised budget is partly due to the carry forward of funding from 2022/23, this is due to the re-phasing of schemes. The phasing of a number of schemes have been reviewed since the published business plan and are now incorporated in the table above.

New schemes proposed since the 2023-24 Business Plan –

Scheme	Description	Budget change £000	Notes
March Highways depo	Replacement of existing welfare units which have come to end of the property lifecycle.	249	Approved in 2023/24
Asbestos Management Surveys (Schools)	To carryout Asbestos Surveys and provide Asbestos Management plans of all Schools that come under the direct responsibility of CCC, as required by the HSE.	135	Approved in 2022/23
Woodland Lodge Children's Home Essential Work	Building works required to continue to make the home safe & suitable to live and work in.	256	Approved in 2022/23
Wisbech Adventure Playground (The Spinney)	Funding received from the Youth Investment Fund Pilot Grant (DCMS) for costs associated with site preparation and construction of a youth & community centre.	915	Approved in 2023/24

Existing schemes re-phasing request - the following schemes are proposed to officers or S&R committee depending on size for re-phasing following review of actual spend vs budget in 2022-23 and budget required in the current year to deliver the scheme.

Scheme	Total Scheme Budget £000	Original Budget 2023/24 (as per BP) £000	Re-phased Budget into 2023/24 £000	New Total Budget 2023/24 £000	Notes
Library Minor works	85	0	71	71	Small works in libraries, work needs re-profiling, funded by S106
Histon Library Re-Build	97	0	5	5	Final amount owed
Shire Hall Relocation	18,185	0	60	60	Funding to finish off some new adaptations to the building. Original scheme now fully complete.
EverySpace - Library Improvement Fund	389	301	9	310	Minor movement in the expenditure profile

Scheme	Total Scheme Budget £000	Original Budget 2023/24 (as per BP) £000	Re-phased Budget into 2023/24 £000	New Total Budget 2023/24 £000	Notes
Libraries - Open access & touchdown facilities	1,172	492	383	875	Three final pilot sites going live in July 2023 (March, Rock Road, Soham) with a review of pilot project due by the end of the year and options for future rollout to be taken to CSMI committee.
Community Fund	5,000	1,722	-81	1,641	Funding spent in advance of the profile set, reduce the 2023-24 budget
Haviland Way Children's Home	188	178	10	188	Minor movement in the expenditure profile
Mill Farmhouse	563	338	218	556	Work has made slower progress due to surveys/planning and therefore budget proposed to roll-forward..
Cambs 2020 Spokes Asset Review	5,398	40	100	140	Additional work at Roger Ascham has been identified and this was not carried out before the end of March
Community Hubs - East Barnwell	1,259	107	91	198	Work has not progressed as per profile; review of the budget is needed.
Condition Survey Works	2,983	2,056	389	2,445	The work has already been identified but needs re-phasing due to the schedule of work changing.
Building Maintenance	600	600	58	658	To complete an existing scheme committed in the 2022-23 budget
IT - Education System Replacement	2,921	1,089	1,446	2,535	Large procurement expected later than original profile, funding carried forward for committed expenditure. Likely to be spent by December 2023.
IT Infrastructure Refresh	674	106	219	325	Funding carried forward to support the upgrade of the Eastnet infrastructure
IT Strategy	5,939	1,600	569	2,169	Programme of work has been updated to reflect business service requirements such as move to Cloud, upgrade of core line of business systems and the bringing together of digital engagement projects with optimisation of internal and external customer journey to ensure efficient and effective service delivery.

Re-phasing proposals over £250k in value are proposed separately to S&R committee for agreement.

The schemes with significant variances will be found in Appendix 3. There are no significant variances to report this month.

3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The Q1 table will be available in the July report in Appendix 4.

4. Technical note

On a quarterly basis, a technical financial appendix is included as Appendix 5. This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of the directorate from other services, to show why the budget might be different from that agreed by Full Council
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

The first technical appendix will appear in July's report.

Appendix 1a – Detailed Financial Information – Finance & Resources

Previous Forecast Outturn Variance £000's	Committee	Service	Budget 2023/24 £000's	Actual May 2023 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance%
Executive Director of Finance & Resources						
0	S&R	Executive Director	203	35	0	0%
Customer & Digital Services						
0	S&R	Customer Services	2,244	368	0	0%
0	S&R	IT Services	11,988	3,932	0	0%
Customer & Digital Services Total			14,232	4,300	0	0%
Finance & Procurement						
0	S&R	Service Director of Finance & Procurement	364	52	0	0%
0	S&R	Professional Finance	2,205	488	0	0%
0	S&R	Procurement	879	147	0	0%
0	S&R	CCC Finance Operations	63	53	0	0%
0	S&R	Insurance Fund	2,421	889	0	0%
0	S&R	Lead Authority Services	2,110	41	0	0%
0	S&R	External Audit	202	-346	0	0%
Finance & Procurement Total			8,244	1,324	-0	0%
Property Services						
0	S&R	Facilities Management	7,305	1,414	0	0%
0	S&R	Property Services	978	174	0	0%
0	S&R	Property Compliance	359	85	0	0%
0	S&R	County Farms	-5,010	-55	0	0%
0	S&R	Strategic Assets	873	-673	0	0%
Property Services Total			4,504	946	0	0%
Investment Activity						
0	S&R	Property Investments	-4,825	-530	0	0%
0	S&R	Company Dividends & Fee	-574	0	0	0%
0	S&R	This Land	-6,063	341	0	0%
0	S&R	Contract Efficiencies & Other Income	-214	-0	0	0%
0	S&R	Collective Investment Funds	-1,078	136	0	0%
0	S&R	Renewable Energy Investments	-239	-121	0	0%
Investment Activity Total			-12,992	-175	-0	0%
Corporate & Miscellaneous						
0	S&R	Central Services & Organisation-Wide Risks	8,545	-236	0	0%
0	S&R	Local Government Subscriptions	128	31	0	0%
0	S&R	Authority-wide Miscellaneous	-678	218	0	0%
0	Corporate & Miscellaneous Total		7,995	12	0	0%
Financing Costs						
0	S&R	Capital financing costs & minimum revenue provision	38,263	-3,659	0	0%
0	Financing Costs Total		38,263	-3,659	0	0%
Overall Total			60,449	2,782	0	0%

Appendix 1b – Detailed Financial Information – Strategy & Partnerships

Previous Forecast Outturn Variance £000's	Committee	Service	Budget 2023/24 £000's	Actual May 2023 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance %
0	S&R	Executive Director: Strategy & Partnerships	-32	9	2	5%
0	S&R	Chief Executive's Office	244	37	0	0%
0	S&R	Communications	781	189	0	0%
0	S&R	Elections	190	0	0	0%
0	S&R	Human Resources	1,990	315	-13	-1%
0	S&R	Learning & Development	2,013	385	-28	-1%
0	CSMI	Local Assistance Scheme	300	0	0	0%
Legal & Governance						
0	S&R	Internal Audit	466	70	3	1%
0	S&R	Legal & Governance Services	185	38	0	0%
0	S&R	Information Management	1,009	164	0	0%
0	S&R	Democratic & Member Services	435	65	0	0%
0	S&R	Members' Allowances	1,035	171	0	0%
0		Legal & Governance Total	3,130	508	3	0%
Policy, Insight & Programmes						
0	S&R	Policy, Design and Delivery	588	297	0	0%
0	S&R	Business Intelligence	1,473	352	0	0%
0	S&R	Emergency Planning	154	31	0	0%
Communities Employment & Skills						
0	CSMI	Strategic Management - CES	38	-8,884	0	0%
0	CSMI	Public Library Services	3,861	714	0	0%
0	CSMI	Cambridgeshire Skills	0	72	0	0%
0	CSMI	Archives	400	68	0	0%
0	CSMI	Cultural Services	118	-7	0	0%
0	CSMI	Communities Service	1,144	-174	0	0%
0	CSMI	Changing Futures	0	-491	0	0%
0		Communities Employment & Skills Total	5,561	-8,701	0	0%
0		Policy & Communities Total	7,776	-8,021	0	0%
0		Overall Total	16,391	-6,578	-36	0%

Appendix 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

There are no variances to report on this month.

Appendix 3 – Capital Position

4.1 Capital Expenditure

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found below:

There are no variances to report on this month.

4.2 Capital Variations Budget

Variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. The capital variations budget is –£11,187k for Finance & Resources and -£3,180k for Strategy & Partnerships.

4.3 Capital Funding

Capital Programme 2023/24				
Original 2023/24 Funding Allocation as per BP £000	Source of Funding Finance & Resources Schemes	Revised Funding for 2023/24 £000	Forecast Spend £000	Variance £000
-	Grant Funding	915	915	-
7,348	Prudential Borrowing	10,272	10,272	-
7,348	TOTAL	11,187	11,187	-

Capital Programme 2023/24				
Original 2023/24 Funding Allocation as per BP £000	Source of Funding Strategy & Partnerships Schemes	Revised Funding for 2023/24 £000	Forecast Spend £000	Variance £000
1,343	Capital Receipts	1,078	1,078	-
127	Grant Funding	130	130	-
	Other Contributions	113	113	-
229	Developer Contributions	169	169	-
2,214	Prudential Borrowing	1,690	1,690	-
3,913	TOTAL	3,180	3,180	-

Digital Strategy for Cambridgeshire County Council

To: Strategy & Resources Committee
Meeting Date: 11 July 2023
From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/008

Outcome: The committee is being asked to approve the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies and supporting action plan.

Recommendation: The Strategy and Resources Committee is asked to agree:

- a) the approval of the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies for Cambridgeshire County Council; and
- b) the funding of the strategy through the business planning process.

Officer contact:

Name: Samantha Smith
Post: Service Director: Customer and Digital Services
Email: Sam.Smith@cambridgeshire.gov.uk
Tel: 07795 092974

Member contacts:

Names: Councillors Lucy Nethsingha and Elisa Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk & elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The current strategy for Cambridgeshire County Council was agreed in 2019 and was a shared strategy with Peterborough City Council. The vision of that strategy was to ‘Simplify, Standardise and Share’ with key workstreams around shared IT infrastructure delivered by a single provider, convergence of key business systems and a shared web and digital platform.
- 1.2 In 2019, no one could have predicted the events that were to follow in early 2020. Although the response to Covid presented huge technical, behavioural, and time-critical challenges, it also provided opportunities to do and think about things differently.
- 1.3 Post pandemic and in the context of national, regional, and local changes and challenges the Council requires a fresh Digital Strategy which is summarised in section 2 with additional information in sections 3, 4 and 5.
- 1.4 The cost implications of the Digital Strategy will be fully worked through as part of the business planning process as the work needs to sit within the affordability of the Medium Term Financial Strategy (MTFS).

2. Summary of the Digital Strategy

- 2.1 The Digital strategy sits within the wider Strategic Framework of the Council and is one of the key cross-cutting strategies included in the framework.



2.2 The ITDS (Information Technology & Digital Service) strategic vision is for Digital Services that are Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.

ITDS will act as an enabler for individual services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. This customer focused strategy ensures that digital solutions align with the needs and preferences of the people that use Council services. We will not mandate a specific approach but will maximise the opportunities of digital solutions, suggesting and informing the adoption of technologies that enhance the customer experience.

By being proactive in engaging with the business we will encourage a modern thought process regarding IT and Digital provision, emphasising the importance of customer satisfaction and engagement. This approach will help departments see the longer-term implications ultimately leading to better outcomes for customers.

The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology that places the customer at the centre. There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact but also allow Council services to use the customers preferred methods of communication, enhancing the overall customer experience.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

The Digital strategy is made up of five themes –

- Community
- Partners
- Inclusion
- Sustainability
- Workforce

Running through each of these themes are four 'golden threads'

- Customer Journey
- Digital Skills
- Artificial intelligence
- Data

2.3 As well as the Cambridgeshire County Council Strategic Framework which articulates the vision and ambitions of the Council, the Digital Strategy is informed by and related to other strategies, intelligence, guidance, and initiatives. Some of these are national, for instance the 12 digitisation outcomes published by the Local Government Association (LGA). Others are more specific to our area, for example the Cambridgeshire & Peterborough Digital

Connectivity Strategy and the Digital Strategy of the Integrated Care System. Links to all related information are included in the appendix of the Digital Strategy.

- 2.4 In addition to these areas the digital strategy has been informed by engagement with and feedback from Members and service areas across the Council and it is also underpinned by discrete but complementary Data, Cyber & Technology Strategies. These are summarised briefly in section 4 along with links to the full strategies.
- 2.5 The strategy adheres to guiding principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. These principles are supported by the [Technology code of practice](#) published by central government.
- 2.6 The actions to support delivery of the vision are captured in a separate document – ‘Digital Strategy Action Plan. These actions may be delivered solely by the IT & Digital Service, jointly with partners or, in some cases, solely by partner organisations.

3. Digital Strategy Themes & Golden’ Threads

- 3.1 Within the **Communities** theme, the vision focusses on supporting digital engagement with service users, how this follows through to service delivery teams and the digital infrastructure required to effect positive outcomes for the community.
- 3.2 The vision for **Inclusion** is that no one should encounter any barriers to using our digital services. Inclusivity should be built into our systems to ensure that everyone can benefit from them, regardless of ability or disability. It looks ahead to proactively embrace further opportunities to be more inclusive.
- 3.3 The next vision, on the theme of **Partners**, looks at how we will engage and collaborate with partners and external organisations. It covers how we will work to common standards and ensure that data is shared safely, securely, and appropriately to enable us all to fulfil our responsibilities, solve problems and deliver services effectively and equitably.
- 3.4 The **Sustainability** vision is for a service which uses digital technology to not only make the local economy work for the people of Cambridgeshire, but which does this in an environmentally and economically sustainable way. In enhancing Cambridgeshire’s digital landscape, we will enable more people to benefit from services without having to travel, reducing inequality, and promoting fairer access. The vision also proposes greater financial and environmental sustainability of IT delivery through, for example, the way we manage licencing and the reduced carbon footprint of storing data in the Cloud.
- 3.5 In the final theme we acknowledge the role that our **Workforce** has in the success or failure of our IT systems. We want all employees to have the right equipment and systems to do their jobs and have the confidence and skills to use them. This is essential if we are to reap the full benefits of our IT investment and if we want our organisation to achieve its efficiency savings and reduction in travel. As a provider of services, we value our ITDS staff and we are ensuring that we develop existing talent to its full potential, and future-proof the skill sets we have within the service, so that we have the right IT expertise at the right time.

3.6 'Golden' Threads – Customer Journey, Digital Skills, Artificial Intelligence & Data

- 3.6.1 Positive customer experiences and positive outcomes encourage people to use our services. We need to provide customers with a comprehensive and consistent experience, irrespective of channel or status (staff, resident, visitor, or partner). Having digitally engaged communities promotes, trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.
- 3.6.2 Where the customer journey cannot be optimised using internal resources, partnership working is critical. We will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.
- 3.6.3 Customer experience should be so intuitive and accessible that they encounter no barriers to accessing digital services and skills.
- 3.6.4 For communities to take advantage of our digital offerings and experience a good customer journey, they need the necessary digital skills. Those who lack digital skills have fewer options available to them when using public services or our internal services to staff. Without the confidence and ability to get online, they will become more isolated and less engaged. It is vital that they are provided with the skills to allow them to take full advantage of all the services and information available to them.
- 3.6.5 That our workforce should be skilled and confident in the use of technology hardly needs stating, but if we want employees to help improve the customer experience, we also need them to be 'digitally aware'. The customer journey may involve multiple internal teams and so we need our employees to have a broad understanding of how the 'whole' fits together and where their service slots into it.
- 3.6.6 Over the last decade, significant advancements in Artificial Intelligence have been witnessed, particularly in the field of Machine Learning. In 2023, there has been a notable evolution in the form of Large Language Models. These systems are designed to understand and generate human-like text. They are trained on vast amounts of diverse data, allowing them to learn the complexities of language, grammar, context, and even generate creative and coherent responses. Moreover, these models have further progressed to generate images, video, and voice.
- 3.6.7 These advancements have brought about the democratisation and increased accessibility of AI (Artificial Intelligence), thereby reducing barriers, and making solutions more viable to support our work processes.
- 3.6.8 The possibility and opportunity of AI weaves through every aspect of themes within this strategy. By leveraging such technologies, it will be possible to generate unparalleled insights, enhance operational efficiency, and delivery of personalised experiences.

Data is a core asset and threads through all the themes of the Digital strategy. Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our residents and staff across all

aspects of council service design and delivery. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation, and innovation in service delivery while being mindful of information governance, ethics, and cyber security.

4. Supporting strategies (Data, Technology & Cyber Security)

4.1 Data Strategy

Our Data Strategy focusses on the value of data as a core asset. It emphasises the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it. It advocates the requirement for services to know their data and how it should be processed so that they can take advantage of speedier business solutions. It states that the cross-organisational nature of our data is aided and facilitated by shared technology and goes on to highlight the need for interoperability of datasets, facilitated by common standards, to support automation and consistency.

4.2 Technology Strategy

The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. Following advice from Strategy and Resources Committee in 2022 this has been externally validated and should also be read in conjunction with the Digital Strategy Action Plan.

4.3 Cyber Strategy

The aim of the Cyber Strategy is to protect the Council and for it to have cyber resilience at its core. This means having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and recover quickly from any cyber security incidents. The strategy adopts national, government and industry standards and has five cyber objectives: managing risk, protecting against attack, detecting events, minimising impact, and developing the skills, knowledge, and culture necessary to mitigate the threat. To support these objectives, the strategy includes a comprehensive set of outcomes. Which not only cover technical themes, but also address the human element, governance, and management of our cyber intelligence.

5. Alignment with ambitions

5.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Addressing the sustainability of IT & Digital services is critical to achieving our Net Zero Carbon goal. ITDS will contribute by reducing the quantity of resources our IT provision consumes by moving to energy efficient cloud hosted infrastructure. In addition, we will use solutions to create more environmentally friendly alternatives for how we live and work such as deploying systems that can be accessed via any internet connected device, removing the need for staff and citizens to travel to specific locations to work or access services.

Ensuring that procurement of IT equipment is carried out with carbon emissions (to manufacture as well as run), recyclability and recycled content as part of the criteria.

Having a plan for extending the usable life of IT equipment and disposing of it in the most environmentally friendly manner.

5.2 Travel across the county is safer and more environmentally sustainable.

By making best use of technology, we can make travelling throughout the county faster, easier, and less environmentally impactful.

- **Public Transport** - Real time passenger transport information can be used to inform passengers regarding public transport routes and waiting times.
- **Air Quality** - Live assessment of air quality can enable dynamic management of traffic flow, including public transport.

The Cambridgeshire and Peterborough Combined Authority (CPCA) also have a comprehensive transport plan for Cambridgeshire and Peterborough which can be viewed [here](#) digital solutions and the data we can supply will support the CPCA in delivering this strategy.

5.3 Health inequalities are reduced

- Improving Digital Inclusion will support people to get online and use digital health resources. This can reduce health inequalities through:
 - Improving physical and mental wellbeing
 - Increased prevention
 - Improved self care
 - shared care and shared decision making
 - long term condition management
 - appropriate use of urgent and emergency care
- Utilising funding that has recently been provided by NHS England to help QC registered care providers, both domestic and residential to go digital. The ambition of that work is to start digitally connecting care providers to Social Care and medical records.
- Improve the availability, performance, and reliability of the IT tools available to our Business and Public Health Intelligence teams. By providing teams with virtual devices to analyse data and produce reports we can dynamically assign extra resources as and when they are needed.
- Increase digital self-service and interact with citizens on their terms via digital channels.

5.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

We will ensure the relevant departments and partners have the support they need regarding digital to ensure the success of this partnership-based work. For example: - 'Virtual wards' where people can be discharged from hospitals and monitored remotely through technology and virtual stats is an upcoming initiative.

We will focus on the development of digital platforms to improve the process of gathering customer feedback and analyse what services have the most demand. That initiative will

lead to service improvements that are based on customer feedback and an increased uptake of those improved digital services.

We will continue to support Libraries in offering a wide range of services to communities and have them play a significant role in providing a point of contact for digital services, such as training, providing information, access to electronic devices and the means of safely connecting to the internet. Combined with public access Wi-Fi available across an increasing number of community locations to support safe and community-based access to digital services.

5.5 Helping people out of poverty and income inequality

We will develop our relationships with the following partners to support the delivery of digital skills in Cambridgeshire through advocacy both within our organisation and external partners.

- Cambridgeshire Digital Partnership
- Good Things Foundation
- Basecamp online community
- CCC (Cambridgeshire County Council) colleagues
- Cambridgeshire Skills

Libraries have launched a borrowable tech pilot with targeted promotion at digitally excluded groups. They are also starting coding activities in-person and online, including participation options for digitally excluded young people. The 'Digital Buddies' offer of 1:1 support in all Hub Libraries will be redeveloped with the potential to stretch outcomes to all libraries.

Connecting Cambridgeshire have initiated a 3-year programme to look at digital inclusion, assess the current situation and implement a plan for improvement.

5.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

Working with Connecting Cambridgeshire and other partners we will continue in the provision of fast and reliable internet connectivity across the County and in making public access Wi-Fi available across an increasing number of community locations.

Working with internal departments and external partners we will help citizens and smaller businesses who do not have the skills and knowledge to fully exploit the above infrastructure.

We will support the CPCA in delivering their [Local Transport and Connectivity plan](#).

5.7 Children and young people have opportunities to thrive

The Digital Skills golden thread of the strategy is key to this as it is utterly fundamental to delivery of this ambition.

We will develop relationships with a variety of partners to support the delivery of digital skills in Cambridgeshire through advocacy both within our organisation and with external partners.

We will support services and partners in enabling all our citizens and service users to increase their digital skill level in line with the National standards for essential digital skills (publishing.service.gov.uk).

Support Libraries in all of the wide range of their initiatives in this area for example, in providing a common room for creative digital activities such as code clubs, arts, and STEM activities, open to all ages.

6. Significant Implications

6.1 Resource Implications

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

- IT underpins almost all the services that the council provides to the people of Cambridgeshire and the IT Strategy is fundamental to the transformation of those services.
- The strategic approach outlined in IT and Digital Strategy cannot be delivered without a significant programme of structured work. The Digital Strategy programme of work is set out in the annual Projects and Programmes schedule. Each project which is identified as part of the annual plan goes through the six gateway approval stages as set out in the Project Management system for the Council. This starts with the scope of the project being outlined and presented to the relevant Financial Board (Capital or Revenue) to allocate budget for the project and reports on delivery against outcomes and benefits as defined in the Project Document.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

- There are no significant implications within this category.

6.3 Statutory, Legal and Risk Implications

- There are no significant implications within this category.

6.4 Equality and Diversity Implications

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

- Services will be designed with the needs of the user first & foremost
- We will fully leverage all accessibility options that are now available in the technology solutions utilised by the council
- We will facilitate greater understanding of accessibility options by encouraging staff to take up the free Microsoft Training on accessibility including the available tools in

Windows. Support staff to learn themselves and assist others who may need help with accessibility

6.5 Engagement and Communications Implications

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

- The strategy has been reviewed by directorates and services across the Council, especially those that have the most direct and extensive contact with our customers and partners. The overall themes that have been developed for the strategy and the specific actions that are contained in the action plan represent the output of this engagement thus far. As with any strategy this is a snapshot in time and will need to be updated to ensure it contains the results of co-production, community, and partner engagement.
- The strategy has been available for review by all elected Members and a briefing was held for all Members on 12 June 2023.

6.6 Localism and Local Member Involvement

The following bullet point set out details of significant implications identified by officers:

- The strategy supports the ability of the Council to bring services and decision making closer to people and therefore the council's decentralisation/localism agenda.

6.7 Public Health Implications

- Improving Digital Inclusion will support people to get online and use digital health resources. This can reduce health inequalities through:
 - Improving physical and mental wellbeing
 - Increased prevention
 - Improved self care
 - shared care and shared decision making
 - long term condition management
 - appropriate use of urgent and emergency care

6.8 Climate Change and Environment Implications on Priority Areas:

6.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive Status:

Explanation: The strategy will decrease the energy use for the council and/or communities through the move to cloud services.

6.8.2 Implication 2: Low carbon transport.

Positive Status:

Explanation: The strategy will decrease use/reliance on the private car as there will be less need to travel to access IT & Digital Services by staff or the members of the public.

6.8.3 Implication 3: Green spaces, peatland, afforestation, habitats, and land management.

Neutral Status:

Explanation: There are no direct implications for this priority area

6.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive Status:

Explanation: The strategy will reduce waste generated by the council as devices for staff will be rationalised and reduced. Cloud services inherently produce less waste and can be scaled down as well as up to ensure the Council only consumes what is absolutely necessary.

6.8.5 Implication 5: Water use, availability, and management:

Neutral Status:

Explanation: There are no direct implications for this priority area but digital solutions such as AI can be utilised to provide data for modelling the current situation and proposed options as well as enabling more innovative ways of monitoring flood levels. This is already being explored by the GCP (Greater Cambridge Partnership) and this strategy will support that.

6.8.6 Implication 6: Air Pollution.

Positive Status:

Explanation: The Digital Strategy supports a reduction in travel for staff, residents, and visitors to the County through more inclusive and accessible digital services. There are no other direct implications for this priority area but digital solutions such as AI can be utilised to provide data for modelling the current situation and proposed options as well as enabling more innovative ways of monitoring air quality. This is already being explored by the GCP and this strategy will support that.

6.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Positive Status:

Explanation: Acting positively to increase digital inclusion within the community will mean that all people (especially those that are vulnerable) have access to information about how to cope with climate change effectively.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA (Equality Impact Assessments) Super User? Not applicable

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Not applicable

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Jyoti Atri

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

7. Source documents

7.1 Source documents, including web links

The Digital strategy is informed by and related to various external sources such as:

- [Local Government Association - 12 Digitisation outcomes](#)
- Cyber security strategy - [NCSC guidance](#)
- Digital Skills Foundation - [https://www.digitalskillsfoundation.org/Cambridgeshire and Peterborough Digital Connectivity Strategy](https://www.digitalskillsfoundation.org/Cambridgeshire-and-Peterborough-Digital-Connectivity-Strategy)

CCC Digital Strategy 2023-2028

Version 1.0

7th June 2023

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1. Introduction

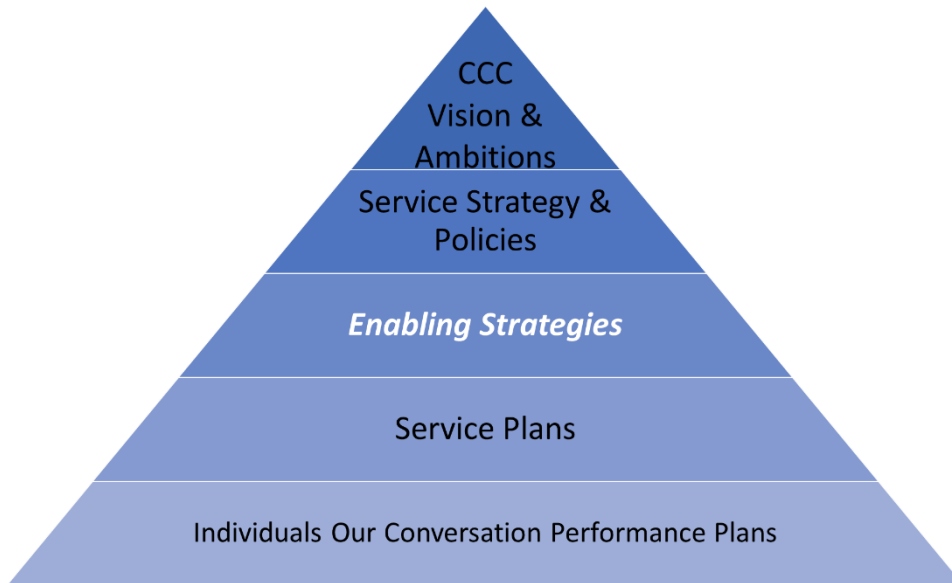
This Digital Strategy seeks to set out the drivers, vision and plans for services delivered by IT & Digital over the next five years, for Cambridgeshire County Council.

The previous strategy, agreed in 2019 focused on rationalising, centralising and standardising IT & Digital Services for Peterborough City and Cambridgeshire County councils which supported the shared services programme.

Post pandemic and in the context of national, regional and local changes and challenges the Council requires a fresh Digital Strategy that supports the vision and ambitions of the Council, focusing as our front door on:

- The customers journey,
- More automated first point of resolution for transactional services,
- Upskilling our staff, partners and communities' digital skills,
- Promoting and enabling the harnessing and using data to inform smart business planning
- Enabling technology to support better ways of working with customers and partners, as well as
- Driving efficiencies.

The Digital Strategy is an enabler to the delivery of our outcomes and services and supports our Strategic Framework



2. Executive Summary

Overview, & context

The IT & Digital Service provides IT infrastructure, support, project management and digital services across both CCC and PCC as part of a shared arrangement. In September 2022, IT teams from the two authorities were formally merged and restructured into functional areas. These functional areas are designed to ensure logical workflows and clear areas of responsibility.

The user community served comprises 7,200 staff across both authorities, as well as staff from partner organisations. Approximately 4,500 of those users work for CCC. All staff who require IT access are issued with a laptop which enables them to work remotely or from an office.

Our investment in Cloud hosted desktop services supplied through Microsoft 365 provides numerous Apps and collaborative working tools as well as increased resilience.

Supporting Corporate Objectives

ITDS strategic objectives sit squarely in support of Cambridgeshire County Council's Strategic Framework's aims of creating a greener, fairer and more caring Cambridgeshire.

The Digital Strategy itself is supported by separate Data, Technology & Cyber strategies

ITDS will act as an enabler for services within the council to achieve their own aims and requirements. We will support services not only in their day-to-day IT needs, but also by being proactive in engaging with the business. We will encourage a modern thought process regarding IT and digital provision, helping departments see the longer-term implications and benefits they can reap.

We will support better use of data so that the organisation can gain more insight into the needs of our communities across the county.

We will provide a working environment that meets the current and future requirements of our employees to work collaboratively and from remote locations, so reducing the need for travel. We will empower them with the skills and confidence to exploit the technology they have at their disposal and so enable optimum performance. For this, we will draw on experience gained during the pandemic when we, and the workforce in general, had to adapt to, and adopt, new ways of working almost overnight.

We will maintain a strong focus on service performance, honing processes and improving service delivery so that we are as efficient as possible both in meeting our customers' needs and in our use of resources.

The Challenges

The main challenge for ITDS is how to help frontline teams respond to an increasing demand in services from a growing and diverse population in the current economic climate. We need to make our IT and digital services work harder to help the organisation work smarter, whilst at the same time guiding the workforce through the IT changes that this will entail. We need our workforce to be equipped with the right hardware and system access so that their experience of IT is consistently good, across the board.

We must ensure that our service provision is as environmentally friendly as possible and that we support other services in providing environmentally friendly alternatives to the way the population lives and works.

The challenge of how we engage with all communities, translates into a requirement for us to support teams in making their public facing services available and accessible online and to ensure that those service users who have less opportunity or ability to access online services are not excluded in any way.

To meet these challenges, as well as making best use of internal resources we need to work collaboratively with partners and third parties which means we need to share our data. We must do this securely and appropriately but with as few barriers as possible. The huge increase in cyber-crime makes this ever more difficult and sadly this threat is only going to increase.

Our Data, Technical and Cyber Strategies to which this Digital Strategy is intrinsically linked are outlined briefly below. The full documents can be viewed [here](#)

Data Strategy - This focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

It advocates the requirement for services to know their data and how it should be processed so that they can take advantage of speedier business solutions. It states that the cross-organisational nature of our data is aided and facilitated by shared technology and goes on to highlight the need for interoperability of datasets, facilitated by common standards, to support automation and consistency.

Technology Strategy - The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. It should also be read in conjunction with the Digital Strategy Action Plan.

Cyber Strategy - The aim of the Cyber Strategy is to protect the Council and for it to have cyber resilience at its core. This means having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and recover quickly from any cyber security incidents. It adopts national, government and industry standards and has five cyber objectives: managing risk, protecting against attack, detecting events, minimising impact and developing the skills, knowledge and culture necessary to mitigate the threat. To support these objectives, the strategy includes a comprehensive set of outcomes. Which not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

3. Our Vision

The ITDS strategic vision is for Digital Services that are **Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.**

ITDS will act as an enabler for individual services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. This customer focused strategy ensures that digital solutions align with the needs and preferences of the people that use Council services. We will not mandate a specific approach but will maximise the opportunities of digital solutions, suggesting and informing the adoption of technologies that enhance the customer experience.

By being proactive in engaging with the business we will encourage a modern thought process regarding IT and Digital provision, emphasising the importance of customer satisfaction and engagement. This approach will help departments see the longer-term implications ultimately leading to better outcomes for customers.

The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology that places the customer at the centre. There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact but also allow us Council services to use the customers preferred methods of communication, enhancing the overall customer experience.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

This strategy document divides into themes of:

- **Community,**
- **Partners,**
- **Inclusion,**
- **Sustainability** and
- **Workforce.**

It defines our vision and plans for each theme as well as touching on our future ambitions.

The actions to support delivery of the vision are captured in a separate document. These actions may be delivered solely by the IT & Digital Service, jointly with partners or, in some cases, solely by partner organisations.

For Communities, the vision focusses on supporting digital engagement with service users, how this follows through to service delivery teams and the digital infrastructure required to effect positive outcomes for the community. This will form part of our customer contract.

The next vision, on the theme of **Partners**, looks at how we will engage and collaborate with partners and external organisations. It covers how we will work to common standards and ensure that data is shared safely, securely, and appropriately to enable us all to fulfil our responsibilities, solve problems and deliver services effectively and equitably.

The vision for **Inclusion** is that no one should encounter any barriers to using our digital services. Inclusivity should be built into our systems to ensure that everyone can benefit from them, regardless of ability or disability. It looks ahead to proactively embrace further opportunities to be more inclusive.

The **Sustainability** vision is for a service which uses digital technology to not only make the local economy work for the people of Cambridgeshire, but which does this in an environmentally and economically sustainable way. In enhancing Cambridgeshire's digital landscape, we will enable more people to benefit from services without having to travel, reducing inequality, and promoting fairer access.

The vision also proposes greater financial and environmental sustainability of IT delivery through, for example, the way we manage licencing and the reduced carbon footprint of storing data in the Cloud.

In the final theme we acknowledge the role that **our workforce** has in the success or failure of our IT systems.

We want all employees to have the right equipment, systems and training to do their jobs and have the confidence and skills to use them. This is essential if we are to reap the full benefits of our IT investment and if we want our organisation to achieve its efficiency savings and reduction in travel.

As provider of services, we value our ITDS staff and we are ensuring that we develop existing talent to its full potential, and future-proof the skill sets we have within the service, so that we have the right IT expertise at the right time.

Our priority actions

In support of our vision, we have prioritised elements of the strategy.

For Communities:

We are simplifying the customer journey, ensuring service users get to the right destination seamlessly and via any route and we're making more public access Wi-Fi available across communities so that no one misses out on opportunities to use online services.

Internally, we are working collaboratively with departments and partners to help them define their digital needs and working to be involved at an earlier stage in project work, so that we can assist from the outset to ensure that systems are secure, compatible and supported. As an example, we are providing the support and guidance needed for the smooth implementation of systems required for digital care assessments.

To promote and enhance community interaction we are ensuring social media can be used to communicate with service users and citizens and we are streaming Council meetings to increase engagement with the decision-making process.

For Partnerships:

We are developing our relationship with partners to support the delivery of digital skills and seeking early involvement when partnerships are being created or renewed so that digital solutions aren't compromised.

To facilitate this work and to minimise duplication and aid delivery of new projects we will create a central register of partners.

Ultimately, our ambition is for data held by CCC to be made available to partners in a secure and accessible manner. Where appropriate, reciprocal arrangements will be in place for CCC to access data held by partners. This will lead to improved knowledge of what data is shared and consumed, and by whom.

For Inclusivity:

It is vitally important for everyone to be able to access services they need both in the community and in the workforce. To this end we are currently running a trial of an Adult Social Care system to give service users more flexibility when submitting information.

Connecting Cambridgeshire is pursuing funding for a project to deliver a unified approach to deliver digital inclusion as widely as possible both internally and within communities. This project will provide leadership and coordination, a greater understanding of digital exclusion, analysis to identify unmet needs and support for funding bids for further activities and initiatives for improving digital inclusion.

We are incorporating Equality Impact Assessments into our work to ensure that everything we deliver has inclusion and equality at its core and we will review how we make sure that new systems meet accessibility standards. Similarly, we are using accessible social media information so that no areas of the online community are excluded.

We will collate information and ensure that it is more comprehensive and accessible. We will move away from using file formats which are limited in their usability for publishing information.

Inclusivity extends to ensuring our service users and staff have the skills to use digital services and to this end we will engage with a variety of partners to support the delivery of digital skills across Cambridgeshire so that no groups are disadvantaged.

For Sustainability:

The disaggregation of our datacentre, the transition to cloud computing and a cloud hosted Secure Web Gateway are all ongoing. As well as allowing better support for our remote users these projects will provide next generation connectivity and security.

Our 'Cloud First' strategy means that our energy usage for infrastructure equipment is minimised as far as possible, as we reduce onsite server use and transfer storage to the Cloud where economies of scale result in lower, relative energy use.

Our procurement criteria include elements that minimise the environmental impact of our purchasing and we ensure that wherever possible, our old equipment is donated to worthy causes at the end of its practical life.

Increased digitisation of services is reducing the need for travel for our citizens and giving them more options to use services whilst staying local. Similarly, staff travel is minimised by ensuring that employees have a consistently good IT experience wherever they work, be that in the office or from home.

For our workforce we maintain effective communication and collaborative working both internally and with external partners, through Microsoft Teams and hybrid meeting technology in offices.

Next steps include supporting our businesses and citizens in their use of the infrastructure that is in place, either directly or by signposting them to other organisations and making relevant information easily available to them regardless of age, ability, or device. This goes hand-in-hand with enhancing digital accessibility and services, to promote wider economic growth.

Workforce

We need to exploit the benefits of Microsoft 365 to its maximum and this includes making staff proficient in its use. We are already investing in upskilling through internal training, forums and online guidance via the 365 Hub. We will increase our advertising of training and tools and investigate how we develop a baseline of 365 knowledge related to roles.

We are promoting and supporting the accessibility of our documentation and of the tools provided to employees. We are making IT more accessible generally, both in terms of the language we use and in its availability through self-service options such as those available in Hornbill.

Through self-service, we are also giving our workforce greater control over such things as password resets and the information held about them in systems.

We have worked to ensure that employees understand their roles and responsibilities regarding data, security and systems, thereby reducing their reliance on ITDS and increasing their self-sufficiency.

Technically, work is ongoing to move our file storage from network folders to Teams and SharePoint so increasing collaboration. We are also implementing the Secure Web Gateway and AutoPilot, which will greatly reduce the need for employees to visit IT thereby saving time and travel.

We will continue to improve our offerings for hybrid meetings, reviewing and assessing the evolving range of products coming to the market. In the same vein we will work towards making our IT as intuitive and easy to use as possible, particularly for those staff members in job roles that are less IT oriented.

To ensure our involvement in all IT related activity, and avoid 'shadow IT' being created, we will move to a clearer and more robust process to respond to new opportunities, thereby emphasising the value of engaging ITDS in projects.

Strategy Principles

Throughout, this Strategy adheres to a set of principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. [Technology code of practice](#) published by central government.

4. Current status and scope of services

ITDS currently provides IT and digital services to approximately 7,200 end users employed by CCC, PCC or their supporting partner services and organisations such as the NHS, around 4,400 of those users work for CCC. Services include standard desktop tools such as Microsoft Office, multiple line-of-business systems for services such as social care and many other smaller software packages used by teams.

Desktop tools (such as Word, Excel and Outlook) are now cloud hosted and delivered via Microsoft 365. Through this investment in M365 we are not only providing a more resilient method of storing data but also enabling the workforce to reap the benefits of collaborative working and making numerous Apps available.

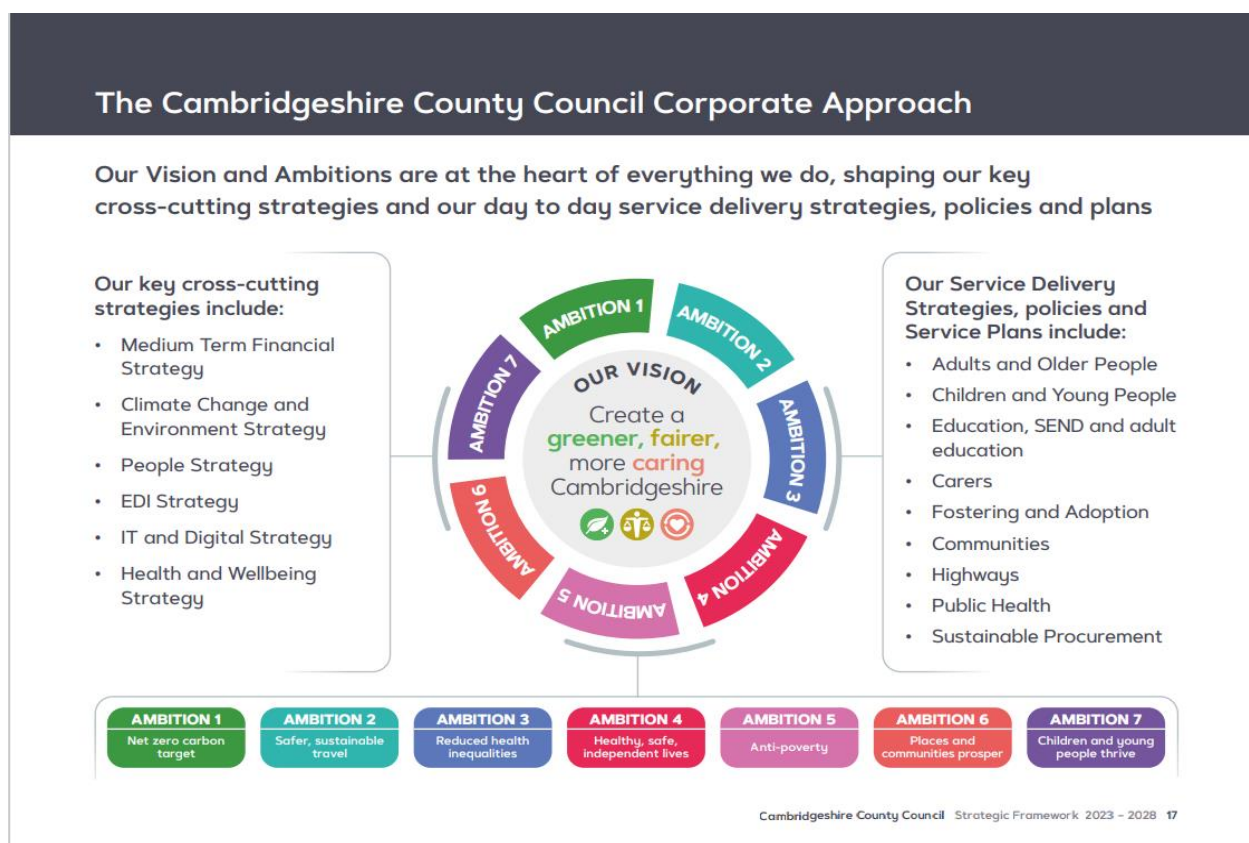
What we learnt from the pandemic

In 2019, no one could have predicted the events that were to follow in early 2020. Although the response to Covid presented huge technical, behavioural and time-critical challenges, it also provided opportunities to do and think about things differently.

- People are more adaptable than we thought, this may indicate that we should be braver with change.
- Customers will change their channel of choice, when the alternative is planned and delivered to a high standard.
- It is worth noting that some people feel less isolated now than they did before and as more people return to offices, we shouldn't default back to in person only meetings. We need to continue to work on making hybrid meetings more effective to ensure everyone attending feels included.

5. Strategic context & Digital Vision

The Digital strategy sits within the wider Strategic Framework of the Council and is one of the key cross-cutting strategies included in the framework.



Vision

Within that strategic context the vision for the Digital Strategy is "**Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.**"

The Digital strategy is made up of five themes –

- **Community**
- **Partners**
- **Inclusion**
- **Sustainability**
- **Workforce.**

Running through each of these themes are four 'golden threads'

- **Customer Journey**
- **Digital Skills**
- **Artificial intelligence**
- **Data**

ITDS will act as an enabler for individual services within the council supporting them in achieving their own aims and requirements.

This strategy will support the customer journey in a digital context, we will not mandate an approach but will maximise the opportunities of digital solutions and suggest and inform regarding the technologies that will help on the way. By being proactive in engaging with the business we will encourage a modern thought process regarding IT and digital provision, helping departments see the longer-term implications. The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology.

There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners and community organisations. This will improve efficiency, effectiveness, timeliness of contact and use preferred methods of communication. As an example, social care financial assessments are currently paper-based and could be transformed by going digital.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

Golden threads:

Customer journey

It is critical that the Council help the majority of people to help themselves through digital contact and on-line resolution, enabling the minority of highly vulnerable cases to be dealt with through professional staff supported with the best data and technology to improve their lives.

As we move towards making more services available digitally, we need our employees to be as invested in their service's online presence as they are in other areas. We need them to think about their own experiences of using websites, how these might translate across to the online services their teams deliver and where there could be opportunities for improvement or expansion.

Positive customer experience and outcomes encourage people to use our services. We need to provide customers with a comprehensive and consistent experience, irrespective of channel or status (staff, citizen, visitor or partner).

Being digitally aware and actively looking for opportunities within their own service area whilst being aware that the customer experience may touch multiple internal teams and how that can be improved.

Having digitally engaged communities promotes, trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.

Where the customer journey cannot be optimised using internal resources, partnership working is critical. We will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

It should not be the case that citizens cannot access services through lack of skills, poor system design or connectivity as this will mean that their options will be reduced, and their customer journey compromised. Customer experience should be so intuitive and accessible that they encounter no barriers to accessing digital services and skills.

Digital Skills

For communities to take advantage of our digital offerings and experience a good customer journey, they need the necessary digital skills. Having digitally engaged communities promotes trust, inclusion and builds strong and invested societies. Opening more channels of engagement encourages underrepresented groups to participate.

Ensuring that citizens are equipped with the digital skills they need to consume our services requires the combination of internal, partner and external services such as Libraries, Cambridgeshire Skills and Cambridgeshire Digital Partnership.

Those who lack digital skills have fewer options available to them when using public services or our internal services to staff. Without the confidence and ability to get online, they will become more isolated and less engaged. It is vital that they are provided with the skills to allow them to take full advantages of all the services and information available to them.

That our workforce should be skilled and confident in the use of technology hardly needs stating, but if we want employees to help improve the customer experience, we also need them to be 'digitally aware'. The customer journey may involve multiple internal teams and so we need our employees to have a broad understanding of how the 'whole' fits together and where their service slots into it.

Artificial intelligence (AI)

Over the last decade, significant advancements in AI have been witnessed, particularly in the field of Machine Learning. In 2023, there has been a notable evolution in the form of Large Language Models. These systems are designed to understand and generate human-like text. They are trained on vast amounts of diverse data, allowing them to learn the complexities of language, grammar, context, and even generate creative and coherent responses. Moreover, these models have further progressed to generate images, video, and voice.

These advancements have brought about the democratisation and increased accessibility of AI, thereby reducing barriers and making solutions more viable to support our work processes.

It is imperative to recognise AI as a "golden thread" that weaves through every aspect of the themes within this strategy. By leveraging AI technologies, unparalleled insights, enhancements to operational efficiency and delivery of personalised experiences can be unlocked. Although the following areas will be the main focus, other emerging technologies will be explored as the field evolves.

Enhance Customer Experience: Through AI-powered personalisation, the aim is to provide exceptional customer experiences across all touchpoints. By leveraging AI technologies such as natural language

processing and computer vision, the council can understand customer preferences, anticipate their needs, and deliver tailored outcomes and support services.

Optimise Operational Efficiency: AI will play a crucial role in streamlining and automating various processes within the organisation. By utilising intelligent automation, robotic process automation (RPA), and AI-powered chatbots, manual efforts can be reduced, repetitive tasks eliminated, and operational efficiency enhanced. This will free up valuable time for employees to focus on higher-value activities, including support activities that are challenging to recruit for, resulting in increased productivity and cost savings.

Data

Data is a core asset and threads through all the themes of the Digital strategy. Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our residents and staff across all aspects of council service design and delivery. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation and innovation in service delivery while being mindful of information governance, ethics and cyber security.

By carefully curating and developing data across all areas of our business and treating it like the asset it is we can use it to help achieve our organisational objectives. There are areas of the business in particular where we know that unlocking and exploiting data is paramount to overcoming challenges and pressures the council faces now and over the next few years.

AI will serve as the driving force behind our data-driven decision-making processes, enabling the extraction of actionable insights from vast amounts of complex data. By integrating AI algorithms and machine learning techniques, data can be analysed in real-time to identify patterns, trends, and correlations, and make informed decisions to optimise the council's operations.

Supporting Strategies (Data, Cyber Security and Technology)

By aligning data, technology, and cybersecurity strategies, the Council can generate and utilise data insights, streamline processes, build trust, and provide a superior customer experience, thereby driving transformation and positive change.

Data Strategy

In addition to the data as a golden thread, our Data Strategy focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

It advocates the requirement for services to know their data and how it should be processed so that they can take advantage of speedier business solutions.

It states that the cross-organisational nature of our data is aided and facilitated by shared technology and goes on to highlight the need for interoperability of datasets, facilitated by common standards, to support automation and consistency.

Technology Strategy

The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. Following advice from Strategy and Resources committee in 2022 this has been externally validated and should also be read in conjunction with the Digital Strategy Action Plan.

Cyber Strategy

The aim of the Cyber Strategy is to protect the Council and for it to have cyber resilience at its core.

This means having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and recover quickly from any cyber security incidents.

The strategy adopts national, government and industry standards and has five cyber objectives: managing risk, protecting against attack, detecting events, minimising impact and developing the skills, knowledge and culture necessary to mitigate the threat.

To support these objectives, the strategy includes a comprehensive set of outcomes. Which not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

6. Delivering and measuring outcomes

Delivery

The Digital Strategy programme of work needs to sit within the affordability of the Council's Medium Term Financial Plan and as such its delivery will be set out in the prioritised annual Projects and Programmes schedule. Each project which is identified as part of the annual plan goes through the 6 gateway approval stages as set out in the Project Management system for the Council. The first gateway is Decide, at which point the scope of the project is outlined and presented to the relevant Financial Board (Capital or Revenue) to allocate budget for the project. Each of the next 4 stages, Define, Design, Develop and Deploy monitor the delivery against plan (timescale), budget, and quality, to ensure the project is delivering against the Strategy and the requirements of the service. Each project reports on delivery against outcomes and benefits as defined in the Project Document and is reported in the final Stage, Discharge.

The Council has 3 core programmes into which projects are categorised, Operations, Business Systems and Customer Optimisation & Digital Engagement. Additional programmes are established based on the annual requirements for services.

Measuring the success of the strategy

Measuring the success of this strategy will be an ongoing process. It is important to track progress over time and make adjustments as needed.

The actions needed to delivery this strategy are included in the [Action plan](#)

It is also important to note that although the strategy is for Cambridgeshire County Council, it crosses over and intersects with the digital delivery of other organisations, for instance GCP, CPCA, Connecting Cambridgeshire, the NHS and this is reflected in the action plan.

The action plan covers the following areas for each theme

- What we are doing now
- What we are doing next
- What are our ambitions for the future

In each of these areas the actions are listed and described along with the benefit of completing them, status and the responsible service/organisation.

7. Themes

Communities theme

People who have digital confidence and skills have greater resilience and opportunities than those who don't. Giving communities the ability to access services digitally increases engagement in the democratic process and self-service which allows the authority to direct its limited resources to the most needed areas.

What do we mean by Communities?

Our communities encompass all the residents of Cambridgeshire as well as those who come into the county for business or pleasure who use, access or support our services.

Why does this matter?

Having digitally engaged communities allows us to work collaboratively with partners and citizens leading to successful long-term initiatives. It promotes inclusion and builds strong and invested societies.

The growth in online services gives us the opportunity to increase engagement and trust; it allows citizens to feel part of the decision-making process and therefore makes it more likely they will embrace council and partner delivered services. A two way process allows the Council to respond to resident feedback and use that data to drive improvements

Targeted in the right way, we can reach those groups who are currently underrepresented; something as simple as making online meetings available to citizens can open a whole new audience who would not previously have been able to engage in public meetings.

Communities Vision

Our vision is to enable as many services as possible to digitally engage directly with its service users. This automated digital engagement should follow through into the teams and systems used within the organisation.

A key focus should be that this engagement drives more automated resolution where appropriate but also directs the most vulnerable quickly to the best face to face support.

To support and implement, where appropriate, the infrastructure required to deliver the innovative use of Internet of Things (IoT) and other services effecting positive outcomes for the community, such as improved access to public Wi-Fi and better air quality.

Partners' theme

Digital partnership working is fundamental to the successful delivery of place-based services. This is evidenced in system wide initiatives such as the shared health care record (My Care Record), population health management and early help.

What do we mean by Partners?

There are a diverse range of 3rd party organisations and services that partner with the Council. These can be broadly categorised as:

- Those consuming a service or services the Council provides e.g., 3CICT
- Providing a service or services to the Council e.g., Pathfinder Legal Services, Milestone
- Providing a service or services for the council e.g., Children's Centres
- Organisations that collaborate with the Council to deliver a service or services together e.g., EastNet, MASH, ICS or the NHS.

Why does this matter?

The Council cannot work in isolation and many of its functions are provided in partnership with other organisations. The key to successful partnership working is the provision and sharing of quality, accurate and secure data; this is fundamental to all our digital interactions with partners.

Partners Vision:

Where the requirement for a digital public service can't be efficiently fulfilled using internal resources, or a common outcome is identified across partners we will engage in partnerships with external providers to satisfy the wide-ranging requirements of local public sector. In line with Council objectives, we will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

We will facilitate digital working across the board, with digital communication and collaboration as standard and work together to ensure that any service provided or consumed meets or exceeds expectations.

We will work with other councils and service provider organisations to ensure that data is shared safely and appropriately to enable us to solve problems for our citizens and make our services as effective as possible.

Inclusion theme

What do we mean by Inclusion?

The term 'inclusion' is often used with or instead of 'accessibility'. However, they have quite distinct meanings:

Accessibility – equivalent experiences for both disabled and able-bodied users.

Inclusion – experiences that are available to and usable by as wide an audience as possible

Digital inclusion can generally be thought of as consisting of three elements:

- **Skills** – The ability to use devices and applications to access resources
- **Connection** – Having a means of connecting to online services including access to a device
- **Accessibility** - Services designed to be available to everyone who might need to access them.

For much of society, using the Internet to access services is second nature but this is not the case for everyone. Headlines from national studies such as the [Motivational barriers of non-users of the internet - Good Things Foundation](#) report that:

- 3.88M adults think the internet is 'not for them'
- 1.62M adults lack the necessary support
- 1.41M adults find the internet too complicated
- 923K adults find the internet too expensive

Why does this matter?

It is vitally important for everyone to be able to access services they need, from banking to social care. A society in which people's digital needs are met helps bring about happy, prosperous, and healthy communities. An ever-increasing number of services are being delivered in a digital format. This is not only true for councils but more widely in society too. The Covid-19 pandemic greatly accelerated this transition; enforced isolation of service users meant that providers were challenged with continuing to deliver as before. This situation has brought about greater inclusion for some and conversely, increased isolation for others, highlighting the need for people to have both access to devices and the connectivity required to get online.

For those with online access and digital skills who might be housebound or unable to travel, having more services available online has resulted in an increase in available services and consequently, in their inclusion. With services and meetings moving from 'in person' to digital, they have been able to participate where previously they couldn't.

Predominately though, this move has meant a significant decrease in access to services. A huge section of the population doesn't have access to a device or the necessary connectivity to get online; as a result, they have become more isolated and, in some cases, had services effectively removed.

Access to good-quality, current information can overcome many of the challenges of everyday life and running a business. Once the issue of connectivity has been addressed, information (often in real-time) that would benefit citizens and businesses is critical. This information must be accessible to all, regardless of age, ability or the device being used.

Inclusion Vision

The ultimate vision is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

Making technology and digital solutions accessible and usable for all. Individuals. This vision strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can access, participate in and benefit from the digital world. This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

Sustainability theme

What do we mean by Sustainability?

Sustainability is the ability of something to continue functioning without it depleting or damaging the resources necessary for its existence or function. How do we transition to net zero whilst improving social outcomes. The two most common references to sustainability are environmental and economic:

Environmental

The council has a detailed Climate Change and Environment Strategy which can be accessed [here](#). The ways in which digital supports that strategy and the ambition of the council to transition to net zero carbon target can be found in the [Action Plan](#).

Economic

Economic sustainability is driven by the practices we put in place to ensure the success of our activities while also managing their environmental, social and cultural impact. Being economically sustainable is about ensuring that the cost of us providing the services we do isn't worth more than the benefit they currently provide or will do in the future. It is also influenced by accurate analysis of data available to us to ensure that resources are used effectively delivering efficiencies and savings to communities and our budget.

Why does this matter?

The current economic climate is having an impact of the ability of authorities across the county to keep pace with resident's needs. Cambridgeshire is no exception. Higher economic growth leads to higher tax revenues, and this enables local governments to spend more on public services, such as social care and education. This can result in higher living standards, increased life expectancy, higher rates of literacy and a greater understanding of civic and political issues.

Money can be spent on protecting the environment. With higher economic growth a society can devote more resources to promoting recycling and the use of renewable resources.

Economic growth can be generated if an area is seen as an attractive place to base a business and to live. Problems such as traffic congestion, inadequate parking, poor internet connectivity and an unhealthy environment can be overcome or reduced using digital technologies. Tackling these issues can have a positive effect on sustainability and contribute to a reduced carbon impact.

Addressing the sustainability of IT & Digital services is critical to achieving our Net Zero Carbon goal by reducing the quantity of resources we consume such as energy and water, and by using IT to create more environmentally friendly alternatives for how we live and work.

Sustainability Vision

Through the implementation and use of IT & Digital services, make the County an attractive place to base a business and/or to live, whilst delivering net zero by 2045 and enabling our communities to adapt and thrive

Ensure that all aspects of council delivered/sponsored IT & Digital services are designed, manufactured, managed, used and disposed of in a way that minimises carbon emissions and maximises environmental benefit.

Workforce theme

What do we mean by workforce?

Workforce can be defined as any person providing a service for the authority. Those persons may be elected members, directly employed by the council or be contracted to us.

Why it matters

Skills - IT and Digital systems can only go so far in the provision of services, those systems are reliant on people feeding them information, maintaining them, checking the quality of what is being put in and their output. Having a workforce that has the confidence, empowerment, capability, and toolset creates not only a more effective resource but also gives them greater sense of wellbeing.

Digital solutions can, if delivered correctly, enable the simpler, and smarter delivery of services. This relies largely on those using them having the skillset to manage the data and processes on which the outcomes depend.

Leadership in this area should be by example, with our Corporate Leadership Team adopting the stance that their own digital skills should at least mirror what they expect of their workforce.

Usability - The Covid pandemic has accelerated the adoption of digital services and we shouldn't waste that momentum. We should ensure that user experience is the same for all staff, be they internal or external to the organisation, working from an office or remotely.

We recognise that there are services that don't fit into the 'standard' mould, for example, Public Health who need specialised sets of software to effectively carry out their role. We will ensure that this is achieved in a secure, sustainable, and accessible way utilising cloud services to minimise the impact to the end user device.

Workforce Vision

The ability of the Council to provide effective services relies on its workforce being able to access and use systems effectively and efficiently whether this is delivered face to face, mediated route or entirely digitally.

Our vision is for all staff and elected members to be supplied with the appropriate equipment, software and digital skillset for their job role to efficiently and effectively deal with service needs and feel empowered and confident in their use of IT.

How staff and elected members work and are trained will be centred around digital technologies. We will encourage, promote and support digital ways of working for all. Development for staff and elected members in relation to improving and broadening technical expertise within the authority will be made available.

We put digital technologies at the heart of the way we work and train our workforce in how to use them. We have a culture that values, incentivises, and expects digital ways of working from every member of our workforce. We actively develop our workforce's expertise within the digital, data, technology and cyber professions and have talent pipelines to benefit retention and relieve pressure on recruitment.

8. Strategic Principles

The strategy adheres to the following principles which support best practice, value for money, inclusivity, agility, Cloud first and ease of use. These principals are supported by the [Technology code of practice](#) published by central government.

1. **Secure and resilient by design** - *“Any digital service provided by the councils will be safe to use and protect data in accordance with required standards.”*
 - **Rationale:** In order for staff and citizens to feel confident using council provided services it is essential that those services are secure. All data used must be collected and stored in accordance with required government and industry standards.
2. **Exploit the investment in current solutions** - *“The service must take full advantage of investment already made in implemented systems and software.”*
 - **Rationale:** To save money and simplify our application and system portfolio, we need to use what we have to its maximum. This not only reduces duplicity but can provide familiarity for users across applications.
3. **Digitally accessible and Inclusive** - *“The authority will provide, procure and co-produce services that are built from the ground up with accessibility at their core. Inclusivity is assured where systems are device agnostic and where we provide the means to access digital services without the need to own a device”.*
 - **Rationale:** The benefits of delivering more services digitally are well proven. For these services to be truly effective it is imperative that they are accessible to all services users and staff including those with disabilities.
4. **Speed and agility** - *“The Service must adapt quickly to organisational changes, both internally and externally. It needs to respond rapidly and flexibly to customer needs and adapt and lead change in a productive and cost-effective way without compromising quality.”*
 - **Rationale:** In a constantly changing environment, agility and speed is crucial. To take advantage of opportunities and respond to the challenges the public sector will face in the future, the service must innovate and adapt quickly.
5. **Cloud first** - *“Services such as Software as a Service (SaaS), Platform as a Services (PaaS) and Infrastructure as a Service (IaaS) will be considered above local or collaborative implementations to ensure services can develop and evolve.”*
 - **Rationale:** As we move to an increasingly mobile workforce the benefits of hosting systems in a single, council owned datacentre diminish. Hosted systems remove the drawbacks of the council datacentre approach as well as adding significant benefits.
6. **Ease of use / intuitive** - *“Applications are easy to use. The underlying technology is transparent to users, so they can concentrate on tasks at hand.”*
 - **Rationale:** The more a user must understand the underlying technology, the less productive that user is. Ease-of-use is a positive incentive for adoption of corporate applications. It encourages users to work within the corporate IT environment instead of developing shadow IT to accomplish the task outside the organisation’s preferred and supported environments. Where ease-of-use is built into a system, the knowledge required to use it will be similar across systems; therefore, training is kept to a minimum, and the risk of using a system improperly is low.

Appendices

Appendix 1 – Definitions

IoT	Internet of things, describes the network of physical objects—“things”— that are embedded with sensors, software, and other technologies for the purpose of connecting and exchanging data with other devices and systems over the internet.
SaaS	Software as a service, a service where we consume products that have been developed by the cloud providers. They are configured, maintained and hosted by the provider in the cloud e.g., Office 365
SYaaS	<p>System as a service, the service is hosted by a provider, and they are responsible for its day to day running including maintenance. We are responsible for the systems configuration to ensure it conforms to and meets our business processes. An example of this is Liquid Logic, the children’s social care system in use in CCC and PCC.</p> <p>SYAAS is not an industry standard term but is useful to identify large vendor hosted systems that require significant authority led configuration.</p>
PaaS	Platform as a service describes a model where a third-party provider supplies hardware and software to run a particular system over the internet. A PaaS provider hosts the hardware and software on their own infrastructure or uses an established provider such as AWS or Azure. An example of this would be VMWare Cloud which is the management platform for CCC virtual servers.
IaaS	<p>Infrastructure as a service is a form of cloud computing that provides virtualized computing resources over the internet.</p> <p>In the IaaS model, the cloud provider manages IT infrastructures such as storage, servers and networking resources, and delivers them to consumers via virtual machines accessible through the internet.</p> <p>These environments are usually highly configurable, rapidly scalable and essentially mimic On Premis installations but are hosted in the cloud.</p>
On Premises	Physical or Virtual servers (running on physical hardware), storage (SAN) and networking located on a site (Sand Martin House) providing IT Systems and services.

Appendix 2 – Related information, strategies, guidance and information

The Digital strategy is informed by internal sources such as:

- Corporate Strategic Framework
- People Strategy
- EDI Strategy
- Wellbeing Strategy

The Digital strategy is informed by external sources such as:

- Local Government Association - [12 Digitisation outcomes](#)
- Cyber security strategy - [NCSC guidance](#)
- Digital Skills Foundation - <https://www.digitalskillsfoundation.org/>

And is related to the [Cambridgeshire and Peterborough Digital Connectivity Strategy](#)

CCC Digital Strategy 2023-2028

Action Plan

Version 1.0

Date: 7th June 2023

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1. Digital Strategy Vision

The ITDS strategic vision is for Digital Services that are **Secure, accessible, modern, and customer-focused to help create a sustainable 21st century council.**

ITDS will act as an enabler for individual services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. This customer focused strategy ensures that digital solutions align with the needs and preferences of the people that use Council services. We will not mandate a specific approach but will maximise the opportunities of digital solutions, suggesting and informing the adoption of technologies that enhance the customer experience.

By being proactive in engaging with the business we will encourage a modern thought process regarding IT and Digital provision, emphasising the importance of customer satisfaction and engagement. This approach will help departments see the longer-term implications ultimately leading to better outcomes for customers.

The legacy approach of 'This is how we've always done it' will be replaced by a more dynamic methodology that places the customer at the centre. There should be a move from manual operations using paper and post to 'digital by default' for all interactions with service users, partners, and community organisations. This will improve efficiency, effectiveness, timeliness of contact but also allow us Council services to use the customers preferred methods of communication, enhancing the overall customer experience.

We will exploit our position of being a trusted advisor to promote these changes; we have the skills, experience, and capability to provide a highly effective service.

ITDS will operate in an ethical manner promoting the use of digital technology and services for the benefit of all. We will be fair, transparent, and environmentally conscious.

2. Communities Theme

Communities Vision

Our vision is to enable as many services as possible to digitally engage, directly with its service users. This automated digital engagement should follow through into the teams and systems used within the organisation. A key focus should be that this engagement drives more automated resolution where appropriate but also directs the most vulnerable quickly to the best face to face support.

To support and implement, where appropriate, the infrastructure required to deliver the innovative use of Internet of Things (IoT) and other services effecting positive outcomes for the community, such as improved access to public Wi-Fi and better air quality.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	Supporting services by providing mapping data to drive local decision making.	Demand led service delivery.	Ongoing	ITDS, Business Intelligence, Public Health, Highways and Planning
2	Opening social media channels for staff to engage with service users and citizens.	Increased engagement with citizens on the platforms they prefer.	Ongoing	Communications, Libraries, Customer Services
3	Supporting Connecting Cambridgeshire to make public access Wi-Fi available across an increasing number of community locations.	Free internet connectivity for citizens.	Ongoing	Connecting Cambridgeshire
4	Live streaming Council committee meetings via YouTube and encouraging participation in Council business by providing comprehensive information on how to get involved on the corporate website.	Citizens feel part of the democratic process.	Ongoing	Democratic Services
5	Libraries offer a wide range of services to communities and play a significant role in providing a point of contact for digital services, such as training, providing information, access to electronic devices and the means of safely connecting to the internet.	Community cohesion and inclusion.	Ongoing	Libraries
6	Provide a mechanism for Libraries to collaborate with the Contact Centre so queries can be seamlessly passed between them.	Less signposting for citizens.		Libraries and Customer Services

What are we doing next?

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will support Adult Social Care in trialling and implementing digital financial assessments, they will be looking next to digitise care assessments.	Assessments are faster, more convenient and require less resource.	Finalising Business Case	FY 23-24	Adult Social Care
2	Supporting Libraries in providing a common room for creative digital activities such as code clubs, arts, and STEM activities, open to all ages.	Brings communities together and promotes inclusion, creativity, and digital skills.	Creating Business Case	tbc	Libraries
3	Development of digital platforms utilising AI to improve the process of gathering customer feedback. We will leverage the power of MS Dynamics 365 Customer Voice to capture and incorporate real time feedback.	Customer feedback driven service improvement.	In-Progress	tbc	Customer Services
4	We will integrate the CRM and Social Media channels for the Council to provide an integrated customer experience regardless of channel used	Customers can interact with the Council in the way that suits them using their preferred platform	tbc	tbc	Customer Services, ITDS
5	We will utilise AI and automation to analyse how customers and citizens are digitally engaging with us over all channels.	We can harness intelligent communications through the most provenly effective channel.	tbc	tbc	Customer Services, ITDS
6	Utilise AI technologies to make the archive of FOI requests easily accessible	Easier access to FOI information for the public Reduced handling for officers Democratisation of information	tbc	tbc	ITDS, Information Governance
7	Support the Community initiatives that centre around Libraries to ensure a consistent and optimised digital service provision.	The Libraries' service is provided with a robust and highly supportable digital provision that is modern, effective, and scalable.	tbc	tbc	ITDS, Libraries

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will collaborate closely with People Services and system suppliers to ensure the future requirement of all service users having a digital identify is fulfilled.	Every service user can be uniquely digitally identified. This will lead to delivering personalised services and being able to link people across different systems.	TBC	Authority wide
2	Utilise AI and automation to make sure that despite the channel being used, customers accessing services or information are directed to the correct location. We will support services to deliver this in the most seamless way possible. Ensuring the corporate website contains appropriate information, resources and is user friendly will be key to success.	Council services and information is universally accessible to citizens.	2024-2026	Communications, ITDS, Customer Services
3	Make sure all information on individuals held by the Council is in a digital format. It will be transparent and available to them if they request it. That information will also be used to inform decision making.	Services can be shaped by real data. Service users can get up to date information on their interactions with the Council quickly and easily.	2026	Authority wide
4	Increase digital self-service and interact with citizens on their terms via digital channels.	Enabling self-service for most, and especially for transactional services will lead to increased citizen uptake and more efficient delivery of services.	2024-2026	Authority wide
5	<p>Parking and Traffic Information - Make full use of real time data and relay that information to applications, street signs & make it available via APIs.</p> <p>Public Transport - Real time passenger transport information.</p> <p>Air Quality - Live assessment of air quality can enable dynamic management of traffic flow, including public transport.</p>	<p>Decrease carbon emissions by reducing unnecessary journeys.</p> <p>Make using public transport easier and more efficient for passengers.</p>	2025 onwards	Highways, Public Transport

3. Partners' theme

Partners Vision:

Where the requirement for a digital public service cannot be efficiently fulfilled using internal resources, or a common outcome is identified across partner, we will engage in partnerships with external providers to satisfy the wide-ranging requirements of local Public Sector. In line with Council objectives, we will support partners to fully utilise digital and technology options and shape and guide the standards/specifications used to provide services.

We will facilitate digital working across the board, with digital communication and collaboration as standard and work together to ensure that any service provided or consumed meets or exceeds expectations.

We will work with other Councils and service provider organisations to ensure that data is shared safely and appropriately to enable us to solve problems for our citizens and make our services as effective as possible.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The East of England Ambulance Service referral portal has been opened up for social workers, they can triage calls, directing them to more appropriate services.	This frees up resource in critical services by reducing instances where an ambulance is sent out unnecessarily and allows the focus to remain on urgent cases.	Live	Adult Social Care
2	We will support the ASC in the implementation of the Better Care Portal.	Service users can easily manage their finances in relation to Social Care.	In delivery	Adult Social Care
3	Ensure newly created data is stored either in the Microsoft 365 product suite (SharePoint and OneDrive) or in an externally accessible line of business system.	Data sharing between the authority and selected partners will be fast, secure, and seamless	Live	Authority wide

What are we doing next?

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will support the work of the Policy and Communities teams as they look to review and update our 'Partnership Governance Advice and Guidance' to improve partnership working across the authority.	Operating with partners is done in a coherent manner which follows published best practice. Partners understand our ambitions and corporate direction and how they contribute to it.	To be defined	2023 onwards	Policy and Communities

		<p>New partnerships can be built upon existing successful ones.</p> <p>Repeating past mistakes will be reduced or eliminated by recording lessons learnt.</p> <p>Will lead to maximising the collective value of our partnership arrangements.</p> <p>This will not only benefit ITDS but will give other services a better understanding of what partnerships exist and learn from previous experiences.</p> <p>Having a holistic view of partnerships will allow us to better use our resources; where a need arises that cannot be fulfilled internally, we can quickly assess the potential suitability of a current partner to fill the gap</p>			
2	<p>We will develop our relationships with the following partners to support the delivery of digital skills in Cambridgeshire through advocacy both within our organisation and external partners.</p> <ul style="list-style-type: none"> – Cambridgeshire Digital Partnership – Good Things Foundation – Basecamp online community – CCC colleagues – Cambridgeshire Skills – Cambridgeshire and Peterborough Against Scams 	<p>A broad and comprehensive digital skill offering will be put in place.</p>	To be defined	2024	Authority wide
3	<p>ITDS will seek early involvement when new partnerships or renewals are being negotiated.</p>	<p>Lessons from previous arrangements have shown that ‘retrofitting’ digital services into already agreed partnerships can make for a</p>	To be confirmed	2023	Authority wide

		compromised solution. This will prevent that situation.			
4	Utilising funding that has recently been provided by NHS England to help QC registered care providers, both domestic and residential to go digital. The ambition of that work is to start digitally connecting care providers to Social Care and medical records.	Providers can communicate directly with service users and health services reducing unnecessary intermediary effort.	Funded	2024	Adult Social Care
5	We will provide flexibility in creating new connections to external partners (i.e. Health) where these can be completed efficiently, securely and are complementary to our IT and access management strategy.	Data sharing between the authority and selected partners will be fast, secure, and seamless.	As part of other business cases	2024	ITDS, relevant partner
6	Where partnerships produce products or services of a digital nature, ITDS will provide support and advice whilst the service themselves will own the solution.	Services have the support they need to ensure digital solutions from partnerships are implemented in a secure, efficient and supportable state.	tbc	2024	Policy and Communities

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	We will ensure the relevant departments and partners have the support they need regarding digital to ensure the success of any partnership-based work.	Effective and compliant services can be quickly and easily implemented.	2023	Authority wide
2	We will support the organisation in the construction of a partnership framework which sets out the most effective choices when working with partners. This will cover the IT and Digital services we are able to provide and what we would expect to be provided.	The establishment of a partnership will be consistent and follow best practice.	Tbc	Authority wide
3	Digital Directory - We will support in the production of a comprehensive, digital directory of care and support services to whom we contract. Ideally, this will include providers used by other authorities and those paid for privately.	This would provide us with valuable market knowledge that would help us to signpost information to whoever needs it and could lead to greater self-service if it were published externally. Its success nds	2024 onwards	Adult Social Care, Childrens' Social Care

		on there being accessible, joined-up information between health and social care services.		
4	Better service design through digital visualisation will be adopted. The types of services that would be designed like this could include buildings, public spaces, workflows, service interactions and digital landing pages	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	2024	ITDS
5	Support the delivery of services for people in locations other than hospital for example: - 'Virtual wards' where people can be discharged from hospitals and monitored remotely through technology and virtual stats is an upcoming initiative.	Reduced demand from hospitals and better outcomes for service users.	2024	Integrated Care System (DEG) Tech Enabled Care (TEC)
6	Support smaller partner organisations eg voluntary orgs. Working with Public Health with their use and exploitation of technology in a secure way	More consistent, supportive and secure approach to use of technology and digital solutions. Allowing for more productivity across smaller organisations and their commissioning services	2024 onwards	ITDS Public Health Plus other organisations (tbc)

4. Inclusion theme

Inclusion vision

The ultimate vision is that no one encounters any barriers which prevent them from successfully accessing and using digital services.

Making technology and digital solutions accessible and usable for all individuals, regardless of their abilities, disabilities, or method of access. This vision strives to promote diversity, equity, and inclusiveness in the design, development, and implementation of IT and digital solutions, ensuring that everyone can participate in and benefit from the digital world. This will require the Council to look not just at current barriers and how to tackle them but also actively look for further opportunities to be more inclusive.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	The Equality Impact Assessment hub has been established.	This ensures that evidence-based decisions are used to shape how we work. We not only meet our legal duties relating to EDI legislation, but it ensures that everything we do has inclusion and equality at its core.	Live	EDI
2	Libraries have launched a borrowable tech pilot with targeted promotion at digitally excluded groups. They are also starting coding activities in-person and online, including participation options for digitally excluded young people. The 'Digital Buddies' offer of 1:1 support in all Hub Libraries will be redeveloped with the potential to stretch outcomes to all libraries.	Access to devices and connectivity to those who otherwise would not have them. A chance for young people to develop digital skills and socialise.	Live	Libraries
3	We ensure that all digital communication including social media posts provide alternative text, image descriptions and all videos are captioned in production or in YouTube/Facebook video uploads where appropriate.	Internal and External content is made more accessible.	Live	Communications

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements.	Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	Part of BAU	2023 - 2024	ITDS and Health and Safety
2	We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Those who are not comfortable with communicating digitally have an alternative.	Part of customer contact	2023 onwards	Authority wide
3	We will no longer use PDFs to publish information. The format was useful in its time but can limit accessibility.	Communications are more accessible. https://gds.blog.gov.uk/2018/07/16/why-gov-uk-content-should-be-published-in-html-and-not-pdf/	Part of BAU	2023	ITDS, Communications
4	Utilise the Connecting Cambridgeshire role in our digital inclusion approach.	Multiple, see the Connecting Cambridgeshire digital inclusion plan for more information.		2023	Connecting Cambridgeshire
5	Take the cue from the DWP in encouraging external facing staff to take up the free Microsoft training on digital skills.	Staff can learn themselves and assist others who may need help with accessibility - Accessibility fundamentals - Training Microsoft Learn	Being defined	2023	Connecting Cambridgeshire, Libraries

What are ambitions for the future?					
This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time					
ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE	
1	The ambitions in this area will be refined following the outputs of the project being run by Connecting Cambridgeshire	n/a	2023	Connecting Cambridgeshire, ITDS and others to be confirmed	
2	We will support services and partners in enabling all our citizens and service users to increase their digital skill level in line with the National standards for essential digital skills (publishing.service.gov.uk).	Improved digital skills within Cambridgeshire.	2024 onwards	Connecting Cambridgeshire	

3	We will utilise AI to assist in determining where there are multiple sources of information published by the authority and any overlaps. That information can then be collated and published in a more accessible and comprehensive way.	Communications are not unnecessarily duplicated and are easy to find and view.	2024 onwards	Communications
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5. Sustainability theme

Sustainability Vision

- Through the implementation and use of IT & Digital services, make the County an attractive place to base a business and/or to live, whilst delivering net zero by 2045 and enabling our communities to adapt and thrive
- Ensure that all aspects of council delivered/sponsored IT & Digital services are designed, manufactured, managed, used, and disposed of in a way that minimises carbon emissions and maximises environmental benefit.
- Move to a revenue-based approach rather than capital to pave the way for more efficient use of resources. For example, purchasing software licenses on a subscription basis means we only pay for what we actively use. Using this model for licensing also removes the need to allocate substantial amounts of budget in an unpredictable manner therefore flattening the expenditure curve.
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What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We are disaggregating the Data Centre and the Endpoint User Device (laptop or desktop computer).	By moving to a cloud hosted Secure Web Gateway (SWG), we will better support the Council's remote users and their managed endpoints. SWG provides next generation connectivity and security over the legacy Data Centre firewall, and VPN combination.	Live	ITDS
2	IT procurement criteria includes: <ul style="list-style-type: none"> • The carbon footprint of the product. • The amount of energy the product consumes. • Recyclability of the product. • Proportion of recycled content in the product. 	Limits the environmental impact of the production and use of endpoint devices	Live	ITDS
3	The Council has adopted a 'Cloud First' approach where services such as Software as a Service (SaaS), Platform as a Services	Public cloud providers have the advantage of higher efficiency in economies of scale against running on-premises infrastructure, they invest heavily in	BAU	ITDS

	(PaaS), and Infrastructure as a Service (IaaS), are considered above local or collaborative implementations.	environmental sustainability which leads to less carbon emissions than smaller individual Data Centres.		
4	Implementation of Microsoft 365	Microsoft Teams includes audio and video conferencing facilities. Using this system reduces the need for staff to travel to meetings, whilst maintaining effective communication and collaboration internally and with external organisations.	Live	Authority wide
5	What happens to equipment purchased by the authority at the end of its practical life is considered. We work with numerous initiatives to ensure devices that no longer perform to the required standard are donated to worthy causes, these include but are not limited to: Adults leaving care, Ukrainian refugees and LaptopsForLearning. Equipment which cannot effectively be reused is collected and sent for recycling by regulated operators.	The useful life of IT equipment is made as long as possible and then disposed of responsibly.	BAU	ITDS

What are we doing next?					
ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	Along with partners we will continue in the provision of fast and reliable internet connectivity across the County.	Good internet connectivity is paramount to both the councils' ambitions and businesses that want to work in the area. The need for domestic connectivity is also important for staff working remotely, local customers and for suppliers.	Ongoing	Ongoing	Connecting Cambridgeshire
2	We will help citizens and smaller businesses who do not have the skills and knowledge to fully exploit the above infrastructure.	The maximum return is realised from the investment.	tbc	tbc	Connecting Cambridgeshire, Libraries
3	We will support the CPCA in delivering their Local Transport and Connectivity plan .	The plan is to improve the region's transport system leading to improvements in people's quality of life and life chances, our environment, and our economy.	Proposed	2023 onwards	CPCA

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	TARGET DATE	RESPONSIBLE SERVICE
1	We will continue to follow developments in technology and processes which improve sustainability. After thorough assessment including feasibility and which prove the advantage, these elements will be implemented into the Council.	Encouraging technology, business support and investment locally which is proven to lower environmental impacts and leads to high social/economic value.	2024	ITDS
2	Supporting the delivery of the Council's Net Zero Carbon objectives by: <ul style="list-style-type: none"> Establishing a "Net Zero by design" service that considers tackling the climate crisis as a key to delivering a high-quality Digital Service. Fully integrating robust carbon reduction requirements into all procurement processes - both for hardware purchase and cloud-based services. Ensuring waste hardware is responsibly disposed of, following the waste hierarchy, and favouring reuse and refurbishment as far as possible. 	Assists in the journey to Net Zero.	2024 onwards	ITDS
3	Utilise digital visualisation to assess the environmental impact of new buildings and public spaces	Virtual/Augmented reality has evolved rapidly to deliver a more immersive and 'convincing' virtual experience and the opportunities it offers are now starting to enter the mainstream. Digital simulation techniques such as 'gamification' and 'digital twinning' are being used increasingly to design public services that better suit human needs, behaviours, and preferences.	tbc	Property Services
4	Support for Digital and Creative Sector as a key sector delivering growth in the County	Develop a strategy for supporting the digital and creative sector to grow sustainably within the County including support with accessing finance, skills, training.		Place and Sustainability

5	Developing an overarching infrastructure plan for the County that integrates planning for digital infrastructure with long term development plans across the County	Working with colleagues with the CPCA and districts to produce an overarching infrastructure plan which includes digital infrastructure as well as strategy for use of digital technology to support future planning and delivery of services e.g. transport systems, energy systems and future land use planning		Place and Sustainability
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6 Workforce theme

Workforce Vision

The ability of the Council to provide effective services relies on its workforce being able to use systems effectively and efficiently whether this is delivered face to face, mediated route or entirely digitally.

Our vision is for all staff and elected members to be supplied with the appropriate equipment, software, and digital skillset for their job role so that they feel empowered and confident in their use of IT.

How staff and elected members work and are trained will be centred around digital technologies. We will encourage, promote, and support digital ways of working for all staff. Ongoing staff development for staff and elected members in relation to improving and broadening technical expertise within the authority will be made available.

We put digital technologies at the heart of the way we work and train our workforce in how to use them. We have a culture that values, incentivises, and expects digital ways of working from every member of our workforce. We actively develop our workforce's expertise within the digital, data, technology and cyber professions and have talent pipelines to benefit retention and relieve pressure on recruitment.

What are we doing now?

This section represents work that is currently underway. This may be as part of a project or a separate initiative.

ITEM	DESCRIPTION	BENEFIT	STATUS	RESPONSIBLE SERVICE
1	We will increase our promotion of available training and resources for staff and continue with internal IT training, both remote and face to face on core products as well as induction and bespoke offerings.	Staff have the digital skills they need to carry out their role effectively.	Live	Authority wide
2	We have provisioned the 365 Hub (via Teams), the intranet and a M365 Support Team provide links to either custom created guidance, or guidance provided directly by Microsoft to enable staff to find information on and guidance in using Microsoft 365 products.	There is a principal place for staff to go to for information about Microsoft 365.	Live	Authority wide
3	We are migrating file storage away from the on-premises infrastructure to MS Teams and SharePoint. This represents a step-change in how the workforce will access and update information and builds on the successful implementation of M365.	Data is secure, easily accessible and staff can share and collaborate with each other and external partners.	In progress	Authority wide

4	<p>We are moving to greater use of self-service offerings for IT support. To this end the Hornbill system has self-service at its core, and its offerings will continue to be built upon with standard offerings that provides staff with the applications/software that their role requires delivered directly to their device.</p> <p>Directory Update and ERP Gold personal details also provide the means for staff to manage the data held about themselves.</p>	<p>Provides a choice of channels for staff to use to seek support.</p> <p>Access to applications is simple and fast.</p> <p>Staff are able to maintain the data held about them.</p>	In progress	ITDS
5	<p>We will curate the available sources of information such as Camweb and Viva Engage (Yammer) and Cambridgeshire Conversations and create forums for engagement for sharing hacks and ideas.</p>	<p>Accurate and useful information is disseminated to staff through well-used and maintained areas/forums</p>	In progress	ITDS Communications
6	<p>Laptops will be provisioned using Secure Web Gateway (SWG) and Microsoft Autopilot.</p>	<p>This means that if required, new/replacement devices can be sent directly to people's homes and will configure themselves without the staff member needing to attend an office.</p>	In progress	ITDS

What are we doing next?

ITEM	ACTION	BENEFIT	STATUS (inc FUNDING)	DATE RANGE	RESPONSIBLE SERVICE
1	<p>Work to identify the barriers staff face or think they face, in relation to IT and digital and formulate an approach to "Remove the fear factor".</p>	<p>Will make "digital" more approachable, support learning and inform staff of the "why" to help them engage digitally and understand the value and context of their learning journey.</p>	To be defined	2023 onwards	ITDS, HR
2	<p>ITDS will work closely with HR to ensure that any assistance required in delivering the People Strategy Wellbeing Strategy and EDI is made available. This action will be updated as other council strategies are approved.</p>	<p>The council strategies and their associated benefits are realised.</p>	tbc	2023 onwards	ITDS, HR
3	<p>ITDS, along with Microsoft will promote and support the embedding and use of existing accessibility tools. This may extend to encouraging staff to take up the free training available to enable them to assist their colleagues.</p>	<p>Awareness and skills in accessibility is increased.</p>	tbc	2023 onwards	ITDS, EDI

4	Self-service Windows login password resets will be made available to staff.	This will speed up the resolution of the most common IT issue whilst also removing some of the reliance on the availability of IT support staff.	In progress	2023	ITDS
5	ITDS will promote workforce awareness of the Essential Digital Skills Framework .	Will increase the prevalence of foundation level digital skills such as: <ul style="list-style-type: none"> • Communicating • Handling information and content • Transacting • Problem Solving • Being safe and legal online 	In progress	tbc	ITDS, HR
6	Work with HR and trade unions to understand how digital skill levels can be included appropriately within the Person Specification for the council.	Gives a quantifiable, objective view of skills against roles	Tbc	2023	ITDS, HR, Trade Unions
7	We will investigate ways in which we can develop the 'baseline' level of knowledge of M365 tools relative to a person's role.	We can use learning methods that will help staff retain knowledge, and be able to apply it in their role, rather than generic training.	tbc	2023 onwards	ITDS, HR
8	We will continue to improve our offerings for hybrid working including keeping pace with technological developments for physical meeting rooms.	This allows our geographically diverse workforce to remain connected, reduces carbon emissions and promotes accessibility.	Ongoing	2023 onwards	ITDS
9	ITDS will support new opportunities for use of digital solutions that emerge from the business planning process.	Systems and solutions will be fully funded. There will be less insecure and unsupported systems procured and implemented and a reduction in 'shadow IT' which excludes any involvement from IT & Digital.	tbc	2023 onwards	ITDS
10	We will adopt the principal of 'Intuitive/Ease of use' in the procurement and implementation of new systems.	Staff who have job roles that do not require them to spend their days on laptops do not end up being excluded.	BAU	2023 onwards	ITDS
11	ITDS will apply the principles of a service-oriented, architecture-based approach.	The processes to implement new systems may be different, but the result always meets the requirements and supports behavioural changes within the wider workforce.	BAU	2023 onwards	ITDS

What are ambitions for the future?

This section represents the ambitions for future delivery in further years. These ambitions do not have defined projects or agreed funding at this time

ITEM	ACTION	BENEFIT	INDICATIVE DATE RANGE	RESPONSIBLE SERVICE
1	Investigate making 'Every Contact Count' – Enabled by IT, exploit opportunities to de-centralise and offer more bespoke information to communities.	Simplify interactions with the authority, for instance, where we currently have a transactional service interfacing with our citizens or service users, that one interface could be a single point of contact for any council provided service.	2024	Customer Services
2	We will make sure we build systems and processes with inclusivity in mind.	Systems and services are accessible to all.	2023 onwards	ITDS, EDI
3	Build with customers in mind, as Councils redesign their services to be more transparent, we will design our systems more readily for consumer consumption.	Although challenging, given the range of systems we have, one approach may be to design in accordance with functions (e.g., pay, book, make appointment...) so the "why you are doing this" is clearer. In a comparable way to the retail industry, we will focus on building digital systems with a strong emphasis on usability.	2024 onwards	Authority wide
4	Training for elected members – In addition to covering the above digital skills, a bespoke training package will be developed for members.	This will ensure members are able to use digital resources effectively.	2024 onwards	ITDS

Data Strategy 2023-2028

Cambridgeshire County Council

Version: 1.0

Date: 21st June 2023

1 Vision

To value data as a core asset, curating it into high quality data 'products' enabling Insight and intelligence to be accessible to anyone that needs it, underpinning the design of every council service and informing every council decision. A data centric culture will flourish across the organisation enhancing personalisation, prevention, automation and innovation in service delivery while being mindful of information governance, ethics and cyber security.

2 What do we mean by Data?

Data can be described as raw and unprocessed facts that are captured for an intended purpose. For example data could be numbers in a spreadsheet, the text of case files in a database or media files for identity verification. It can be recorded and stored in digital forms such as in Business Systems or in physical form such as paper records.

Organising, categorising, calculating, and providing context to the data such as relating it to people, place and time, gives it real meaning and the result can be termed as **information**. This information is further enhanced into **knowledge** by interlinking and associating information together providing further context and understanding based on relationships, comparisons and experience. The true value of data we record and hold can be unlocked when the data is transformed throughout the organisation into knowledge that will provide us with **insights** and **intelligence**.

Data can broadly be categorised as either structured or unstructured or somewhere in between.

Structured data is formatted and modelled to fit a set structure when it is stored and the most common example of such is data that resides in relational databases with the structure being the database schema. Schemas are designed to make storage, search, analysis, segmentation and extraction of data as efficient as possible. Structured data is mostly quantitative, made up of objective well-defined facts and numbers. This strategy primarily focuses on structured data; to facilitate exploitation of data residing in business systems across the council and related external data sources.

Unstructured data is data which has not been processed into such pre-defined structures or models and in our context this most commonly resides as either textual formats at source e.g. documents, emails, social media posts; or non-textual formats at source e.g. video, audio, images. Unstructured data can have an internal structure such as with Excel files, but it's not predefined through a set data model at source, hence the distinction. It might be human generated e.g. email correspondence, business documents or machine generated e.g. IoT sensor/telemetry data, CCTV footage. Unstructured data is often qualitative, containing subjective representations and opinions.

Some data can be considered between structured and unstructured, described as semi-structured data. It has some consistent and definite characteristics but is not in a rigid structure suitable enough for relational databases. It does however contain properties like metadata or semantic tags which are used to make the data more manageable but this data can also be variable and inconsistent. Examples are CSV, XML, JSON, HTML. Much of what is often classed as unstructured data, is actually semi-structured, because it contains some classifying characteristics. Section 10 will provide a brief overview of the aspirations for managing unstructured data going forward.

It is important to note the limitations of data, and the importance of qualitative insights, lived experiences, historic and place-based knowledge which may not be represented quantitatively but are fundamental to understanding and interpreting issues of importance. Insights from data alone are limited to the data that is available and potentially can be misrepresentative due to the data that is not available. Questions and issues will always emerge where existing data is insufficient and there will be important considerations about what data does not provide us with and what methods can be used to mitigate deficiencies in data, especially deficiencies in qualitative data.

3 Why this matters

Understanding, improving, and harnessing data effectively into insight and intelligence supports performance management and efficiencies in operational processes, informs better and more robust decision making and empowers our citizens and staff across all aspects of council service design and delivery.

This doesn't happen automatically; we need to carefully curate and develop data across all areas of our business and treat it like an asset so we can use it to help achieve our organisational objectives. There are areas of the business in particular where we know that unlocking and exploiting data is paramount to overcoming challenges and pressures the council faces now and over the next few years. The following examples illustrate just some of these opportunities:

a) Providing intelligence to front line workers supporting individuals/families

Linking various datasets, internal and external, e.g social care, education, health, police, housing, so that care and support professionals are given access to a wider range of relevant information about families or individuals they are supporting. This would allow care and support professionals to holistically and effectively assess individuals or even whole families significantly reducing the amount of time and resource required while also speeding up decision making and altogether improving important services such as safeguarding.

b) Performance management and understanding the impact and outcomes from services delivered

Analysing the data associated with delivered services such as how many citizens are using various services, the associated key performance indicators (KPIs) and satisfaction levels etc enables continuous improvement and better targeting of council resources. Also, assessment of the overall impact of individual services and support provided at various points during service delivery ensures improvements can be made based on outcomes. e.g. knowing and tracking families/individuals that have been supported to understand what impact various interventions have had.

c) Enabling needs led commissioning of support at varying geospatial levels or for different groups

Analytics can be used to 'cut' data by demographic characteristics or at various spatial levels using GIS (Geographic Information Systems) tools to enable services and support to be designed and commissioned in response e.g. based on school catchment areas targeting particular schools for interventions such as tackling obesity or violence; or based on ward/parish levels, working with third sector organisation to help shape community and voluntary support as another example.

d) Developing risk models to assess and identify likelihood of demand for services and enhance preventative strategies

Individuals and families requiring support are likely to share some common risk factors. Analysing data to identify relevant risk factors can then be used to generate risk modelling to identify those who have not yet experienced negative outcomes but have some or several common risk factors - thus allowing early planning of support provision and preventative interventions e.g. identifying older adults who are likely to need care within two years. This modelling could be enhanced with Machine Learning and Artificial Intelligence capability.

e) Enabling local authority responses to emergencies, better protecting our residents.

Emergency planning and response is reliant on the ability to manage and share data quickly and effectively. The most recent example is of course the local authority response to COVID-19 where authorities rapidly had to take on responsibilities for supporting residents throughout lockdown and those who had to isolate as cases or contacts. This work required considerable data management capacity and infrastructure, as well as working closely with partners in the district authorities and with NHS colleagues, sharing more data than ever before.

f) Visibility and scrutiny of holistic spending on contracts.

Linking up ERP transactions to Line of Business System records to contract information on common identifiers will provide better visibility of holistic spend data with suppliers to expose spending in departmental silos and improve ability for internal scrutiny. More accurate measurement of the cost of services and Cost Per Transaction, enabling smarter decisions requiring less effort and resources. Improve transparency for citizens and politicians thus improving dialogue, engagement, reputation, and trust.

g) Property portfolio utilisation

Joining up council property asset data with data on how employees, citizens and partner organisations are interacting with property assets can provide more intelligent decision making capability concerning the future of the property portfolio of the council. For example, do the geographic locations of our properties meaningfully relate to where the demand for our services reside, how do they relate to where employees live and what is the environmental impact of this. Questions like this are fundamental to how the councils will operate in a post COVID era where patterns of working and methods of service consumption have drastically changed.

4 Progress so far

Over the last three years the importance of advancing data and analytics capabilities have been treated as a priority across the authority and good progress has been made in this area accelerated partly, no doubt, by data demands driven by the COVID-19 response. Data engineering functions providing data preparation, curation, extraction, transformation and loading, have been well established supporting many areas of the organisation culminating in a breadth of knowledge and experience in the diverse local authority data portfolio specifically amongst centralised teams. These capabilities have been built using tools and technologies which had been geared primarily around an on-premises Business Systems infrastructure. From the production of complex data warehouses and development of data matching algorithms and rules engines to the rollout of Power BI Premium for advanced visualisations and dashboards, the experience around data to date has been varied and sophisticated but requires modernisation and evolution to a cloud-first focused model and data skills and culture needs further dissemination more widely across the organisation outside of centralised teams.

The last twelve months have also seen progress in implementing industry-standard best practices required for establishing high-performing database DevOps teams, delivering dedicated development environments, version control, continuous integration and repeatable deployment models, championed by the shared IT & Digital Service. A basic data platform architecture exists with storage and Extract Transform Load (ETL) capability, consisting mainly of on-premises SQL Server and SQL Server Integration Services (SSIS) with some limited use of cloud-based Dataflows (hosted in Azure Date Lake) via the shared (CCC and PCC) Power BI Premium implementation. There also remains limited use of on-premises hosted SAP Business Objects, mainly used as a semantic layer for the Liquid Logic system (Supporting Children's Service Reporting) and for ad-hoc querying by a small number of Policy and Insight team developers (formerly named Business Intelligence team). Azure DevOps adoption has provided cloud-based repositories and Continuous Integration/Continuous Deployment (CI/CD) capabilities, creating real efficiencies in data operations (DataOps).

Recent PCC data engineering projects have utilised CCC infrastructure and resources successfully and there is recognition that a levelling-up between the organisations is necessary, particularly when it comes to the production of fast, automated data pipelines that can eliminate the requirement of manual effort and cumbersome human curation. However, going forward this levelling up needs to be done, not entirely with the existing infrastructure that is currently in use at CCC, but rather using more modern tools and technologies in line with the vision laid out in this strategy.

Predominantly as a visualisation tool, Power BI Premium has been successfully rolled out in priority areas such as Adult and Children's Social Care following an accelerated implementation during the COVID-19 pandemic. The technology has provided access to improved dashboarding and reporting capability and enabled secure data sharing with external partners and organisations. These capabilities have been sufficient to replace Qlik Sense in PCC, reducing the reliance on on-premises hosted SQL Server Reporting Services (SSRS), although SSRS and Business Objects continue to be used for reporting in both CCC & PCC, albeit without the same levels of governance, standardisation or control as Power BI. Production of information using these tools is mainly via specialised central teams, but a level of self-service has been introduced for access requests to content residing on Power BI and the granting of that access.

Extensive work has been carried out in CCC to improve computational compliance and data lifecycle management, ensuring legacy data is retained, archived and deleted at the appropriate time in a more intelligent and more automated fashion; a fully configurable in-house developed solution went live for this in April 2022. It comprises of a matching engine (currently matching service users/clients across seven legacy applications) and a business rules engine to implement data governance rules while enabling secure report lookup and querying.

In terms of Geographic Information Systems (GIS), CCC predominately uses desktop based MapInfo as the corporate GIS platform with network file shares used for data distribution and storage. Intranet and internet spatial data mapping is provided by Astun Technology's iShare In The Cloud platform. A hosted spatial data warehouse to replace network storage has been implemented on the same platform and is currently in the testing phase.

5 Pillars of Effective Data Use

We have set out the following interconnected pillars drawn from key parts of the National Data Strategy representing areas where our efforts need particular focus to progress towards the strategic vision of a data driven council.

5.1 Data Foundations

Ensuring data is fit for purpose. Maintaining the quality and integrity of data by establishing standards, processes, policies, governance and adopting best practices related to all aspects of data management.

- Assessing and monitoring data quality across all council systems on an ongoing basis
- Adopting and implementing consistent data standards across the council in terms of collection, storage, maintenance, analysis, and interoperability of data, ensuring industry best practices and common open standards are preferred over proprietary models where possible. APIs are and will continue to be fundamental to this to facilitate the secure exchange of data.
- Ensure Data redundancy is reduced by assessing and minimising duplication of data across the council and strive towards establishing canonical models where we establish single source of the truth (SSOT) for data items and entities.
- Continue to streamline data lifecycle management to ensure data is retained, archived and deleted at the appropriate times in a more intelligent and automated fashion.
- Ensuring data we hold on behalf of partners is held and used legally, using appropriate methods for exchange, handling and storage.
- Ensuring data we share with other partners is done so under a clear legal basis with a supporting data sharing agreement.

Key Deliverables:

1. We will adopt and apply **The Government Data Quality Framework**¹ which defines principles for effective data quality management and provides guidance on practical tools and techniques which can be applied to assess, communicate and improve data quality.
2. We will assess and optimise the council's 'data maturity' using **The Data Maturity Assessment for Government**². This framework is used to analyse stages of progress along the journey towards data maturity. The framework tackles ten important topics within the data ecosystem covering the following:
 - Engaging with other organisations/partners
 - Having the right data and analysis skills and knowledge
 - Having the right systems in place
 - Knowing the data we have
 - Making decisions with data
 - Managing and using data ethically
 - Managing data operations
 - Protecting data
 - Setting our data direction
 - Taking responsibility for data
3. We will set up a multidisciplinary team as an internal **Data Standards Authority** who will seek to support services in identifying and improving data standards, guidance and best practices in the management of data across the council, operating and making decisions in a similar fashion to a Technical Design Authority and collaborating with other local authorities while drawing on advice and guidance published by the government's Data Standards Authority³ where applicable.
4. Producing further guidelines for incorporating and analysing qualitative insights
5. Enhancing our technical requirements, data standards and API specifications for all new systems procured or developed, to ensure we are adopting technology and systems which are in line with our ambitions.

5.2 Data Discovery

Being in control of our data. Discovering, understanding, cataloguing, classifying and labelling data to ensure we are aware of what data we hold and where, why we hold it, how it was derived (provenance) and the potential value of the data.

- Defining clear governance and ownership of information assets.
- Anyone involved in design, commissioning, and management of services will need to be more accountable for the data associated with their services.
- Describing key information about the data we hold to establish rich meta data
- Ensuring data privacy, regulatory/statutory compliance (e.g. UK GDPR) and ethics are always covered as priority. Privacy by Design will be fundamental everything we do.
- Producing simpler data access and sharing agreements to promote the flow of data within the council and sharing with partners externally.
- Working across the organisation to exploit the potential insights that can be gained from the data through intelligent and appropriate analysis.
- Reviewing consent models for citizen data sharing and ownership. How can we empower citizens to own the data we hold on them.

¹ <https://www.gov.uk/government/publications/the-government-data-quality-framework/the-government-data-quality-framework>

² <https://www.gov.uk/government/collections/data-maturity-assessment-for-government>

³ <https://www.gov.uk/government/groups/data-standards-authority>

Key Deliverables:

1. We will define key capabilities and best practices using a **Data Governance Framework** and ensure this is embedded across the council.
2. We will build an enterprise-wide **Data Catalogue** to act as an inventory for all the data held by the council, detailing the various information assets and their relationships and dependencies, where they are stored, ownership, accountability and for what purposes they can be used and shared as well as other relevant metadata. It will cover details of relationships and linkages with external datasets and details of how external parties are to use our datasets with gatekeeping to ensure safe and competent use.
3. We will establish an **Enterprise Business Glossary** so that everyone in the organisation understands data related terms and removes ambiguity around data items and entities and their relationships.

5.3 Data Democratisation

Making data available and useful to everyone irrespective of their technical know-how. Ensuring Data becomes the fabric of our organisation, making it available and accessible to the people who need it, when they need it, in formats which provide insight and intelligence.

- Providing the ability for staff to take insight and intelligence from data intuitively to help improve council services
- Breaking down information silos and creating greater searchability around our organisational data.
- Eliminating time wasted and advocating lean principles in data preparation.
- Defining links between data rather than just links between systems
- Making data central to the design of digital services to enhance personalisation and user experience.
- Ensuring more council data is made open fostering re-use of our data by citizens, external organisations and even within our organisation.
- Continuing to develop relationships to share data effectively with partner organisations such as NHS, Police, Universities and Care Homes
- Members of the public can find information and advice they need easily
- Members of the public can access the data we hold on them easily

Key Deliverables:

1. We shall establish a **Data Centre of Excellence** with a cross-section of skillsets as well as service based **Data Champions** (including Information Asset Owners) to disseminate skills and knowledge amongst staff as well promote and support the use of data and insight across the council and measure the impact of data initiatives. Working with and learning from other local authorities and the wider public sector and local Health and Care system.
2. Further automate and enable self-service user administration for processes surrounding access requests to datasets and their approval.
3. We shall continue to develop and roll-out our Microsoft Power BI Premium capability to ensure the ability to analyse and visualise data is ubiquitous across the organisation.
4. We will continue our commitment to accessible data, enhancing the Cambridgeshire Insight platform, including supporting publication of open data (see section 9) as well as arranging data science related code competitions and hackathons to help foster innovation in public services using open data.

6 Conceptual Architecture: Data Mesh

Establishing the approach needed to build an integrated yet decentralised data platform to facilitate a shift from 'data as a by-product' to 'data as a product'. Comprising of cloud-based data services bringing consistency by building on data foundations, enabling discovery and democratisation.

One of the challenges for local authorities when it comes to data management is the decentralised and diverse nature of the services being delivered across the council which naturally inhibits the successful implementation of traditional totally centralised and monolithic data platforms which have been a common ambition across the public sector in the attempt to break down data silos. Furthermore, our cloud-first Digital Strategy shifts us away from having data hosted primarily within our on-premises network as we find ourselves in a new reality where our data is becoming more and more dispersed across a multitude of business system suppliers and their hosting arrangements as we move more services into the cloud. Our data is becoming more scattered across the internet in hybrid and multi-cloud environments. This calls for a different approach.

A relatively new paradigm, the Data Mesh⁴, devised by Zhamak Dehghani in 2019 provides a more decentralised approach which lends itself to a more distributed data landscape where services retain more control over their data domains, facilitating a domain-driven governance model where data ownership and organisation stays with the domain experts, i.e. the different teams delivering vastly different services, giving more focus to the business outcome and encouraging more self-service in various aspects of data management.

Our strategy for data architecture across the council will largely be based around this Data Mesh concept which fundamentally shifts the focus away from a traditional ‘push and ingest’ architecture to a more federated ‘serve and pull’ architecture.

This decentralised approach also supports the need for a data focused culture to permeate across the organisation instead of being centred exclusively around IT, Policy and Insight and other specialised teams such as Public Health Intelligence. It promotes and requires much development of data literacy and skills organisation wide. This does not however, absolve the need for centralised data expertise, rather existing centralised experts become more focused on what they do best and become a ‘centre of excellence’ in establishing, maintaining and growing the Data Mesh and the people, processes and technology which underpin this capability. As we progress on this data journey we will need to find the right balance between centralisation and decentralisation but treating data as a ‘product’ in its own right, rather than data just being a by-product of service delivery, is fundamental to this approach and to achieving the vision.

The Data Mesh paradigm is founded upon four core principles, namely data as a product, domain ownership, self-serve data platform, and federated governance. The ‘domains’ in our case are the business functions, departments and services and the four principles can be summarised as follows:

Data as a Product:

Data Mesh brings ‘product thinking’, and ‘domain driven design’ practices already used commonly in software development to data management.

- Business domains are producers of data ‘products’ which must be discoverable, secure, explorable, understandable (documented), trustworthy and crucially must meet the needs of the data consumers, just as any products are designed for their customers. User experience should be at the heart of data product design.
- Data Mesh defines the role of ‘domain data product owners’ responsible for the production and publishing of data as ‘products’ with the characteristics mentioned above. Although data owners already exist across the council, the definition of ‘domain data product owners’ is different and wider based on this paradigm and in our case need not just be one person but would be a multidisciplinary team of people akin to a product management team.
- Such cross-functional product management teams should be concerned about whether end users (consumers) are getting value from the data ‘products’ they are delivering and measuring their success using metrics on aspects such as lead time to data consumption and data quality. The product approach is about bringing together stakeholders, users, and experts to consider what is valuable and how we can

⁴ <https://martinfowler.com/articles/data-monolith-to-mesh.html>

achieve it; taking an iterative approach to product design; thinking about how all the components of the data product work together and remain sustainable.

Domain oriented, decentralised data ownership and architecture:

Decentralisation and distribution of responsibility to those who are closest to the data to support continuous change and scalability.

- The benefit is that the domain's familiarity and real experience with the data will provide deeper insight into where, why, and how it should be used. For example, those in the practice of Social Care delivery will understand all the nuances of the data they process better than any central team who are looking at the data alone somewhat removed from the day-to-day work of practitioners and care workers.
- Many data entities are best generated and described by the operational systems that sit at the point of origin and so the closer related the operation systems are to the data 'products', the more detail is retained in an exploitable manner. This proximity also means cleaning and transformation is handled closer to the data source which often results in data entities being more reusable.
- Continuous change and scalability is facilitated as both responsibility and processes around data is limited to domains while data products are also loosely-coupled in terms of the technical interoperability with other data assets and infrastructure, making individual domain's product portfolios far less complex than a monolith. This results in more agility for driving and managing change, e.g. growth of data sources and demands from data consumers for each domain is managed and prioritised separately. Individual data products will have their own prioritised 'product backlogs' as agile development roadmaps.

Self-serve Data Infrastructure as a Platform:

Data Mesh requires data to be made available in a simple and easily consumable self-serve manner for analysis and insight.

- Facilitates data discovery and enables data democratisation so that data can be published by producers and is accessible to the consumers who are authorised to make use of it.
- This is the shared technology and tools used by domains.
- Our core technology for the self-service consumer end of this 'platform' is Microsoft Power BI Premium, which is already in use across the council, however much work is required to further build and establish end-to-end data pipelines that integrate, transform, and serve data in a manner where the data is sufficiently curated to facilitate effective business intelligence outcomes ubiquitously. Roles and team boundaries will change over time as a result of the technological disruption that such self-service platforms can provide.

Federated computational governance:

Modern monolithic data-lake based initiatives have often turned into 'data swamps' due to lack of robust organisation, governance, and accessibility of the data ingested into one store. Data Mesh encourages a federated governance model based on decentralisation with governance policies for each decentralised domain defined, while ensuring all domain data owners and teams operate within a consistent standard governance framework.

- Data products produced by the different domains are required to interoperate with each other and can be combined to solve new problems as they arise.
- Underpinned by adoption of common data standards and APIs across systems to ensure interoperability, globalised security and compliance.
- Policies should be managed globally; should be computable in code and configurable as rules where possible, to support automation and for data products to be easily consumed.

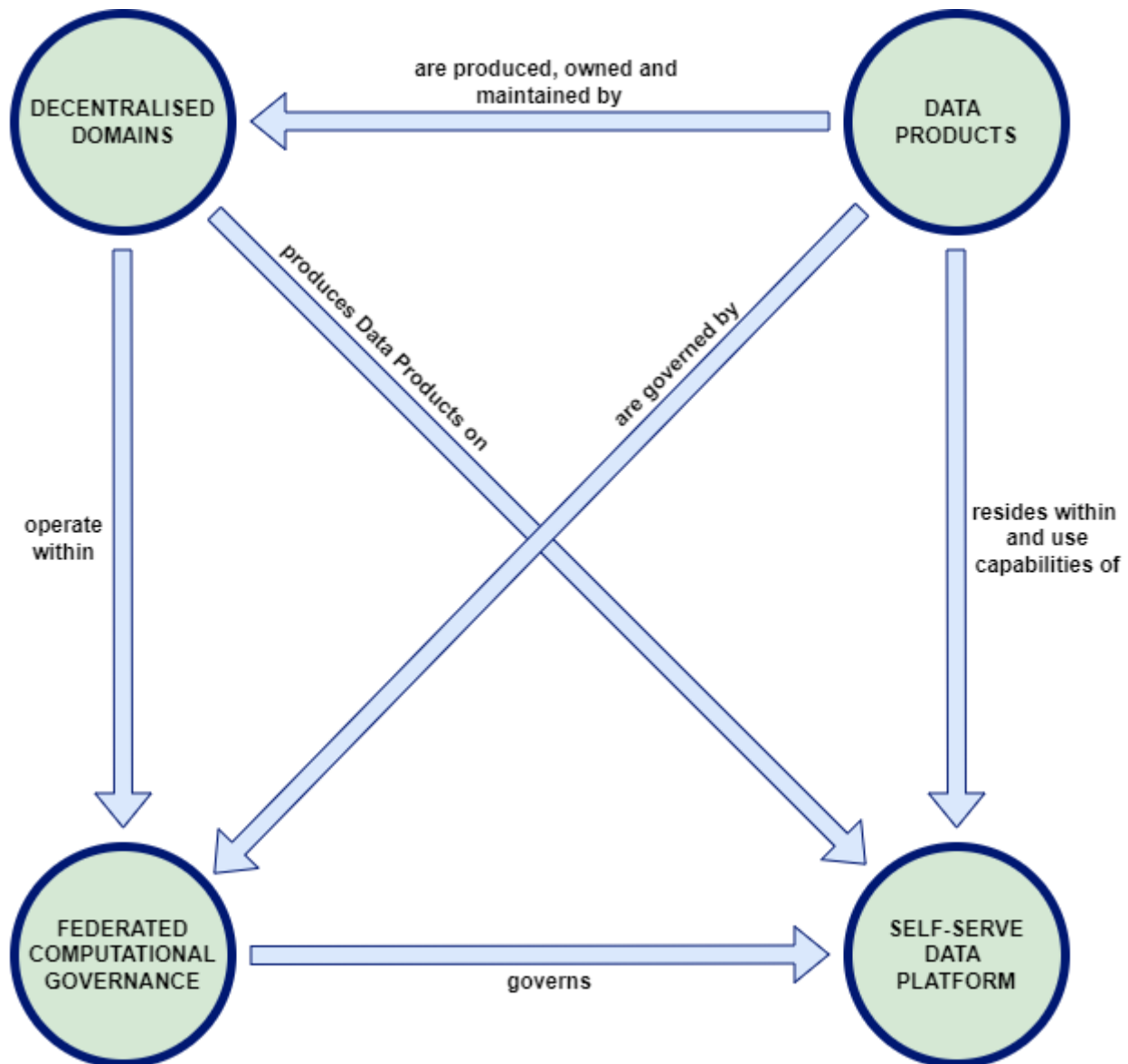


Figure 1: Data Mesh Principles

Data Mesh is more of a philosophy than a technology or toolset, and to work towards it will be an evolutionary process with various functional components implemented over time in an iterative and agile manner. The new strategic model aligns with some aspects of day-to-day practice already and the adoption of such a paradigm seeks to build upon those practices in a consistent matter across the organisation. For the very reasons mentioned earlier, in terms of diversity of use cases across the council, the nature of our data architecture going forward will be somewhat of a best of breed initiative. The Data Mesh will be composed of data warehouses and data-lakes, and its platform underpinned by data 'lakehouses' but they will not be monolithic and all-encompassing but rather in-line with the Mesh philosophy.

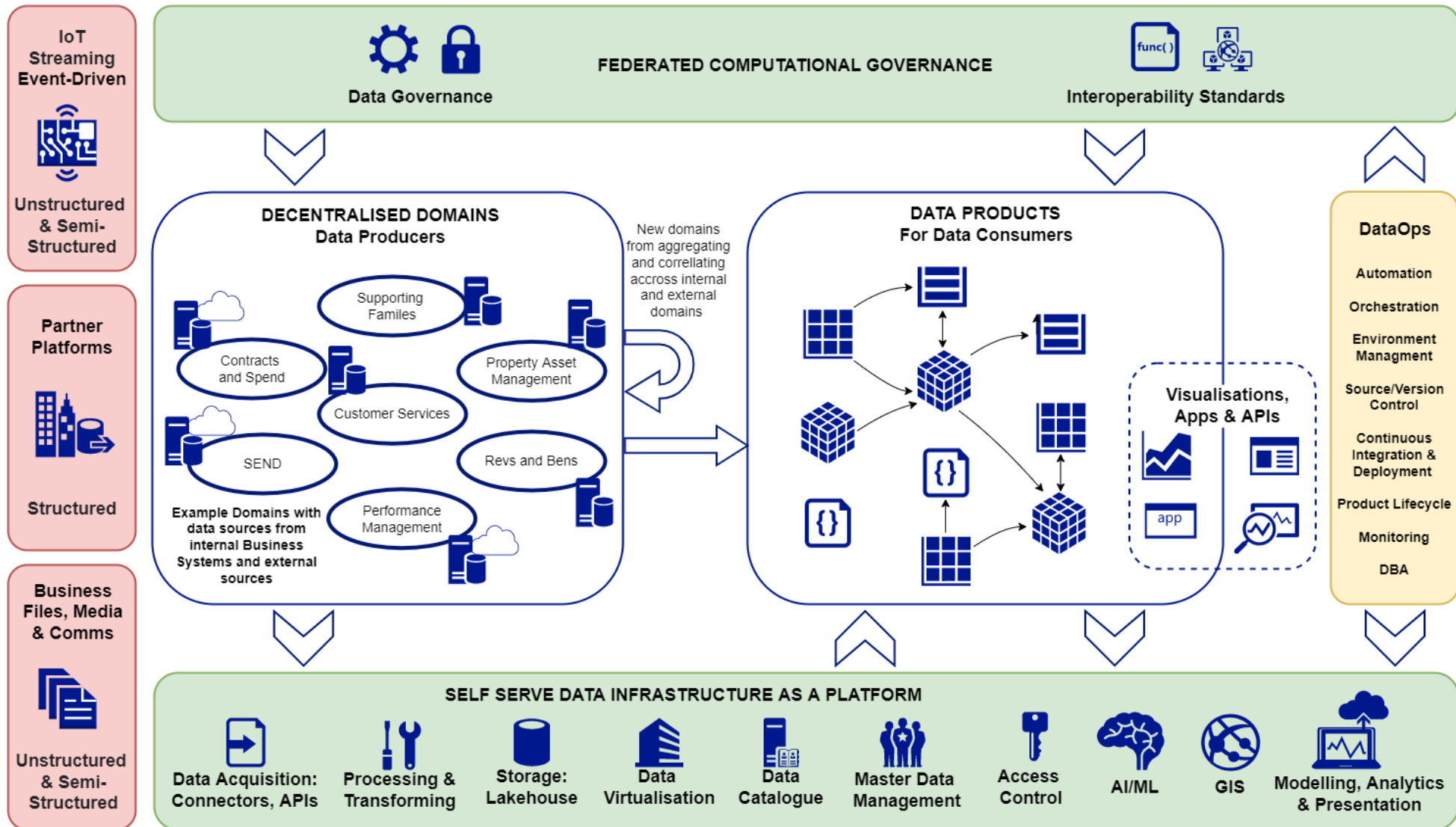


Figure 2: Data Mesh Architecture High Level Overview

7 Foundational Data Platform

Our current position on this data journey has seen much progress but lacks key data capabilities that are needed to establish a strong foothold on this renewed more modern vision for data. The practical approach to realise these missing capabilities will be to begin by implementing a Minimal Viable Product (MVP) relating to a real use case which results in an architecture encompassing many of the components that we need to establish for the long-term wider council vision for data architecture, thus providing a foundational 'self serve data infrastructure as a platform' from which these component capabilities can then be built upon and replicated for other use cases across the council. The learning from the MVP can be replicated acting as a lighthouse project for this strategy. The MVP and the deliverables pertaining to the pillars of effective data use (section 5) are not mutually exclusive however; as the continued work on data foundations, discovery and democratisation are key to scaling our data capabilities and achieving the desired vision.

This targeted first phase of the data strategy will see the creation of a data platform scoped specifically to enhance our Supporting Families programme, improving the lives of vulnerable children and families in Cambridgeshire and Peterborough as well as providing tangible savings in this area for both CCC and PCC. A product team will be established, working in an agile manner, to produce data 'products' and deliver end-to-end data pipeline capabilities for business intelligence, drawing in data from internal and external sources. The platform will be secure, scalable, reusable and be built with cloud-based data services that will need to be adopted, together with further exploitation of technology already in place such as Power BI Premium in particular. The platform components and data products will be well documented from both an end-user perspective and technical perspective in the form of 'playbooks' and 'runbooks' and supported in a DevOps like manner as DataOps, to be able to sustain new aspects of data operations in terms of support, maintenance, management and administration of new capabilities.

The development of various new data capabilities within the council may seem superficially like duplicated effort, where there are external data platforms which are being harnessed as part of partnership initiatives (see 'Working in Partnership' section 8 below). However, this is actually mitigated by the super agile nature of cloud-computing and the data technologies that are currently available, i.e. the on-demand, rapid provisioning, flexibility of the technology and the consumption-based pricing models. The people aspects, skills and processes that come with building a foundational data architecture in-house and the strategic contribution that has to the data maturity journey of the council is just as valuable as the technology that is actually deployed.

7.1 Platform Components for Initial MVP

Data Acquisition Layer: Moving data from disparate sources, including batch, real-time streaming, and event-driven systems as well as support for API based data integration covering Data-as-a-service capabilities.

Responsible for loading the data from the data sources onto and into other data platform components, checking the data quality and storing the data in landing or staging areas of the storage layer. Covering both ETL (Extract-Transform-Load) and ELT (Extract-Load-Transform) scenarios where required.

Processing and Transforming Layer: To ensure well-formed, high-quality, and complete data. Pipeline capability to transform data from raw through to enriched and then curated and stored in the correct data model. Along with SQL based tools in this layer, no-SQL languages such as R and Python are commonly used for complex manipulation of data too. Processing includes data validation and cleansing, normalisation, de-normalisation, transformations such as structuring using joins and unions, augmentation and applying business logic to the data.

Storage Layer - Data Lakehouse: A unified storage and compute capability for data built upon data-lake storage. Supporting a wide range of formats, structures, and data types at lowest possible cost while meeting security and governance requirements. It combines the low-cost storage of a data-lake with data management features such as ACID (atomicity, consistency, isolation and durability) transactions and compute capability normally found in data warehouses, thus relieving the need to deploy a fully-fledged data warehouse. As well as supporting BI workloads

it is well placed to cultivate Machine Learning workloads. A lakehouse can incorporate much of the capabilities of the processing and transforming layer and can support the Mesh paradigm holding data 'products' from different domains separately from each other. Commonly data in the lakehouse is also placed in different folders or layers according to the degree of refinement such as the following:

Bronze (Raw Data): landing area for data without any transformation; only for performing Extract-Load (EL) operations. This layer supports any type of data.

Silver (Query Ready/ Enriched): Similar to staging databases, for performing some transformations to get data cleansed and standardised. Possible scenarios such as deduplication; also this is where data coming from different sources is merged.

Gold (Report Ready/ Curated): This is the data warehouse aspect with its dimensions and fact tables. This layer is for performing Extract-Transform-Load (ETL) operations.

Modelling, Analytics and Presentation Layer: These are the engines to query data models and serve analytics to the users, presenting visual interactive dashboards and more non-visual forms of data outputs which can kick off new cycles of data discovery, curation, modelling, and consumption. In our case these functions will be primarily implemented by exploiting Power BI Premium, in the form of datasets and dashboards for all areas of council business. The Power BI platform should enable staff at operational and strategic levels to intuitively interrogate and explore data in a self-service manner, empowering them to make data driven decisions themselves and as mentioned much progress has already been made in rolling this out.

In more limited scenarios where further complex modelling is required especially in areas such as health Informatics, other and services are required over and above the modelling capabilities found inherently within Power BI functionality and SQL. Analysts who are currently using such no-SQL tools (e.g. R and Python), locally installed on laptops and desktops, need to be provided cloud-based alternatives so that they are not so restricted by hardware and infrastructure when it comes to processing large datasets locally.

The full data production-line must be modernised which includes the right tools for informatics and business intelligence production at the analyst end of the data production-line, as often platform infrastructure can take priority over client-end modernisation. Along with such modernisation of analyst tools, there needs to be further adoption of best practices and adaptation of analyst workflow patterns and processes to suit such technology. Use of source/version control Analytics and Data Science tools, continuous deployment, test driven development and automation etc are paramount to fully exploiting the technologies while ensuring they remain supportable and sustainable without creating technical debt over time. Furthermore, this layer needs to support API's that can be used to run interactive reports on data.

7.2 Platform Components Beyond MVP

Moving on from a successful MVP for the Supporting Families programme, the following further capabilities will need to be enhanced or implemented to progress further on the organisations data journey.

Data Catalogue: Repository to capture technical, business and administrative metadata of all data products and information assets within the organisation. It helps users discover what data exists, understand what the data means, describes data lineage and relationships with other datasets, and defines who owns the data. It can act as a tool for managing information governance and security of assets (classification/confidentiality/redaction) as well as data lifecycle management enabling greater automation of data retention, archiving and deletion rules. We will use standard vocabulary⁵ to represent metadata here.

Data Dictionary: This defines domain-driven design entities and their relationships to one another at a high level. (For example, how a 'person' relates to a 'household', 'property', etc.)

⁵ <https://www.w3.org/TR/vocab-dcat-2/>

Master Data Management: MDM within a mesh architecture defines where the best version of the truth is for important domain entities across the organisation and ensures that identifiers and other key data elements about those domain entities are accurate and consistent organisation-wide. Fuzzy matching algorithms and Machine Learning algorithms can be used to support the linking of data entities helping to embrace and manage duplicated data rather than trying to eliminate it. It attempts to describe how critical data entities flow through various applications and processes across the organisation e.g. A Citizen Index for matching people across line of business systems.

Geographic Information Systems (GIS): The tools required to augment, analyse and visualise data which refers to any kind of geographic location i.e. geospatial data. Geographic data and information is central and key to all operations within local government; there is nothing the council does that does not have a spatial context. This is because a council's core and fundamental purpose, is the governance of a defined geographic area.

There is a need to review what GIS tools are used across the council and ensure that there is rationalisation as well as more standardisation to develop common patterns to integrate GIS capability into all data initiatives (where location is an important characteristic); driven by interoperability mechanisms with wider platform components e.g. mapping tools more integrated with Power BI. Furthermore, aside from the technology a wider Geospatial roadmap will be developed to advocate and formalise the best use of location data across the council. The council also needs to be sympathetic to, and adopt national geographic data standards and strategies, such as the UKs Geospatial Strategy⁶, written by the Geospatial Commission.

Data Virtualisation: Executing distributed queries against disparate data sources that are virtually integrated as a semantic layer (sometimes known as a Logical Data Fabric) which can talk to a wide range of data platforms and allow connections from any data consumers. This requires adapters to data sources, a metadata repository and a distributed query engine that can provide results in various formats (e.g., API, JDBC) for consumption. It allows consumers to access data through the semantic models which are decoupled from data location and physical schemas.

Artificial Intelligence/Machine Learning: Establish Artificial Intelligence capabilities by employing machine-learning techniques to develop predictive models without being explicitly programmed. Learning through sample and historical data to enhance areas such risk-stratification, automation, earlier interventions and better prediction and targeting.

The recent widespread proliferation and advancement of AI technologies such as Large Language Models (e.g. ChatGPT) and other generative AI algorithms, have demonstrated the power and increasing range of applications for AI technologies. Guidelines, policies and procedures for the ethical and responsible use of Artificial Intelligence for council business, will be drawn up and an AI Strategy will be formulated taking into consideration the potential social, ethical, and legal implications of this technology.

8 Working in Partnership

Although local authority data can be quite diverse and comprehensive it will not cover all needs and all circumstances, and this is clearly illustrated by the Supporting Families scenario already mentioned. As such, working with other organisations to deliver joint datasets, infrastructure and agreed outcomes is a key element of the success of data led decision making. The same 'product thinking' and other aspects of the Data Mesh Paradigm will apply to collaborative and co-created data 'products' just as they do to internal initiatives as far as possible.

8.1 Partnership structures

The citizens residing in Cambridgeshire and Peterborough are no doubt consuming public services from a multitude of organisations and agencies and so supporting the right design, development and commissioning of those

⁶ <https://www.gov.uk/government/publications/unlocking-the-power-of-locationthe-uks-geospatial-strategy>

services means working together with these agencies to combine data (legally and safely) to get the full picture. The council already works with other agencies to share data where it is justified and appropriately governed and also works together on joint analytics projects and these important formal partnership structures will continue to be key to driving forward with more holistic insights which are of benefit to the lives of people living in the county and beyond.

Important formal partnerships that are focused on analytics and insight already include:

- Sustainability and Transformation Partnership (STP) Digital Enabling Group
- STP Health Analytics Community and ICS Intelligence Function and Population Health Management
- Regional performance partnerships in adults and children's services
- Cambridgeshire Insight Steering Group

This strategy proposes using traditional structures such as the Joint Strategic Needs Assessment (JSNA) to support new developments of population level information on a wide range of issues. This will involve working closely with data and informatics teams in health, housing, police and other councils etc. The approach will be focused on people, places and systems to engage and align delivery to support better outcomes driven by joint data initiatives. Service governance and delivery partnerships such as the Health and Wellbeing Board, Community Safety Partnerships, the Greater Cambridge Partnership, Delayed Transfers of Care Programme Board etc, will have strong coordination roles to enable this.

The Public Health Intelligence team within the joint Public Health Directorate (CCC/PCC) and the Policy and Insight team will be particularly key in supporting partnerships. Developing new and existing relationships, they have been working for some time with local systemwide colleagues to extend data sharing across organisations, providing support for population-level planning and commissioning of services.

8.2 Joint data initiatives

Many of our most complicated challenges are about sharing data across organisational or system boundaries, e.g. child birth data, health and dental checks, health / social care interface services such as Occupational Therapy and Assistive Technology.

The technical resources of the council as large-scale providers and commissioners of public services is significant. This arises from the breadth of services that are provided by local authorities and our key role in commissioning public health programmes. The Data Mesh architecture and capabilities described in this strategy, will provide more interoperability for council data infrastructure and assets to be used across partnerships and open more opportunities for collaborative initiatives.

The council will aim to share information in the following ways in particular:

Work with partners to develop truly shared records

These will need to be focussed on particular needs and will be most useful for co-ordinating micro decisions made by operational managers e.g. ICS Shared Care Record (Local Health and Care Record) - primarily to support coordination of health and care provision for individuals.

Provide partners with population level datasets

Specific population wide information but not usually held at person or record level, used for the evaluation of an idea or strategy through modelling or hypothesis testing e.g. something akin to the Kent Integrated Dataset - primarily to support population level health and care service planning.

The latter approach is a key dependency for Communities programmes and will be needed to drive this forward in local areas.

8.3 Integrated Care System and NHS Data Platform (DSCRO)

The Cambridge and Peterborough Integrated Care Board (ICB) has a requirement (from NHS England) to have a population health and planning data platform, with business intelligence tools, by April 2024. They are working towards procurement of a platform and tools but in the short to medium term, population health work will be using information stored in the NHS Cambridgeshire and Peterborough DSCRO⁷ data warehouse. This contains patient-level data from secondary care, mental health care, ambulance services, NHS community services, as well as information on births and deaths in our area. It will shortly also contain primary care data (from GP practices) and is also taking in the first data from Cambridgeshire and Peterborough local authorities in the form of some information on users of LA-provided adult social care. The data is held in a secure warehouse, regularly updated, and can be interrogated using SQL to extract and link patient level data from various sources.

The council is part of the Integrated Care System (ICS) which is a wider partnership bringing together NHS organisations with local authorities and other partners to plan services and improve health together across Cambridgeshire and Peterborough. As ICS partners, in January 2023 staff from Public Health Intelligence and Policy and Insight teams will be given access to this DSCRO data warehouse (with certain reasonable restrictions) which will enable more work joint data work with NHS colleagues on projects which are relevant for both the NHS and the local authorities.

The DSCRO warehouse is a secure system which can manage access appropriate to each user. In the medium term, the hope is to include more data from the local authorities in order to enrich population insight and develop better prevention services to keep residents healthy, as well as understand what healthcare services are needed and where. The potential uses for wider population insight are huge; the warehouse could also include some policing data, fire service data, and data from lower-tier local authorities, in particular housing data and benefits information, as well as low-level geographical information based on the 2021 Census and other sources.

It is not envisaged as a universal storage place for every piece of local authority data, but information leads across the system need to be aware of its existence and the potential to link health data to council data (and council data to other council data or other external data). It should allow new levels of population insight with great potential benefits for insight and understanding across both the NHS and councils (and other public sector bodies).

As well as developing a population health data management and insight capability, the local ICS are developing their own data strategy and so the council will continue to work closely with the wider health and care system to both engage and influence strategic direction and avoid real duplicated effort where possible across the public sector. This data strategy seeks to ensure that collaboration happens as seamlessly as possible and in scenarios where the DSCRO warehouse seems the best fit for particular council data 'products' and initiatives to reside, this will be evaluated and utilised exploiting existing wider system capabilities as much as possible.

8.4 Smart - Cambridgeshire

The 'Smart' work across Cambridgeshire looks to leverage new and emerging technologies and data to help address help address the challenges faced by the area, congestion, poor air quality, climate change adaptation and mitigation, public sector service delivery and improving the quality of life for residents across Our communities. The work is delivered in two parts.

Greater Cambridge Partnership – Smart Workstream

Smart Cambridge⁸ supports and enables the Greater Cambridge Partnership (GCP) to take advantage of the opportunities provided by technology. The Smart team help to ensure that our investments and the legacy we leave behind are appropriately future focused by considering existing and emerging technologies.

The work of the Smart Cambridge team is focused around five key themes, namely to:

⁷ <https://digital.nhs.uk/services/data-services-for-commissioners/data-services-for-commissioners-regional-offices>

⁸ <https://www.connectingcambridgeshire.co.uk/smart/>

- Use data and technology to support a shift from private car usage to sustainable forms of transport.
- Use data and technology to improve the management of the highway network.
- Improve the range and quality of data available to GCP, and explore innovations to help GCP and its partners make best use of the data available
- Develop strategies and approaches to ensure that new communities take advantage of data and technology to promote sustainability
- Keep GCP abreast of external developments and potential collaborations to advance towards GCP's objectives

To support this work Smart Cambridge has been experimenting with an intelligent city data platform in collaboration with University of Cambridge. The platform consists of the following:

- LoRa Network which is a low powered communication network for sensors
- IoT sensors – Bluetooth traffic sensors, Air Quality Sensors, in-Building CO2 sensors etc
- Real-time data – Bus and Train data, Parking data
- Data platform which collects a number of streams of real-time data and allows access through an Open API as well as displaying the data through visualisations.

The platform, over the last few years, has demonstrated the value of brining such data together and has underpinned a number of projects including air pollution monitoring, enhanced publishing of real-time travel information and enabled policy makers to get basic answers to transport related questions.

The Smart Cambridge Platform has supported the Smart Workstream to use collate and use various data streams and a number of products such as analytical tools and travel planners have been built on top of it. However as this is a joint project with the University the development and maintenance is on 'best efforts' and isn't suitable for a 'business as usual' deployment. The Smart Workstream is exploring with partners what data infrastructure will be needed to support the GCP programme particularly as it begins at scale deployment of technology. An example of this is the at scale deployment of VivaCity traffic sensors along with partners 80 sensors have now been deployed, the challenge is how this data is cleaned, structured, analysed and shared with other public sector bodies. A platform would help to automate these processes, greatly reducing the effort needed to extract value from the data.

Connecting Cambridgeshire – Smart

The Connecting Cambridgeshire Team have been funded by the Cambridgeshire and Peterborough Combined Authority (CPCA) to deliver:

- A LoRa network in parts of Huntingdonshire, East Cambs and Fenland
- Sensor pilots – flooding and Air Quality

It is likely that this work will scale up to explore other areas of sensor deployment that could help and support service delivery with the county council. Currently these deployments use the sensor supplier's data platform and this tends to mean data is siloed. Connecting Cambridgeshire have been working with GCP, CPCA and the County to look at how a data platform could support the aggregation and sharing of the data they have started to collect.

The data capabilities described as part of this strategy will be developed to incorporate the platform requirements for both parts of the Smart programme of work. The ability to manage large amounts of unstructured streaming data such as that demonstrated in the Smart Cambridge platform is of critical value to our overall data objectives, providing a solid foundation for other such IoT initiatives to be included and expanded going forward e.g. better and wider use of assistive technology, telecare and other smart home monitoring technologies resulting in enhanced preventative care provision.

9 Open Data

The council is committed to community engagement and from a business intelligence perspective, the publication of open data is an important contribution to this goal. Data collected and processed as part of the delivery of public services is a public asset, and so it should be made available to support transparent government and because it is of instrumental value to the people in our communities analysing and visualising data to support the best possible decision-making as well as fostering innovation from data. Data will continue to be published on our **Cambridgeshire Insight Open Data Portal**⁹, and an **open data workplan** will be developed in partnership. In particular data domains, where Services are not dealing with sensitive data, then an ‘open by default’ approach will be considered for those service areas, with principles and policies formulated to enable and foster this.

Open data is usually made available in a relatively ‘raw’ way, for the user to access it and use as they see fit. However, as part of the open data agenda, the main website, **Cambridgeshire Insight**¹⁰, developed by both CCC and PCC on behalf of a partnership of local public sector organisations, was setup to provide more intuitive and accessible interactive content with accompanying narrative and context.

The platform supports the visualisation of data relating to a variety of needs and services, as well as the publication of analysis in a variety of mediums, both interactive and static. For example, Cambridgeshire Insight can be used to host Joint Strategic Needs Assessment documents, interactive maps of housing information, crime or population change, as well as profiles for wards or other administrative areas which combine population, economy, Census and housing data together in an easily accessible and publicly available manner.

The continued development of Cambridgeshire Insight to support Communities programmes and other place-based public service delivery will be laid out in a **development roadmap**.

10 Unstructured Data

Most of our unstructured data resides outside of line of business systems i.e.

- Emails in both personal and shared mailboxes
- Files stored locally on PCs and laptops
- Files stored in network storage such as teams shared areas and ‘home directories’. This data resides on a Storage Area Network (SAN) which is being decommissioned in August 2023.

During the adoption of Microsoft 365 all emails had been moved to the online version of Exchange as part of the migration process. A project is also now underway to update all staff to a new version of Windows managed by Microsoft Intune which includes migrating their locally stored files and personal network folders to OneDrive online.

The rest of the files held in shared network folders residing on infrastructure in the Sand Martin House data centre (i.e on the SAN) remain the most challenging aspect of this migration to Microsoft 365 storage. These files will all be migrated to Microsoft Sharepoint/OneDrive and a workable process to move this data has been piloted already and now needs to be initiated for the whole authority and completed before SAN decommissioning.

As more and more unstructured data is moved into the cloud it opens up opportunities to apply and use technologies on that data for processing and analysis, transforming it and extracting out of it metadata of a more structured nature. We hope to leverage Artificial Intelligence and Machine Learning capabilities to apply techniques such as Natural Language Processing (NLP), Text Mining and Optical Character Recognition (OCR) to not only provide insights into the unstructured data, such as sentiment analysis or visualisations, but also to support

⁹ <https://data.cambridgeshireinsight.org.uk>

¹⁰ <https://cambridgeshireinsight.org.uk>

business process transformations. For example, using Robotic Process Automation (RPA) to create intelligent document processing solutions to convert documents like invoices, contracts, agreements etc into structured formats and automate elements of processing them. Also such capabilities will allow better governance and control of unstructured data through automation, supporting aspects of data management such as retention, availability, classification, correct storage 'location', duplication, validity, currency etc. Much of this will be progressed naturally by exploiting the Microsoft 365 ecosystem together with Microsoft Power Platform capabilities, allowing and encouraging low-code and no-code development to be pervasive across the organisation and not limited to just the IT and Digital service.

Appendix A - Glossary of Terms

Application Programming Interface (API): A software intermediary that allows two systems to talk to each other and exchange data. APIs are an accessible way to extract and share data within and across organisations.

Continuous Integration/Continuous Deployment (CI/CD): CI is a modern software development practice in which incremental code changes can be made frequently and reliably. Automated build-and-test steps triggered by CI ensure that code changes being merged into the code repository are reliable. The code is then deployed quickly and seamlessly as a part of the CD process. The CI/CD pipeline refers to the automation that enables the incremental code changes from developers' machines to be delivered quickly and reliably to production environments resulting in increased early defect discovery, better productivity, and providing faster release cycles. CI/CD are DevOps practices and contrast with traditional methods where a collection of software updates were integrated into one large batch before deploying the newer version.

Data Cleansing: Reducing irregularities and omissions in data to provide credible data for all uses such as use in applications or reporting.

Dataflows: In the context of Power BI, Dataflows are basically a self-service data integration tool available in the Power BI service that can be used to fetch data from various data sources and create a data model in the cloud based on the schema of the datasets. An advantage of using the dataflows is that they can also be reused within the organisation, and as such, you can create modular ETL pipelines to prepare datasets. Dataflows can optionally be hosted on Azure Data Lake Gen2 storage for greater access and control.

Data-lake: A highly scalable storage repository that holds large volumes of raw data in its native format, without transformation, until it is required for use. Data-lake data often comes from disparate sources and can include a mix of structured data from relational databases (e.g. rows and columns), semi-structured data (e.g. CSV, logs, XML, JSON), unstructured data (e.g. emails, documents, PDFs, sensor telemetry) and binary data (e.g. images, audio, video). Data is stored with a flat architecture and can be queried and transformed as needed.

DataOps: A cross-functional set of practices, processes and technologies to operationalise data management and data architecture support provision with emphasis on communication, collaboration, integration, automation, speed and quality. DataOps seeks to improve data operations in the cloud in a similar fashion to DevOps and borrows similar practices.

Data-warehouse: A data storage architecture to process and transform data for advanced querying and analytics, normally in a structured environment such as a relational database. Designed to hold data extracted from transaction systems, operational data stores and external sources where required. The warehouse then combines that data in an aggregate, summary form suitable for enterprise-wide data analysis and reporting for predefined business needs.

De-normalisation: Combining data from multiple tables into a single table so that it can be queried more efficiently for reporting and analysis.

DevOps: A cross-functional set of practices, processes and technologies combining elements of development (Dev) and operations (Ops) designed to increase an organisation's ability to deliver applications and services faster than traditional software development processes. Exploiting the agility found in cloud services together with adoption of agile and lean methods of managing people, process, and technology applied to the full software production life-cycle.

DSCRO (Data Services for Commissioners Regional Office): A service provided by an external NHS organisation that allows storage and management of individual-level and identifiable data. ICSs are not allowed to hold this type of data directly themselves.

Extract Transform Load (ETL): A three-phase process to extract data from different sources, transform the data into a usable and trusted resource, and load that data into systems, often data warehouses, for further processing or analysis by end-users downstream to solve business problems.

Extract Load Transform (ELT): An alternative to ETL in which data is extracted and loaded and then transformed. This sequence allows the preloading and storage of raw data to a place where it can be modified later. ELT is more typical for consolidating data in a data-lake, as cloud-based data-lake solutions are capable of scalable processing and transformation on demand.

Minimal Viable Product (MVP): A basic, launchable version of a product that supports minimal yet must-have features. It is built with the intent to enable faster time to adoption, obtain early feedback, and achieve 'product-market' fit from early on. The MVP concept is perceived as a combination of the 'minimum essentials', something that has the basic features to satisfy the initial users but which can then be built upon incrementally as feedback is received.

Natural Language Processing (NLP): Uses artificial intelligence to give computers the ability to interpret, manipulate, and comprehend human language such as voice and text, e.g. emails, text messages, social media newsfeeds, video, audio. Intent or sentiment in the messages can be analysed and even the provides the ability to respond, in real-time to messages, as part of conversation.

Normalisation: Process of reducing redundancy and inconsistency in data as well as cleaning the datasets of unused data.

Optical Character Recognition (OCR): The process that converts an image of text into a machine-readable text format that can then be processed as structured data. Often uses a combination of machine learning and computer vision algorithms.

Robotic Process Automation (RPA): Software to automate tasks and processes within businesses via scripts that emulate human interaction with application user interfaces. Often the scripts are produced using low-code and no-code platforms which are designed to be used by non-technical users and technical users alike.

Storage Area Network (SAN): A high speed network of storage devices that can be accessed by multiple servers or computers, providing a shared pool of storage space typically covering all enterprise storage requirements, from network file shares for users, to storage for servers.

Text Mining: Identifies facts, relationships and assertions, that would otherwise remain buried in the mass of textual data; by transforming (unstructured) text in documents and databases into normalised and structured data suitable for analysis. Results are often presented using HTML tables, mind maps, charts, etc. Text mining uses a variety of techniques to process the text, one of the most important of these being Natural Language Processing (NLP).

Version Control: In the context of software engineering, version control, also known as source control, is the practice of tracking and managing changes to software code. Version control systems (VCS) are software tools that help development teams manage changes to source code over time and support collaboration on software projects. A VCS keeps track of every modification to the code in a special kind of database and can often manage different iterations (with different features) of the same software being developed simultaneously, as different 'branches', which are eventually amalgamated. If a mistake is made, developers can turn back the clock and compare earlier versions of the code to help fix the mistake while minimising disruption to all team members.

Record of Change

Version no.	Date	Author/Owner	Description of Change
1.0	21/06/2023	Abdul Hadi	First release

Approvals

Signature	Print Name/Board	Date	Title/Role
Alan Shields			
Sam Smith			

Technology Roadmap 2023-2028

Version 1.5

7th June 2023

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Workforce

Microsoft 365

- Utilise and fully exploit all the capabilities of the Microsoft 365 product suite i.e.,
 - Device agnostic – Whilst the Office client apps are available on multiple platforms such as Windows, Android and iOS, apps such as Word, Excel and Outlook are also web-based and can work online without the need to install any software. Allowing them to be used on “bring your own” devices (BYOD).
 - Access Files Anywhere - Allows staff to store all the files in the cloud. This means they can be accessed by most smart devices and computers, from any location with an internet connection.
 - Secure Cloud Storage – A secure environment with robust security measures in place, like multi-factor authentication, which ensures unauthorised people can't access Council information.
 - Improved Communication - Tools to keep communication centralised and straightforward, with a consistent feel. Allows virtual conference calls and meetings to be held and facilitates collaborate with staff and external partners.
 - Business Continuity - With files stored in the cloud and regularly backed up, the Councils can continue to operate as normal in the case of a major disaster. Regardless of what happens to the physical End User Devices, email, files, and data are safely stored in the cloud.
 - Automatic upgrades – For Office apps such as Word, Excel, PowerPoint and Outlook, upgrades are performed automatically at predetermined intervals, so the latest version is always being used. This helps with counteracting potential security threats.

Telephony:

- National PSTN switch off – the UK is moving away from the old analogue public switched telephone network (PSTN) to a fully digital network. PSTN (and ISDN) services will cease in 2025. CCC plan to move to Voice for Microsoft Teams using Cinos SIP breakout. This will mean CCC Staff can make calls to landlines and mobiles from their laptops and smartphones. PCC will continue to use Cisco Jabber until end of contract (2025) and depending on success of the CCC move, will be considered for future implementation.
- Utilise staff personas to make the best use of Microsoft Teams and Mobile Phones. Personas are archetypical users whose goals and characteristics represent the needs of a larger group of users.

End User Devices (EUD):

- Deploy and manage all staff devices via Microsoft Intune. The end goal is to utilise Autopilot for “out-of-the-box” deployments with minimal IT staff involvement.
- Keep all applications up to date. Look at subscription-based pricing, where available.
- Replace our current, Data Centre-based remote access solution, with the Palo Alto Secure Web Gateway (SWG). Moving away from reliance on the Data Centre for remote working and develop a more flexible “cloud-centric” architecture.
- Migrate offices that are currently on the WAN (Wide Area Network) to have DIA (Direct Internet Access). Use this to connect to Council services in the same way staff would use a Coffee Shop or home connection. This is a more cost-effective alternative.

Automation:

- Use tools in the Microsoft Power Platform (Forms, Automate, Dynamics, Apps) to automate routine and repeatable processes thus freeing up staff to handle more complex issues.

Data Analysis and Reporting:

- Using Microsoft Power BI to develop dashboards to allow staff to have up-to-date information at their fingertips, helping to establish the shift to 'you are the council, how can you help?' (See also Data Strategy).

Communities

Telephony:

- Move off the Cisco/Avaya platforms and look at Contact Centre as a Service cloud-based offering for Contact Centre requirements. This will include full multichannel allowing the Councils to communicate with their customers using a combination of indirect and direct communication channel i.e., website, emails, mobile, social media etc.

Communications:

- Implement Multi-factor authentication using Microsoft Azure AD MFA, to protect vulnerable social media accounts from attacks by hackers and the resultant, potential reputation loss.

Internet Access:

- Provide public access Wi-Fi across many community locations, including village, town, and city centres, in conjunction with Connecting Cambridgeshire.

Data Analysis and Reporting:

- Using Microsoft Power BI and where more detailed processing is required, Python and R to analyse customer interaction data to improve the Councils' understanding of the Communities needs and better design appropriate services.

- We also plan to move the computation required for these tasks into the cloud to make it faster and scalable.

Internet of Things (IoT):

- Develop the required infrastructure (see also “Internet Access” above) to support the deployment of IoT solutions using a wide range of communication technologies i.e., Wi-Fi, 5G, Satellite, RFID, Bluetooth, NFC, LoRa etc.
- Develop IoT solutions to help overcome the many hurdles of trying to live and/or do business in the County and City areas such as:
 - **Traffic and Parking Management** - Further utilise sensors in the highway network to collect data on traffic movements and patterns that could be utilised, via AI, to predict issues and alleviate congestion through active management.
 - Use IoT sensors, CCTV and AI, to collect real-time parking availability and use this predict demand and manage accordingly. Giving drivers the confidence, they can park and calculate their journey times more accurately.
 - **Public Transport** - Greater integration between current GPS tracking, giving citizens real-time information (at Bus Stops, public areas, and via the internet) and traffic information and management outlined above that would have the potential of making Public Transport more attractive using prioritization methods such as virtual bus lanes and other “active” traffic management controls.
 - **Air Quality** – The Councils already have facilities to measure aspects of air quality. However, the true utility here would be the combination of this data and other systems, not only to evidence the success or failure of any initiative, but to use this real-time data to adjust parameters, on the fly, of these other systems i.e., traffic management, Public Transport prioritisation) to optimise and react to environmental changes.
 - **Waste Management** - GPS tracking of wagons and (again) the traffic management mention above, would help the drivers to take the most efficient route to the bins that needed emptying. This would lead to waste disposal being carried out in the most sustainable way possible.

Digital technology could also help to collect data about the level of recycling compared to general (black bag) waste. A solution would be to collect data on how much (by weight) households were placing in each type of wheelie bin. RFID tags could be attached to each wheelie bin and at collection the bin is weighed (on the wagon) and the RFID tag is scanned. The data could then be analysed to see how much people were recycling by area, allowing targeted campaigns to be implemented in areas of low recycling.

Smart Bins can be introduced to improve the way litter is collected and managed. Sensors in the public litter bins could detect waste levels and notify the council of when they need emptying.

Partners

Collaboration:

- Migrating existing data to and ensuring newly created data is stored either in the Microsoft 365 stack (SharePoint and OneDrive) or in an externally accessible line of business system.
- Using Business-to-Business (B2B) functionality in the Microsoft 365 stack to allow controlled access by third parties but without the need to manage external identities within the Microsoft 365 tenant. Having our identities in 365 also presents the opportunity for partners to grant us access to their systems too.
- Using Microsoft Power BI to develop dynamic dashboards that can then be consumed by the relevant partners.
- Move to SaaS will lead to being able to offer access to line of business systems to outside parties.
- Encourage Partners to implement SaaS-based solutions allowing them to be easily accessed by Council staff.

Inclusion

Internet Access:

- Provide public access Wi-Fi is available across many community locations, including village, town, and city centres, in conjunction with Connecting Cambridgeshire.
- Improve the safety and security of “loan” devices (i.e., Tablets lent out by Libraries), through using Microsoft Intune to deploy and manage devices like Apple iPads and Android Tablets.

Applications and Websites:

- Applications and websites meet the latest accessibility standards. Microsoft 365 apps are designed with the requirements of EN 301 549, WCAG 2.0 AA.
- Utilise, through training and awareness, the “Accessibility” functionality available in Microsoft 365. Accessibility Checkers, Accessible Templates, Autogenerated Alt-Text for images and Captions for audio are available in the Microsoft 365 apps to make it easier for staff to make their emails, documents, presentations, and meetings more inclusive.

Access at Work:

- Develop a register of all Access to Work (AtW) installed hardware and software to improve and speed up the AtW IT request process.

Sustainability

Cloud First:

- Scale down and eventually remove the need to have our own Data Centre, by migrating our IT provision to the cloud, using the following technologies (in preferred descending order):
 - **Software-as-a-Service (SaaS)** - It is software that runs on a provider's infrastructure. The user pays for the licence but does not manage the data storage or physical hardware maintenance.
 - **Platform-as-a-Service (PaaS)** - A platform that a provider offers to its customers via the internet. It enables users to build applications and software on a solution without having to maintain it.
 - **Infrastructure-as-a-Service (IaaS)** - A set of raw IT resources offered to the user by the cloud service provider.

Equipment Procurement:

- Look for a low Carbon Footprint of our equipment in both their manufacture and use.
- Reduce Total Energy Consumption requirements.
- Look for:
 - A high portion of materials used in a product that are capable of being recycle.

A high portion of materials used in a product that have been diverted from the solid waste stream.

Equipment Disposal:

- What happens to equipment purchased by the authority at the end of its practical life is considered. We work with numerous initiatives to ensure devices that no longer perform to the required standard are donated to worthy causes, these include but are not limited to: Adults leaving care, Ukrainian refugees and "LaptopsForLearning". Equipment which cannot effectively reused is collected and sent for recycling by regulated operators.

Remote and Flexible Working:

- Implement the Palo Alto Secure Web Gateway (SWG) to allow staff to work remotely from any suitable location that has an Internet connection.
- Use Microsoft Teams Room licences coupled with Logitech Video Conferencing technologies such as the Logitech Rally Bar and Logitech TAP devices, to support Hybrid meetings.

Data

Data Storage, Analysis and Reporting:

- Microsoft Azure Data Analytics Tools
- AWS Data Analytics Tools
- API based data integration covering Data-as-a-service (DaaS) capabilities
- Master Data Management (MDM)
- Geographic Information Systems (GIS) – Spatial Database
- GIS Tools - Esri, MapInfo and QGIS
- Using Microsoft Power BI to develop dashboards to allow staff to have up-to-date information at their fingertips, helping to establish the shift to 'you are the council, how can you help?'
- Python and R to analyse customer interaction data to improve the Councils' understanding of the Communities needs and better design appropriate services.

Cyber Security

Security Operations Workflow Automation:

- Utilise Machine Learning and automation on activities requiring vast amounts of data analysis and repetitive tasks.
- Automatically combine endpoint, network, cloud, and identity data to detect advanced threats.

Cambridgeshire County Council

Cyber Security Strategy 2023 - 28

V.10

Julian Patmore
6-1-2023

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Introduction

A Cyber Security strategy seeks to provide a comprehensive plan for an organisation to protect its digital assets and minimise the risk of cyber security incidents. A cyber security strategy should outline the steps an organisation will take to protect its networks, systems, and data from unauthorised access, use, disclosure, disruption, modification, or destruction.

This cyber security strategy will help the council to:

- Identify potential threats and vulnerabilities to its digital assets
- Prioritise cyber security investments and allocate resources effectively
- Implement appropriate cyber security controls and processes
- Respond quickly and effectively to cyber security incidents
- Ensure compliance with applicable laws, regulations, and industry standards
- Develop a cyber security culture and promote awareness of cyber security risks among employees
- Build trust and confidence with stakeholders, customers, and partners
- Continuously improve its cyber security posture over time.

A Cyber Security strategy is a critical component of the council's overall risk management framework and can help to protect against the increasing threat of cyber-attacks and other digital risks.

The Cyber Security team is responsible for implementing the cyber security strategy and policy.

All employees of the council are responsible for following the cyber security policies and reporting any suspected cyber security incidents.

Exec Summary

Executive Summary

Overview & context

Like many organisations, the Council faces significant and wide-ranging cyber threats. The continuous growth and evolution of systems brings with it the potential for more vulnerabilities to be exploited. We therefore need to ensure that our defences are as robust as possible, protecting not only against technical and workforce vulnerabilities, but also understanding the threats, and having a comprehensive knowledge of our data and digital assets.

The Council has invested significant resource in strengthening our position over the last 18 months. The Cyber Strategy is one of the many outcomes of this work and it supports a vision of becoming 'a recognised leader within local government in cyber security'. To achieve this vision, we propose a holistic, multi-layered approach that includes preparedness, response and recovery.

The Strategy adopts national, government and industry standards and has five cyber objectives. To support these objectives, it includes a comprehensive set of outcomes. These not only cover technical themes, but also address the human element, governance and management of our cyber intelligence.

Objective 1: Manage cyber security risks

Outcomes in this area cover the need to manage risk through established governance and clear accountability. The Council needs a comprehensive understanding of its digital assets and information about all Council data should be documented and updated regularly.

The Council should understand and manage the potential risks emanating from commercial suppliers, including appropriate cyber security due diligence, contractual provisions and the need for regular reviews and audits.

It is important to understand the potential impact of a cyber incident on Council functions and the need mitigate these. This could potentially involve cross-organisation cyber exercises to obtain a comprehensive view of impacts and plan accordingly.

The Council should be able to access relevant and actionable cyber security data that enables effective risk management. Likewise, it needs visibility of cyber security assurances to make effective decisions with the confidence that it has appropriate cyber security measures in place to manage the risks to its functions.

There are benefits to be gained from forming strategic partnerships with the private sector, academia and other councils to enhance proactive defence through sharing intelligence, best practices and collaborating on initiatives.

Objective 2: Protect against cyber attacks

This objective involves implementing measures to prevent unauthorised access, compromise, or damage to the council's digital systems and data by external or internal threat actors.

The Council has adopted a 'defence in depth' approach which uses layers of mechanisms to combat cyber threat; this mitigates the risks and gives increased overall resilience. It also manages user access and responsibilities robustly to enhance security and resilience.

The Council is adopting a 'keep it simple' infrastructure which reduces the security threat landscape, improves management, reduces exposure and inevitably reduces cost. They are also adopting a 'zero trust' environment which ensures the Council is safe from unsanctioned users or high-risk connections.

System logs and workflows are used to provide alerts and the aim is to move from a reactive to a proactive security service which enables automatic remediation if an incident occurs.

ITDS works to industry standards and frameworks to ensure strong security and for cost avoidance. It runs a regular patch management programme to ensure all systems are configured securely and as up-to-date as possible and has enforced industry recommended strong passphrases throughout the workforce.

The council is developing shared capabilities with other organizations to increase resilience against cyber-attacks, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans.

Lastly, the Council's should have data classification in place to ensure all data is used and accessed appropriately, using a defined data ownership model with appropriate labelling, protection and management in place.

Objective 3: Detect cyber security events

This critical objective involves implementing measures to monitor the council's digital systems and data for suspicious activity or potential security breaches.

The Council should implement a comprehensive monitoring systems of network traffic, system events and user activity and should seek to provide 24*7 monitoring for all digital systems as well as using automated technologies to reduce the need for manual intervention.

There are good defences in place, but these are currently disparate. Work is underway to centralise these, and this will ultimately speed up security event detection.

The development of Data Loss Prevention (DLP) capabilities would be beneficial and would enable detection of insider threats and unauthorised data removal.

Key to the strengthening of Council cyber defences is the need to share capabilities, plans and exercises with other organisations. The Council should take every opportunity to practise its Cyber Incident Response Plan with these organisations.

The rise of artificial intelligence will inevitably lead to it being used in cyber crime and the Council will need to respond in kind by implementing AI powered cyber prevention technologies. This will further enable collaborative cyber detection with other organisations.

Objective 4: Minimise the impact of cyber security incidents

Minimising the impact of cyber security incidents is critical for local councils to limit subsequent impact on the council's operations, systems, data, and reputation.

Preparation is key and this includes maintaining the authority's incident response plan. It is incumbent on services to keep their business continuity plans updated.

For business areas to return to normal operations, data recovery is vital, and this relies on successful backups. Regular testing should take place to confirm that backups are retrievable.

Strong defences should be used to check individuals who access our systems or data, with continuous validation to authorise and retain access, 'least privilege' and device encryption by default.

In the event of a cyber incident, incident response procedures should be deployed with pre-defined plans and roles and responsibilities. The Council has several cyber incident playbooks which could be activated in this scenario. If necessary, IT will take services offline to protect Council data from further attack.

An area that should be addressed is the ability to identify the impact of new malware so that response can be managed effectively.

Whilst system and data restoration is important for services to return to normal after a security incident, to avoid further compromise, systems must be fully secure, patched and any remedial work undertaken **before** they are made available. This should be followed by a period of heightened security monitoring.

All cyber incidents should be followed up with a review of lessons learned to inform the Council's planning and response to future attacks.

Objective 5: Develop the right cyber security skills, knowledge, and culture

This objective is essential if the council is to ensure that its workforce can effectively manage cyber security risks and respond to security incidents.

Within IT, the Council must attract and retain staff skilled in cyber security and expand its resource in this area to deal with the increasing threat. Employee mental wellbeing should be considered as cyber security is a high stress environment. The Council should fund and provide regular training and development opportunities for any IT employees working in the cyber security environment.

Ultimately, the Council should aspire to have an appropriately resourced, dedicated Security Operations Centre capability to provide effective cyber event detection and response.

Cyber security is everyone's responsibility and Council the workforce is a key line of defence. The Council should promote a cyber security culture through awareness training and education campaigns, highlighting the need for cyber vigilance.

Achieving the Vision

A number of steps are needed to achieve this ambitious vision, and these are included in detail within the strategy. These steps will, however, need commitment from the Council.

Current and future tasks required to implement the strategy objectives are also included in detail.

Context

The increasing prevalence of cybercrime poses a significant threat to all organisations, particularly governmental ones. The nature of these threats can vary, ranging from organised criminal activities and state-sponsored disruption to insider threats from disgruntled employees. Furthermore, as IT systems continue to evolve and introduce new features, they may also introduce vulnerabilities that can be exploited by 'malicious actors' (any person or organization that intentionally causes harm in the cyber environment).

In the context of the local council, the busy and often rushed workforce may be more susceptible to making mistakes that can compromise the security of the council's systems and data. Additionally, the council has not previously prioritised cyber security, which led to cyber security falling behind in the list of priorities. This has meant the council's security posture is not as strong as it should be.

Over the past 18 months a lot of work has been done in this space, with an independent review being performed by the Department for Levelling Up, Housing and Communities (DLUHC) with recommendations actioned and a strategic review of the council's underlying infrastructure, end user devices, policies and organisational structure to improve the situation.

This strategy is part of that work and uses the Government's own [Cyber Security Strategy](#) as a framework

Our Digital, Data and Technology Roadmap to which this Cyber Security Strategy is intrinsically linked are outlined briefly below. The full documents can be found in [this repository](#)

Digital Strategy - The Digital Strategy seeks to set out the drivers, vision and plans for services delivered by IT & Digital over the next five years, for Cambridgeshire County Council.

Data Strategy - This focusses on the value of data as a core asset. It emphasizes the importance of data maintenance, quality and best practice whilst also promoting data availability and accessibility to those who need it.

Technology Strategy - The Technology Roadmap uses the themes outlined in the main Digital Strategy and details the proposed technologies that will be delivered to help achieve each theme's vision. It should also be read in conjunction with the Digital Strategy Action Plan.

Vision

The strategy's vision is:

"To be recognised as a leader within local government in cyber security in the next 5 years, taking a risk-based approach to protecting our digital assets and ensuring the confidentiality, integrity, and availability of our systems and data. We will achieve this by implementing best practices and continuous improvement, fostering a culture of cyber security awareness, and collaborating with stakeholders to ensure the highest level of protection against cyber threats."

Core

Achieving this Vision will require a new approach that not only protects the council but will have cyber resilience at its core.

Cyber resilience goes beyond just preventing attacks and detecting them in a timely manner. It involves having a holistic approach to cybersecurity that includes preparedness, response, and recovery, and focuses on ensuring that the council can withstand and quickly recover from any cyber security incidents.

Standards

The strategy will adopt and be based on the following standards

- NCSC Cyber Assurance Framework
- Government Minimum Cyber security standards (June 2016)
- Government Functional Standard G07: Security 6 (Security Standard)

Although not mentioned in the national strategy, the Council is also working towards the following industry standards certified policies:

- Public Services Network (PSN) Code of Connection
- Cyber Essentials Plus

- Payment Card Industry Data Security Standard (PCI DSS)
- Information Security Management ISO/IEC 27001

Objectives

The strategy will have 5 objectives

The objectives of the strategy are to

1. Manage cyber security risks
2. Protect against cyber-attacks
3. Detect cyber security events
4. Minimise the impact of cyber security incidents
5. Develop the right cyber security skills, knowledge and culture



Objective 1: Manage cyber security risks

Managing cyber security risks is a critical objective for the council. This objective involves identifying, assessing, and prioritising potential cyber threats and vulnerabilities that could impact the council's systems, data, and operations.

Outcome 1: The council has established governance arrangements with clear accountability enabling effective management of cyber risks at all levels of the council

Governance & Accountability - A governance framework exists that provides clear roles and responsibilities for cyber security, sets the tone from the top, and ensures cyber security risks are managed effectively.

A holistic approach needs to be taken on cyber security that is not just from an IT perspective. All areas of the organisation need to be involved, with specific collaboration from Information Governance, Risk & Assurance, Comms, Property and HR.

There are 2 boards that support this function:

- Strategic Cyber Security board – Responsible for Cyber policy decisions
- Operational Cyber Security board - Responsible for operational security (OpSec)

Currently an annual IT health check is performed and remediation actions are carried out reduce the risk and support the Public Services Network (PSN) application. To support the rapidly changing nature of OpSec, the Council should move from an annual assessment model to a continual assessment model where evolving risks can be identified and remediated in a more timely manner. Standards set by the NCSC and Cyber Essentials\Plus programme require critical severity vulnerabilities to be mitigated within 7 days, and high severity vulnerabilities to be mitigated in 14 days.

A clear and comprehensive cycle of audits against the various policies and procedures are to be undertaken on a regular basis. The regularity of these audits should be driven by a risk based approach to minimise the risk.

A clear Cyber Incident Response Team (CIRT) and Cyber Incident Response Plan (CIRP) have been established with several available playbooks. These playbooks are aregularly practiced and this needs to continue in order to refine the effectiveness of these playbooks and develop new ones as new threats arise or are exposed.

Outcome 2: The council has comprehensive visibility and understanding of its digital assets enabling it to identify and manage vulnerabilities and the cyber security risks they present

Document Digital Systems – Documentation for all digital systems used by the council should be reviewed, amended, and created as required. This documentation should include the purpose, function, and dependencies of the digital systems.

The council should ensure that all systems have a valid and up-to-date Data Protection Impact Assessment (DPIA) to help identify and minimise any data protection risks.

The Council should implement a Configuration Management Database (CMDB) aligned with IT Infrastructure Library (ITIL) best practices to ensure a comprehensive view of the council's infrastructure and interdependencies are captured and are easily accessible.

Outcome 3: The council has comprehensive visibility of the data it handles and shares so that it can appropriately assess and respond to the risks it presents

Document Data - Document all data held by the council, including its classification, location, and sensitivity. This documentation should be regularly reviewed and updated. The documentation should include data flow diagrams to assist in Cyber incidents.

Ensure that the data conforms to the Council's Information Governance policies and procedures.

The council should leverage features in new and existing systems that support the automatic labelling of new data at creation by data owners, and the retrospective labelling of existing data. This

will allow the life cycle of data to be managed automatically with minimal manual input. This labelling should be included in any planned migration of data.

Outcome 4: The council understands and manages risks emanating from commercial suppliers

The council should develop a supplier management framework that ensures all suppliers are subject to appropriate cyber security due diligence and contractual provisions. This should include regular supplier reviews and audits.

This framework should include standard questionnaires to help manage this process for current and prospective suppliers which should be included in all current and future contracts and acquisitions.

Where appropriate, suppliers should be invited to take part in regular Cyber rehearsals to practise and minimise the impact of any potential Cyber incidents. We should seek to establish this capacity in future contractual arrangements, including elements of Cyber response requirements of suppliers.

Outcome 5: The council understands the threat it faces relative to its functions in order to plan appropriate mitigations, at both an organisational and cross-government level

The council should develop an understanding of the cyber security threats faced by the council and the potential impact of these threats. This should include regular threat intelligence gathering and analysis.

The process of threat analysis should be automated and combined with existing knowledge provided by a SIEM solution to automatically highlight risks. A future enhancement to this process should include the use of Security Orchestration And Remediation (SOAR) technologies to reduce the manual intervention required and improve response times to threats and incidents. AI should be utilised wherever possible to reduce manual intervention.

The council should seek to organise and become involved in cross-organisation Cyber exercises to understand and plan for the wider issues caused by industry sector cyber incidents.

Outcome 6: The council has timely access to relevant and actionable cyber security data that enhances their ability to make effective risk management decisions

The council should ensure that all employees have access to up-to-date cyber security information, including policies, procedures, guidance and training. Regular user facing Cyber exercises, such as Phishing simulations and passphrase testing, should be undertaken to raise awareness and measure effectiveness of current educational measures and the councils risk exposure.

Cyber threat feeds and Dark Web monitoring should be implemented into a future SOAR solution to improve response times and reduce risk.

Outcome 7: The council's cyber security assurance provides the council with the visibility it needs to make effective decisions and the confidence that it has appropriate cyber security measures in place to manage the risks to its functions

The council should establish visibility over the council's IT infrastructure and digital systems, including Security Information Event Management (SIEM) and automated monitoring of capacity and

performance of systems. This will enable the council to detect and respond to cyber security incidents.

The council should conduct a thorough assessment of the council's systems, networks, and assets to identify potential vulnerabilities and threats. This assessment should cover both technical and non-technical aspects, such as policies, procedures, and human factors.

The council should implement a robust vulnerability management program to regularly identify, assess, and mitigate vulnerabilities in the council's infrastructure and software. This should include continuous scanning, patching, and updating of systems.

The Council should ensure that appropriate security controls are in place to protect the council's critical assets. This includes, but is not limited to firewalls, intrusion detection and prevention systems, access controls, encryption, and other relevant security measures.

Outcome 8: Strategic partnerships with the private sector, academia and other councils are further embedded to enhance proactive defence

The council should establish strategic partnerships with other organisations in the public and private sector to share threat intelligence, best practices, and to collaborate on cyber security initiatives.

The council should establish a dedicated Security Operations Centre (SOC) to manage the Cyber threat. This could be in partnership with other organisations or paid third parties initially, while the capability is built. This collaboration may continue longer term or be replaced with a dedicated model subject to measured effectiveness.

Objective 2: Protect against cyber attacks

Protecting against cyber-attacks is a critical objective for any organisation, including local councils. It is imperative the council and their reputation are protected by establishing some cyber defences. Do nothing is no longer an option!

This objective involves implementing measures to prevent unauthorised access, compromise, or damage to the council's digital systems and data by external or internal threat actors. So, putting in place security controls and processes that can mitigate commodity attacks will go some way to making the council a hard target.

Adopting a defence in depth approach to mitigate risks through the full range of potential attacks will give the council more resilience to cope with attacks that use more bespoke tools and techniques.

A user education and awareness program would inform users to be aware of risks of discussing or sharing work related conversations to help avoid the potential of being targeted by phishing attacks.

Outcome 9: The council adopts a common approach to 'secure by design' to ensure that appropriate and proportionate cyber security measures are embedded within the technology government uses, and that the security of digital services is continually assured throughout their lifecycle

The councils are ensuring that all infrastructure, digital systems and applications are designed and built with security in mind, incorporating security controls and principles throughout their lifecycle. The councils have adopted a defence in depth strategy - which is the use of a layered approach - when designing the security posture. From a cloud perspective there are firewalls, email and web

filtering systems and a centralised endpoint management platform. From the Data Centre perspective there are multi zoned firewalls, web and email filtering plus AV software on all infrastructure and endpoints. The network perimeter defences are there to detect and block downloads, malicious domains and direct internet access. This makes it difficult for an attack to be carried out, provides detection easier and reduces the impact of any compromise.

From a user perspective the principle of least privilege and separation of duties is implemented. Users only have access to resources which are required to fulfil their employment duties. Also, certain processes cannot be just completed by a single person or system – which leads to a single point of failure – by making sure responsibilities are distributed.

From an infrastructure perspective the councils are moving towards a ‘keep it simple’ service which reduces the security threat landscape, improves management, reduces exposure and inevitably reduces cost. Along with this the councils make sure – as part of industry and vendor best practice – implement security on default configuration settings. The councils are regularly testing and reviewing their backup and restore procedures - by implementing simple services within the cloud such as snapshots - which reduce the recovery time objective.

The councils are now moving away from ‘trust but verify’ towards a ‘zero trust’ environment. This is where any access to any resource needs to be justified and monitored. This model enables the councils to stay resilient, secure, optimise remote access and reduces the attack surface. Enforcing dynamic policies at the endpoint provides granular and secure control to access resources. A zero-trust model ensures the councils are safe from unsanctioned users or high-risk connections.

Outcome 10: The council deploys cyber security controls commensurate with their risk profile to ensure that risks to their functions are managed proportionately

One of the essential requirements to prevent any Cyber-attacks is knowing what, where when and how to deploy controls across the organisation. As stated above the councils have implemented a defence in depth strategy which is continuously evolving and improving based on new and sophisticated cyber threats.

The councils have deployed a range of security controls – in the cloud and on premise - to protect against cyber-attacks, including next generation application firewalls, email and web filtering, anti-malware software, network segmentation, SIEM, DLP and access controls. These controls are regularly reviewed and updated as part of regulatory compliance and service improvement.

The SMH Data Centre is controlled using TDSI and monitored 24/7/365 by the CCTV Control Centre. Main council buildings – Sand Martin House and New Shire Hall - are also monitored by CCTV and controlled by TDSI. The councils have a numerous policies and procedures that help reduce threats and identify risks such as CIRP.

The councils undertake scheduled and regular infrastructure maintenance to make sure the environment is up to date with any vendor patches or critical updates to avoid any security vulnerabilities.

The councils have implemented a SIEM logging tool which provides a centralised repository of syslog's, events and enables workflows to be setup for alerting. The long-term goal is to move

towards a SOAR solution which will complement what is being done today by moving from a reactive to a pro-active cyber security service by enabling automation remediation – through artificial intelligence - when security incidents happen.

Outcome 11: The council's technology is appropriately configured, with standard profiles for common technology and architectures being developed and continuously updated

The councils ensure that all digital systems and applications are configured securely, including regular patch management and updates to software and hardware – via the scheduled maintenance windows -, and the use of strong passphrases. The councils – along with their partners – try to make sure that industry standards and frameworks – such as such as NCSC Cyber, NIST Cyber and Risk, Cyber Essentials Plus, ISO27001, ITIL and PCI DSS - are implemented not just for security reasons but as a rule of thumb and for cost avoidance. Vendor or industry reference architecture and solution designs are regularly consulted and incorporated in all ICT implementations.

Outcome 12: Shared capabilities, tools and services tackle 'common' cyber security issues at scale

The councils are developing shared capabilities with other organizations to increase resilience against cyber-attacks, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans. The councils have regular meetings – and attend webinars – with NCSC, DLUHC, OWASP and NLAWarp. This enables the councils to obtain government funding, advice, and guidelines for managing cyber threats and incidents. The councils need to also collaborate with the LGA and SOCITM to understand what other local authorities are experiencing and doing within the cyber space.

Outcome 13: The council's data is classified appropriately and handled and shared in a way commensurate to the risk it presents

The councils should be looking to have a data classification and categorisation model where data classification is used to ensure that all data is classified according to its sensitivity and accessed appropriately by staff who perform that job function. This should include the use of encryption and access controls to protect sensitive data.

Before a data classification framework can be implemented it is paramount that a data ownership model is also defined. The councils need to clearly define the data roles and responsibilities for data owner, controller, processor and custodian.

The council's data policy needs to incorporate how data is labelled, protected (rest, transit and use) and managed. In terms of data classification - the councils need to make sure data types with similar levels of risk sensitivity are grouped together – the need to include restricted, confidential, internal and public are just a few examples. In terms of the management of data the councils should have

various policies and procedures which should cover things like access, retention, disposal, and encryption.

Objective 3: Detect cyber security events

The objective of detecting cyber security events is critical for the council to quickly identify and respond to potential security incidents. This objective involves implementing measures to monitor the council's digital systems and data for suspicious activity or potential security breaches.

Outcome 14: Networks, systems, applications and end points are monitored to provide proportionate internal detection capability

The council should implement a comprehensive monitoring system that includes logging and analysis of network traffic, system events, and user activity. This should include the use of intrusion detection/prevention systems, security information and event management (SIEM) tools, and regular security assessments.

The council should seek to provide a 24*7 monitoring for all digital systems, but careful thought must be given as to the impact of this on existing teams. SOAR (Security Orchestration, Automation and Response) technologies, including AI, should be used to reduce the manual interventions required to rectify detected cyber security events.

The Council has good defences in the areas of edge network protection (firewalls), email filtering, malicious website protection and antivirus. While all these systems all provide logging, this logging of events is not currently centralised for easy centralised detection and each system need to be accessed individually to build a complete picture. This adds time to any current detection efforts and reduces effectiveness.

Work is underway on centralising the security solution logs with the implementation of a Security Information and Event Management (SIEM) platform. Having the security logs located in a single location will speed up the process of cyber security event detection.

The Council is moving away from a traditional data centre trusted model to a more modern Zero Trust Network Architecture (ZTNA). The deployment of ZTNA will provide vulnerability and threat detection within the network to complement the current detections done on the network edge firewalls.

The council should look to build on the work being done on detecting client behaviour anomalies by improving the network detection capabilities within the cloud environment replacing the conventional data centre.

Not all Cyber Threats are external. The Council should develop Data Loss Prevention (DLP) capabilities as part of any new technology implementation. DLP will enable detection of insider threats and data exfiltration scenarios. As data exfiltration commonly precedes a ransomware attack, detection of data exfiltration would allow the amount of data exfiltrated to be minimised along with raising a flag for a potential ransomware attack being in progress.

Outcome 15: Shared detection capability provides detection at scale

Shared Capabilities - Develop shared capabilities with other organisations to increase detection capabilities, including sharing threat intelligence, participating in cyber security exercises, and developing joint incident response plans.

The Council currently has a practiced Cyber Incident Response Plan (CIRP), a defined core and complete Cyber Incidence Response Team (CIRT), and a set of cyber playbooks for us with incidents. Detection is a key part of these playbooks, and the Council should continue to rehearse and refine these playbooks on a regular basis. The Council should take every opportunity to practice the CIRP with other organisations.

The rise of AI and the ever-decreasing costs of implementing it mean that AI will be misused as a tool by attackers. The Council will need to respond in kind to increase the speed and accuracy of response. Implementation of AI co-pilot or AI powered technologies will improve the speed and accuracy of detection.

With a more mature detection capability, the Council will be able to provide and consume indicators of compromise (IOC) feeds to and from other organisations. This will enable collaborative working in Cyber detection, reduce the effort and increase the speed of detection of cyber events.

Objective 4: Minimise the impact of cyber security incidents

Our authority will be targeted by malicious threats/cybercriminals. This is a risk we have accepted, but with all risks, we need to plan on how to mitigate/minimise the damage cyber security incidents could cause. Minimising the impact of cyber security incidents is critical for local councils to ensure that any impact is limited on the council's operations, systems, data, and reputation.

Outcome 16: The council is fully prepared to respond to cyber incidents

Prepare – Maintain and regularly update the authority's incident response plan. This plan should include clear roles and responsibilities, communication procedures, and escalation processes. Authorities should be building services in a resilient manner, with both cloud and on premises resistance to cyber-attacks. Any critical path or single points of failure should be identified and should be a managed risk. IT management should be engaging with the business to ask for teams BCP's to be updated regularly. Regular testing should be undertaken to confirm any backups taken can be used in anger.

The authorities should regularly check its security posture via Penetration testing. Firewall policies should be regularly reviewed. The authority should implement a Zero Trust Networking Access model. This would require all users, whether in or outside the authorities network, to be authenticated, authorised, and continuously validated for security configuration and posture before being granted or keeping access to applications and data. In addition, the authority should use the least privilege model when assigning permissions to users to access resources. Laptops and Mobiles devices used by staff should be encrypted by default and all accounts guarded by MFA.

Outcome 17: The Council rapidly responds to cyber incidents

Rapid Response – To ensure that the incident response team can respond quickly to any cyber security incident the authority should enact their pre-defined incident response plan with assigned roles and responsibilities for staff to react in a managed and efficient manner. The authority has created several Cyber incident playbooks which can be activated to deal with incidents in an appropriate manner. These play books will manage the incident.

The authority's cyber incident plan has dedicated teams to perform various tasks which are not limited to:

1. Survey The damage – Ascertain what damage has been caused and what systems have been compromised. Understand how systems have been compromised.
2. Limit Further Damage – Look to limit further damage but taking systems offline, segregating systems, or blocking traffic.
3. Record Details – Take log files and backups from an affected system this could be used during a criminal prosecution or to claim cyber insurance.
4. Inform – You need to inform affected users and senior stakeholders about the scope and scale of the breach. Also, inform any regulatory bodies if required.

Other resources will be pulled into the team if necessary with representation from Information Governance, Communications, HR and Property.

An important area for improvement is the Council's capability to identify the impact of new malware. Currently the Council must rely on third parties which can take several days to provide answers. Knowing the impact of malware that has been executed is critical in scoping the impact of the malware on the IT infrastructure and guiding the nature of any mitigations that need to be put in place.

If required and necessary, IT will take services offline to protect council data from further attack.

Outcome 18: The council restores systems and assets affected by cyber security incidents and resumes the operation of its functions with minimal disruption

Restore Systems – During an attack, and in the aftermath of an attack everyone will be working towards restoring affected systems and data to their pre-incident state as quickly as possible. Whilst doing so is the end goal it is important to ensure that the system is fully secure and fully patched and that any remedial work to improve the system has been performed.

The authority would need to create an incident checklist to confirm all tasks have been completed and that the system can be restored to the pre-incident level. This checklist would need to be owned by senior stakeholders and if engaged 3rd parties to confirm the system is now secure. We would not look to bring systems online until we are confident that we have identified and resolved any issues as failure to do so could lead to further systems being compromised and could exacerbate any issues.

Once the system has been restored the authority should look to introduce a heightened period of monitoring to identify any new or residual threats that may be exposed because of bringing the system back online.

Outcome 19: Lessons learned from cyber incidents drive improvements in the council's cyber security

Lessons Learned – After a cyber security breach we will need to learn from mistakes or areas of oversight.

Conduct a post-incident review to identify areas for improvement in the incident response plan and processes and implement changes to prevent similar incidents from occurring in the future.

Review the current Cyber Incident Playbooks and look to identify any weakness in them. Were they effective in this instance? Did we use the right playbook to deal with this incident? Do we need to update them? Do we need a new category of playbook?

The authority should review the tools it used to reduce or minimise disruption. Where these the right tools to use? The authority should look to identify new tools and make a business case as to what improvements they can make during the next incident.

The authority must be honest about any mistakes or failings when dealing with an incident. These mistakes should be used as learning opportunities and help to identified areas of training.

Objective 5: Develop the right cyber security skills, knowledge, and culture

The objective of developing the right cyber security skills, knowledge and culture is critical for the council to ensure that their workforce is equipped with the necessary skills and knowledge to effectively manage cyber security risks and respond to security incidents.

Outcome 20: All organisational cyber security skills requirements are understood

Understand Current Skills - Conduct a skills gap analysis to identify the current cyber security skills and knowledge within the council and identify areas for improvement. An education plan should then be created to develop cyber security skills.

Outcome 21: The council attracts and retains the diverse cyber security workforce it needs to be resilient

Attract and retain staff - Develop strategies to attract and retain skilled cyber security professionals, including offering competitive salaries and benefits, opportunities for professional development, and creating a positive and inclusive workplace culture.

The Council must build more capability in Cyber Response which will be very challenging in the current timeframe given the global shortage of qualified and experience Cyber Security Staff. A procurement is underway to provide modern apprenticeships in this field for current and future staff upskilling.

The mental health of cyber security personnel is an important consideration. Cyber security personnel are particularly prone to burnout and the Council needs to take measures to prevent this. The use of AI co-pilot technologies and assistance from third parties can reduce the workload and stress of cyber security staff and also enhance response times. Mental health needs to be very closely monitored during any incident to reduce the likelihood of staff sickness.

Ultimately the Council should aspire to have an appropriately resourced dedicated Security Operations Centre capability to provide effective cyber event detection and response. This could be enhanced using AI co-pilot technology, third party managed solutions or shared capability with other partner organisations. The NCSC provide valuable advice on building a SOC here:

<https://www.ncsc.gov.uk/collection/building-a-security-operations-centre>

Outcome 22: The council continuously develops its cyber security workforce to ensure that it has and retains the skills it needs

Develop Workforce - Provide regular training and development opportunities to enhance the skills and knowledge of the cyber security team and other relevant staff members. This should include technical training as well as soft skills training such as communication and teamwork.

The Council has already instigated a series of cyber rehearsals. By continuing these rehearsals, and widening them to include partner organisations, the Council can improve the overall cyber response of its own and partner organisations.

A useful approach to cyber security staffing is to develop internal staff and attract new talent using apprenticeships. A varying level of available apprenticeships will match existing staff capabilities and allow for onward development opportunities.

Apprenticeships often use vendor neutral training to be as applicable to as many employers as possible. The Council should seek to supplement these vendor neutral qualifications with industry recognised cyber qualifications and vendor specific training aligned with technical solutions in use at the Council.

Many cyber security qualifications require provable continuous professional development, so the Council should seek to establish a budget to support this development.

Outcome 23: The council has a cyber security culture that empowers its people to learn, question and challenge, enabling continuous improvements in behaviours and resulting in sustainable change

Culture - Promote a cyber security culture throughout the council by raising awareness of cyber security risks and best practices and encouraging a proactive and vigilant approach to cyber security.

It is important to baseline the current cyber behaviours of staff. By baselining this behaviour, the effectiveness of cyber security awareness campaigns and tests can be measured on an ongoing basis.

Cyber security is everyone's responsibility and by carrying out a continuous education program this can be highlighted at all levels. The Council should be careful to implement any testing using a "no blame" culture to ensure the engagement of staff.

Achieving the Vision

The strategy builds on the good work that has already been achieved to date, however, it recognises that there is still more to do to build its resilience in face of the continually evolving threat landscape that presents itself. This landscape is dynamic and changes at an increasing exponential rate, the vision that has been laid out, is ambitious and will need commitment from the council. To achieve this the following steps will be taken:

1. Implement this strategy with its clear set of objectives and outcomes within.
2. Implement best practices and continuous improvement to ensure that the council's systems and data are secure. This includes but not limited to regular vulnerability assessments, penetration testing, and security audits.
3. Foster a culture of cyber security awareness by providing regular training and awareness programs for all staff across the council, highlighting the importance of good cyber hygiene practices, and encouraging reporting of any suspicious activity or incidents.
4. Adopt the NCSC's Cyber Assessment Framework (CAF)
5. Adopt the NCSC's Target Operating Model for a SecOps function
6. Collaborate with stakeholders, including other local councils, government agencies, and private sector organisations, to share knowledge and best practices, and work together to ensure the highest level of protection against cyber threats.
7. Ensure that cyber security is embedded throughout the council's operations and decision-making processes, including procurement, IT system development and maintenance, and incident response planning.
8. Ensure that Cyber Security is continued to be recognised as a high-level risk on the council's risk register and that appropriate measures are continually refreshed as when threats and mitigations change
9. Continuously monitor and evaluate the effectiveness of the council's cyber security measures and adjust the strategy and objectives as needed to ensure that the vision is achieved within the next 5 years.

Implementation

The implementation of this strategy is split between Now and Next for each of the objectives. Now are activities that are currently being undertaken and or will be completed in the next 18 months. Next will look at our longer-term ambitions.

Objective 1: Manage cyber security risks

Now	Next
Enhanced governance and accountability across the council in relation to cyber security at both strategic and operational levels	Achieve Cyber Essentials Plus accreditation
Enhanced asset discovery and management discovery measures across the council	Map systemic risks in council's supply chain working alongside the council's procurement strategy
Develop a proactive vulnerability management process using internal and external testing to meet NCSC and Cyber Essentials\Plus standards	Enhanced automated, live threat information shared at scale across partners
Re-certify PSN accreditation	Implement the proactive vulnerability management process
Further embed strategic partnerships with the private sector, academia and other local authorities	Align to PSN replacement
	Ensure all systems have a completed Data Protection Impact Assessment (DPIA)

Continue working with internal audit managing and monitoring current and future cyber risks	Conduct a thorough assessment of the systems, networks, and assets to identify potential vulnerabilities and threats. This assessment should cover both technical and non-technical aspects, such as policies, procedures, and human factors
Ensure all new systems have a completed Data Protection Impact Assessment (DPIA) and Data Flow Diagrams	
Continue to practice and develop CIRT\CIRP processes	Implement a Configuration Management Database
Manage and monitor the Cyber risks caused by human behaviour including Phishing and Passphrase management	Develop data labelling and policies to support the confidentiality, integrity and authenticity of council data
Develop cyber specific supplier questionnaires and develop contracts to embed Cyber management into the supply chain	Extend cyber threat exercises to suppliers and partners
	Implement SOAR technologies with automated threat and dark web monitoring feeds
	Introduce AI technologies where available to automate workload and increase detection and remediation effectiveness

Objective 2: Protect against cyber attacks

Now	Next
Implement Zero-trust/Trust verify networking principles	Harnessing of emerging technologies to enhance cyber security
Manage, upgrade or remove legacy technology across the estate	Adopt the government's future 'secure by design' framework
Common configuration for common digital products and services developed and shared	Implement best practices and industry standards & frameworks
Refresh infrastructure management policies	Machine Learning/Artificial Intelligence – Introduce DevOps and AIOps
Automation through zero touch deployment	Identify roles and responsibilities
Classifying and categorising data – AD Group membership	Attribute-based access control
Appropriate network and user controls	Introduce NAC (802.1x) on the wired/wireless environments
Centralised hub/spoke connectivity	Distributed physical with centralised logical connectivity. Align WAN networking to cloud connectivity.
Defence in depth strategy	

Industry Cyber Certification	Introduce more layers of security without complexity and performance being impacted
SIEM	Implement a SOAR/SOC service for managing and monitoring a pro-active Authentication, Authorisation, Accounting and Auditing service.
Collaboration	Build relationships other authorities and professional bodies to learn, explore and implement
Infrastructure Peer Review	Engage with third parties for impartial reviews on whether best practices, standards and frameworks are being implemented
Data Policy	Classify, categorise, protect and manage
Support & Maintenance	Achieving Cyber Essentials Plus. All software and hardware on the production environment needs to be supported.

Objective 3: Detect cyber security events

Now	Next
Comprehensive and proportionate detection capability developed across the council.	Every digital system to have 24/7 security monitoring.
Consolidate existing security solutions logs into SEIM solution.	Harnessing future technology and AI to grow and accelerate the detection of cyber security events.
Enhance internal capability to forensically identify the payload of new threats.	Adopt the government's common language for organisations to record information about cyber security incidents and 'near misses'.
Internal threats and vulnerabilities detection capability to be enhanced as part of Zero Trust design principles	Expand cyber exercises to include partner organisations for enhanced collective response.
Continue to practice and refine response to cyber events.	Use automated technologies for sharing threat intelligence with other organisations.
Develop Data Loss Prevention (DLP) capabilities to minimise data breach incidents and provide early warning of other potential attacks	Improve capability to detect network based events in new cloud infrastructure.
	Implement a Security Orchestration, Automation and Response (SOAR) service to automatically detect if an event is happening

Objective 4: Minimise the impact of cyber security incidents

Now	Next
Routine cyber security exercising of council critical functions.	Independent review (lessons learnt) process for all serious security incidents and vulnerabilities
Finalise and communicate the Cyber Incident Response Plan.	Implement a SOAR service that automatically takes services offline on detection of an event
Enhance the regular Testing of DR and Backup Systems	Work with departments to ensure that Business Continuity Plans reflect potential outages to systems
When onboarding suppliers confirm their security posture and practices.	

Objective 5: Develop the right cyber security skills, knowledge and culture

Now	Next
Finalise recruitment of SecOps Apprentice	Implement cyber security testing, to better understand the council's risk and target user education
Ensure there is a resilient number of CISSP certified staff to lead on cyber incidents	Provide budget for continuous professional development
Deliver a programme of cyber security culture improvements	Widen cyber incident rehearsal to include staff from Council partner organisations
Work with Cyber Griffin a London Police initiative to build on the council's knowledge and awareness	Implement the defined SOC
Promote good mental health practice amongst staff	
Continue cyber incident rehearsals and involve more Council staff outside of IT	
Establish the delivery model for the Security Operations Centre (SOC)	

General Security Re-tender of Contract for Cambridgeshire County Offices, Buildings, Land Assets and Employee Safety

To: Strategy and Resources Committee

Meeting Date: 11th July 2023

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/057

Outcome: To achieve a successful and timely procurement exercise for the re-tender of the general security contract for the Council's non-school buildings.

Recommendation: Strategy and Resources Committee is recommended to:

- a) authorise the re-tender of the security contract for Authority buildings and land assets, which is due to expire on 31st March 2024;
- b) approve the commencement of the re-procurement of the security Facilities Management Framework Contract for a term of 3 years from 1 April 2024 to 31 March 2027 with the option to extend for a further year which equates to a 3 + 1 + 1 year term; and
- c) delegate responsibility for awarding and executing a contract for the provision of general security for Cambridgeshire County offices, building, land assets and employee safety, starting 1st April 2024 for a 3 year term plus two annual extensions, to the Executive Director: Finance and Resources and, in accordance with Council procedures, in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

Officer contact:

Name: Chris Ramsbottom / Michael Hudson
Post: Service Director: Property / Executive Director of Finance & Resources
Email: chris.ramsbottom@cambridgeshire.gov.uk /
michael.hudson@cambridgeshire.gov.uk
Tel: 01223 699013

Member contacts:

Names: Councillors Nethsingha & Meschini
Post: Chair/Vice-Chair
Email: Lucy.Nethsingha@cambridgeshire.gov.uk
Elisa.Meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Council's non-school properties, sites, and land assets require a mix of electronic security control using intruder alarm and CCTV systems and a human security element via manned guarding services. The intruder alarm systems protect our buildings and sites overnight and over weekends and the CCTV systems add coverage outside working hours, but additionally add security 24/7/365, with recordings stored to help us investigate and eliminate anti-social behaviour against property, staff and visiting public.
- 1.2 At the time of writing, Facilities Management (FM) manage intruder alarm systems across 81 sites and CCTV systems across 34 sites. The number of CCTV systems are increasing as (a) the libraries Open Access project (un-manned libraries) moves forward and (b) Security Risk Assessments dictate that these systems would be beneficial in areas where anti-social behaviour is prevalent.
- 1.3 The electronic systems at Authority sites automatically signal an activation to an alarm monitoring station. The security provider's 24/7/365 control room team then despatch a security guard to site to act upon findings.
- 1.3.1 In addition to the protection offered by electronic security systems, manned guarding functions include:
 - Keyholding for all buildings and liaison with the emergency services for access.
 - Alarm response for all intruder alarm activations – false alarms included.
 - Patrols of buildings and sites
 - Locking and unlocking services
 - Boarding up services
 - Static guarding services
 - Security guard cover for possible contentious meetings with public attendance

Security guards can call out the Authority's maintenance contractor as required for any major building issues outside working hours.

- 1.4 The security contractor manages the Authority's lone working device contract – giving staff working alone or in difficult circumstances some assurance of help. These devices are used by our social care teams, libraries and archaeological teams, as an example.
- 1.5 The procurement strategy of the Security Contract will be by way of Open Tender and will be advertised at the Find a Tender (FATS) website, which since Brexit has replaced the Official Journal of the European Union, and on the Contracts Finder site.

2. Main Issues

- 2.1 The value of this contract is currently approximately £330,000 per year, but as buildings are added or removed from the estate, this will fluctuate. The total cost of this contract across the proposed new term would be £990,000. An element of reactive cost estimated in this figure. Retender costs (excluding Facilities Management officer time) would be approx. 7k for legal preparation and sealing of the contract.

As we add a building in or remove one, with an 'average' spec of requirements (as per

below in 2.2) costs could increase or reduce by 9k PA per building. It is difficult to be accurate on this figure over the current contract as changes around New Shire Hall (NSH) and the C2020 project meant that several new buildings were added to the estate, requiring new security systems or required enhancements to existing alarm or CCTV systems.

An annual increase includes the costs of living rises around manned guarding services, Retail Prices Index (RPI), travelling costs for engineers and the cost of electronic components. However, we are seeing improvements in some areas, for example camera quality has vastly improved over the last three years, for the same, if not slightly lower, cost. Each April 1st, contract rates for all elements of the service increase.

- 2.2 The estate is being reviewed as part of the new Property Asset Strategy and move to Corporate Landlord. This may result in continuation of remote working and potential rationalisation and reduction of the estate. If the estate reduces as we review our asset strategy, then we will see a reduction in the security contract costs.
- 2.3 In addition to a possible reduction of the estate, it should be noted that a large part of the security contract cost is attributed to the guarding service in place overnight and over the weekend at Shire Hall in Cambridge. This currently amounts to approximately £95,000 per year. Once that campus is handed over to the developer, the annual total security cost will reduce.
- 2.4 The Facilities Management team have links to all CCTV systems, the alarm activation and timings systems and all guarding services. Working closely with the security contractor, FM maintain security of our buildings, property, and data within and keeping our staff safe and secure. This is balanced with providing access to buildings during the working week and for pre-arranged out-of-hours slots during evenings and weekends, on arrangement, for optimum staff productivity.
- 2.5 The contract specification will be based upon outputs designed to encourage cost saving and improved performance through innovation, adoption of environmentally friendly techniques and materials, recycling of expired equipment and the use of new technology and socially responsible practices.
- 2.6 Risks associated with not re-tendering the existing general security contract are:
 - 2.6.1 Staff would be required to open buildings each morning and 'sweep' (clear), set the alarm and lock buildings each evening, incurring substantial overtime costs, working outside the normal working day.
 - 2.6.2 Additional staff would need to be employed to work evening and night shifts and would need to be SIA (Security Industry Authority) trained and provided with vehicles and keyholding systems and processes. Not FM's area of expertise.
 - 2.6.3 Some of our buildings are in deprived areas or areas with a large potential for antisocial behaviour and therefore require enhanced security.
 - 2.6.4 Maintenance of alarm and CCTV electronic systems, and the installation / enhancement of those systems would need to be subcontracted.

- 2.6.5 Our own staff would need training and accreditation to act as security guards at committee or Full Council meetings, as required.
- 2.6.6 Weekend patrolling and unlocking / locking services would need to be carried out by our own staff or subcontracted.
- 2.6.7 The Out-of-Hours, 24/7 helpdesk service provided by this contract would need to be outsourced.
- 2.6.8 Guarding at void properties would require dedicated staff on day shifts or night / weekend shifts. Our current provider uses dogs in many of these situations. Something that would not be possible using our own staff.
- 2.6.9 An alarm monitoring service and CCTV monitoring service (for The Authority's library Service) would need to be procured.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

The provision of general security services are undertaken across a wide range of non-school Council property including community centres, libraries, registry offices and other facilities serving communities across the County. The requirement to provide safe properties for our staff to work in and secure environments for equipment and data is fundamental to successful delivery of the Council's functions in providing an excellent service to all our stakeholders.

- 3.2 Travel across the county is safer and more environmentally sustainable

See wording under 3.1 above.

- 3.3 Health inequalities are reduced

See wording under 3.1 above.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

See wording under 3.1 above.

- 3.5 Helping people out of poverty and income inequality

See wording under 3.1 above.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

See wording under 3.1 above.

3.7 Children and young people have opportunities to thrive

See wording under 3.1 above.

4. Significant Implications

4.1 Resource Implications

The Council's planning assumption is that the re-tendered service will be within the available annual budget envelope.

The proposed procurement is for general security services on operational council buildings but could also be deployed on the Council's Farms Estate, or the Council's portfolio of let investment properties. Currently, several of the Council's vacant buildings from the disposals list deploy security services via this contract.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

This process shall be a threshold-level procurement, and the Cambridgeshire County Council (CCC) Procurement Team have been working closely with the service area.

The procurement will be issued as an OPEN (FTS) tender on the following grounds – the current security services provider is 1st Reaction Security Ltd . All bidders will have the options to take over CCC owned electronic systems system or install systems at their own cost or as part of the bid cost submitted.

We have engaged with Pathfinder Legal already to inform them of this up-coming re-re-procurement process, to ensure there are no delays.

4.3 Statutory, Legal and Risk Implications

The provision of general security on the Council estate is required to ensure that the Council meets numerous statutory obligations in relation to Health & Safety, personnel, data and equipment security, Fire Safety and other matters. Failure to provide such services could lead to enforcement or legal action being taken against the Council.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

4.8 Climate Change and Environment Implications on Priority Areas:

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive Status:

Explanation:

Latest technology electronics are employed to reduce power consumption. Efficient and long running battery back-up systems are in place to reduce wastage at times of battery replacement.

4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status:

Explanation:

Not Applicable

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status:

Explanation:

Not Applicable

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Neutral Status:

Explanation:

Active recycling of redundant equipment as sites close, equipment failures result in replacements or technology progresses. Full replacement of existing system would involve the use of additional electronic and other material resource and disposal/recycling of existing equipment. Minimising waste, pollution and resource extraction would assume ongoing use of existing system rather than replacement

4.8.5 Implication 5: Water use, availability and management:

Neutral Status:

Explanation:

See waste management

4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status:

Explanation:

Not Applicable

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Positive/neutral/negative Status:

Explanation:

Not Applicable

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?
No
Name of Officer: Not applicable

Have any engagement and communication implications been cleared by Communications?
No
Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No
Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health?
Yes
Name of Officer: Kate Parker

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?
Yes
Name of Officer: Emily Bolton

5. Source documents

5.1 None.

Retender of Asbestos Removal Services

To: Strategy and Resources Committee

Meeting Date: 11th July 2023

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/069

Outcome: The current Cambridgeshire County Council (CCC) Asbestos Removal Services framework will finish on the 9th February 2024. This framework is essential to the management of asbestos throughout the CCC property portfolio including all Schools where the authority have a legal responsibility. The CCC Asbestos Management policy (reviewed and passed by the Health and Safety Executive (HSE)) dictates that CCC will manage all asbestos in house to ensure the risk level is managed correctly and the CCC meets its statutory responsibilities under the Control of Asbestos Regulations (2012). The current expected value is 250k per year and the framework (6 Contractors) is for three years with a fourth year as optional. The framework (6 Contractors) will be used to generate income due to the ability to allow other authorities and partners to have access at 1.5% of their total spend or via a Service Level Agreement.

Recommendation: The Strategy and Resources Committee is recommended to:

- a) agree re-procurement of the Asbestos Removal Services Framework (1st January 2024 to 31st December 2027; and
- b) delegate authority to the Executive Director of Finance and Resources to appoint a contractor after a competitive procurement process and complete all necessary contractual documents in accordance with Council procedures in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

Officer contact:

Name: Philip Hill
Post: Compliance Manager
Email: Philip.Hill@cambridgeshire.gov.uk
Tel: 01223 699120

Member contacts:

Names: Councillors Lucy Nethsingha and Elise Meschini
Post: Chair/Vice-Chair of the Strategy and Resources Committee
Email: lucy.nethsingha@cambridgeshire.gov.uk / elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 CCC still have a large Property portfolio, particularly in Schools, that still has asbestos containing material. This is due to the construction age of many of our buildings being between the 1950's to 1990's. Although asbestos in good condition, is not harmful, and the current Cambridgeshire portfolio is well managed by CCC Property Compliance Team with the current Asbestos framework, it is essential we have the appropriate qualified Asbestos Removal Contractors (minimum 3 years HSE license) to ensure we meet our obligations of the Control of Asbestos Regulations (2012) and maintain the current high standards in managing asbestos.
- 1.2 The reproced framework will also be able to be accessed and utilised to address any asbestos related issues within CCC Maintained schools, and County Farm Rural Estate and others in line with the responsibilities within relevant lease agreement and service level agreement.

2. Main Issues

- 2.1 The importance of having fully licensed contractors to a high standard and managed directly by CCC is to ensure we recognise our responsibility as corporate landlord for an area that is highly sensitive, particularly in the education sector which is already subject to a national Health & Safety Executive (HSE) inspection. The framework approach advised (6 contractors) will give greater potential for savings, which has been evidenced on several previous tenders.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Significant Implications

4.1 Resource Implications

There are no expected significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The procurement will be managed in compliance with the Council's Contract Procedure Rules. The process will be led and supported by members of the Procurement and Commercial Team.

We are planning an open tender process to be advertised on the Find a Tender Service (FTS) as this is correct and legal procedure to set up a framework agreement.

The requirement will be split into 2 Lots, with a 2nd lot to incorporate demolition services. Lot 1 will be for Asbestos Removal services only, with 6 framework providers; Lot 2 will be for Asbestos Removal and Demolition Services, with 4 providers.

We have already engaged with Pathfinder Legal to inform them of this upcoming re-procurement process and requested legal support to draft framework contract Terms & Conditions, to ensure there are no delays.

4.3 Statutory, Legal and Risk Implications

The provision of asbestos management on the Council estate is required to ensure that the Council meets numerous statutory obligations in relation to Health & Safety particularly the Control of Asbestos Regulations (2012). Failure to provide such services could lead to enforcement or legal action being taken against the Council.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

4.8 Climate Change and Environment Implications on Priority Areas:

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral

4.8.2 Implication 2: Low carbon transport.

Neutral

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

The Asbestos waste will be removed to a specialist waste site and a waste consignment note provided as evidence of the disposal in line with the Control of Asbestos Regulations (2012).

4.8.5 Implication 5: Water use, availability and management:

Neutral

4.8.6 Implication 6: Air Pollution.

Neutral

4.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Neutral

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

No

Name of Officer: Not applicable

Have any engagement and communication implications been cleared by Communications?

No

Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No

Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Jyoti Atri

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

5. Source documents

5.1 Source documents

Health and Safety at Work Act (1974)

The Control of Asbestos Regulations (2012)

Cambridgeshire County Council Asbestos Management Policy (2023)

5.2 Location

[Asbestos - HSE](#)

This Land Annual Business Plan and progress monitoring

To: Strategy & Resources Committee

Meeting Date: 11 July 2023

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/071

Outcome: To receive an update on the latest strategic position of This Land, exercising the Council's role as shareholder and lender. This Land intends to boost housing supply and delivers a financial return. The Council oversees governance and risk assurance arrangements on the investments made.

Recommendation: Strategy & Resources Committee is invited to:

- a) receive the latest business plan from This Land and note the latest financial appraisal of the Council's risk relating to its loan to and equity in This Land.
- b) note rephrasing of the Council's expected capital receipt from possible overage entitlements to align with This Land's submission as set out in section 2.6 .
- c) delegate authority to the section 151 officer to enter into parent company guarantee(s) or bond deeds in relation to This Land, as set out in section 3.3.
- d) permit the land transactions proposed by This Land at Foxton, as set out in section 3.2 and in accordance with the latest business plan, delegating authority to the Section 151 officer to release the Council's pre-emptions, overage and legal charge.
- e) delegate authority to the section 151 officer acting pursuant to the Council's constitution and in consultation with the Chair & Vice Chair, to enter into a shareholder agreement with This Land, and agree updates to the articles of association, further to the good practice review described at section 3.6.

Officer contact:

Name: Tom Kelly

Post: Service Director: Finance & Procurement

Email: tom.kelly@cambridgeshire.gov.uk

Tel: 01223 699241

Member contacts:

Names: Councillors L Nethsingha and E Meschini

Post: Chair/Vice-Chair

Email: Lucy.Nethsingha@cambridgeshire.gov.uk

Elisa.Meschini@cambridgeshire.gov.uk

Tel: 01223 706398

1. Background

1.1 This Land is the Council's wholly owned property development company. As at July 2023, the financing advanced to This Land by the County Council is as follows:

Long Term Loans	£113.851m
Equity	<u>£ 5.851m</u>
Total	£119.702m

These figures are unchanged from the submission of the previous annual business plan to this Committee in September 2022.

1.2 The Council is currently receiving revenue interest on the loans advanced (a £6m net contribution is expected this financial year). In addition to interest, the Council has also already received capital receipts from This Land in excess of £75m for the sale of property at market value. The principal loan sums are currently scheduled for repayment to the Council between August 2026 and February 2029. As the sole owner and lender to This Land, the County Council is the ultimate beneficiary of all of the company's proceeds. It is essential This Land continues to make the expected progress with delivery against its business plan in order to provide the anticipated revenue stream across the medium term financial planning period, as well as the eventual repayment of loans.

1.3 The Council has monitoring and accountability arrangements in place with This Land to steward the returns it is expecting from the public funds advanced. This includes the annual submission of a business plan. This Committee is designated as the shareholder under the Council's constitution and in that role has appointed directors to manage the business. The Council is consulted on the company's strategy and objectives but refrains from exercising an undue influence over the operations of the company and This Land retains a separate economic character, rather than acting as an extension of the Council itself. The business plan annexed at Appendix 1 has been considered and agreed by the directors and the shareholder is asked to formally receive it for this year, through this report. As lender, the Council has a further monitoring role to gain assurance that funds on loan will be repaid. The business plan provides a detailed account and pathway to demonstrate how the financial obligations of the company to the Council are achieved over the long-term and the company commits to acting in accordance with this submitted plan in deploying the funds that it generates from trading operations.

2. Annual business plan

2.1 In contrast to some major strategic changes in approach in the business plans received in 2020 and 2022, this year's submission reflects greater continuity in overall outcomes and objectives. The key headlines from the 2023 plan, submitted by This Land, include:

- Delivering approximately 863 new homes in total (of which 490 are supplied by This Land directly, with the remainder as "master-developer") with 78 completed to date.
- 387 of these homes will be affordable representing 45% of the portfolio
- Ambitions to extend the commitment to affordable housing, including acquisition of further land from the Council to enable this
- Securing additional land under option to ensure the continuation of the business in to the medium and long term

- Disposal of assets which do not meet the company's commercial appraisal criteria (based on size and profit)
- Commitment to deliver Environment, Social and Governance policies and to work closely with the housebuilding supply chain to reduce carbon footprint to net zero

2.2 The key financial returns from the company to the Council, set out in the central planning assumption in this business plan are:

- Repayment of £113m loans by 2029, with no further borrowing expected (at this time)
- Payment of £72m in total interest to the Council (of which £41m is from 2023 onwards)
- Projected residual cash balance in 2029 of £0.7m.

In the central assumption, the sources of expected profit (before interest) are as reported by This Land:

Existing/Retained Sites	£82.1m
Strategic Land	£27.2m
Future CCC Land	£15.9m
Affordable (exception) site	£0.8m
Disposal sites	<u>£(0.8)m</u>
Subtotal profit	<u>£125.2m</u>

2.3 Compared to the Business Plan received by this Committee from This Land in mid-2022, the following areas of revision are apparent across the longer term:

- Whereas last year the company's central scenario planned that loans would not be fully repaid to the Council until 2031 (by way of a £6m delay on the repayment of funds due in 2029) in this year's revision all £113m has been projected as repayable by 2029.
- The total interest receivable by the Council has decreased from £75m to £72m
- The number of homes planned to be delivered has decreased by 62
- Total expected profit (before interest) in the central assumption across the long term plan has decreased by £11.5m
- The residual cash balance is £0.7m in 2029 rather than £16.3m in 2035.

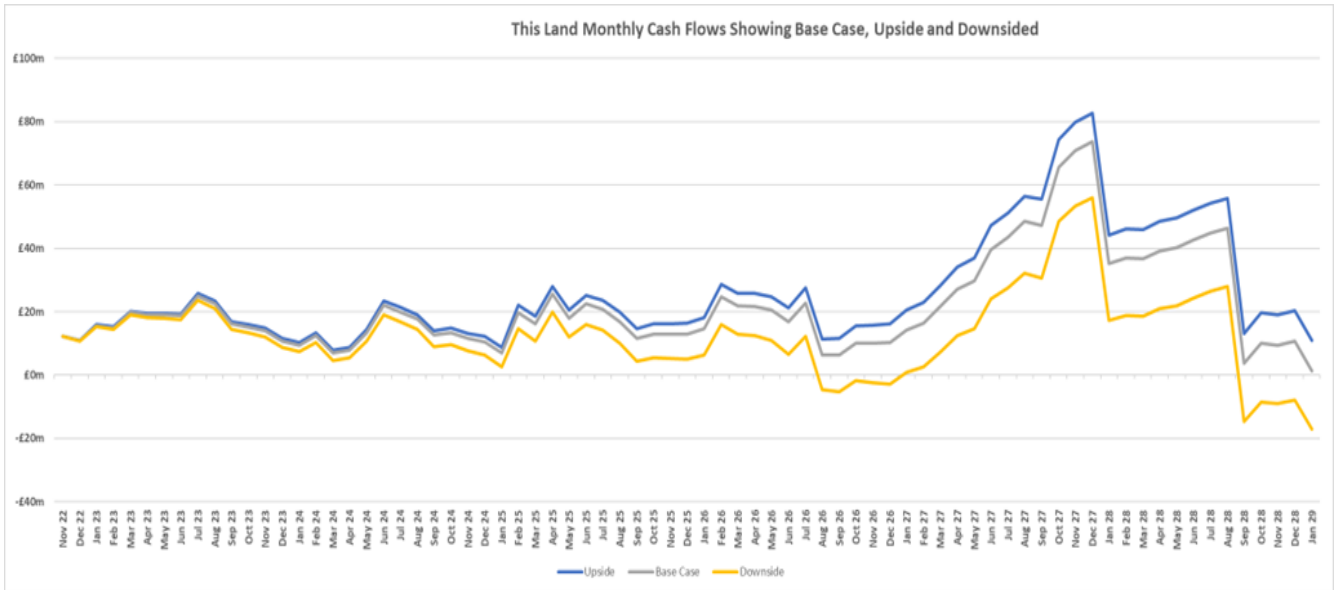
Currently, This Land reports that it maintains a good cash position, without the need for additional borrowing from the Council, however the surplus of funds available to build additional homes has been reduced from last year's business plan.

2.4 The key change in transactions currently in progress is that the sum receivable for the partial disposal at a site in Greater Cambridge Worts is less than planned last year. Further remarks are made in paragraph 1 of the confidential appendix. The rest of the adverse change is attributed to reductions in revenue expected at a site in East Cambridgeshire and increased costs expected at two other sites in East Cambridgeshire as well as additional operational expenditure costs of This Land. To accommodate the cashflow shortfall that arises from these changes, the business plan includes revisions agreed by the company's board to:

- Sell Ditton Walk Phase 2 (originally planned to develop by This Land directly)
- Sell Burwell Phase 3A (originally planned to develop by This Land directly)
- Accelerate the land sale at Soham Eastern Gateway by 18months and reduce the number of homes that This Land will build at Soham Eastern Gateway by 40

- 2.5 In relation to financial transactions facing the Council, the 2023 plan adopts a more self-sufficient approach to future funding than the 2022 submission. Council officers consider this is the appropriate outlook (especially in view of the factors set out in paragraphs 2.4 and 2.13). In 2020, the Council agreed in principle to loan up to £180m to This Land with an operational boundary at £150m. This Land's 2022 business plan included a further £6m of borrowing from the Council, applying a lower effective cap at £120m, whereas in 2023 This Land's submission proceeds on the basis no further funding will be available above the amounts set out in paragraph 1.1 above. This is a sensible proposition to contain the Council's overall lending exposure however it entails a tighter cashflow position across the next 2 years in particular. The sensitivity analysis also shows that should downside risks materialise, for example from a sustained fall in land / house sales or prices, This Land and the Council are likely to need to revisit this assumption.
- 2.6 From a risk management perspective containing future lending to This Land is welcome for the Council's part, the business plan submitted also requests to defer overage payments amounts of approximately £2.0m (the exact valuation is not known at this stage). This amount had previously been assumed as a capital receipt for the Council in 2023 but This Land now project this will be payable in the subsequent financial year. In part this reflects the actual progress with the disposal programme (as uplifted values which generate an overage on the two relevant sites have not yet been fully realised). Given This Land assesses it may need to access further borrowing in order to enable these payments earlier than 2024 and a delay in the timing of the overage receipts would not impact the primary financial objectives for the Council (recovery of the full value of the loans and collection of interest receivable) it is recommended that this submission is accepted by the Council, revising its assumption about the timing of the capital receipt as part of the Council's capital programme funding. In combination with the wider capital programme forecasting reported at this committee, there is no overall adverse impact on the Council's revenue budget for the cost of capital.
- 2.7 Scenario and sensitivity testing has been submitted alongside the business plan:

	Description
Baseline	This scenario adopts a neutral outlook on inflation across the long term planning horizon for This Land. Simply put this is that there is no increase in revenues generated from housing or land sales and no increase in build costs.
Upside	The upside scenario assumes a 3% increase in revenues but all costs remain stable.
Downside	The downside scenario assumes a 2% reduction in revenue and a 6% increase in build costs.



Further commentary on the short-term risks (and mitigations) to the cashflow position is provided in the confidential appendix paragraph 7.

2.8 Other areas to draw to this Committee’s attention in the 2023 plan submitted by This Land are:

This Land Submission	County Council commentary
<i>Land purchase and options (third parties):</i> the company reports agreeing terms for a number of new land purchases and promotional sites from third parties	Some of the third party site acquisitions are outside of Cambridgeshire, diversifying the planning authority risk facing the company.
<i>Cambridgeshire County Council (CCC) collaboration:</i> following the consultation on the 2022 business plan, the Council and This Land are further exploring a forward plan for further potential acquisitions, inside the county	CCC would progress future land disposals to This Land where there is a clear benefit arising from alignment with our asset management objectives, reduced risks in This Land’s forward financial plans and/or delivery of more affordable homes.
<i>Contractor Framework:</i> This Land has finalised a framework to maintain high build standards and enhanced health and safety requirements, that will also lead to a reduction of build costs.	The Council is also in dialogue with This Land as to how social value is embedded in the company’s procurement approach, in synergy with the Council’s own Sustainable Procurement Strategy.
<i>Health and safety –</i> This Land maintains a good Health and Safety record.	The Council notes construction sites and other assets are inspected on a regular basis by independent third parties, and has oversight of this area from the construction monitoring surveyor we directly instruct
<i>Economic and consumer context:</i> The company notes that Cambridgeshire house prices are currently at record highs and the continuing momentum in the housing market despite recent global disruptions and UK specific headwinds facing the mortgage market.	A potential downturn is a significant risk to This Land (particularly if it is sustained over a longer period), as illustrated by the sensitivities shown above.

2.9 The business plan submission from This Land provides the following forward projections of net assets and profit:

Year End (£m)	2023	2024	2025	2026	2027	2028	2029
Reported profit	-£9.2	-£3.6	£4.9	£2.5	£11.9	£21.8	£5.0
Net Assets	-£35.1	-£38.8	-£33.8	-£31.3	-£19.4	£2.5	£7.4

These projections are the result of an itemised build up of the site-by-site development appraisal outputs. This Land has undertaken internal challenge and diligence on its business plan assumptions ahead of submission to the board and on to the Council. The company reports drawing on the results of programming and project management advice and analysis by Mace, a major built environment consultancy, to appraise cost and timing assumptions. Strutt and Parker, the property agents and consultancy, have also undertaken a review (instructed by This Land) of the development appraisals and valuations. It should be noted this is on an advisory basis, to inform This Land's planning, rather than conforming to the "Red Book" regulation standards for valuation for this iteration. This Land now calculates contingency on a site-by-site basis, following previous recommendations.

2.10 The table in the paragraph above illustrates that This Land currently has negative net assets for financial reporting purposes and it will be apparent the value of assets that could currently be realised by the company, in the event of liquidation, remain less than the value of the loans that the Council has advanced. The deficit position is due to peak during the 2023-24 financial year, with profits thereafter scheduled to deliver the company to its loan repayments and expected balance sheet position by 2029. This underlines that there is a reliance on cashflows from developments currently in progress to ensure the company's financial obligations to the Council can be met.

This Land deploys the proceeds from housing and land sales in accordance with the business plan it submits. The Council has recently added a floating charge to the security it holds over the firm in recognition that land and building disposals are currently depleting the company's fixed assets (and associated fixed charges thereby released), with proceeds either held as cash or redeployed into work-in-progress assets.

2.11 In 2022 reports to this Committee, recommendations following a shareholder review of This Land by the consultancy Avison Young included identifying improvements needed in the company's strategy and objectives, resourcing and personnel and financial and commercial planning as well as the subsequent progress which was made in these areas. We also acknowledged uncertainty as to the national capital financing framework for local government as, amongst other developments, Department for Levelling Up, Housing and Communities (DLUHC) consulted on potential changes to the calculation of the Minimum Revenue Provision (MRP) on debt relating to commercial investments. That reflects a wider move in the sector to encourage or mandate a more measured approach to commercial risk than adopted by a number of Councils prior to the pandemic. Although there are potential service and financial benefits from well governed ventures, the Committee will be aware of high-profile examples elsewhere of Councils experiencing financial difficulties and requiring national intervention as a result of disproportionate commercial risk, in some cases involving subsidiary housing companies.

2.12 There are some important distinctions in relation to CCC's arrangements with This Land, importantly that the business plan continues to provide a detailed pathway through to the

company meeting all of its financial obligations, and that the Council's overall exposure to commercial income is proportionate and within the limits set within our capital strategy, according with the prudential code. Nevertheless, the 2023 submission from This Land does show reduced headroom for any further downside and a relatively tight route to stay on track with financial obligations coinciding with the current economic uncertainty. Continuing oversight and assurance mechanisms will be exercised by the Council and we intend to commission an updated third party economic review of the This Land profit and cashflow assumptions, and testing of the latest and revised financial model, across the Summer and into early Autumn.

3. Monitoring updates

- 3.1 Recent progress on individual sites, reported through This Land shareholder monitoring is summarised for the Committee in appendix 2 (confidential).
- 3.2 This Land will shortly be in a position to advance the sale/disposal of the property they own at Foxton. This site was identified for disposal in both the 2023 and 2022 business plans as being most appropriate for sale by This Land. Paragraph 5 of the confidential appendix further refers to this. The property has been marketed to local housebuilders with the Council reviewing the marketing process to ensure that market value is achieved. The Committee is asked to authorise the necessary releases to enable the sale.
- 3.3 This Land has requested that the County Council provides a parent company guarantee in relation to a number of infrastructure works where either the utility provider or the highway authority (also CCC) requires developers to provide a deposit or a bond to guarantee the delivery of works required under a section 104, 38 or 278 agreements. This is designed to ensure that infrastructure works and any remediation are completed in the event a development company ceases trading. Bonds allow an annual payment based on a percentage of the Agreement fee whereas a deposit payment ties up the full Agreement amount for the duration of the work, defect and adoption periods. A bond therefore allows more working capital to be available to the company. For this reason, This Land's preference is not to provide a deposit and to follow the bond approach. To be able to utilise a bond however, This Land needs to be backed by a parent company guarantee or deed of indemnity which would be for the County Council to provide – there is no upfront financial cost to the Council of providing this but a contractual commitment is given that the Council will either step in to complete works or reimburse the bondsman for the same, in the event that This Land were to fail. It is considered desirable for This Land to be able to enter into the bonds and that this is compatible with the risk the Council is already engaged with in terms of company's successful delivery of infrastructure construction. We have reviewed the company's spending profile for infrastructure works, the parent deed underlines the Council's interest in monitoring and overseeing the conduct of This Land in delivering construction works. The alternative approaches of requiring This Land to make deposits would expose the Council to similar or greater risk through additional lending and cash outlay.
- 3.4 BNP Paribas, the property services consultancy, have been appointed by the Council to undertake the construction monitoring surveyor function at Over and Ditton Walk, the sites currently under construction. This includes bi-monthly consideration of planning, building control, warranty, programme, project costs, procurement and contracts, quality of construction and health and safety. In the most recent report no red items were noted.

Progress was recorded for the plots under construction. The four amber items identified are reported in paragraph six of the appendix.

- 3.5 There have been a number of changes in directorships at This Land, since the most recent full update to this committee. The team of independent non-executive directors has been supplemented by the appointment of Wendy Colgrave (who Chairs the company's Audit & Risk Committee, with a previous background as Finance Director of a major housing developer) and Julia Gregory (who Chairs the company's ESG Committee and has experience of other public sector related companies and development projects). Frank Jordan, CCC Executive Director for Place and Sustainability has replaced Steve Cox as the senior Council officer nominated to the board. Laura Lawrence has taken up appointment as the company's permanent finance director. Jeremy Miller continues as a non-executive director for a second term, and there are now no vacancies on the board.
- 3.6 Review of the company's shareholder agreement is currently in progress in liaison between the This Land Company Secretary and the Head of Diligence & Best Value at CCC. This follows a review by the external solicitors Freeths in 2022 and will seek to accord the company's governing documents with the best practice recommended for local authority linked companies. The ambit of the shareholder agreement regulates roles and responsibilities between the Council and the company, its board and sub-committees, describing the governance arrangements for the business and business plan, financial, progress and performance reporting and monitoring, financing and supporting of the business, appointment of auditors, information governance, employment and business conduct. Revisions are to be made to ensure definitions, terminology and references are up-to-date for both entities, that the board committees at This Land are reflected and defined accurately and consistently with terms of reference, that director roles and terms of office are consistently referred to, that provision is made for assessment and evaluation of the effectiveness of the board and that a shareholder representative (on behalf of the Council) is empowered to request and receive information from the company, including to information relating to assurance and internal controls. Alignment with the loan agreement rights in relation to the annual business plan submission are also reflected. Several technical updates to the articles of association are also envisaged. The Council's Constitution at Part 3B enables the Committee to authorise the section 151 officer to exercise shareholder rights on behalf of the Council and it is therefore proposed that agreement of the final form and wording of both the shareholder agreement and company articles is delegated to the Executive Director of Finance and Resources, for the shareholder's part.

4. Alignment with ambitions

The financial returns received from This Land contribute to the funding of the Council's policy ambitions

- 4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition as a result of this report. As a housebuilder This Land's activities impact on carbon emissions and supporting the natural environment. The company has established an Environmental and Social Governance Committee to advance its contribution in this area.

4.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition

4.3 Health inequalities are reduced

There are no significant implications for this ambition

4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition

4.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition

4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition

4.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition

5. Significant Implications

5.1 Resource Implications

The report sets out the current financial assessment of return and risk to the Council. At this stage the This Land Business Plan submission does not lead to a change to our CCC Medium Term Financial Plan assumptions, although we will continue to keep this under review.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for procurement or contract procedure rules.

5.3 Statutory, Legal and Risk Implications

A summary of Council's risk assessment in relation to This Land is as follows:

Description	Impact /Likelihood	Response/Mitigation
Construction: cost, defects, materials, milestones	Impact: Medium Likelihood: Medium	- Construction monitor reviews of cost, progress and quality - Construction contingency budget - Insurance cover / warranties

<p>Planning & regulation: timing, obligations & cost of meeting planning and building regulations approval</p>	<p>Impact: Medium Likelihood: Medium</p>	<ul style="list-style-type: none"> - Reviews of project plans/budgets for obtaining planning consent, progress and performance - Staff expertise - Land promotion diversifies planning authorities involved
<p>Workforce & Expertise: attracting and retaining talent, capacity and experience</p>	<p>Impact: High Likelihood: Low</p>	<ul style="list-style-type: none"> - Director recruitment process - Monitoring turnover & performance - Diversity of experience of team members, succession planning
<p>Health & Safety - compliance of construction sites</p>	<p>Impact: High Likelihood: Medium</p>	<ul style="list-style-type: none"> - External independent H&S team - Review by monitoring surveyor - Company policy and procedures
<p>Governance risks: securing best value, acting at arms-length, legal challenge by competitors, subsidy control</p>	<p>Impact: High Likelihood: Medium</p>	<ul style="list-style-type: none"> - Ongoing legal representation, advice and review - Adopt formalised memorandum(s) governing Council:Company interface - Reference rates adopted for loans
<p>Performance of strategic land promotion: competitive area, securing agreements, reputation</p>	<p>Impact: High Likelihood: Medium</p>	<ul style="list-style-type: none"> - Council seeks independent validation - Careful site selection - Work closely with communities - Risk and sunk costs within financial model - Build successful track record
<p>Master developer and non-residential development <i>models</i>: complicated and capital intensive</p>	<p>Impact: Low Likelihood: Medium</p>	<ul style="list-style-type: none"> - Construction monitor reviews progress and performance - Regular review of complex commercial schemes - Full prior appraisal by This Land's Development & Investment Committees
<p>Housing demand and economic risks</p>	<p>Impact: High Likelihood: High</p>	<p>Elevated - Increasing prediction of house price reductions as interest rates rise and likely to stay high longer than thought</p> <ul style="list-style-type: none"> - Sales strategies prudent and based on regular review of local market - This Land to develop relationships with mortgage brokers and agents
<p>Future land sales to This Land: land availability</p>	<p>Impact: Medium Likelihood: High</p>	<ul style="list-style-type: none"> - Promotion of land within local plans - Seeking alternative land across wider geography
<p>Underlying company value and security/collateral,</p>	<p>Impact: High</p>	<ul style="list-style-type: none"> - Valuations validating ongoing value of the firm - Internal appraisals to update This Land financial model

impairment to inventory		- Security over work in progress and visibility that amounts invested lead to increased value
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In considering this report, and the business plan submitted by the company, the Committee will be mindful of its fiduciary duty to Cambridgeshire taxpayers, with regard to best value, security of funds, risk and commensurate returns.

The Council takes legal advice (from Pathfinder Legal Services or specialist support as appropriate) in relation to all transactions with This Land. This includes, for instance, the releases and consents needed from the Council to enable the land disposals referred to or proposed in this report at Worts Causeway and Foxton, for the floating charge referred to at paragraph 2.11 and to enter other agreements with the company such as those referred to in recommendations c and d. The Council maintains separate legal representation from This Land.

5.4 Equality and Diversity Implications

No significant implications

5.5 Engagement and Communications Implications

No significant implications

5.6 Localism and Local Member Involvement

This Land engages with Members through regular Shareholder Liaison briefings. The County Council gives notices to local Members of the site specific releases requested of this Committee in accordance with its protocol for briefing local Members about estate matters.

5.7 Public Health Implications

No significant implications

5.8 Climate Change and Environment Implications on Priority Areas

This report provides a strategic overview and governance monitoring reflecting the Council's role as shareholder. Company decisions in relation to environmental governance are overseen by the ESG Committee of This Land directors.

5.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral Status:

Explanation: This Land's new homes will be energy efficient buildings. This report notes the small reduction in planned homes within This Land's business plan.

5.8.2 Implication 2: Low carbon transport.

Neutral Status:

Explanation: No changes/exceptions reported through this report.

- 5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
neutral Status:
Explanation: At several locations, This Land plans to build new homes on land currently used for agricultural purposes. This Land will meet commitments to provide accessible green spaces and biodiversity net gain as part of its developments.
- 5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Neutral Status:
Explanation: No changes/exceptions reported through this report.
- 5.8.5 Implication 5: Water use, availability and management:
Neutral Status:
Explanation: No changes/exceptions reported through this report. Water Resources are an important planning consideration/risk issue for housing developers in this region.
- 5.8.6 Implication 6: Air Pollution.
Neutral Status:
Explanation: No changes/exceptions reported through this report.
- 5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Neutral Status:
Explanation: No changes/exceptions reported through this report.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: M Hudson

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes
Name of Officer: C Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: E Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?
No / not applicable

Have any engagement and communication implications been cleared by Communications?
Yes
Name of Officer: C Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Name of Officer: T Kelly

Have any Public Health implications been cleared by Public Health?
No comments received

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer?
Yes
Name of Officer: E Bolton

5. Source documents

This Land Business Plan Financial Model (9 May 2023 and 7 June 2023)
Finance & Resources Directorate, New Shire Hall

Equality, Diversity and Inclusion Strategy

To: Strategy and Resources Committee

Meeting Date: 11th July 2023

From: Executive Director of Strategy & Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is asked to consider the approach taken to the development of the Equality, Diversity and Inclusion (EDI) Strategy and to review and comment on the proposed strategy that will be presented to Full Council on 18th July 2023.

Recommendation: The Committee is asked to recommend the EDI Strategy for approval to Full Council.

Officer contact:

Name: Janet Atkin

Post: Service Director: HR

Email: janet.atkin@cambridgeshire.gov.uk

Tel: 07775 024309

Member contacts:

Names: Councillors Lucy Nethsingha and Elise Meschini

Post: Chair/Vice-Chair

Email: lucy.nethsingha@cambridgeshire.gov.uk / elisa.meschini@cambridgeshire.gov.uk

Tel: 01223 706398

1. Background

- 1.1 The Council's Strategic Framework outlines an ambitious agenda for the authority for the next 5 years. Our People Strategy sets out how we will align our workforce to achieve the 7 ambitions set in the Strategic Framework over the same period, and alongside the new People Strategy, a new Equality, Diversity and Inclusion (EDI) Strategy has been developed as an additional enabler.
- 1.2 Cambridgeshire County Council's last strategy with a focus on equality was the 2018-2022 Single Equality Strategy. Since launching that strategy, our communities, colleagues and the Council as an organisation have all undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- 1.3 This approach builds on the work and achievements we have made through the term of the last strategy and takes learnings from this period to set out our approach and objectives moving forward.
- 1.4 Our Equality, Diversity and Inclusion (EDI) strategy is a key cross-cutting strategy which will enable the council to achieve its vision and ambitions very much following the approach taken in the People Strategy so that Cambridgeshire can become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities we serve.

2. Main Issues

- 2.1 The Council's Single Equality Strategy expired in 2022 and when starting to look at refreshing and updating the document a completely fresh approach was needed given how much has changed in this arena, to reinforce the Council's commitment to reducing inequality, strengthening and developing good community relations, and challenging discrimination.
- 2.2 This strategy builds on the successes and learning from our 2018-2022 Single Equality Strategy and sets out our approach and objectives moving forward. Whilst we have made great progress to advance our EDI agenda, we must be open and honest about our journey, and we recognise that there is still a lot of work to do.
- 2.3 It also references the significant decisions taken by the Council this year and last in relation to adopting the Public Sector Duty regarding Socio-economic Inequalities and adding care experience as a protected characteristic.
- 2.4 To drive this work forward, the strategy sets out three themes:
 - Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
 - Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

- Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

2.5 The Strategy itself is supported by three guiding principles:

- Taking evidence-based action.
- Listening to the voices of everyone.
- Having a transparent and robust approach that delivers meaningful change.

2.6 There are twelve equality objectives and success measures have been established to support clear accountability. Progress will be regularly reviewed by the Corporate Leadership Team (CLT), Members through Communities, Social Mobility and Inclusion Committee (COSMIC) and the EDI Leadership Forum which comprises of officers across the Council, members of the IDEAL staff network and trade union representatives.

2.7 Progress will also be regularly reported to the COSMIC and be included in the annual workforce update to Staffing and Appeals Committee.

2.8 This EDI Strategy is not a refresh of the old strategy; it is a completely new strategy for Cambridgeshire. However, it is not intended to be a standalone document with new or abstract themes. It sits within the Council's Strategic Framework and has been designed to sit alongside People Strategy as an enabler to achieving the ambitions and priorities outlined in the framework.

2.9 Once a final version of the EDI Strategy is approved by Full Council, the strategy document will be designed to mirror the style of the Council's Strategic Framework and ensure that it meets accessibility guidelines.

3. Alignment with ambitions

3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

3.3 Health inequalities are reduced

There are no significant implications for this ambition.

3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

This strategy aligns with this ambition, ensuring that our services are inclusive and accessible to our community.

- 3.7 Children and young people have opportunities to thrive

This strategy aligns with this ambition, considering equality, diversity and inclusion throughout our services and equality of opportunity.

4. Significant Implications

- 4.1 Resource Implications

There are no significant implications within this category. All work proposed will be managed within existing resources and approved budgets.

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

- 4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category, the strategy will align to existing HR and legislative requirements.

- 4.4 Equality and Diversity Implications

The strategy will consider and champion equality, diversity and inclusion within our existing workforce. No direct or adverse equality implications are expected. A full Equality Impact Assessment will be carried out for all projects and programmes of work proposed.

- 4.5 Engagement and Communications Implications

Whilst colleague feedback has been sought to develop the strategy, considerable colleague engagement and communication will take place once the Strategy has been approved.

- 4.6 Localism and Local Member Involvement

There are no significant implications within this category.

- 4.7 Public Health Implications

There are no significant implications within this category.

- 4.8 Climate Change and Environment Implications on Priority Areas

There are no significant implications within this category.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

Yes

Name of Officer: Faye McCarthy

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Emma Duncan

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Jyoti Atri

5. Source documents

5.1 Source documents: Cambridgeshire County Council's Equality, Diversity and Inclusion Strategy 2023 – 2027

5.2 Location: Attached in Appendix One

Cambridgeshire County Council

Equality, Diversity and Inclusion Strategy 2023 – 2027

Foreword

Our Equality, Diversity and Inclusion (EDI) strategy is a key cross-cutting strategy which will enable the council to achieve its vision and ambitions so that Cambridgeshire can become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities we serve.

This strategy builds on the successes and learning from our 2018-2022 Single Equality Strategy and sets out our approach and objectives moving forward. Whilst we have made great progress to advance our EDI agenda, we must be open and honest about our journey, and we recognise that there is still a lot of work to do. We are truly committed to leading this work, reducing inequality, strengthening and developing good community relations, and challenging discrimination, we must take targeted action to deliver meaningful and sustainable change.

In March 2022 our Full Council passed a motion to adopt the Public Sector Duty regarding Socio-economic Inequalities so that when the County Council is making strategic decisions, we do so in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

In May 2023 the County Council recognised that care experienced people are a group who are likely to face discrimination and that we have a duty to put the needs of disadvantaged people at the heart of decision-making through co-production and collaboration. A further motion was passed to add care experience as a protected characteristic, and we will be seeking out further opportunities for care experienced people of all ages.

We are really proud of the commitments made and the significance of these decisions, extending our integrated impact assessment approach to include both these issues fully, and are committed to making positive and proactive steps to address the challenges they present.

We would like to explicitly highlight our commitment to anti-racism. To us, being anti-racist means actively identifying and opposing racism, being consciously and visibly anti-racist. We do not accept any forms of bullying, harassment, discrimination or any other unacceptable behaviours in our communities and workplace. We can, and must, do better and we have a responsibility to take action against all aspects of overt and systemic racism. This includes Islamophobia, Antisemitism, ethno-religious discrimination and xenophobia.

To drive this work forward, the strategy sets out three themes:

1. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
2. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

- 3. Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

Each of these themes has a set of equality objectives and our overall approach is underpinned by three guiding principles: taking evidence-based action, listening to the voices of everyone, and having a transparent and robust approach that delivers meaningful change.

Our EDI strategy is very important, and we recognise that the council has significant responsibility to embody the principles of equality and diversity as an employer, a service provider and community leader for the region. We work hard to ensure that all our services are fair and accessible to everyone, to help people to be the best that they can be.

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Our community and workforce – equality, diversity and inclusion at the heart of what we do

EDI is embedded in our corporate vision which is “Creating a greener, fairer and more caring Cambridgeshire.” To achieve this vision, the Council has 7 ambitions set out in its Strategic Framework (2023-2028):

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

Ambition 2: Travel across the county is safer and more environmentally sustainable.

Ambition 3: Health inequalities are reduced.

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

Ambition 5: People are helped out of poverty and income inequality.

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services, and social justice is prioritised.

Ambition 7: Children and Young People have opportunities to thrive.

EDI cuts across all of our ambitions in our Strategic Framework. In addition, our People Strategy (2023-2028) focuses on our workforce. Inclusivity is a central theme in the People strategy, underpinning the four key themes:

Attracting you – Our inclusive, supportive and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Appreciating you – Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring.

Developing you – We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Supporting you – Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire County Council. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team, and in the wider organisation.

Our community

(data to be presented in infographic format)

- 64.9% of Cambridgeshire are aged 15-64, 18.6% are 65+, 11.4% are 5-14, and 5.1% of are 0-4.
- Out of 678,849 residents, 88.6% are white, 5.8% are Asian, Asian British or Asian Welsh, 2.9% are Mixed or multiple ethnic groups, 1.4% are Black, Black British, Black Welsh, Caribbean or African, and 1.3% are Other ethnic group.
- 16.2% of residents are disabled under the Equality Act. 83.8% are not disabled, 8% of this group identified that they are not disabled under the Equality Act but have a long term physical or mental health condition.
- Of all residents, 45.1% are Christian, 43.2% have no religion or belief, 2.1% are Muslim, 1.1% are Hindu, 0.6% other religion, 0.5% are Buddhist, 0.3% are Jewish, 0.2% are Sikh, and 7% did not answer.
- Of all residents aged 16+, 46.6% are married or in a registered civil partnership, 36.9% have never been married and never registered in a civil partnership, 8.8% are divorced or their civil partnership dissolved, 5.7% are widowed or surviving civil partnership partner, and 2% are separated, but still legally married or still legally in a civil partnership.
- 50.6% of residents are female, 49.4% are male.
- Of the 559,649 residents aged 16+, 93.3% stated their gender identity* is the same as their sex registered at birth. 0.2% stated their gender identity is different but no specific identity given. 0.1% are trans men, 0.1% are trans women, 0.1% are non-binary, and 0.1% other gender identity. 6.2% did not answer the question. *Definition: Classifies people according to the responses to the gender identity question. This question was voluntary and was only asked of people aged 16 years and over.
- Of the 559,649 residents aged 16+, 88.3% are straight/heterosexual, 1.8% are bisexual, 1.5% are gay or lesbian, 0.2% are pansexual, 0.1% are queer, and 8% did not answer.
- Of all residents aged 16+, 60% are economically active (excluding full-time students), 2% are economically active and a full-time student, and 38% are economically inactive. Of the 38% economically inactive, 21% are retired, 7% are students, 4% are looking after the home or family, 3% are long-term sick or disabled, and 2% other.

Our workforce

(data to be presented in infographic format)

- Our average colleague age is 45. 4.5% of our workforce are over the age of 65, and 4.6% are under 25 years old.
- 63% of our workforce have shared their ethnicity information with us. Of these, 90% have stated they are white, 3% Asian or Asian British, 3% Black, Black British, Caribbean or African, 2% mixed, multiple or other ethnic groups and 2% who would prefer not to say.
- 3.2% of the workforce have declared they are disabled. We are proud to be a disability confident employer.
- 31% of our workforce work part time, in addition to a wide range of flexible working arrangements including 9-day fortnights.
- 80% of our workforce are female.
- Our total headcount is 4625. Our total full-time equivalent is 3448.
- We have 160 apprentices working across 45 apprenticeship standards.
- **Gender pay gap** - In March 2022, the mean gender pay gap was 8.8% and the median was 8.2%, both in favour of men. Figure by the ONS showed that in the UK among full-time employees, the gender pay gap in April 2022 was 8.3% (Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)).
- **Ethnicity pay gap** - In March 2022, the mean Ethnicity pay gap was 3.1% and the median was 6.2%.
- Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white. Those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity were excluded.
- 55 colleagues are Mental Health First Aiders.
- 27 colleagues are EDI Contacts who are available to signpost colleagues to support they may need with relation to EDI topics.
- 12 colleagues are Equality Impact Assessment (EqIA) Super Users there to sign off and provide advice on all EqIAs.

Defining Equality, Diversity and Inclusion

There are some key terms to define to help outline the context of this strategy:

Equality means fairness, ensuring that individuals, or groups of individuals are not treated less favourably because of their protected characteristics. It also means equality of outcomes by identifying barriers and biases and taking targeted action to overcome specific inequalities, discrimination, disadvantages and marginalisation experienced by certain groups and individuals, including the protected characteristics under the Equality Act 2010.

Diversity recognises that everyone is different in a variety of visible and non-visible ways and those differences are to be recognized, respected, and valued.

Inclusion means including people in a way that is fair for all, fostering an environment where everyone feels respected, valued and that they belong.

Equity recognises that each person has unique needs and circumstances, and adjusts treatment, resources and, opportunities accordingly so that the result is equal. Equity is a solution for addressing imbalanced social systems.

Belonging refers to a sense that we feel included at work, accepted and valued for who we are, and that we identify with the values of our organisation. This is important for our needs as people and supports a sense of connection with others, and with our work.

Marginalisation describes both a process, and a condition, that prevents individuals or groups from full participation in social, economic and political life. As a condition, it can prevent individuals from actively participating. There is a multidimensional aspect, with social, economic and political barriers all contributing to the marginalisation of an individual or group of individuals. People can be marginalised due to multiple factors; sexual orientation, gender, geography, ethnicity, religion, displacement, conflict or disability. There are core factors that determine who or what groups are marginalised and what the barriers are that prevent them from being reached ([UK Aid Direct definition of marginalisation](#)).

Definitions adapted from: [Understanding equality | Equality and Human Rights Commission \(equalityhumanrights.com\) and Equality, diversity and inclusion in the Workplace | Factsheets | CIPD,](#)

Other things we talk about:

Intersectionality is a concept which recognises that we all have multiple, overlapping identities that impact on our experience. It is the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping, and interdependent systems of discrimination or disadvantage.

Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions.

Protected characteristics are defined by the Equality Act 2010 and include specific aspects of a person's identity. They include age, disability, gender reassignment, marriage and civil partnership, pregnant and maternity, race, religion and belief, sex and sexual orientation, these are covered by discrimination law to give people protection against being treated unfairly.

Psychological safety is a belief that our work environment is safe for interpersonal risk-taking, by which we mean that we feel able to speak up with our ideas, questions, concerns and mistakes, and that these will be welcomed and valued. That isn't to say all our ideas will be applauded or that we have no conflict in the team.

Wellbeing is defined as a "*positive state experienced by individuals and societies. Like health, it is a resource for daily life, and is determined by social, economic and environmental conditions. Wellbeing encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose. Focusing on wellbeing supports the tracking of equitable distribution of resources, overall thriving and sustainability. A society's wellbeing can be determined by the extent to which they are resilient, build capacity for action, and are prepared to transcend challenges.*" (World Health Organisation Glossary of Terms 2021). In the context of our wellbeing at work, we consider our quality of life, how well we can contribute, find meaning and purpose, feel that we are thriving, and feel that what we are doing is sustainable. If we have high levels of wellbeing, we will be resilient, have capacity to contribute at work, and be ready for challenges.

Meeting our public duty: understanding the legal framework

Our Equality, Diversity and Inclusion Strategy outlines how Cambridgeshire County Council (CCC) is working to ensure that we meet our statutory obligations in the Equality Act 2010 to the benefit of our employees, residents and service users.

The Equality Act 2010

The Act refers to a series of 'Protected Characteristics' and we ensure that we consider those groups who share the protected characteristics. The protected characteristics are Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion and belief, Sex, and Sexual orientation.

We know that there are other groups in our population who also suffer disadvantages and therefore we will be mindful of their needs. Poverty, Rural Isolation and care experienced people are extra categories for priority set by CCC, even though they are not protected characteristics under the Equality Act.

Other groups include but are not restricted to people who are in a homelessness situation, people who are ex-military personnel, people who are long-term unemployed, and people who are carers.

It is important to recognise that being in more than one of the protected groups, or having additional barriers such as living in poverty, may exacerbate the inequalities that people experience.

What is the Public Sector Equality Duty (PSED, Section 149 of The Equality Act)?

The PSED applies to public bodies delivering public services and was introduced to ensure that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims which are:

- Requiring public bodies to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.

- Fostering good relations between people who share a protected characteristic and people who do not share it.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Socio-economic Inequalities Duty

Cambridgeshire County Council has committed to implementing the Socio-economic Inequalities duty within the Public Sector Equality duty which means we:

“...must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.”

The purpose of this duty is to take into consideration inequalities that stem from socio-economic disadvantages in our functioning and decision-making and to put into practice measures aimed at creating better outcomes for those who experience those disadvantages.

Our progress so far and the key challenges we face: our workforce, our communities and our services

Cambridgeshire County Council has made significant progress in advancing equality, diversity and inclusion in recent years. Whilst our work to tackle inequality, discrimination and exclusion has progressed, there is much more to do. We must consider our context, societal events, and economic challenges. Cambridgeshire itself is changing and our population is growing. This section outlines some of the progress we have made in our workforce, our communities and our services.

Our Workforce

Progress

- Our 2018-2022 Single Equality Strategy and action plan.
- Introduced dedicated resource for EDI work, a newly formed EDI Team.
- Increased EDI-related activity and awareness (e.g., our monthly EDI Conversations).
- Formalised our EDI governance structure to embed and manage EDI activity.
- Increased EDI staff network (IDEAL) activity and support, including peer support and ally groups.
- Introduced new EDI eLearning modules for colleagues.
- Signed the Unison Anti-racism Charter.
- Revised our Equality Impact Assessment process.

Challenges

- Understanding the profile of our workforce and using the data to inform positive action.
- Diversifying our workforce at all levels through recruitment and progression.
- Improving accessible technology and digital resources for staff.
- Developing the culturally competency of our workforce.
- Improving the accessibility of our estate.
- Improving retention of colleagues from under-represented and marginalised groups.
- Supporting employees with the impact of Covid-19.

Our Communities

Progress

- Signed the Armed Forces Covenant - the Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly. The Covenant aims to help prevent the Armed Forces Community being disadvantaged when accessing public services, particularly in the areas of education, healthcare and housing.
- Transformed how we commission Adult Social Care services by looking at the needs of each locality, rather than using a "one size fits all" approach, and by engaging in co-design with residents through our "Care Together" programme.

Activity with, and for our communities, including:

- Work with young people in our communities, examples include supporting the development of a Gypsy, Roma, Traveller Youth Project at the Sandbanks Traveller site in Fenland, a mental health and wellbeing project at Kings Ripton Court utilising appreciative enquiry with SEND residents aged 18-25years, which has informed the Prepare for Adulthood strategy, and working with Virtual Schools to offer young people who are in care or care leavers and interested in youth work careers, a bespoke offer which includes the introduction to youth work qualification, volunteering opportunities or a chance to connect with a voluntary organisation to undertake work experience.
- Provided support to migrants, refugees and asylum seekers, examples include appointing an elected member as a Migrant Champion for Cambridgeshire, working towards achieving the Library of Sanctuary status, and making a commitment to sign up to the City of Sanctuary pledge. Supporting district and city council colleagues to deliver the Homes for Ukraine scheme, and local asylum seeker hotels.
- Delivered the Household Support Fund, providing residents with support around the cost-of-living crisis, and with help to access information and advice, including income maximisation and the opportunity for local organisations to become a Trusted Partner of the scheme, maximising opportunities to communicate the offer locally.
- Embedded an EDI strategy across all libraries, ensuring local communities have access to cultural experiences through The Library Presents, that library stock reflects the needs of local communities and is accessible to all. The library service has developed nationally acclaimed projects such as Read a Little Aloud at the Royal Papworth Hospital, Peeky Blinders alongside the Huntingdonshire Society for the Blind and HiVis, bringing partner agencies and visually impaired residents together in libraries.
- Cambridgeshire Skills respond to local need, delivering adult learning across the county. The offer includes English for speakers of other languages (ESOL) delivered in the heart of communities where there is a need, support to develop essential skills such as family budgeting and careers information, advice and guidance helping people into employment, how to gain a promotion or find a new job.

Challenges

- Providing for the changing and growing needs of our diverse communities and an ageing population. Included within the Cambridgeshire Census figures is an overall 26% rise in the number of Cambridgeshire people aged 65+, against an 18.6% national average rise, with a high percentage increase of people in the 70 to 74 age band in all districts.
- Addressing inequalities and deprivation - cost of living increase, housing, education outcomes, and the increasing costs of services.
- Reaching and engaging with our diverse communities, particularly those whose voices are seldom heard.
- Addressing the lasting impact of Covid-19 on our communities.

Our Services

Progress

- Co-production with communities for service provision in some service areas.
- Representation from the EDI Team on the Social Value Themes, Outcomes and Measures Working Group to ensure they are suitable and reflect our corporate EDI position.
- Embedding Equality Impact Assessments in procurement plans to prompt colleagues to capture the equality considerations of their activity.

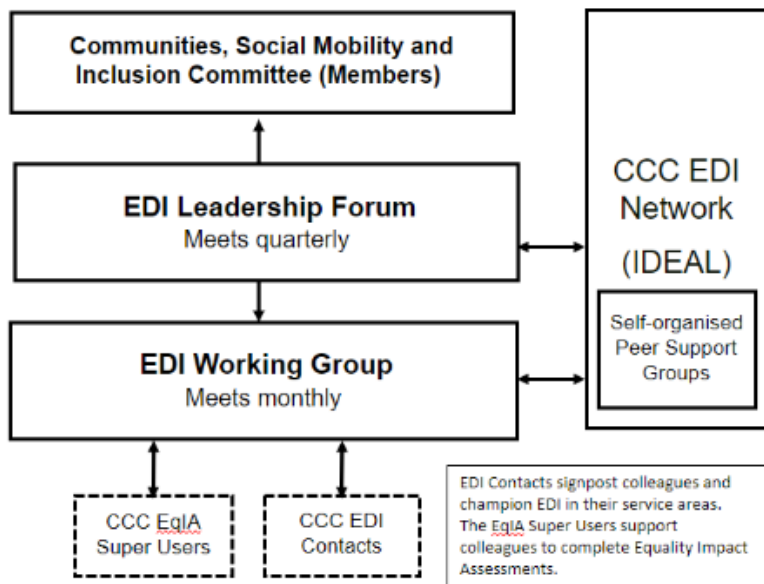
Challenges

- Embedding co-production across all service areas
- Embedding the collection and analysis of diversity data to inform service provision and positive action initiatives.
- Embedding Equality Impact Assessments throughout all decision-making processes.
- Rural isolation as a barrier to accessing support/services.
- Considering equality considerations earlier in the commissioning cycle.
- Ensuring piloted initiatives are evaluated effectively before rolling out further.
- Ensuring our services can cope with a growing population and changing requirements e.g., school capacity to meet demand.
- Delivery of services - ensuring our partners/service providers are culturally competent and value EDI.
- Balancing the need for more infrastructure and addressing inequalities with the climate change agenda.

Our EDI governance

EDI is everyone's responsibility; this section details our EDI governance and demonstrates that appropriate structures are in place to ensure delivery and monitoring of our equality objectives.

EDI is embedded into the formal governance of the council and is a key focus for the Communities, Social Mobility, and Inclusion Committee.



The Council has an EDI Staff Network, Inclusion, Diversity, Equality for All (IDEAL) and nine peer support groups.

IDEAL is a network for employees, workers, recognised trade unions and elected members. Its role is to:

- Promote equality, diversity and inclusion within our workforce
- Support networks that promote equality, diversity and inclusion for employees, workers, recognised trade unions and elected members.
- Improve the diversity of our workforce to reflect the communities we serve

as well as to promote and celebrate diversity across the Council:

- Raising the profile of equality, diversity and inclusion through engaging with senior management and communication campaigns.
- Working with partners to link with events and campaigns

Members of the Network are represented on the EDI Working Group and Leadership Forum. Members also work with colleagues across the organisation e.g., Health and Safety, Wellbeing Group and Trade Unions. Employees are encouraged to join the Network or peer support groups if they wish, the groups meet during work hours.

IDEAL Peer Support Groups



Our approach to EDI

Our three themes and guiding principles

We know that an ambitious response is needed to deliver high quality, effective and inclusive services to our local community, retain a diverse and engaged workforce, and ensure that residents and employees can achieve their potential. There are three themes to help define our equality objectives; a) Our workforce, b) our communities and c) our services.

A: Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.

B: Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

C: Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

Underpinning these three themes are three guiding principles which underpin our approach to equality, diversity and inclusion:

1. Taking evidence-based action

What does this look like? Using quantitative and qualitative data to inform targeted action. We will address gaps in data collection holding us to account for the progress made in addressing discrimination and advancing equality. We will improve our collection and coordination of data to better understand our workforce and communities, particularly under-represented and marginalised groups.

2. Listening to the voices of everyone

What does this look like? Actively seeking the views of our diverse colleagues and communities, listening and hearing their voices through a variety of accessible mechanisms, and acting based on feedback.

3. Having a transparent and robust approach that delivers meaningful change

What does this look like? Being open-minded and honest throughout our EDI journey, including our actions and progress. Taking action, making fair decisions, and evidencing the impact of our work and delivering tangible change.

Prioritising work that creates a positive impact to the lives of individuals, particularly marginalised groups, in the workforce and within communities.

[Our equality objectives](#)

We have twelve equality objectives for our three themes (workforce, communities and services), these include:

Theme	Objective	Measures of success
<p>A. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected and empowered.</p>	<p>1. Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve.</p>	<ul style="list-style-type: none"> • Analysis of recruitment data from application through to appointment to identify trends within recruitment. • Analysis of data to identify trends within progression, retention and understand why people leave the council. • Improved diversity data disclosure rates. • Uptake of EDI e-Learning and additional modules. • Engagement survey results: analysis by protected characteristic. • Feedback from our IDEAL staff network and peer support groups. • Levels of employee concerns raised where EDI themes are present e.g., Respect@Work Contact meetings. • Uptake of training opportunities. • Leaders: completion of compassionate and inclusive leadership training.
	<p>4. Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.</p>	
	<p>5. Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.</p>	
	<p>6. Develop and empower our people to design and deliver inclusive and accessible services, removing internal and external institutional barriers.</p>	
	<p>7. Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across CCC and work together to make organisation-wide impact to progress our equality objectives.</p>	

Theme	Objective	Measures of success
B. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities	8. Create greater connection with Cambridgeshire's communities, to ensure that our services are accessible and appropriate for all of our residents and visitors.	<ul style="list-style-type: none"> • Quality of life survey with the community. • Local data sources - district knowledge/local knowledge.
	9. Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.	
	10. Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.	

Theme	Objective	Measures of success
C. Our services – as a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.	2. Co-produce, commission, and provide inclusive and accessible services that improve outcomes for our diverse local population, particularly for marginalised and under-represented groups.	<ul style="list-style-type: none"> • Collection and monitoring of data on uptake of services by protected groups. • Monitoring the development of service specification and design to reduce inequality. • Completion figures of Equality Impact Assessment training.
	3. Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model	

	this behaviour ourselves in all interactions with our community.	
	4. Collaborate with our partners to reduce inequality in all our communities.	
5. To assess, consult, and evaluate the equality impact of our policies, processes and decisions and to make changes where reasonably possible if it creates inequality.		

Delivery and monitoring

Following the launch of the strategy, our EDI action plan will be co-produced. There will be a range of internal and external stakeholders included in the co-production of the action plan.

The action plan will set out actions against each of our equality objectives contained in this document. The action plan will include baseline measures and will be used to monitor progress, ensuring targets are on track and delivered.

The action plan will be reviewed throughout the year by our EDI Leadership Forum and progress will be published on our intranet and external webpages.

Annual Risk Management Report

To: Strategy and Resources Committee

Meeting Date: 11th July 2023

From: Chief Executive

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.

Recommendation: The Committee is recommended to:

- note and comment on the Annual Risk Management Report (Appendix 1) and Corporate Risk Register (Annex A); and
- endorse the updated Risk Management Policy (Annex B), and Risk Strategy (Annex C).

Officer contact:

Name: Mairead Claydon
Post: Head of Internal Audit & Risk Management
Email: Mairead.Claydon@cambridgeshire.gov.uk
Tel: 01223 715542

Member contacts:

Names: Councillors Nethsingha and Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk;
elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. Through effective risk management, we aim to optimise success by minimising threats. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. The Accounts and Audit (England) Regulations 2015 require the authority to have a sound system of internal control which includes effective arrangements for the management of risk.
- 1.2 Under the Council's constitution, the Strategy and Resources Committee is responsible for the development and oversight of the Council's risk management and strategy. The Audit and Accounts Committee also has important functions in relation to risk, including considering the effectiveness of the risk management arrangements and associated control environment, and to seek assurances that appropriate action is being taken in response to risk.
- 1.3 The Annual Risk Management Report summarises the risk management activity undertaken during 2022 - 2023 at Cambridgeshire County Council, and supports the committees in discharging their respective responsibilities around risk management and control.

2. Annual Risk Management Report

- 2.1 This covering report is provided to the Annual Risk Management Report attached at Appendix 1 and the Corporate Risk Register (CRR) attached at Annex A.
- 2.2 Please note that the Corporate Risk Register is up-to-date, with the exception of Risk 2, "the risk of failure of the Council's arrangements to safeguard children and young people". Following the updates to the Children, Education & Families Directorate Risk Register which were presented to the Children and Young People Committee on 27th June, this corporate risk is currently being updated and will be subject to a deep-dive review by Corporate Leadership Team (CLT) which will take place on 5th July.
- 2.3 As such, Annex A presents the risk as at March 2023 when it was previously reviewed and presented to Committee. The Chief Executive will provide Strategy and Resources Committee a verbal update on the indicative outcomes of the deep-dive risk review.
- 2.4 An updated Risk Management Policy is attached at Annex B, reflecting the Council's current framework for managing risk.
- 2.5 It is considered best practice to prepare a plan that outlines activity to continuously improve risk management. This plan is outlined in the Risk Strategy document attached at Annex C.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
- 3.2 Travel across the county is safer and more environmentally sustainable
- 3.3 Health inequalities are reduced
- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
- 3.5 Helping people out of poverty and income inequality
- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
- 3.7 Children and young people have opportunities to thrive

Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.

4. Significant Implications

4.1 Resource Implications

All of the risks listed in the corporate risk register could potentially lead to significant financial implications if realised. There are direct impacts on our resources in relation to the partnership/contractual risks and the risk about sufficiency of budget.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

This report gives an overview of the Council's risk management arrangements in 2022/23 and the forward plan for development of risk management systems and processes in 2023/24. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. The Accounts & Audit (England) Regulations 2015 require the authority to have a sound system of internal control, which includes effective arrangements for the management of risk.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications in this category.

4.8 Environment and Climate Change Implications on Priority Areas

There are no significant implications in this category.

Have the resource implications been cleared by Finance? Not applicable

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal Services? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?
Not applicable

Have any engagement and communication implications been cleared by Communications?
Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? Not applicable

Have any Public Health implications been cleared by Public Health?
Not applicable

5. Source documents

5.1 Corporate Risk Register (copy provided as Annex A to this document)

5.2 Annual Governance Statement
[Statement of accounts - Cambridgeshire County Council](#)

Annual Risk Management Report

Cambridgeshire County Council
2022/23

1. Background:

- 1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. Through effective risk management, we aim to optimise success by minimising threats. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner.
- 1.2 The Accounts & Audit (England) Regulations 2015 require the authority to have a sound system of internal control, which includes effective arrangements for the management of risk. Robust risk management is an essential element of good organisational governance and a sound internal control system.
- 1.3 This Annual Risk Management Report provides an overview of key risk management processes and developments at Cambridgeshire County Council over the past 12 months. It supports the authority's Annual Governance Statement and the Code of Corporate Governance, as well as detailing the future areas of focus for further developing and enhancing risk management systems at the Council.

2. Risk Management Policy

- 2.1 The Council maintains a Risk Management Policy, which was reviewed in March 2022 and re-approved by the Strategy & Resources Committee.
- 2.2 In 2023, the Risk Management Policy and supporting guidance including the Risk Management Procedures and Risk Management Short Guide document were subject to a comprehensive review by the Internal Audit & Risk Management team. The Risk Management Policy has been refreshed, including a review of risk matrices, and the other guidance has been combined into a single Risk Management Toolkit.
- 2.3 The core risk management systems, processes, and risk appetite in place at Cambridgeshire have not changed significantly as a result of this review. Instead the aim has been to streamline and clarify existing guidance and make the Council's risk policies and procedures more accessible for officers.
- 2.4 The new draft Risk Management Policy is attached to this report as Annex B.

3. Cambridgeshire County Council Corporate Risk Register

- 3.1 The Corporate Risk Register has been updated throughout the year and presented to CLT, the Strategy and Resources Committee and Audit & Accounts Committee at regular intervals.
- 3.2 The most significant updates to the Corporate Risk Register throughout the year included:
- Introduction of the new Risk 12 (“Climate Change”);
 - Splitting an existing risk (Risk 11, “Failure of Key Partnerships or Contracts”) into two separate risks covering the failure of key contracts (Risk 10) and the failure of collaborative working (Risk 11);
 - De-escalation of the risk “Insufficient infrastructure to deliver the Council's services” from the Corporate Risk Register, with the risk now captured across Directorate Risk Registers;
 - The risk ““The Council does not deliver its statutory or legislative obligations” was re-developed into the current Risk 5 “Failure of Corporate Governance”. The risk was re-named to provide a greater distinction between this risk and Risk 7, “Failure to deliver key Council services”.
- 3.3 A copy of the current Corporate Risk Register is attached to this report at Annex A.

4. CLT Risk & Assurance Meetings

- 4.1 During 2022/23, Cambridgeshire’s Corporate Leadership Team has introduced new Risk & Assurance meetings. These formal meetings have a dedicated Terms of Reference intended to ensure regular detailed senior management oversight of the corporate and directorate risk registers, to reflect on feedback from Committee and to develop corporate oversight of risk and key independent assurances.
- 4.2 The first meeting of the CLT Risk & Assurance group was held on the 4th October 2022. Subsequent meetings have taken place on 5th January, 8th March and 5th July 2023.
- 4.3 Risk is also considered at general CLT meetings. In line with the Risk Management Toolkit, escalation of urgent and emerging risks should not be delayed by the quarterly cycle of CLT Risk & Assurance meetings, and urgent items on risk can be taken at any regular meeting of CLT.

5. Directorate Risk Registers

- 5.1 Directorate Management Teams maintain their own risk registers and formally consider risk on a regular basis. Directorate risk registers are due to be reported to the relevant Committee on a routine basis, and are also scrutinised at CLT Risk & Assurance meetings.
- 5.2 Following the major Council restructure in 2022/23, there have been some significant changes to Directorate Risk Registers, including:
- The People & Communities Risk Register has been split into two separate risk registers, one for Children's and one for Adults. Each new register has been reviewed and updated by the relevant service.
 - A Risk Register for the new Strategy & Partnerships directorate has been developed with the assistance of the Internal Audit & Risk Management team, following individual risk workshops with all of the services which have moved into the new directorate.
 - The Place & Sustainability Risk Register has been significantly reviewed and revised with support from the Internal Audit & Risk Management team.

6. Risk Management System

- 6.1 The Council's current corporate risk management system is GRACE (Governance, Risk & Control Evaluation), which is a system shared with other Councils that were formerly part of the shared LGSS Internal Audit & Risk Management service. GRACE is a specialist risk management and audit software which was developed for use within the UK public sector. This system is relatively low cost, and the Council has a corporate license permitting unlimited number of user licenses for the system.
- 6.2 At a meeting of the Strategy & Partnerships (S&P) directorate to discuss development of the new risk register, it was identified that historically some services within the new S&P directorate have been using the Council's POWA system (Project Online Web Application) as part of their directorate risk management processes. Following this meeting, the risk management team committed to formally review the possibility of using POWA for corporate risk management, and using this to replace GRACE.
- 6.3 The Internal Audit & Risk Management team identified a core service specification of key requirements that the POWA system would need to meet for it to be viable as a corporate replacement for GRACE. This covered reporting requirements, configuration of the relationship between risks, controls and triggers, minimum levels of information that would need to be captured and an audit trail requirement.

6.4 The risk management team met with staff within ITDS to explore the current use of the POWA system for project risk reporting and to discuss the risk system specification. The outcome of this was confirmation from ITDS that they are not able to configure the POWA system to meet the Council's requirements, and therefore in order to achieve a move to corporate risk management on POWA, it would need development by a third party developer.

6.5 As GRACE is currently meeting the Council's needs and is cost-effective, the corporate decision has been taken to retain GRACE as the Council's corporate risk management system holding the Corporate and Directorate Risk Registers for the immediate future. This may be revisited at a future date alongside further development of corporate risk, performance and project management systems.

7. Role of Internal Audit & Risk Management service

7.1 The Head of Internal Audit & Risk Management at Cambridgeshire County Council has a role encompassing both Internal Audit and Risk Management support. Responsibility and accountability for implementing risk management activity is retained by management at Cambridgeshire County Council, including the assessment, control and mitigation of risk. The role of the Internal Audit & Risk Management service is to provide advice, support and facilitation for this process, rather than to undertake risk management activity directly, in order to maintain its independence.

7.2 As such, throughout 2022/23 the Internal Audit & Risk Management service has provided advice and guidance to services across the organisation on risk management, supported the update of risk registers and has facilitated risk workshops and the CLT Risk and Assurance meetings.

7.3 In addition to this, a new process of risk assurance reviews has been implemented by the Internal Audit & Risk Management team in 2022/23.

7.4 The Risk Register Assurance process is a subjective piece of consultancy work which aims to review and challenge individual risks on the Council's Corporate Risk Register, and to provide an independent assurance over the control of the risk. At the end of the process, a report on the risk is provided to the corporate Risk Owner and the CLT Risk & Assurance group, and the expected outcome is for the risk owner to update the Corporate Risk Register and as part of this, to develop an Action Plan to further strengthen corporate control of the risk, based on findings and recommendations from the review.

7.5 In 2022/23, two risk assurance reviews were carried out, which covered:

- Risk 8: "Failure of key contracts or partnerships" (report issued July 2022).

- Risk 9: “The Council is a victim of cyber crime” (report issued March 2023).

8. Risk Maturity Assessment

- 8.1 As part of the Audit Plan 2022/23, the Internal Audit & Risk Management team undertook an assessment of the Council’s risk maturity against an established risk maturity model published by the Institute of Internal Auditors (IIA).
- 8.2 This approach involved benchmarking the Council’s risk management processes against a model framework, to identify any gaps in current arrangements as well as to help plan and prioritise actions to further enhance and embed effective risk management at Cambridgeshire.
- 8.3 The table below shows the maturity of current risk management arrangements at Cambridgeshire County Council, as identified by the Risk Maturity Assessment:

Risk Stages	Definition	No. areas at this level
1. Risk enabled	<i>Risk management and internal controls fully embedded into the operations.</i>	9 (56%)
2. Risk managed	<i>Enterprise approach to risk management developed and communicated.</i>	0
3. Risk defined	<i>Strategy and policies in place and communicated. Risk appetite defined.</i>	6 (38%)
4. Risk aware	<i>Scattered silo approach to risk management.</i>	1 (6%)
5. Risk naive	<i>No formal approach defined to risk management.</i>	0

- 8.4 From testing the key areas of the Council risk management processes, the majority of areas reviewed were classed as ‘risk enabled’, while most other areas were ‘risk defined’. The one area that had a reduced opinion of ‘risk aware’ related to the lack of co-ordinated training on risk management for Council officers and members.
- 8.5 Internal Audit drafted an Action Plan to address the different parts of the Council that have been assessed as risk defined and risk aware, and move these areas towards a risk enabled approach. This has now been incorporated into a new Risk Management Strategy for 2023/24.

9. Looking Forward and Next Steps:

- 9.1 The next steps for further developing and enhancing the effectiveness of risk management activity at Cambridgeshire County Council are set out in the new Risk Management Strategy, which is attached at Annex C. The elements of Cambridgeshire County Council’s Risk Strategy are aligned to the five key principles

set out in the document *The Orange Book: Management of Risk – Principles & Concepts* (April 2023) published by the UK Government. These principles are: governance and leadership; integration; collaboration and best information; risk management process; and continuous improvement.

9.2 Some of the key actions for implementation in the 2023/24 year include:

- Development of an e-learning module on risk management which can be made available to all staff. Once completed this will be publicised internally via the intranet and to targeted staff.
- Re-introduction of the quarterly Corporate Risk Group meetings with Risk Champions from each service area.
- A full internal audit review of risk management to be undertaken in 2023/24.

9.3 Progress with implementation of the Risk Strategy will be reported to CLT Risk and Assurance meetings and on to Strategy & Resources and Audit & Accounts Committee. Implementation of the actions outlined in the Risk Strategy will support the Council in moving towards a consistently 'risk enabled' approach to risk management.

Risk		01. ASC - Council's arrangements for safeguarding vulnerable adults fail										
Likelihood	5											
	4											
	3											
	2											
	1											
		1	2	3	4	5						
		Consequence										
		Risk Owners	Patrick Warren-Higgs			<table border="1"> <tr> <td>Current Score</td> <td>15</td> </tr> <tr> <td>Target Score</td> <td>15</td> </tr> <tr> <td>Previous Score</td> <td>15</td> </tr> </table>	Current Score	15	Target Score	15	Previous Score	15
Current Score	15											
Target Score	15											
Previous Score	15											
		Triggers	1. Inability to recruit, train and retain experienced staff 2. Inherent weaknesses in governance arrangements 3. Poor quality of practice not delivering statutory responsibilities, non-compliance with policies & practice guidance 4. Ineffective management oversight 5. High caseloads/demand on service 6. Internal organisational change 7. External system/regulatory changes 8. Major incident results in spike in demand for services and/or inability to access Council systems, records or buildings.			<table border="1"> <tr> <td>Last Review</td> <td>15/06/2023</td> </tr> <tr> <td>Next Review</td> <td>13/09/2023</td> </tr> </table>	Last Review	15/06/2023	Next Review	13/09/2023		
Last Review	15/06/2023											
Next Review	13/09/2023											
		Likelihood Factors (Vulnerability)	1. Decrease in government funding 2. Failure/handback from commissioned providers 3. Increased expectations on local government 4. Increase in demand for services 5. Current Directorate restructure underway 6. Inflation and cost of living crisis			Potential Consequences						
						1. Vulnerable adult is seriously harmed 2. People lose trust in Council services and/or commissioned services 3. Council is judged to have failed in statutory duties 4. Requires improvement or inadequate CQC outcome						

Controls	Adequacy	Critical Success	Assurance
01. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Safeguarding Adult Reviews.	Good	Regular reporting	Eastern Region Sector Led Improvement Programme Adults practice governance board. LGA Peer Review and associated Improvement Plan in readiness for CQC inspection in the next 12 months.
02. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions that monitor and instil safeguarding procedures and practice	Good	High quality supervision and support. Professional staff are able to continue registration with their professional bodies	SAB multi agency policies and procedures in place. Themed audits re safeguarding and associated learning and development. Robust training programme in place Adults practice governance board and practice guidance.
03. Clear 'People in Position of Trust' policy and guidance in relation to Adults Provide training, SAB	Good		Appropriate training provided.
04. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity. Coordinated work between multi-agency partners. In particular Police, County Council, Health and other agencies who are key members of the Board and subgroups.	Good	Regular reporting	SAB annual report highlighting progress against priority areas shared with Adults & Health Committee.
05. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance	Good	Regular auditing and reporting	Monthly Management Audits. Annual programme of Themed Audits. Adults practice governance board. Agreed Improvement Plan with Senior Responsible

			Agreed improvement plan with senior responsible Leads.
06. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission. Implementation of provider of concern process as required.	Good	Regular auditing and reporting	Contracts monitoring team, care home support team & provider of concern process
07. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies including supporting young people transitions to adulthood, with the oversight of the Safeguarding Boards	Good	Effective and safe implementation	SAB and key statutory partners
08. Continue to work with the CQC to share information.	Good	Regular reporting	Contracts monitoring team
09. Managing increasing demand and acuity to ensure adults receive right support at the right time. Regular DMT's to discuss and escalate issues.	Good		Escalation to CLT as required.

Action Plans	Assurance	Responsibility	Target Date
1. Performance Improvement Plan DOLs in CCC, threshold assessments for people in care homes in CCC, adults and autism historical back log, OT waiting list. LD Health waiting lists linked to section 75 agreements, care and support plan delays, including brokerage of increases or changes to care packages, financial assessment and financial data entry delays.	Good progress has been made on reviews due to the use of the external agency to tackle the long waiters. This will be an ongoing process		31/08/2023
2. Adults Workforce Strategy forecasting future need, setting out recommendations and actions to retain, succession plan and ensure pipelines of future workers.	Drafted and due for approval and agreement to CLT.		30/06/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		02. CSC - Failure of the council's arrangements to safeguard vulnerable children & young people (as at March 2023)						
Likelihood	5							
	4							
	3					X/T		
	2							
	1							
		1	2	3	4	5		
Consequence								
Risk Owners		Martin Purbrick N.B. Risk presented as at March 2023; currently under review by CLT			Current Score	15	Last Review	13/03/2023
					Target Score	15	Next Review	ONGOING
					Previous Score	15		
Triggers		1. High caseloads in Children's Social Care. 2. Systems and processes fail to support an accurate assessment of risk in relation to child and family circumstances. 3. Non-compliance with safeguarding processes and procedures. 4. Inability to recruit and retain experienced Social Workers. 5. Level of need outstripping market capacity. 6. Failure to secure a positive outcome from Ofsted inspection. 7. Major incident results in inability to access Council systems, records or buildings. 8. Changes in regulatory requirements for children's social care. 9. Ineffective management oversight.			Likelihood Factors (Vulnerability)			Potential Consequences
					1. Children's social care case loads are too high in some areas due to issues with recruitment and retention. 2. Inaccurate assessment of risk in relation to children & the family circumstances. 3. Dedicated Schools Grant High Needs Block overspending. 4. Difficulty procuring sufficient capacity for children's placements and Home to School Transport. 5. Cost of living crisis may create increased demand for services. 6. Uncoupling of Children's directorate from former joint People directorate. 7. New quality standards and Ofsted inspection regime for unregulated supported accommodation for 16- and 17-year old looked after children and care			1. Harm to child or young person awaiting or receiving services from the Council. 2. Reputational damage to the Council. 3. Financial impact. 4. Legal challenge or government intervention.

Controls	Adequacy	Critical Success	Assurance
1. Multi-agency Safeguarding Boards and Executive Boards. Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners.	Good		
2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission	Good		
3. Comprehensive and up-to-date Safeguarding Policies, Procedures and Practice Standards. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.	Good		
4. Safeguarding Training & Development Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.	Good		

5. <i>Quality Assurance Framework.</i> <i>Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.</i>	Good		
6. <i>Clear processes for reporting concerns.</i> <i>Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.</i>	Good		
7. <i>Family Safeguarding Approach</i> <i>Family Safeguarding involves multi-disciplinary teams in children's social care, to keep families together and ensure children and adults services work jointly for the best outcome for the family.</i>	Good		
8. <i>Role of Schools Intervention Service & Schools Causing Concern.</i> <i>The Council's Schools Intervention Service supports good governance in maintained schools and conducts regular reviews of safeguarding and safe recruitment practice in schools. The Schools Causing Concern process enables concerns about school safeguarding practice to be escalated, monitored and managed by the County.</i>	Good		

Action Plans	Assurance	Responsibility	Target Date
1. <i>Corporate response to Ofsted focused visit.</i> <i>Rapid improvement work responding to the Ofsted focused visit will be led by the Director for Children's Services.</i>			31/03/2023
2. <i>Children's Workforce Programme.</i> <i>The Children's Workforce Programme is a 12-month programme launched in September 2022 and led by the Chief Executive, to support recruitment and retention of the Children's social care workforce and to create an environment in which social care can flourish.</i>			30/09/2023
3. <i>DSG HNB Safety Valve.</i> <i>The Council is working with the Department for Education to seek to agree Safety Valve funding to resolve the current deficit in Dedicated Schools Grant High Needs Block Funding.</i>		Jonathan Lewis	31/03/2023
4. <i>Children's Safeguarding Rapid Review.</i> <i>A rapid review into a serious incident involving a young person will be concluded by 31st January 2023 and the action plan resulting from the review will be implemented by the 31st March 2023.</i>			31/03/2023
5. <i>Children's Placement Sufficiency.</i> <i>Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing.</i>			31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		03. The Council does not have enough budget to deliver agreed short and medium term corporate objectives									
Likelihood	5						Risk Owners Michael Hudson	Current Score	12	Last Review	15/06/2023
	4							Target Score	9	Next Review	13/09/2023
	3			T	X			Previous Score	12		
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences
	1						1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover cumulative variances 2. No clear policies, procedures or governance framework for budget setting and monitoring 3. Non-compliance with corporate processes 4. Poor demand management of services 5. Inflationary pressures 6. staff without appropriate s/k/e 7. The Council is a victim of major fraud and corruption 8. Adverse outcome from Safety Valve process - Council has to fund DSG High Needs deficit		1. Increased demand for services 2. Economic/market conditions - shortage of supply of services 3. Economic conditions - reduced income from fees/charges or taxation 4. Changes to government funding 5. Legislative and regulatory changes 6. Economic conditions Inflationary pressures - increased prices 7. Partnership risks - additional costs or reduced funding in collaborations 8. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc) 9. Current challenges in the Waste and Home to School Transport markets		1. Council issues a s114 notice or requires capitalisation direction 2. The Council does not deliver its statutory responsibilities 3. People do not receive the services to which they are entitled or require, and may be harmed as a result 4. Reputational damage
		1	2	3	4	5	Consequence				

Controls	Adequacy	Critical Success	Assurance
01. Robust Business Planning process	Good	Continued support from CLT to act collectively to develop budget proposals which meet the financial challenge	
02. Robust service planning, priorities cascaded through management teams and through appraisal process	Good	Staff have clarity of what is expected of them and deliver services within the available budget	
03. Integrated resources and performance reporting (accountable quarterly to S&R), tracking budget, savings, activity and performance	Good	Saving proposals delivered	
04. Operational division Finance and Performance Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance	Good	Saving proposals delivered	
05. Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions	Good	Clear budget process, effective engagement with it and compliance	
06. Procurement processes and controls ensure that best value is achieved through procurement	Good		

07. Budget challenge and independent advisory: Finance and budget managers at all levels of the organisation to track exceptions and identify remedial actions	Good	Meeting of financial targets and deadlines. Political engagement and approval	
08. Rigorous treasury management system plus tracking of national and international economic factors and Government policy	Good		
09. Rigorous risk management discipline embedded in services and projects	Good		
10. Adequate reserves	Good	Reserves held at recommended level as per section 25 statement (4%)	
11. Integrated Financial Monitoring Report	Good	Received quarterly at S&R	
12. Anti-fraud and corruption policy	Good	Organisational awareness campaigns	
13. whistleblowing policy	Good	Organisational awareness campaigns	
14. Internal control framework	Good	Organisational awareness campaigns	
15. Fraud detection work undertaken by IA, Counter Fraud	Good	Organisational awareness campaigns	
16. Awareness Campaigns	Good	Organisational awareness campaigns	
17. Anti money laundering policy	Good	Organisational awareness campaigns	
18. Publication of spend data	Good	Organisational awareness campaigns	

Action Plans	Assurance	Responsibility	Target Date
01. Engagement, development and submission of credible revenue and capital plans into safety valve process	Safety Valve secured and regular reporting will now be presented as part of the Budget Monitoring reports. This position will continue to be reviewed but from the perspective of Financial Planning the next key date is the assessment of risk to inform the S151 s25 assurance of reserves.	Tom Kelly Jonathan Lewis	31/01/2024
02. Capital Programme Board and RIT full scrutiny and supervision of proposal and savings plan development.	These committees continue to meet and will inform the s151 Officer s25 risk assessment of reserves.	Michael Hudson	31/01/2024

03. Programme management of financial reporting, as well as continued strengthening of the budget monitoring and setting	Provide assurances over the robustness of estimates and forecasts.	Michael Hudson	31/01/2024
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Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		04. A serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.										
Likelihood	5						Risk Owners Sue Grace	Current Score	12	Last Review	19/06/2023	
	4							Target Score	15	Next Review	17/09/2023	
	3				X	T		Previous Score	12			
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	1						1. Loss of large quantity of staff or key staff 2. Loss of key premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a key supplier 5. Loss of utilities or fuel 6. Decreasing resilience in CCC services due to ongoing financial constraints and cost reduction 7. Serious major external incident 8. Officer non-compliance with Business Continuity planning or processes 9. Co-operation and engagement of partners		1. Ongoing risk of environment hazards such as flooding and severe weather 2. Pandemic 3. Cyber Attack / Cyber Crime (see Risk 09) 4. Possible power outages caused by gas shortages 5. Resource issues due to shared service 'decoupling'		1. Inability to deliver services to vulnerable people, resulting in harm to them 2. Inability to meet legislative and statutory requirements 3. Increase in service demand 4. Reputational damage	
		1	2	3	4	5						
		Consequence										

Controls	Adequacy	Critical Success	Assurance
1. Corporate and service Business Continuity Plans Up to date business continuity plans available across the Council.	Reasonable	All services have up-to-date Business Continuity Plans which provide a clear and comprehensive plan for how services will respond in the event of a major/critical incident to minimise business disruption.	The Emergency Planning Team maintains a tracker of BC plan completion across the Council. Currently the team are working on reviewing BCPs and getting this up to date (see Action Plan).
2. Corporate communication channels in case of emergency. The Emergency Planning team work with Communications Teams in Cambridgeshire and Peterborough to respond to any emergency incidents. The Council's Emergency Messaging System allows contact with staff via SMS in the event of IT system disruption.	Good	The Council is able to communicate effectively externally and internally in the event of a major/critical incident.	The Emergency Planning team maintain a close relationship with the Communications team.
3. Cambridgeshire & Peterborough Local Resilience Forum The LRF allows multi-agency collaboration regarding local resilience issues. The LRF follows a clear process to allow agencies across the region to share information, plan and prepare for major incidents, and maintains a tactical response process.	Good	The Council is able to work effectively with other agencies across Cambridgeshire & Peterborough in responding to a major/critical incident.	Executive Director of Strategy & Partnerships sits on the LRF Board to represent Cambridgeshire County Council.
4. IT disaster recovery arrangements Up to date IT disaster recovery plans in place.	Reasonable	ICT downtime and disruption to front-line business is minimised in the event of an IT critical incident or loss of data.	Disaster Recovery tested thoroughly ahead of data centre move and then put into action 'live' during the data centre move in November 2021.
5. Resilient Internet feed	Good		"Considerable work undertaken to strengthen and improve resilience of network, high proportion of WFH for staff and Members can be sustained. Regular monitoring process and escalation"

6. Corporate Emergency Plan	Reasonable		Corporate Emergency Plans put into operation through recent incidents (2020/21 and 2021/22) including Flooding and Severe Weather. The CCC Emergency Management Plan is currently being updated (June 2023) to reflect organisational changes.
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Action Plans	Assurance	Responsibility	Target Date
<p>Business Continuity Plan Testing</p> <p>Once the corporate review of BCPs is complete, the Emergency Planning team will re-implement a programme of service-level testing of BC plans and a corporate BC testing exercise.</p>		Stewart Thomas	01/04/2024
<p>Corporate review of Business Continuity Plans.</p> <p>Emergency Planning Team supporting service Business Continuity leads to review Business Continuity Plans.</p>	<p>The Emergency Planning Team maintain a tracker of corporate and service BCPs and are now reviewing and updating this to understand current completion and quality levels of service BCPs. BC Awareness sessions for Team Managers were launched in February 2023 to re-establish contact with BC leads and sessions are currently booked in with Directorates to December 2023. The Emergency Planning Team took part in Worldwide 'Business Continuity Awareness Week' in May 2023 run by the Business Continuity Institute with internal communication & promotional material sent to staff.</p>	Stewart Thomas	31/01/2024
IT Disaster Recovery Exercise		Sue Grace	31/03/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		05. Failure of corporate governance													
Likelihood	5						Risk Owners Emma Duncan	Current Score 10	Target Score 15	Last Review 15/06/2023					
	4										Triggers 1. Major business disruption. 2. Lack of management oversight. 3. Negative inspection judgement . 4. Poor financial management. 5. Insufficient finance. 6. Personal Data is inappropriately accessed or shared. 7. Lack of awareness of or preparedness for legislative changes. 8. Lack of clear corporate policy framework. 9. Officer non-compliance with policy framework.	Previous Score 10	Next Review 15/09/2023		
	3					T								Likelihood Factors (Vulnerability) 1. Current local financial pressures. 2. Ongoing national reduction in public sector funding. 3. Changes to statutory/Legislative duties. 4. Current major corporate restructures and service change.	Potential Consequences 1. Harm to people as a result of them not getting services they need or are entitled to. 2. Criminal or civil action against the Council. 3. Negative impact on Council's reputation. 4. Lack of control over financial or operational delivery. 5. S114 Notice or Public Interest Report.
	2					X									
	1														
		1	2	3	4	5									
Consequence															

Controls	Adequacy	Critical Success	Assurance
01. Monitoring Officer role.	Good	Lack of or reduced risk of successful legal challenge to decision making.	Monitoring Officer attends all CLT meetings. MO sign-off on all legislative changes and legal implications on Committee papers.
02. Annual Governance Statement (AGS).	Good	AGS process ensure that the Council reviews the effectiveness of its corporate governance arrangements and its compliance with the corporate governance framework.	Annual Governance Statement published as part of Statement of Accounts.
03. Code of Corporate Governance (CoCG).	Good	Annual review of the Code of Corporate Governance provides assurance that the Council has a robust governance framework in place.	Code of Corporate Governance updated annually on the external website.
04. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good		
05. The Council's Constitution, including Scheme of Financial Management, Contract Procedure Rules, Scheme of Delegation etc.	Good	Officers and Members comply with statutory obligations	
06. Corporate Complaints procedure and response to Local Government & Social Care Ombudsman reviews.	Good	The Council can identify and respond to any breaches of legislative or statutory obligations.	
07. Service managers kept up to date with changes by Monitoring Officer / Pathfinder, Government departments, professional bodies, involvement in regional and national networks	Good	Lack of or reduced risk of successful legal challenge to decision making	
08. Key statutory and legislative considerations in Committee reports signed off by key officers including the Monitoring Officer.	Good	Committee papers and key decisions are scrutinised to identify any statutory/legislative	Sign-off by key officers is evidenced in Committee paper appendices.

		impact.	
09. Roles of Statutory Officers inc. Head of Paid Service, Section 151 Officer, Director of Adult Social Services, Caldicott Guardian, etc.	Good	Active postholders for all statutory roles for the Council.	
10. Statutory Officers Group Statutory Officers Group meetings to discuss corporate governance arrangements and issues, and to reflect on recurring themes relating to Council improvement.	Good	Regular scrutiny of corporate governance by senior officers.	
11. Performance Management Framework Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities. If we are off-track, we change our activities to improve service delivery, value for money and the outcomes people experience.	Reasonable	Clear information on organisational performance against objectives provided in a timely way to decision-makers.	Performance reporting to Committees and CLT.

Action Plans	Assurance	Responsibility	Target Date
01. Corporate Response to the Covid Public Inquiry.			31/03/2023
02. Self-Assessment of the effectiveness of the Audit & Accounts Committee.		Mairead Claydon	30/09/2023
03. Appointment of independent non-voting Members to the Audit & Accounts Committee.		Mairead Claydon	30/09/2023
04. Implement Action Plan from Annual Governance Statement.	Implementation to be reviewed on an ongoing basis by Statutory Officer Group.	Emma Duncan	31/03/2024
05. Governance Review.		Emma Duncan	31/03/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		06. The Council's workforce is not able to meet business need				
Likelihood	5					
	4					
	3					X/T
	2					
	1					
		1	2	3	4	5
Consequence						
Risk Owners		Janet Atkin			Current Score	15
					Target Score	15
					Previous Score	15
		Triggers			Likelihood Factors (Vulnerability)	
		<ul style="list-style-type: none"> 1. Skills shortage in key areas including partners. 2. Employee retention beneath optimal leading to unhealthy level of turnover. 3. Low levels of employee engagement. 4. Failure to achieve a healthy organisational culture and environment. 5. Ineffective or inadequate workforce planning. 6. Financial pressures mean the Council is not able to offer pay in line with the market. 7. Decline in Council's reputation as an employer. 8. High absence levels. 9. Inability to train, recruit and develop staff 10. Organisational change 11. Working days lost to strike action/ industrial action 			<ul style="list-style-type: none"> 1. Cost of living is increasing at a rate that is causing major concern for many of our workforce. 2. Acute skills shortage in key areas including partners 3. EU exit impact on employment market 4. Increased challenges across all areas of the council's functions in recruiting. 5. Changing expectations regarding how and where staff want to work. 6. The extent and scale of change programmes being undertaken across the Council in the first part of 2023 including the separation of services across CCC and PCC is heightening the likelihood of disruption and challenge with motivation and engagement. 7. Significant demand in services. 8. Increased workplace expectations of employees. 	
					Potential Consequences	
					<ul style="list-style-type: none"> 1. The Council is unable to recruit & retain staff with the right skills and experience. 2. Failure to deliver effective services or Council objectives. 3. Reputational damage to the Council. 4. Low morale and negative impact on staff wellbeing. 5. Expenditure on costly interims or agency staff. 6. Workforce lacks relevant skills, knowledge and training and is not continually developed. 	

Controls	Adequacy	Critical Success	Assurance
<p>A. Fair Recruitment Policy. Recruitment and Retention Board meets bi-monthly, focused on social care.</p> <p>This meeting continues to focus on key areas of challenge and concern, engaging with our providers of agency workers as well around hard to fill posts to identify opportunities to improve candidate attraction.</p>	Good	Staffing levels support service delivery.	Outcomes of actions from Recruitment and Retention Board.
<p>B. Regular Employee Engagement Surveys established to identify and respond quickly to emerging issues and concerns.</p> <p>A number of key topics have been covered and going forward will be revisited annually including Wellbeing; Equality, Diversity and Inclusion, and How We Work. The results of these engagement surveys are discussed with CLT for an action plan to be signed off and published on Camweb clearly setting out the organisational commitment to matters raised</p>	Good	Employee Engagement is demonstrated through employees seeing the value of and therefore contributing to these opportunities to shape the organisation as an employer.	CLT see results of engagement surveys and agree action plans to respond to the survey.
<p>C. 5 year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention and talent management.</p> <p>New People Strategy has been launched and has a clear focus on the shifting employment market and employment challenges that the Council faces, to establish clear plans for the workforce.</p>	Good	Clear workforce plan in place for the Council.	Success of the People Strategy is measured through employee engagement surveys and feedback from key services/exit interviews. Additionally, an annual report is presented to Staffing and Appeals Committee.
<p>D. Dedicated Recruitment Team supporting the whole Council. Targeted recruitment campaigns and new e-recruitment system.</p>	Good	The Council is able to recruit staff with the right skills and experience.	Impact of recruitment campaigns is reviewed by the Recruitment Board. Decisions on spending on

The team engage with services to understand the specific and differing challenges that they face and target recruitment campaigns accordingly, as well as maximising usage of social media channels. A new e-recruitment system has been implemented (in last 12 months).			major recruitment campaigns are approved by the Board. Ongoing recruitment project has an emphasis on recruiting managers acting as Council ambassadors and not just focusing on their own area/vacancy, to improve attractiveness of Council
E. Appraisal system linked to performance management	Good	Staff retention is enhanced.	Directorate-level review of outcomes followed by CLT review of appraisal and performance outcomes
F. Role of HR Business Partners. HR Business Partners work with services to anticipate and meet demands within service areas. BPs attend management meetings and meet Service Directors regularly.	Good	Services are supported in successful recruitment, engagement, development and retention of staff.	Feedback from HR Business Partners regarding organisational engagement.
G. Annual report to Staffing and Appeals Committee Reports are delivered to Staffing and Appeals Committee in February each year setting out a clear review of the workforce profile and activity during the year as well as key policy changes, employee engagement activity and an update around employee wellbeing.	Good	Impact of workforce policies and engagement is measured and evaluated to inform future policy development.	Report is taken to Committee in February.
H. Report on quarterly basis to management teams on workforce and performance. Quarterly dashboard reports on workforce matters including absence and turnover are provided to Directorate Management Teams for them to keep a focus on their workforce profile and any emerging or potential concerns.	Good	Directorate Management teams are able to identify and address any emerging or potential concerns.	Reports are provided to DMTs quarterly.
I. Use of Consultants Policy and Interim & Agency Workers Policy.	Reasonable	Hiring managers use appropriate and compliant routes to market to obtain interim, agency staff and consultants.	Regular reporting on use of consultants, interims and agency staff to CLT and Audit & Accounts Committee. Internal Audit review of Use of Consultants & Interims planned for 2023/24. Consultancy policy ownership has transferred to Procurement. Head of Procurement and Head of HR have been attending Management Team meets within services to raise awareness of these policies and to discourage any procurement of
J. Agency Staff framework with Opus.	Good	Hiring managers use Opus as an accessible and cost-effective route to market for agency staff.	HR team manage Opus contract. Opus reporting has improved significantly with implementation of weekly returns for Social Care, Adults and Children's and monthly returns for other services. HR Advisory have introduced a reconciliation of returns to services to confirm accuracy of reports
K. Well established consultative framework with trade unions.	Good	Well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy development	

L. New Learning & Development platform and work of the Learning & Development team.	Good	Staff are able to access targeted learning and development opportunities and the Council can monitor training undertaken.	Rates of training completion.
M. Equality Diversity & Inclusion Working Group. EDI Working Group meets fortnightly to tackle EDI issues and engage staff across the organisation.	Good	The Council has a strong culture of equality, diversity and inclusion which supports staff engagement and retention.	Staff feedback in EDI engagement surveys and exit interviews.
N. Employee Wellbeing offer and new Employee Engagement & Wellbeing Manager post.	Good	Staff are supported to maintain wellbeing, reducing staff absence and supporting employee engagement and retention.	Staff feedback in Engagement Surveys and exit interviews.

Action Plans	Assurance	Responsibility	Target Date
Children's Workforce Improvement Programme. Programme to address challenges in children's workforce retention and recruitment, launched in September 2022 and led by Chief Executive. This piece of work has broadened in scope. Target date revised to reflect this - March 24.		Janet Atkin	30/03/2024
The values and behaviours framework will be reviewed in line with the next iteration of the People Strategy. This now du		Janet Atkin	31/10/2023
Work with the service directors to create a comprehensive L&D framework to support the wider People Strategy. Can only be completed once People strategy in place and agreed therefore target date to be aligned – October 23.		Janet Atkin	31/10/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		07. Failure to Deliver Key Council Services											
Likelihood	5												
	4												
	3					T							
	2					X							
	1												
		1	2	3	4	5							
Consequence		Risk Owners		Stephen Moir		Current Score		10		Last Review		22/02/2023	
						Target Score		15		Next Review		04/06/2023	
						Previous Score		10					
		Triggers		Likelihood Factors (Vulnerability)		Potential Consequences							
		<p>01. This risk may be triggered by the realisation of any of the other risks on the Corporate Risk Register:</p> <ul style="list-style-type: none"> - Failure of safeguarding arrangements (Risks 1 and 2) - Failure of financial management (Risk 3) - Impact of a major/critical incident (Risk 4), cyber attack (Risk 8) or climate change (Risk 12) - Failure of corporate governance (Risk 5), key contracts (Risk 10) or partnership and collaborative working (Risk 11) - Insufficient workforce (Risk 6) - Failure to comply with Information Governance legislation (Risk 9) <p>02. Changing county demography and high levels of growth create pressure on Council resources and increase the risk that funding does not match demand; this may also be exacerbated by weak demand management process within the Council.</p> <p>03. Failure to identify changing policy or legislation, or an inability to respond to changes in policy or legislation.</p> <p>04. Failure to develop, effectively communicate and implement clear Council strategies and service plans, including the Business Plan.</p> <p>05. Insufficient corporate oversight of performance.</p> <p>06. Non-compliance with corporate policies and procedures.</p> <p>07. Failure of arrangements for health and safety</p>		<p>01. Changes to local authority finance and funding regime.</p> <p>02. High levels of growth in Cambridgeshire outstripping predictions and creating increased demand for key services.</p> <p>03. Global pandemic</p> <p>04. Current high rate of organisational change and consultations in Adults, Children's and Strategy & Partnerships.</p> <p>05. Long-term Brexit implications</p> <p>06. Local Elections</p>		<p>01. Harm or risk to vulnerable people.</p> <p>02. Statutory penalties.</p> <p>03. Reputational damage to the Council.</p> <p>04. Government or regulatory intervention.</p> <p>05. Financial consequences.</p>							

Controls	Adequacy	Critical Success	Assurance
<p>1. Role of the Corporate Leadership Team (CLT)</p> <p>CLT have a leading role in ensuring that the Council delivers key services and legislative requirements. Individual directors have performance plans setting out required service delivery in their areas.</p>	Good		Council Directors complete Directors Assurance Statements for the Annual Governance Statement providing assurance over the control of risk and compliance with corporate governance requirements in their area
<p>2. Strategic Framework & Business Plan</p> <p>A clear corporate strategy and strategic framework feeding down into service plans, medium term financial strategy etc.</p>	Reasonable	The Council's Strategic Framework should clarify the Council's aims with regards to service delivery to officers and Members.	
<p>3. Role of Council Committees</p> <p>Cross-party decision-making in Council Committees provide oversight and challenge to decision-making, policy-making and performance of Council services.</p>	Good		

<p>4. Systems providing oversight of Council performance and service delivery.</p> <p>The Council's Performance Framework and Key Performance Indicators, along with associated systems for identifying performance issues such as the Complaints Procedure and Feedback Policy, provide corporate oversight of performance and delivery of key services.</p>	Reasonable	Senior management and Members have accurate and timely overview of Council performance.	
<p>5. Demand forecasting.</p> <p>The Council operates forecasting mechanisms to inform budget setting and long-term planning. This includes placement sufficiency processes to inform provision of school and early years places.</p>	Good	The Council has an accurate view of likely demand for services in the short and long term.	

Action Plans	Assurance	Responsibility	Target Date
<p>1. Consultation and restructure within Strategy & Partnerships directorate.</p> <p>Key outcomes from the restructure will include the review of responsibilities for Business Planning and Performance.</p>		Sue Grace	30/06/2023
<p>2. Consultation and restructure within People's Services.</p>		Elaine Redding	30/06/2023
<p>3. Redevelopment of the Council's Performance Framework.</p>		Sue Grace	31/12/2023
<p>4. Review of corporate approach to Business Planning and budget planning, Strategic Framework and service planning.</p>		Sue Grace	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		08. The Council is a victim of cyber crime.									
Likelihood	5			X							
	4										
	3					T					
	2										
	1										
		1	2	3	4	5					
		Risk Owners		Michael Hudson	Current Score		15	Last Review		16/06/2023	
					Target Score		15	Next Review		14/09/2023	
					Previous Score		15				
		Triggers				Likelihood Factors (Vulnerability)			Potential Consequences		
		01. Data loss 02. Denial of IT services 03. Malware attack 04. Phishing attack 05. Ransomware attack 06. Telephone Toll Fraud 07. Major vulnerability 08. DR for IT Services 09. Data mishandling/breach 10. Training arrangements fail 11. Password attack 12. SQL injection attack 13. Monitoring does not identify threats 14. In-house expertise/resource is stretched/reduced 15. Outdated or unpatched systems				01. Increasing malicious attempts from various sources 02. Malicious Emails to staff increasing 03. Non-compliance by staff or partners with IT Security policies			01. Regulatory breach subject to ICO action, reputational harm to the Council and disclosure of private information. 02. Inability or degradation in the ability of Council staff to access any computer based service hosted outside of the Council network. It will most likely also impact any services that the council hosts for access by the public. Finally it would also impact any VOIP services operated by the council. 03. Infection of Council systems by malware, causing a degradation of Council systems. 04. Credentials and/or data being made available to unauthorised third parties. This could result in ICO action, reputational damage to the Council and the unauthorised release of confidential information. 05. Loss of access to Council data, a financial ransom to recover access, reinstallation and restore operations to recover access, release of confidential data, reputational harm and ICO action. The exact impact will depend on how well mitigation reduce the impact of the attack. 06. Financial loss for the Council. The Council may also suffer reputational damage or information loss risks if the breacher of the system attempts to impersonate the Council. 07. Systems are exploited by using known\unknown vulnerabilities. 08. There is a risk that the functionality of the new DR solution has not taken place since implementation in August 2021 November 2021 and a retest will be required to provide assurances following platform changes. The consequence of not retesting is that if there is an incident which requires DR to be invoked it will be testing the solution during		
		Consequence									
Controls		Adequacy			Critical Success			Assurance			
01. Phishing detection and prevention controls		Good			Phishing attempts are prevented or detected and dealt with.			The service confirmed that multiple layers of Phishing detection are in place and these will delete or mark messages as appropriate. External			

			<p>delete or mark messages as appropriate. External messages are also marked as such as they contain a higher risk of Phishing.</p> <p>Multifactor authentication is used to reduce the likelihood of successfully exploiting Phished credentials.</p> <p>A simulation phishing exercise was completed in May 2022 which resulted in 178 users entering their password/credentials, which equates to 2.47% of the total delivered emails. Targeted</p>
02. Vulnerability detection and mitigation controls	Good	Vulnerabilities are identified internally and externally and patched in a timely manner – 14 days for vulnerabilities rated high or critical on the CVSS scoring system.	<p>Firewall, Email, Website access and end-device technical controls are used to eliminate or reduce the risk on known\unknown vulnerabilities from being exploited. NCSC Early Warning, WARP and other third-part intelligence source are used to identify vulnerabilities as soon as possible. There has been no action required or vulnerabilities detected from last 6 Months of WARP Threat Roundups. No NCSC Early Warning threat has been received since 16/12/2021. Other information and web sources are also monitored by the service on a regular basis to identify potential vulnerabilities.</p> <p>Additional assurances can be provided via progression of PSN Remediation Action Plan and outcomes of DL UHC (Department of Levelling Up)</p>
03. Disaster Recovery Testing	Reasonable	Schedule of DR testing and reporting of outcomes.	<p>The last DR test occurred as part of the data centre move in November 2021. A failover was successfully completed in March 2022 at Sand Martin House Data Centre.</p> <p>If DR is invoked systems will be available however platform system changes will require DR to be retested to ensure performance and functionality is</p>
04. Robust policies and procedures including the new IT Strategy and the existing Information Management & Governance policy framework.	Good	Accessibility and awareness of comprehensive, up-to-date IT and Cyber security policies and guidance.	<p>Upcoming implementation of the new IT Strategy, toolkit materials and review of current policy suite. New IT strategy is being based on the National Strategy and will show how the service will support the 5 objectives: Manage, Protect, Detect, Minimise and Develop.</p> <p>A new toolkit has also recently been procured - ISO27001, PCI DSS and Cyber Essentials and</p>
05. Staff training on the correct handling of private data, and to use technical controls available to the Council to enable this.	Good	Completion of e-learning and delivery of sessions at Council wide sessions, such as Cambridgeshire Conversations	Cyber Security E-learning has sufficient coverage, but completion levels require improvement. A council wide one-hour Cyber Griffin session is planned to be delivered by the City of London

			planned to be delivered by the City of London Police on the 22nd March 2023. Up to 1,000 staff can join the training session
06. Use multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.	Good	Anti-malware protection	Malware protection is provided by Trend Micro Apex One (contract ends 23/3/24), Microsoft 365 (rolling Monthly Contract) and PaloAlto (MLL Eastnet Contract).
07. Use technical controls to limit access to the Council VOIP system to the UK only.	Good	VOIP system access control and usage reports	Normal usage is monitored by the provider and Council staff so that any deviation from normal use patterns can be identified and alerted.
08. Use the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.	Good	MLL monitoring notifications	The service has never received a DOS or DDOS warning from MLL since established there was a process in place.
09. Cyber Security Board and Technical Group	Good	Regular meeting and reporting on cyber security	The purpose of the Cyber Security group is to ensure that IT best practice security is monitored and managed uniformly across CCC and PCC, defining the secure use and management of our IT systems
10. Information Governance Management Board	Good	Regular meeting and reporting on cyber security arrangements and actions.	The IMB provides advice and guidance on all elements of IM/IG. This includes leading on cyber security arrangements.
11. ITDS Recruitment Campaigns	Good	The service retains and develops workers with IT specialisms.	Team currently has 3 qualified CISP officers and apprenticeship routes are established.
12. IT Business Continuity Planning processes	Reasonable	BCP in place for IT and service specific IT risks are considered in other service's BCP	An LGSS IT BCP from 2018 was provided to audit by Emergency Planning. No current version is in place but work is ongoing with Emergency Planning to get in place.
13. ICT Security Procurements	Reasonable	Due diligence processes are adhered to when making IT procurements to ensure the Council's IT security systems are not compromised	RFQ sets out standard procurement requirements however this process is under review.
14. Information Risk Owner role; Data Protection Officer role; Caldicott Guardians	Good	Defined responsible officers are in place	Defined within the Information Governance Framework.
15. Performance monitoring – corporate IT KPIs on IT Security	Good	Performance Monitoring is regularly undertaken to ensure IT security arrangements are sufficient	No assurances at present. TBC.
16. Communication strategy	Good	Ad-hoc communications and publicity work to raise awareness of IT security	Internal engagement team publishes ad-hoc and reactive comms regarding IT security. Further comms work include Cambridgeshire Conversations sessions.
17. Limitations to FOI requests	Good	Limitations on details the Council can release in FOI answers in relation to council system infrastructure	New process established to restricting level of detail given in FOI requests in regards to Council IT infrastructure as not to expose Council to cyber risk.

Action Plans	Assurance	Responsibility	Target Date
01. Creation and finalisation of IT Strategy; including archiving of out-dated policies and working guidance	Owned by Executive Director, Finance & Resources and Assistant Director of Customer & Digital Services	Michael Hudson Sam Smith	30/09/2023
02. Business Continuity Plan for IT services to be developed with Emergency Planning	Currently in progress	Sam Smith	30/03/2024
03. Corporate IT Security KPIs and reporting to be developed – such as Cyber Security and IG e-learning training complet	Currently in progress, however initial perspective is that there will be a single KPI on training. With additional reporting and dashboards being produced to report on the estate as this is a continually moving feat.		30/03/2024
04. Cyber Treatment Plan, completion of all outstanding actions	Last few items remain, on target to complete		30/09/2023
05. PSN Remedial Plan, completion of all outstanding actions	Last few items remain, on target to complete		30/09/2023
06. DR retesting to be scheduled	Will be scheduled in once SAN replacement procurement has been finalised and will be included in one of the tasks within the implementation	Michael Hudson Sam Smith	30/12/2023
07. Ensure DPIAs are completed for all systems (where they have not already been completed)		Ben Stevenson	31/03/2024
08. Review partnership arrangements where data is either being processed or controlled on our behalf, or where we are ho		Sam Smith	31/03/2024
09. Create a partnership directory to understand our relationships with partners and the responsibilities of either part		Sam Smith	31/03/2024
10. Apply lessons learnt from recent cyber attack.			31/03/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		09. The Council fails to comply with Information Governance legislation and industry standards				
Likelihood	5					
	4					
	3				X	T
	2					
	1					
		1	2	3	4	5
		Consequence				
Risk Owners		Emma Duncan			Current Score	12
					Target Score	15
					Previous Score	12
		Triggers			Likelihood Factors (Vulnerability)	
		1. High staff turnover and use of agency and interim staff. 2. Out of date IT systems or staff failure to install patches. 3. Cybercrime and phishing attacks. 4. Lack of training/awareness among staff. 5. Insufficient physical security of buildings. 6. Staff removing physical records from the office.			This risk is closely linked to Risk 08, 'the Council is a victim of cybercrime', and IT security vulnerabilities will increase the likelihood of a breach of Information Governance legislation.	
					Potential Consequences	
					There is a risk that a lack of oversight and control of information management leads to information being mis-handled, which would expose the organisation to: * Legal action/Information Commission Officer involvement. * Damage to the reputation of the council and adverse publicity. * Complaints. * Data subjects suffer loss, detriment and distress as result of poor management of data. This will include records management, contractual obligations, case management, training and awareness.	

Controls	Adequacy	Critical Success	Assurance
01. Mandatory data protection and security training for all staff	Good	95% of staff have undergone online training or face to face training dependent on risks faced.	Quarterly reports on training completion rates.
02. Use of Data Protection Impact Assessments (DPIAs) in all projects and procurements	Good	Register of DPIAs identifies which have seen a DPIA completed, signed off and managed. Ongoing review of DPIAs so it is not a one off assessment	Ongoing review and creation of register.
03. Regular communications to all staff and at key locations (e.g. printers)	Good	CamWeb used to promote key messages in a structured and engaging way each quarter. IG attend DMTs on a quarterly basis to hear of issues and resolve problems	Annual report to Joint Information Management Board.
04. Joint Information Management Board, chaired by senior info risk owner (CLT member), with representative of all directorates along with DPO and both Caldicott Guardians. Board oversees IG and cyber security activity	Good	Board meetings held every quarter and led by CLT members.	Quarterly meetings and IM Board reporting.
05. A comprehensive set of information and security policies.	Good	Policies reviewed and refreshed annually with redundant documents removed.	Annual report to Joint IM Board.
06. Established procedure for notifying, handling and managing data breaches	Good	Compliance with policy and clear reporting on breaches.	Report to CLT on a six-monthly basis on breaches and impact. Report to Joint IM board on a quarterly basis. Chief Exec and director notified of high-risk breaches.
07. Subject Access Requests responded to within the statutory timeframe.	Good	Targeting compliance rate of 90% SARs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources Committee and Joint IM Board

			Committee and Joint IM Board. Six monthly report to CLT.
8. FOI responses issued within the statutory timeframe.	Good	Targeting compliance rate of 90% FOIs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources Committee and Joint IM Board. Six monthly report to CLT.

Action Plans	Assurance	Responsibility	Target Date
Awareness and communications regular updates via Cambweb, DMTs and conversations to keep awareness levels up	Visibility on Cambweb	Ben Stevenson	31/03/2024
Completion of NHS DSP Toolkit Ensures areas of compliance considered and how met for Public Health and Adult	Publication of toolkit and any audits	Ben Stevenson	30/06/2023
Implement learning from incidents Ensure that processes are reviewed and trends analysed	Lack of repeat incidents in service areas where processes are reviewed and changed	Ben Stevenson	31/03/2024
Mandatory training Training to be delivered annually to all staff, relevant to services and councils	BI reports to identify non completers Raised with directors and CLT to ensure completion Annual training	Ben Stevenson	31/12/2023
Review of IG policies Annual review of policies and updating to ensure best practice shared	Published policies approved by IM board	Ben Stevenson	30/09/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		10. Failure of key contracts.									
Likelihood	5										
	4										
	3			T	X						
	2										
	1										
		1	2	3	4	5					
		Risk Owners		Michael Hudson	Current Score		12	Last Review		15/06/2023	
					Target Score		9	Next Review		13/09/2023	
					Previous Score		12				
		Triggers					Likelihood Factors (Vulnerability)			Potential Consequences	
		<p>01. Different partnership arrangements and/or contracts have conflicting aims or priorities.</p> <p>02. Large scale handback / collapse of major suppliers for economic/profitability reasons</p> <p>03. Supply chain failure and/or significant cost increases in supply chain or CPI.</p> <p>04. The Council fails to identify key/business-critical contracts.</p> <p>05. Lack of robust, formally agreed contract documents to set deliverables, performance and governance arrangements for all key contracts.</p> <p>06. Failure to compliantly procure key contracts leads to legal challenge.</p> <p>07. Contracts lack clear corporate owners; or contract owners have a conflict of interest between their CCC role and external interests.</p> <p>08. Contracts fail to drive desired deliverables/outcomes through appropriate penalties/rewards.</p> <p>09. Lack of in-house contract management expertise.</p> <p>10. Third party fraud committed by or against suppliers and/or internal fraud or corruption in collusion with suppliers.</p> <p>11. Relationship breakdown with key contractors, potentially leading to a legal dispute.</p> <p>12. Heavy reliance on single suppliers leading to lack of a diversified supply chain.</p> <p>13. Policy or leadership changes in central government.</p> <p>14. This Land unable to adhere to business plan: - timescales and programme slippage, assumptions about further land acquisition & promotion - assumptions and expectations, housing downturn/economics/inflation reduce profitability</p>					<p>01. This Land - arms length/commercial risk. Planning delays to date. Loan to value depleting but improved cashflows</p> <p>02. Uncertainty and major change programmes underway within the Council.</p> <p>03. Significant economic and inflationary volatility.</p> <p>04. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc).</p>			<p>01. Financial impact of credit loss or default on monies owed.</p> <p>02. Revenue impact of increased costs or reduced income returns.</p> <p>03. Interruption to outcomes and service delivery.</p> <p>04. Construction quality and health & safety matters.</p> <p>05. Reputational damage.</p> <p>6. Failure to fulfil statutory duties.</p>	
		Consequence									

Controls	Adequacy	Critical Success	Assurance
01. Contract Procedure Rules and associated guidance and training.	Good		
02. Grants to Voluntary Organisations Policy.	Good		
03. Contracts Register.	Good		

04. Procurement Governance Board.	Reasonable		
05. Head of Diligence & Best Value role.	Reasonable		
06. Business Continuity Planning processes.	Poor		
07. Corporate due diligence processes.	Good		
08. Declarations of Interest processes within the Codes of Conduct for officers and members	Reasonable		
09. Corporate process for identifying key partnerships and contracts.	Reasonable		
10. Budget monitoring and forecasting processes.	Good		
11. Contract Management Toolkit in place. Contract management training is delivered to key contract managers via the Government Commercial Function.	Good		

Action Plans	Assurance	Responsibility	Target Date
01. This Land next steps. Receipt and review of monitoring surveyor reports, scrutiny of / challenge to next iteration of business plan & programme progress, confirmation of completion of enhancements to financial model functions.	This is reported to S&R Committee in July showing an improved position.	Tom Kelly	30/09/2023
02. Implement the new Sustainable Procurement Strategy		Clare Ellis	31/12/2024
03. Business Continuity strengthened	This should be carried out by all service managers with support and constructive challenge from Procurement & commercial and Emergency Planning.	Stewart Thomas	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		11. Failure of collaborative working.				
Likelihood	5					
	4			T		
	3				X	
	2					
	1					
		1	2	3	4	5
Consequence		Risk Owners Sue Grace; Simon Parker		Current Score 12	Last Review 19/06/2023	
				Target Score 12	Next Review 17/09/2023	
				Previous Score 12		
		Triggers		Likelihood Factors (Vulnerability)		Potential Consequences
		01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business-critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship breakdown with key partners, potentially leading to a legal dispute. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships.		1. Uncertainty and major change programmes underway within CCC and partner organisations. 2. Restricted budgets across sector, coupled with significant economic and inflationary volatility. 3. Current negotiations regarding LD pooled budgets.		01. Financial impact of partnership failure particularly where budgets are pooled. 02. Revenue impact of increased costs or reduced income returns. 03. Interruption to outcomes and service delivery. 04. Reputational damage. 05. Failure to fulfil statutory duties.

Controls	Adequacy	Critical Success	Assurance
01. Partnerships Advice & Guidance Document.	Poor	Clear guidance is available to Council officers and members on operating effectively in partnerships.	The Council's Partnerships Advice & Guidance Document is due for a full review (see Action Plan).
02. Grants to Voluntary Organisations Policy.	Good	Officers have clear guidance on how to manage award of grant monies effectively, to ensure that grants achieve best value and are awarded to partners who are able to deliver the agreed objectives.	Grants Policy is due for Internal Audit compliance review in 2023/24 (see Action Plan).
03. Appointments to Outside Bodies Process	Good	Officers and Members have guidance on the law around serving on external bodies, and Democratic Services maintain a record of Member appointments to outside bodies.	Democratic Services produce an Annual Report on Member Representation on Outside Bodies.
04. Role of the new Service Director of Policy & Communities.	Good	The Service Director of Policy & Communities has a role in leading corporate strategy and engagement with partners.	The new Service Director joined the Council in March 2023.
05. Council's Strategic Framework	Good	Clear statement of our Vision and Ambitions as a basis for our collaborative working.	Strategic Framework as approved at full Council in February 2023 as part of the budget setting process.
06. Regular liaison with key partners ICS, CPCA, District & City Council, CAPALC (Cambs & Peterbr' Association of Local Councils), CPSB (Cambs & Peterbr' Strategic Board).	Good	Partners are clear about where they can work together for the benefits of the communities of Cambridgeshire	CLT regular review of strategic partnership activity and how this contributes to the Council's ambitions.

Action Plans	Assurance	Responsibility	Target Date
01. Review and update Partnerships Advice & Guidance document linking in to the Appointments to Outside Bodies Process.		Simon Parker	31/10/2023
02. Conduct a fact-finding exercise to review our key partnerships, engagements and collaborative work.		Simon Parker	31/10/2023
03. Identify opportunities for collaborative working around shared ambitions with our key partners	This action will follow on from the fact-finding exercise at Action 02.	Simon Parker	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		12. Climate Change											
Likelihood	5												
	4			X/T									
	3												
	2												
	1												
		1	2	3	4	5							
		Risk Owners	Frank Jordan			Current Score	16	Last Review	06/03/2023				
						Target Score	16	Next Review	04/06/2023				
						Previous Score	16						
		Triggers	<p>1. Anticipated annual carbon reductions are not realised across the council and Cambridgeshire</p> <p>2. Internal skills, knowledge and resource do not keep pace with CCES delivery requirements</p> <p>3. Local strategic partnerships disintegrate and/or fail to align and deliver strategic coordinated action</p> <p>4. Government climate and environmental regulation and strategy is delayed and or weak</p> <p>5. Anticipated government funding is piecemeal, not forthcoming and not secured for Cambridgeshire/the Council to deliver CCES action plan</p> <p>6. Projects to deliver carbon reductions and/or biodiversity enhancement are not supported or approved</p> <p>7. Carbon reduction and biodiversity enhancement is not appropriately embedded into the organisation's service delivery mechanisms</p> <p>8. Key national and local partners make decisions contrary to the CCES position</p> <p>9. Supply chain insufficiently developed to deliver low carbon solutions and/or biodiversity enhancements at pace, scale and price to deliver the CCES in Cambridgeshire</p> <p>10. Behavioural change required in communities and/or workforce is not realised</p> <p>11. Insufficient awareness from staff and members of key policies and procedures</p>			Likelihood Factors (Vulnerability)	<p>1. Increased demand on services side-lines climate and environmental ambitions</p> <p>2. Other CCC priorities with short-term acute challenges prioritised over CCES delivery</p> <p>3. Revised legislation/regulation</p> <p>4. Supply chain immaturity – increases costs and risks for the Council.</p> <p>5. Global competition for resources, drives significant macro- economic changes to markets e.g Ukraine war, Covid</p> <p>6. New technologies and innovations are complex to implement in current economic environment</p> <p>7. Existing culture – internal and external – regarding behaviours and views on climate issues</p> <p>8. Political will/change negatively influencing partnerships and collaborations</p> <p>9. Inflationary pressures</p> <p>10. Changes to government funding regimes and/or approaches</p>			Potential Consequences	<p>1. Failure to deliver statutory functions and legislative requirements</p> <p>2. Failure to deliver the CCES and targets</p> <p>3. Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared</p> <p>4. Significant longer-term risks and costs to health, society, economic and financial position of the County and the Council if mitigation and adaptation measures are not effective.</p> <p>5. Resilience of services at risk due to climate impacts impeding Officers and/or service users delivering or accessing services</p> <p>6. Legal challenge on the Council's failure to deliver the Council's targets</p> <p>7. Raised political tensions with partner local authorities where CCC is required to deliver action on their behalf, which may also undermine wider collaborations beyond climate– eg to secure funding</p>		
		Consequence											

Controls	Adequacy	Critical Success	Assurance
01. Council policy on the – CCES and action plan in place to guide decarbonisation and nature recovery priorities	Good	CCES approved and first mobilisation plan in place.	Annual review of action plan and CCES targets
02. Implementation of the Phase 1 Net Zero Enabling Programme to improve knowledge, skills, governance and Resource Capacity	Good	Governance established feeding directly in Corporate Leadership Team. Recruitment underway to increase capacity. Phase2 and Phase 3 mobilisation programmes developed	Decarbonisation plans in place for high carbon emitting areas. Improved data integration for dynamic reporting on annual carbon budgets
03. Performance management - Annual Carbon Footprint Report and monitoring of progress against CCES targets	Reasonable	Baseline assessments in place for carbon and biodiversity Forecast annual carbon budget	Annual carbon footprint published. Trajectory to net Zero by 2030 reviewed

04. Quarterly reporting to CLT on progress with the CCES by the Executive Director Place & Sustainability	Reasonable	Reporting template to be agreed and started from October 2022	Quarterly reports on CLT forward agenda.
05. Delivery and Programme Management of the CPCA Climate Change Action Plan	Reasonable	CCC puts in place a delivery programme and CPCA resources in place to deliver the action plan	Reporting to the CPCA Climate Working group and the Independent Commission for Climate
06. Continued involvement in various strategic partnerships/collaborative spaces to feedback information and establish collaborative working approaches. E.g. Local Climate Change Officers Group, UK100, ADEPT, UKPN Innovation Teams, Biodiversity Officers group, Fenland SOIL etc	Reasonable	Sharing Best Practice for policy and delivery improvements.	To be discussed
07. Climate and Environment Training Programme to all staff, consisting of e-learning module(s) and Carbon Literacy Training for all senior staff (& members)	Good	20 Members and 50 Officers trained, including majority of corporate Leadership Team.	Achieving equivalent of Gold CLT standard All Senior Managers to P4 to attend training Aspire towards 80% of Members trained
08. Maintaining a watching brief on governmental policy, legislative and funding positions to enable pro-active responses to emerging changes	Good	Increase external funding success for decarbonisation projects	£1.2m of external funding to deliver CCES
09. Corporate Performance Outcome agreed to cover Climate Change and Sustainability. All staff will have a corporate outcome regarding Climate Change and Sustainability included in their outcomes and impacts targets as part of the corporate Our Conversations process.	Good	Services, teams and individual staff consistently work towards achieving the Council's Climate Change strategy and aims.	Services, teams and individual staff consistently work towards achieving the Council's Climate Change strategy and aims.

Action Plans	Assurance	Responsibility	Target Date
01. Delivery of the Climate Change & Environment (formerly Enabling Net Zero) Programme of work	CCES Action Plan - Risk Approach	Sheryl French	31/10/2023
02. Delivery of CPCA Action Plan areas led by CCC	Programme monitoring via the Net Zero Programme Board	Frank Jordan	30/09/2023
03. Delivery of CPCA Action Plan areas led by CCC	Quarterly progress reports to the CPCA Officer Board and Member Board	Maggie Pratt	30/09/2023
04. Integration of climate and environment into procurement strategy and frameworks e.g. Climate Change Charter, implementation of the Social Value toolkit, training and support for commissioning officers	The Climate Charter is live and being used for all procurements valued over £100,000. The Council's Sustainable Procurement Strategy was agreed in February and is starting to be delivered. Social value is considered in all procurements valued over £100,000. Further work is being done on considering how to reduce carbon in existing contracts.	Clare Ellis	30/09/2023
05. Corporate Asset Management Strategy	The updated Asset Management Strategy (when this is completed and published)	Chris Ramsbottom	30/09/2023

Incorporation (and delivery) of carbon reduction and biodiversity improvements into CCC management approaches and to use CCC assets to drive net zero system change	delivered).		
06. Climate / environment integrated into CCC operations and systems Including Carbon Valuation; Net Zero by Design; Triple bottom Line; integrated impact assessments	Monitoring of Capital Programme Board papers to ensure papers include carbon valuation.	Sarah Wilkinson	30/09/2023
07. Identification of annual targets to report progress and risk position against Including carbon budgets under development by CUSPE	Quarterly reporting to Committee on Net Zero targets as part of the Council's performance framework	Rachel Hallam	31/07/2023
08. Engagement and awareness campaign To deliver behavioural change and empower individuals, communities and businesses to act independently of the Council: a) internal and b) external	Assurance is via the annual comms service and campaigns plan (and reports back to the Net Zero board) signed off by CLT and Chairs & Vice Chairs and monitored quarterly.	Christine Birchall	30/09/2023
09. Market development/skills/Cleantech	via the CPCA Climate Action plan and its wider skills work		31/12/2023
10. Annual Carbon footprinting – New data to fill known data provision gaps	Annual publication of the Council's carbon and area footprints for publication on the Council's website.	Rachel Hallam Sarah Wilkinson	31/12/2023
11. Funding & financing for net zero 2030	Via Workstream 3 of the Climate Change and Environment Programme	Sheryl French Stephen Howarth	31/12/2023
12. Funding and Financing Framework for 2045	Via Workstream 3 of the Climate Change and Environment Programme	Sheryl French Stephen Howarth	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

CAMBRIDGESHIRE COUNTY COUNCIL

Risk Management Policy

The aims of this policy and the supporting Risk Management Toolkit are to:

- Outline Cambridgeshire County Council’s approach to risk management, including the identification, assessment, monitoring and mitigation of risk.
- Ensure that good practice in risk management is embedded across the Council throughout ‘business as usual’ policies, processes and activity.
- Help Council staff understand the key principles of effective risk management and risk management roles and responsibilities across the organisation.
- Establish the Council’s corporate risk appetite and guide staff in managing risk in a consistent and proportionate way.
- Outline a clear corporate escalation process for new and emerging risks.
- Signpost officers to further detailed guidance and support on risk management.

Policy Owner	
Name:	Mairead Claydon
Post:	Head of Internal Audit & Risk Management
Email:	Mairead.Claydon@cambridgeshire.gov.uk

1. BACKGROUND AND CONTEXT

- 1.1 There are many factors which might prevent Cambridgeshire County Council achieving its plans. We therefore adopt a risk management approach which is embedded throughout the entire organisation, with the aim of identifying, assessing and managing any key risks we might face. This approach is defined in this Risk Management Policy and the supporting Risk Management Toolkit.
- 1.2 Risk management is a fundamental element of the Council's Code of Corporate Governance, which enhances our organisation's strategic planning and prioritisation, supports us in achieving our objectives and strengthens our ability to be agile in response to challenges faced.
- 1.3 This Risk Management Policy is fully supported by the Council, the Chief Executive and the Corporate Leadership Team (CLT) who are accountable for the effective management of risk within the Council.
- 1.4 On a daily basis, all officers of the Council have a responsibility to recognise and manage risk in accordance with this Policy. Detailed information on roles and responsibilities for risk management is outlined in the Risk Management Toolkit (Section 3), along with in-depth guidance on how to implement this policy in practice.

2. WHAT IS RISK MANAGEMENT?

- 2.1 Risk can be defined as "an **uncertain** event which, should it occur, will have an effect on the achievement of objectives."
- 2.2 Risk management is the process by which the Council seeks to:
 - **Identify** possible risks it may face;
 - **Assess** the severity and likelihood of these risks, in order to **prioritise** them;
 - Identify proportionate actions to minimise, monitor and **control** possible risks (or to maximise possible opportunities).

3. RISK MANAGEMENT OBJECTIVE

- 3.1 The objective of this Policy is to define a systematic corporate approach to risk management, which ensures that risks which might impact upon the achievement of the Council's objectives are identified and managed on a timely basis and in a proportionate manner.

3.2 Along with the associated Risk Management Toolkit, this Policy clarifies risk management roles and responsibilities across the organisation and seeks to ensure that good practice on risk management is embedded in everyday policies, processes and activity.

4 RISK MANAGEMENT APPROACH

4.0.1 The risk management approach adopted by the Council is based on identifying, assessing, managing and monitoring risks at all levels across the Council.

4.0.2 Detailed guidance on the application of the risk management approach is set out in the Council's Risk Management Toolkit. The Toolkit document can also be located on the staff intranet by searching for 'Risk Management'.

4.1 Identifying Risks:

4.1.1 The first step of risk management is to identify risks, factors, events or circumstances which could impact on the organisation's ability to achieve its objectives. For example, the Council not having enough budget to achieve its objectives, or the Council being a victim of cyber crime are risks that we always face.

4.1.2 When risks are identified, the possible triggers of each risk should also be articulated. A trigger is an event or condition that causes a risk to occur; identifying triggers therefore assists in identifying any controls or mitigating actions necessary to prevent the risk occurring, or to recover quickly should a risk occur. Finally, the owner of each risk should be identified, preferably at an individual officer level (post title).

4.1.3 Section 4.1 of the Risk Management Toolkit provides additional guidance and prompts to support officers in identifying the types of risk they may be facing. Further guidance and support on the risk identification process, including facilitation of workshops, can be obtained from the Internal Audit & Risk Management service.

4.2 Assessing Risks:

4.2.1 The risk should next be assessed to identify the likelihood of the risk occurring as well as the potential consequences if the risk should occur. This is done by assigning a 'risk score' to each risk and identifying the arrangements in place to manage the risk or reduce the chance of it occurring.

4.2.2 The Council maintains a Risk Scoring Matrix ([Appendix A](#)) to ensure officers across the Council can take a consistent approach to assessing risks. Risk scores are calculated using the Matrix by scoring both the likelihood and potential impact of the risk on scales of 1-5, and multiplying those figures to get the risk score.

- 4.2.3 The risk should be initially scored, using the Risk Scoring Matrix, as if there were no arrangements in place to manage or mitigate the risk. This is known as the **inherent risk level**. Identifying inherent risk in this way benefits the organisation by providing a listing of all major risks faced, regardless of how well they are being managed in practice.
- 4.2.4 Next, officers should identify the key controls which are already in place to manage or mitigate against the risk. Risk can be managed or mitigated in the following ways:
- **Avoid:** The Council could decide not to start or continue with the activity which gives rise to the risk.
 - **Transfer:** The Council can seek to transfer the consequences of a risk occurrence (for example, via insurance).
 - **Reduction:** The likelihood of a risk occurring, or the impact if it does occur, could be reduced via policies and procedures in our everyday business processes. For example, our safeguarding policies and procedures seek to reduce the risk that a child or vulnerable adult comes to harm.
 - **Recovery:** The Council can seek to reduce the impact of risks when they do occur through effective business continuity planning.
- 4.2.5 The risk should then be re-scored using the Risk Assessment Matrix, taking account of the key controls which are in place. This is the **residual risk level**.
- 4.2.6 The outcomes of this process of identifying and assessing risk should be captured in a Risk Register (see also Section 4.4, below). By following these steps, the Council ensures that it has a documented control framework for the management of all major risks. Further guidance may be found in Section 4.2 of the Risk Management Toolkit.

4.3 Managing Risks and Risk Appetite:

- 4.3.1 The residual risk score should be evaluated and an assessment made if this level of risk is appropriate, or if further action is required to reduce the risk in addition to the controls already in place.
- 4.3.2 The Council has defined its **maximum risk appetite** as not accepting a residual risk score of 16 or more unless actions are planned to reduce the score to below this level on a timely basis. In exceptional circumstances, the Strategy and Resources Committee can approve a residual risk in excess of the risk appetite if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to Corporate Leadership Team (CLT) before being presented to the Strategy and Resources Committee.

- 4.3.3 If the residual risk is too high, a documented action plan must be designed to reduce the risk to below the risk appetite in a timely way. Individual actions must be assigned to a named owner, and an achievable specified target date for completion set. It is not acceptable to set a target date of 'ongoing' for actions, as this does not facilitate the effective management of action delivery.
- 4.3.4 Further guidance on managing risks may be found in Section 4.3 of the Risk Management Toolkit. If officers feel they are not able to identify achievable actions to reduce the risk to an appropriate level in a timely way, this should be escalated through the management line.

4.4 Recording Risks:

- 4.4.1 Once identified, risks should be recorded in a Risk Register. Under this policy, as a minimum the Council is required to maintain:
- A **Corporate Risk Register** (CRR) capturing the organisation's key corporate risks that could threaten the Council's operations as a whole. The CRR is held on GRACE, the Council's corporate risk management system; is managed and overseen by the Corporate Leadership Team (CLT); and is reported to Strategy & Resources Committee.
 - **Directorate Risk Registers** (DRR) identifying risks that could threaten day-to-day operational activities within each Directorate. DRRs must be held on GRACE; managed and owned by Executive Directors; and are reported to the relevant Service Committee.
- 4.4.2 Individual services and sub-directorates should also consider their arrangements for identifying, recording and managing risks. Individual services, projects and programmes which manage significant risks on behalf of the Council as a whole should ensure that they maintain sufficient documented risk management records.
- 4.4.3 Below the Directorate level, there is no corporate requirement to use the GRACE risk management system for risk registers. Officers seeking to use the GRACE system should contact the Internal Audit & Risk Management team internal.audit@cambridgeshire.gov.uk to obtain system access and training.
- 4.4.4 Services/projects are able to use whatever risk register format suits their needs, provided it can be demonstrated that this facilitates effective risk management in line with the principles of this policy. Specific services or business areas (such as project management, contract management, etc.) may set their own requirements for risk management processes, and officers should consult the relevant policies/procedures to ensure they are familiar with any such requirements. Further guidance may be found in Section 4.4 of the Risk Management Toolkit.

4.5 Risk Monitoring & Reporting:

- 4.5.1 The frequency of risk monitoring should take into consideration the speed at which risks are emerging and the level of their materiality, rather than being determined by organisational administrative cycles. However, a full formal review of risk should be undertaken on at least a quarterly basis at all levels of management (i.e. CLT, directorate, service, etc.). Guidance on what these reviews should cover as a minimum is provided in the Risk Management Toolkit, Section 4.5.
- 4.5.2 Managers should have regard to potential risks at all times and should use the risk management approach to help them analyse and manage risks at the point they are identified. Officers should not wait for the next formal quarterly review to escalate concerns or serious emerging risks, but should escalate via normal management reporting lines (see also Section 5, below).
- 4.5.3 Directorate Risk Registers should be reported to the relevant Committee at least every six months, and more frequently if there is a significant change in risk profile. The Corporate Risk Register will be reported to Strategy & Resources Committee and Audit & Accounts Committee on at least a six monthly basis, or more frequently to reflect any significant changes in the corporate risk profile.

5. RISK ESCALATION PROCESS

- 5.0.1 A key principle is that risk should be managed at the lowest appropriate level of management. The risk management process should enable emerging or worsening risks to be escalated to more senior levels of management for awareness and effective action planning. Conversely, where risk levels are reducing, risks should be de-escalated accordingly.

5.1 Escalation to the Directorate Risk Register:

- 5.1.1 There may be times when a risk that has been identified/managed within a service, project or programme needs to be escalated to the Directorate Risk Register (DRR). This should be managed through Directorate Management Team (DMT) meetings. Risks with a score of 16 or higher must be escalated to the DRR and on to the Corporate Risk Register; but below this, it will also be appropriate to escalate risks based on the best judgement of officers rather than a specific risk score.
- 5.1.2 Examples of situations when it may be appropriate to escalate risks, and additional guidance on escalation processes, are set out in Section 5 of the Risk Management Toolkit.

5.2 Escalation to the Corporate Risk Register:

5.2.1 Identified risks within Directorate Risk Registers may need to be escalated for inclusion into the Corporate Risk Register. Risks will need to be escalated if:

- The risk remains red (above the agreed risk appetite) according to the Risk Scoring Matrix in [Appendix A](#) after all available mitigations have been implemented, and;
- The relevant director deems the risk to be a significant risk to the organisation as a whole.

5.2.2 To escalate a risk to the Cambridgeshire Corporate Risk Register: first the relevant Directorate Management Team must agree that the risk meets the escalation criteria above and recommend it goes forward to be included within the Cambridgeshire Corporate Risk Register. A paper outlining the risk should be taken to the next available CLT meeting and, if agreed, escalated from that meeting on to Strategy & Resources Committee.

6. PARTNERSHIPS AND CONTRACTS

6.1 This policy applies to all of the Council's core functions. Where Cambridgeshire County Council enters into joint working arrangements or partnerships, the principles of risk management established by this Policy and supporting guidance should be considered as best practice and applied where possible.

6.2 It is also expected that the Council's key contractors have risk management arrangements at a similar level, which should be established and monitored through commissioning processes and contract management arrangements.

6.3 Officers engaged in partnership working or contract management should ensure there are clear routes for risks to be communicated from partners/contractors to the Council and escalated onto Cambridgeshire risk registers where appropriate, in line with the principles set out at Section 5, above.

6.4 Further guidance on risk management within contracts, partnerships, projects and other business processes can be found in the Council's detailed Risk Management Toolkit, Section 3.2.

7. TRAINING and DEVELOPMENT

7.1 The Council recognises that the effectiveness of its risk management approach will be dependant upon the degree of knowledge of the approach and its application by officers and councillors. This will be supported through the delivery of formal training programmes, risk workshops, briefings and internal communication channels.

- 7.2 This Risk Management Policy will be subject to regular review, with updates to be approved by CLT and the Strategy & Resources Committee at least once every three years.

CAMBRIDGESHIRE COUNTY COUNCIL

RISK MANAGEMENT SCORING MATRIX

The Council’s Risk Management Scoring Matrix and supporting guidance seeks to ensure that officers across the Council take a consistent approach to assessing risks as part of the risk management process. Risk scores are calculated using the Matrix below, by scoring both the likelihood and potential impact of the risk on scales of 1-5, and multiplying those figures to get the risk score.

In assessing the **impact score**, officers should consult the Risk Impact Descriptors table at [Appendix B](#) of this document. In assessing the **likelihood score**, officers should consult the Risk Likelihood Descriptors table at [Appendix C](#) of this document.

Officers are also encouraged to consult the Council’s Risk Management Toolkit, Section 4.2, for detailed guidance on the application of the Risk Management Scoring Matrix.

VERY HIGH	5	10	15	20	25
HIGH	4	8	12	16	20
MEDIUM	3	6	9	12	15
LOW	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Once **residual risk scores** have been agreed, they should be approached as follows:

Red: (scores 16 – 25) In excess of Council’s risk appetite. Must be escalated to CLT (and on to Strategy & Resources Committee if CLT agree with the risk assessment). Officers must seek to manage the risk down to an acceptable level as a matter of urgency.

Amber: (scores 12 – 15) On the borders of the Council’s risk appetite. Management should ensure that they are closely monitoring these risks and that they have arrangements in place to provide assurance over the effectiveness of the controls in place to manage these risks.

Yellow (scores 5 – 10) Risks should be recorded and reviewed quarterly to assess any increases in the risk score.

Green: (scores 1 – 4) Minimal risk. Monitor as necessary. No actions required.

RISK IMPACT DESCRIPTORS TABLE

The following descriptors are designed to assist officers in scoring the impact of a risk, to ensure a consistent approach across the Council. The descriptions are a guide and there may be exceptions depending on the specific nature of the risk:

	Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Legal and Regulatory	Minor civil litigation or regulatory criticism.	Minor regulatory enforcement.	Major civil litigation and/or local public enquiry.	Major civil litigation setting precedent and/or national public enquiry.	Section 151 or government intervention or criminal charges.
Financial cost (per annum)	Less than £0.5m.	Less than £1 million.	Less than £5 million.	Less than £10 million.	More than £10 million.
Service provision	Insignificant disruption to service delivery.	Minor disruption to service delivery.	Moderate direct effect on service delivery.	Major disruption to service delivery.	Critical long term disruption to service delivery.
Safeguarding and Health & Safety	No injuries.	Low level of minor injuries.	Significant level of minor injuries of employees and/or instances of mistreatment or abuse of individuals for whom the Council has a responsibility.	Serious injury of an employee; and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility.	Death of an employee or individual for whom the Council has a responsibility; and/or serious mistreatment or abuse resulting in criminal charges.
Reputation	No reputational impact.	Minimal negative local media reporting.	Significant negative front page reports/editorial comment in the local media.	Sustained negative coverage in local media or negative reporting in the national media.	Significant and sustained local opposition to the Council's policies and/or sustained negative media reporting in national media.
Environment	No or insignificant environmental damage.	Minor local environmental damage.	Moderate local environmental damage.	Major local environmental damage.	Major national or international environmental damage.

Appendix C

CAMBRIDGESHIRE COUNTY COUNCIL

RISK LIKELIHOOD DESCRIPTORS TABLE

The table below provides guidance to officers on scoring the likelihood of risk occurrences, to support a consistent approach across the Council:

Score	Description
5 Very High (90%+)	Without action, is highly likely to occur. Annual similar occurrences in local government/Council history.
4 Likely (60%-90%)	Strong possibility. Regular similar occurrences known in local government/Council history.
3 Possible (40%-60%)	Might occur. Similar occurrences known in local government/Council history.
2 Unlikely (10%-40%)	Not expected. Rare but not unheard-of occurrence in local government/Council history.
1 Very rare (0%-10%)	Very unlikely to occur. No recent similar instances in local government/Council history.

DRAFT

Risk Management Strategy 2023 – 26

1. Introduction:

- 1.1 Risk Management is the identification, assessment and prioritisation of risks followed by the coordinated and economical application of resources to minimise, monitor and control the probability or impact of unfortunate events/threats. Risk management can also play an important role in maximising the realisation of opportunities.
- 1.2 Cambridgeshire County Council does not seek to reduce all risk to the minimum possible level, as this would not be a proportionate use of scarce resources. Instead, our risk management processes aim to manage risk in a proportionate manner, relative to the severity of the risk.
- 1.3 Effective risk management is a critical part of good organisational governance, and as such the Council seeks to continually monitor, adapt and improve its risk management framework to address external and internal changes.
- 1.4 While the Council's Risk Management Policy and Toolkit documents define a clear and consistent approach to risk management across the organisation, this Strategy captures the development activity that the Council will undertake to ensure that its policy and procedures for risk management reflect best practice; are communicated effectively across the organisation; and are effectively complied with in practice.

2. Context:

- 2.1 This Strategy and Action Plan has been developed following a Risk Maturity Assessment undertaken by the Cambridgeshire County Council Internal Audit & Risk Management service in April 2023, in line with Institute for Internal Auditors (IIA) guidance.

2.2 This assessment involved benchmarking the Council's risk management processes against a model framework, to identify any gaps in current arrangements as well as to help plan and prioritise actions to further enhance and embed effective risk management at Cambridgeshire.

2.3 The table below shows the maturity of risk management arrangements at Cambridgeshire County Council, as identified by the Risk Maturity Assessment in April 2023:

Risk Stages	Definition	No. areas at this level
1. Risk enabled	<i>Risk management and internal controls fully embedded into the operations.</i>	9 (56%)
2. Risk managed	<i>Enterprise approach to risk management developed and communicated.</i>	0
3. Risk defined	<i>Strategy and policies in place and communicated. Risk appetite defined.</i>	6 (38%)
4. Risk aware	<i>Scattered silo approach to risk management.</i>	1 (6%)
5. Risk naive	<i>No formal approach defined to risk management.</i>	0

2.4 The assessment identified that while 56% of areas reviewed at the Council were assessed as being 'risk enabled', the highest level of risk maturity in the framework, there was room for further development and improvement of some areas of the Council's risk management processes, particularly with regards to compliance with some areas of corporate risk management policy and the need for co-ordinated risk training for Council officers and members.

2.5 This Strategy has been prepared in response to the findings of the risk maturity assessment, with reference to the updated guidance document *The Orange Book: Management of Risk – Principles & Concepts* (April 2023) published by the UK Government. The elements of Cambridgeshire County Council's risk strategy outlined below are aligned to the five key principles set out in the Orange Book.

3. Objectives:

3.1 The chief objective of this Risk Strategy is to outline the key actions that will be undertaken by Cambridgeshire County Council to move to a consistently 'risk

enabled’ level of risk management maturity, reflecting that ‘risk management and internal controls are fully embedded into the organisation’s operations’.

3.2 These actions are captured throughout the document and in the Risk Management Action Plan at Annex A.

4. Risk Management Strategy

4.1 Key Principles

4.1.1 The elements of Cambridgeshire County Council’s risk strategy are aligned to the five key principles set out in the Orange Book: governance and leadership; integration; collaboration and best information; risk management process; and continuous improvement.

4.2 Principle 1: Governance & Leadership

“Risk management shall be an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels.”

4.2.1 At Cambridgeshire County Council, roles and responsibilities for risk management are set out in the Risk Management Policy & Toolkit. The CLT Risk & Assurance Group meets quarterly to scrutinise the Corporate Risk Register, and to consider reports on emerging risks and sources of assurance over risk. The Corporate and Directorate Risk Registers are regularly reported to Committee, and risk management activity is owned by management with guidance, advice and support provided by the Head of Internal Audit & Risk Management.

4.2.2 The Council has identified the following next steps to strengthen the leadership and governance around risk management:

Action:	Owner:	Due Date:
All Committees should receive a copy of the relevant Directorate Risk Register (DRR) in the first six months of 2023/24.	CLT	30 th September 2023
Internal Audit & Risk Management will develop a risk management e-learning module that can be made available to all staff. This will particularly include guidance on how to escalate risks between different management levels/risk registers. Once this is completed, it will be publicised internally via the intranet and to targeted staff including budget managers.	Head of Internal Audit & Risk Management	31 st March 2024

A risk management training session will be planned for Members, with all Members encouraged to attend.	Head of Internal Audit & Risk Management	31 st March 2024
Internal Audit will review how corporate risks link into the new Strategic Framework.	Head of Internal Audit & Risk Management	31 st March 2024
An annual communications plan will be developed for risk management, to raise awareness among staff of the existence of the Risk Management Policy and Toolkit via the staff intranet, Friday Focus and other internal communication channels	Head of Internal Audit & Risk Management	31 st March 2025

4.3 Principle 2: Integration

“Risk management shall be an integral part of all organisational activities to support decision-making in achieving objectives.”

4.3.1 At Cambridgeshire County Council, the Risk Management Policy & Toolkit outline how risk management activity should be incorporated into all aspects of organisational decision-making.

4.3.2 The Council has identified the following next steps to strengthen the integration of risk management processes:

Action:	Owner:	Due Date:
The Council should review how risk information is presented as part of decision-making processes and identify any areas for improvement, as part of the development of decision-making guidance to improve quality of report writing.	Service Director: Legal & Governance	30 th September 2023
New project management procedures to include guidance on the routine management of risk for corporate projects.	Service Director Policy & Communities	31 st October 2023
A process should be put in place to ensure all significant new revenue and capital projects are routinely and consistently assessed for risk as part of new project management procedures.	Service Director Policy & Communities	31 st October 2023

Internal Audit to re-introduce the Corporate Risk Group on a quarterly basis with Risk Champion from each Directorate. This should ensure a wider range of perspectives are brought to bear on the CRR and will re-establish compliance with the Risk Management Toolkit.	Head of Internal Audit & Risk Management	31 st March 2024
The Council should consider integrating the Corporate Risk group with an equivalent network of Performance Champions or similar.	Executive Director: Strategy & Partnerships	31 st March 2025
The Council should consider integrating risk reporting alongside the performance/financial reporting received by Committees, to give a more holistic overview of the Council's performance.	Executive Director: Strategy & Partnerships	31 st March 2025

4.4 Principle 3: Collaboration and Best Information

“Risk management shall be collaborative and informed by the best available information and expertise.”

4.4.1 At Cambridgeshire County Council, the Risk Management Policy and Toolkit set out guidance on managing risk across partnerships, contracts and other relationships with third party organisations.

4.4.2 The Council has identified the following next steps to strengthen the risk management processes around collaborative, partnership and third party working and to ensure risk management is informed by the best available information:

Action:	Owner:	Due Date:
Review the guidance set out in the Risk Management Policy and Toolkit to update the guidance provided on managing risk across partnerships, contracts and other relationships with third party organisations.	Head of Internal Audit & Risk Management	COMPLETE
Corporate risk owners to review their risks to ensure all controls include details of the way(s) in which the risk owner obtains assurance that controls are a) in place and b) operating effectively. Where there are no assurances, these areas should be targeted for additional review to provide assurance that controls are indeed operating as expected.	CLT	31 st March 2024

Risk management arrangements for partnerships and collaborative working arrangements to be set out in the updated Partnerships Advice & Guidance document following review.	Service Director Policy & Communities	30 th September 2023
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4.5 Principle 4: Risk Management Processes

“Risk management processes shall be structured to include:

- a) risk identification and assessment to determine and prioritise how the risks should be managed;*
- b) the selection, design and implementation of risk treatment options that support achievement of intended outcomes and manage risks to an acceptable level;*
- c) the design and operation of integrated, insightful and informative risk monitoring; and*
- d) timely, accurate and useful risk reporting to enhance the quality of decision-making and to support management and oversight bodies in meeting their responsibilities.”*

4.5.1 At Cambridgeshire County Council, the Risk Management Policy and Toolkit set out a clear approach to identifying and assessing risk, treating risk, and risk monitoring and reporting. The Council has set a defined risk appetite and risk matrix to support a consistent approach to risk across the organisation. The Policy and Toolkit are reviewed regularly and approved by the Strategy & Resources Committee. Risk assurance reviews are conducted by staff from within the Internal Audit & Risk Management service.

4.5.2 The Council has identified the following next steps to further develop Cambridgeshire County Council’s risk management processes:

Action:	Owner:	Due Date:
Risk Management Policy and Toolkit to be reviewed and updated. Specifically this will include: incorporating the role of the new CLT Risk and Assurance workshops, and including a copy of the Terms of Reference for the group; reducing the requirement for Directorate Risk Register reporting to Committee to six monthly; updating guidance on the use of a single corporate system for risk management; and updating documentation where job titles/organisational structures have changed.	Head of Internal Audit & Risk Management	COMPLETE

<p>The Strategy and Resources Committee has previously suggested that there should be a mechanism outside the current system to differentiate the severity of risks ranked on the 5x5 risk matrix. The Head of Internal Audit and Risk Management in consultation with CLT to reconsider other matrices, which includes weighting and other factors to help assess severity and importance.</p>	<p>Head of Internal Audit & Risk Management</p>	<p>31st March 2024</p>
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4.6 Principle 5: Continual Improvement

“Risk management shall be continually improved through learning and experience.”

4.6.1 At Cambridgeshire County Council, the Head of Internal Audit & Risk Management prepares an annual report on risk management which is presented to CLT, Strategy and Resources Committee and the Audit & Accounts Committee. This considers the risk management environment at the Council and areas for further improvement and development.

4.6.2 This Risk Strategy document outlines the Council’s planned approach to developing and improving its risk management framework over the next three years, and all the actions outlined in this Strategy support this principle. In particular, the following key actions are highlighted as supporting the principle of continuous improvement of risk management practice:

Action:	Owner:	Due Date:
<p>A full audit of risk management will be undertaken in 2023/24. This will include a detailed review of Directorate Risk Registers (DRR); consideration of how risk management processes serve to communicate risks from partners and suppliers; looking at how risk management performance is assessed; and a staff survey to gain a deeper understanding of how embedded risk management is across the organisation.</p>	<p>Head of Internal Audit & Risk Management</p>	<p>31st March 2024</p>
<p>Follow-up Risk Maturity Assessment to be conducted in 2024/25, to assess the development of the organisation’s risk maturity in light of the implementation of key actions from this Strategy.</p>	<p>Head of Internal Audit & Risk Management</p>	<p>31st March 2025</p>
<p>Council to consider commissioning an external review of risk management arrangements.</p>	<p>CLT</p>	<p>31st March 2026</p>

Full review and refresh of the Risk Strategy to be undertaken.	Head of Internal Audit & Risk Management	31 st March 2026
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5. Implementation of the Strategy

- 5.1 The implementation of the Action Plan outlined in this Strategy document will be reported by the Head of Internal Audit & Risk Management to Corporate Leadership Team Risk and Assurance meetings on a six-monthly basis. The implementation of actions will also be reflected in the Annual Risk Report to Strategy & Resources Committee and Audit & Accounts Committee.
- 5.2 The Risk Management Strategy is not intended to be a static document. The Strategy and Action Plan will be informally updated on an ongoing basis by the Head of Internal Audit & Risk Management, taking into account the findings of internal audit reviews, the developing risk environment, and feedback from management and Members.
- 5.3 A full formal refresh of the Strategy will be undertaken in 2025/26 at the latest, at which point it will be re-presented to CLT, Strategy and Resources Committee and the Audit & Accounts Committee.

Full Risk Management Action Plan 2023 - 2026

Principle 1: Governance & Leadership	Owner:	Due Date:
All Committees should receive a copy of the relevant Directorate Risk Register (DRR) in the first six months of 2023/24.	CLT	30 th September 2023
Internal Audit will develop a risk management e-learning module that can be made available to all staff. This will particularly include guidance on how to escalate risks between different management levels/risk registers. Once this is completed, it will be publicised internally via the intranet and to targeted staff including budget managers.	Head of Internal Audit & Risk Management	31 st March 2024
A risk management training session will be planned for Members, with all Members encouraged to attend.	Head of Internal Audit & Risk Management	31 st March 2024
Internal Audit will review how corporate risks link into the new Strategic Framework.	Head of Internal Audit & Risk Management	31 st March 2024
An annual communications plan will be developed for risk management, to raise awareness among staff of the existence of the Risk Management Policy and Toolkit via the staff intranet, Friday Focus and other internal communication channels	Head of Internal Audit & Risk Management	31 st March 2025
Principle 2: Integration	Owner:	Due Date:
The Council should review how risk information is presented as part of decision-making processes and identify any areas for improvement, as part of the development of decision-making guidance to improve quality of report writing.	Service Director: Legal & Governance	30 th September 2023
New project management procedures to include guidance on the routine management of risk for corporate projects.	Service Director Policy & Communities	31 st October 2023

A process should be put in place to ensure all significant new revenue and capital projects are routinely and consistently assessed for risk as part of new project management procedures.	Service Director Policy & Communities	31 st October 2023
Internal Audit to re-introduce the Corporate Risk Group on a quarterly basis with Risk Champion from each Directorate. This should ensure a wider range of perspectives are brought to bear on the CRR and will re-establish compliance with the Risk Management Toolkit.	Head of Internal Audit & Risk Management	31 st March 2024
The Council should consider integrating the Corporate Risk group with an equivalent network of Performance Champions or similar.	Executive Director: Strategy & Partnerships	31 st March 2025
The Council should consider integrating risk reporting alongside the performance/financial reporting received by Committees, to give a more holistic overview of the Council's performance.	Executive Director: Strategy & Partnerships	31 st March 2025
Principle 3: Collaboration and Best Information	Owner:	Due Date:
Review the guidance set out in the Risk Management Policy and Toolkit to update the guidance provided on managing risk across partnerships, contracts and other relationships with third party organisations.	Head of Internal Audit & Risk Management	COMPLETE
Corporate risk owners to review their risks to ensure all controls include details of the way(s) in which the risk owner obtains assurance that controls are a) in place and b) operating effectively. Where there are no assurances, these areas should be targeted for additional review to provide assurance that controls are indeed operating as expected.	CLT	31 st March 2024
Risk management arrangements for partnerships and collaborative working arrangements to be set out in the updated Partnerships Advice & Guidance document following review.	Service Director Policy & Communities	30 th September 2023

Principle 4: Risk Management Processes	Owner:	Due Date:
Risk Management Policy and Toolkit to be reviewed and updated. Specifically this will include: incorporating the role of the new CLT Risk and Assurance workshops, and including a copy of the Terms of Reference for the group; reducing the requirement for Directorate Risk Register reporting to Committee to six monthly; updating guidance on the use of a single corporate system for risk management; and updating documentation where job titles/organisational structures have changed.	Head of Internal Audit & Risk Management	COMPLETE
The Strategy and Resources Committee has previously suggested that there should be a mechanism outside the current system to differentiate the severity of risks ranked on the 5x5 risk matrix. The Head of Internal Audit and Risk Management in consultation with CLT to reconsider other matrices, which includes weighting and other factors to help assess severity and importance.	Head of Internal Audit & Risk Management	31 st March 2024
Principle 5: Continual Improvement	Owner:	Due Date:
A full audit of risk management will be undertaken in 2023/24. This will include a detailed review of Directorate Risk Registers (DRR); consideration of how risk management processes serve to communicate risks from partners and suppliers; looking at how risk management performance is assessed; and a staff survey to gain a deeper understanding of how embedded risk management is across the organisation.	Head of Internal Audit & Risk Management	31 st March 2024
Follow-up Risk Maturity Assessment to be conducted in 2024/25, to assess the development of the organisation's risk maturity in light of the implementation of key actions from this Strategy.	Head of Internal Audit & Risk Management	31 st March 2025
Council to consider commissioning an external review of risk management arrangements.	CLT	31 st March 2026
Full review and refresh of the Risk Strategy to be undertaken.	Head of Internal Audit & Risk Management	31 st March 2026



Cambridge Biomedical Campus Update

To: Strategy and Resources Committee

Meeting Date: 11 July 2023

From: Executive Director of Finance and Resources

Electoral divisions: Shelford and Sawston, Queen Ediths and Trumpington

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is aware of the latest position of the Cambridge Biomedical Campus (CBC) and is supportive of moving forward with partners and land owners on the campus.

Recommendation: The Committee is asked to note the update on progress, support and delegate the signing of a Memorandum of Understanding with the other land owners on the site in further support of the campus development to the Executive Director of Finance and Resources in consultation with the Chair of this Committee and the Monitoring Officer.

Officer contact:

Name: John Macmillan
Post: Group Assets Manager
Email: john.macmillian@cambridgeshire.gov.uk
Tel: 01223 699092

Member contacts:

Names: Councillors L Nethsingha and E Meschini
Post: Chair/Vice-Chair
Email: Lucy.Nethsingha@cambridgeshire.gov.uk
Elisa.Meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Cambridge Biomedical Campus (CBC) is located at the heart of the UK's and Europe's leading life sciences cluster and is the largest centre of medical research and health science in Europe. The site is located at the southern end of Hills Road in Cambridge. Over 22,5000 people work at the site planning to rise to 39,000 with development. The site is home to Cambridge University Hospitals NHS Foundation Trust, Royal Papworth Hospital NHS Foundation Trust, AstraZeneca's headquarters, Abcam, the Wellcome Trust, Cancer Research UK, the University of Cambridge's medical school, and the United Kingdom's governmental Medical Research Council, which has National Institute for Health and Care Research-designated biomedical research centre status.
- 1.2 Cambridgeshire County Council (CCC) are working with the land owners and CBC Limited, as well as a number of advisors, to continue the development of the campus including the future phased development on CCC land. As part of that joint work the land owners are proposing entering into a Memorandum of Understanding (MOU) to both reflect the commitment surrounding the Campus development and the begin to set out the next steps in development.
- 1.3 The site area, comprising the existing campus, further allocated land known as Phase 3, and the as yet unallocated land known as Phase 4, is shown on the attached Plan Appendix 2. Both phases 3 and 4 are currently in agricultural use and vacant possession can be obtained as and when required.

2. Main report

- 2.1 The Cambridge Biomedical Campus has been developed successfully with Phase 1 either being sold or let by the end of 2016 and Phase 2 being drawn down significantly earlier than was originally envisaged when the concept was first adopted. The speed of development of Phase 1 encouraged the local planning authority to allocate further land at CBC in the current adopted Local Plan. This is known as the Phase 3 land and owned by the County Council. No development or planning has yet been taken forward on this land.
- 2.2 The current Local Plan is under review and a new plan is likely to be adopted in 2027. Representations have been made to include further development at the Biomedical Campus. This is known as Phase 4 land, which is jointly owned by a third party and The County Council. This land continues to be promoted through the Local Plan and is currently identified as a preferred site in the emerging plan, subject to further justification of the case for release of Green Belt, deliverable improvements to the existing Campus, and need.
- 2.3 As part of the preparation for submissions to the Greater Cambridge Planning Authority in its consideration and adoption of the new local plan, the land owners across the various phases and interest in the development are proposing an MOU is signed by each party to reflect the commitment to the delivery and future development of all phases.

- 2.4 To date all other landowners have agreed to sign the MOU with the NHS getting final board approval early in July.
- 2.5 The MOU attached at Appendix 1, whilst not legally binding, sets out a desire for all partners to work together to:
- deliver early interventions, such as tree planting to progress development;
 - shape and deliver campus wide improvements to a pre-agreed campus wide Masterplan, as plots become available and are brought forward for development; and
 - funded future phases through development funding, but each landowner recognises a need may be needed for future contribution through alternative sources/grants of funding and/or facilitated by the landowners as appropriate on a cost sharing basis to be agreed between the parties.
- 2.6 The MOU is still in discussion with Pathfinder Legal and will be finalised in consultation with them and the Monitoring Officer. It is not expected this will yield any significant matters, however if any changes were required that introduced significant change then we would seek to bring this MOU back for further member consideration.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition and the development of the station on the site is recognised as a significant part of this infrastructure.

- 3.3 Health inequalities are reduced

This development will further strengthen the health provision in the county and wider.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

This development will continue to support this ambition as development comes forward.

3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Significant Implications

4.1 Resource Implications

At this stage there are no resource implications and any will be brought back under future reports to Committee.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

The nature of a MOU is noted within the paper.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications in this category.

4.8 Environment and Climate Change Implications on Priority Areas

There are no significant implications in this category.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Michael Hudson

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? No
Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal Services? Yes
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? No
Not applicable

Have any engagement and communication implications been cleared by Communications? No
Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No
Not applicable

Have any Public Health implications been cleared by Public Health? No
Not applicable

5. Source documents

- 5.1 Previous meeting Commercial and Investment Committee 21 March 2021 - [Council and committee meetings - Cambridgeshire County Council > Meetings \(cmis.uk.com\)](#)

DRAFT

Memorandum of Understanding

The Parties:

University of Cambridge

Cambridgeshire County Council

Cambridge University Hospitals NHS Foundation Trust

Prologis

Pemberton

1.0 Introduction

- 1.1. The Parties comprise Landowners who collectively control the majority of the land forming the existing Cambridge Biomedical Campus (CBC), allocated but undeveloped land adjoining the campus and land proposed for further future expansion.
- 1.2. This Memorandum of Understanding (MoU) has been prepared by the Parties to support the work being undertaken in partnership with CBC Ltd promoting enhancements to the Campus and the allocation of further expansion land for CBC in the next Local Plan. The Local Plan is being prepared by the Greater Cambridge Shared Planning authority (GCSP).
- 1.3. The Parties and CBC Ltd together with officers of GCSP are evolving a high-level Concept masterplan of the Campus including land known as Phase 4 (shown on the attached plan). This masterplan will help to inform the planning policy framework to be established in the first draft Local Plan in late 2023.
- 1.4. This document sets out the commitment of the landowners to play their part in ensuring that CBC continues to grow as a world leading centre of excellence at the forefront of medical research and health science, centred around co-location of leading hospitals with excellence in bio-medical research and commercial R&D. CBC's pre-eminence can only be sustained if further land is allocated not only to respond to significant demand from companies wishing to co-locate and collaborate with existing occupiers but also to enable sequential development and enhancement of the existing Addenbrookes' campus.

2.0 The Site

- 2.1 The site area, comprising the existing campus, further allocated land known as Phase 3, and the as yet unallocated land known as Phase 4, is shown on the attached Plan. Both phases 3 and 4 are currently in agricultural use and vacant possession can be obtained as and when required.
- 2.2 CBC is well located on the southern fringe of Cambridge close to the M11 Motorway and with excellent accessibility through all transportation modes including, the Cambridge guided bus, conventional bus services, cycle routes and nearby park and rides. It will shortly benefit from a new dedicated railway station (Cambridge South) and additional segregated rapid transit connection to a new Travel Hub on the A11 (CSET2).
- 2.3 CBC currently employs c.22,500 people, increasing to c.34,000 people when current developments allocated or under construction are complete and to c. 39,000 people if the Phase 4 land is allocated. Permanent employee numbers are currently swelled by over 17,000 visitors per day, potentially rising to 27,000 visitors per day if the Phase 4 land is allocated.
- 2.4 The Concept Masterplan is seeking to deliver a flagship, high quality employment development which will evolve into a world class innovation campus. The development will be set within high-quality landscaping and biodiversity enhancement that will create new habitats, and a network of public footpaths/cycleways. Expansion of the campus on to the Phase 4 land would also create the opportunity for a new southern access on to the site, connecting the new Cambridge South station with Babraham Park and Ride, alleviating congestion on Babraham Road and Hills Road.
- 2.5 By comparison with its peers around the world, a gap analysis shows that CBC lacks a range of facilities and amenities. However, most of its land is committed or consented with little opportunity to secure investment in enhanced landscaping, public realm, utilities, transport infrastructure or place making. Without a growth stimulus, the existing Addenbrookes Campus will struggle in its aspirations to modernise and grow its facilities, while companies currently wishing to co-locate there may choose instead to move to other international locations. The proposed expansion land is a highly suitable, sustainable and deliverable opportunity that can meet the need to expand the Campus and the development of which can generate the means to contribute towards the enhancement of the Campus.

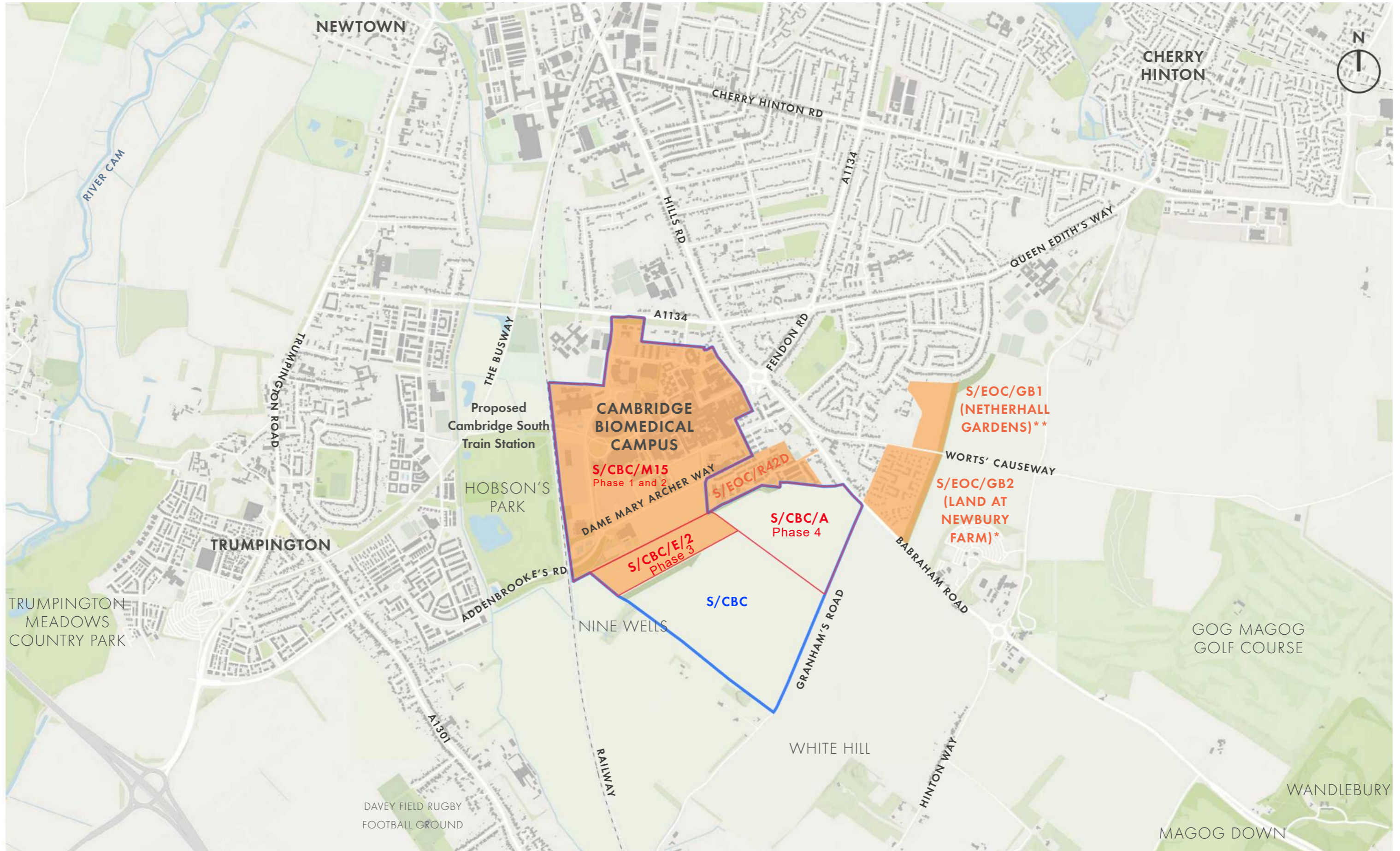
3.0 Mechanism for Delivery

- 3.2 The Parties are committed to working together proactively and to work with both CBC Ltd and GCSP to continue to develop or facilitate development of the site as a world class centre for Biomedical Life Sciences.
- 3.3 The Parties through their work in support of the 2050 Vision for the Campus have collectively and separately undertaken significant work to ensure that there are no insurmountable constraints or obstacles to the development of the expanded Campus on land within their control. They continue to meet and work together in furtherance of their common objective to see CBC grow and thrive.
- 3.4 The preparation of the Concept Masterplan is being informed independently by qualified technical consultants and a recognised Architect at the collective cost of the Parties. It is being prepared in the interests of all of the Parties to identify the interventions necessary at the Campus in the context of the future allocation of the phase 4 land for further expansion. The Masterplan is being evolved and agreed by the Parties in a way that ensures it is deliverable to the best of our current understanding.
- 3.5 The Parties recognise that the enhancement of CBC can only be achieved through collective endeavour, harnessing the opportunity created by the expansion of the Campus. Accordingly, and subject to the expansion being sanctioned in the new Local Plan, the Parties are committed to the principles of a delivery strategy with the following characteristics:
- the early delivery or facilitation of near term strategic interventions which respond to the gap analysis;
 - campus wide improvements, including co-ordinated Green and Blue infrastructure and appropriate Public Realm, will be delivered or facilitated by each individual landowner as applicable to their circumstances to a pre-agreed campus wide Masterplan, as plots become available and are brought forward for development; and
 - where other agreed campus enhancements are necessary but not deliverable or capable of being facilitated by an individual landowner, applicant or through a site specific planning application, such enhancements will be contributed to through alternative sources/grants of funding and/or facilitated by the landowners as appropriate on a cost sharing basis to be agreed between the parties.
- 3.6 Facilitating the delivery of this enhanced Campus will contribute to meeting the Greater Cambridge Shared Planning Service's own objectives in delivering employment development in this important location as well as meeting the Government's agenda to support the life sciences/advanced manufacturing sector and the people that work in them.

4.0 Declaration

4.1 Agreement to the principles of this MOU, which are subject in all cases to appropriate agreements and structures on acceptable terms being entered into between the Parties and/or any third parties, is hereby signed on behalf of:

Proposed Area of Major Change and Allocated Sites



— Preferred option sites

● Existing allocation

* The outline permission secured a requirement for the eastern green edge minimum 20m

— Proposed area of major change

** Green Infrastructure Parameter Plan requires the eastern Green Corridor to be minimum 30m

Corporate Performance Report – Quarter 4 2022-23

To: Strategy and Resources Committee

Meeting Date: 11 July 2023

From: Executive Director of Strategy and Partnerships and
Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is being asked to consider performance information for corporate services.

Recommendation: The Committee is asked to:

- a) Monitor progress of Corporate Services and identify remedial action as required; and
- b) Scrutinise performance information for the Council's Joint Agreement Action Plan.

Officer contact:

Name: Tom King
Post: Senior Research Analyst
Email: tom.king@cambridgeshire.gov.uk
Tel: 01223 703281

Member contacts:

Names: Councillors Nethsingha and Meschini
Post: Chair/Vice-Chair
Email: Lucy.Nethsingha@cambridgeshire.gov.uk
Elisa.Meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 This report covers two aspects of the Committee's role in performance management. Section 2 'Corporate Services Performance' reports on progress to develop Key Performance Indicators (KPIs) for Corporate Services and summarises current performance, with latest performance data in Appendix 1.
- 1.2 Section 3 'Joint Agreement Action Plan Progress' follows the decision by the Strategy and Resources Committee on 29 March 2022 to transfer open actions in the Joint Agreement Action Plan Tracker for oversight by the relevant committees, with monitoring and reporting through appropriate committee governance. It reports progress for the open actions that are relevant to the Strategy and Resources Committee.

2. Main Issues

- 2.1 Performance information is presented for Corporate Services in Appendix 1.
- 2.2 A summary of Red Amber Green ratings is

	Total	%
Blue	4	22%
Green	3	17%
Amber	4	22%
Red	3	17%
Contextual	0	0%
Baseline	2	11%
In Development	2	11%
Suspended	0	0%
Total	18	100%

- 2.3 Two indicators remain in development: Both relate to the Commercial and Procurement service:
- Indicator 205: Amount of social value achieved via purchasing and contracting arrangements
 - Indicator 206: Percentage of annual spend on purchased goods or services that is with suppliers that are based locally or hire local people

The expectation is to be able to start reporting on both indicators by the Q1 report for 2023/24.

2.4 Commentary on the red indicators is as follows:

2.4.1 Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date

This indicator relates to procurement across the organisation. It is collated by the council's Commercial and Procurement service.

Performance continues to improve with fewer high value waivers.

The following actions are being taken in relation to this indicator:

A member of the Corporate Leadership Team, either the Chief Executive or Executive Director of Finance and Resources continue to investigate the 3 highest value waivers each month. The Procurement Governance Board reviews waiver performance at its bi-monthly meeting.

2.4.2 Indicator 183: Proportion of Subject Access requests responded to within statutory timescale (Year to Date)

This indicator relates to, and is collated by, the council's Information Governance service.

The team continue to make good progress with 80% of responses issued on time, showing further improvement. The team has received 17% more requests than the previous year, issued 23% more responses and 88% more responses on time. Whilst there is still work to do, it represents an overall improvement of 25% through the year.

2.4.3 Indicator 184: Statutory returns completed on time

This indicator relates to, and is collated by, the council's Business Intelligence service.

5 out of 6 returns met the mandated deadline over Q4 but an extension was required on the SEN2 return relating to Special Education Needs because of the complexity involved in the return becoming child-level, which exposed a number of data quality issues in the client records that required action from the Special Educational Needs and Disabilities service to resolve.

It should be noted that this extension was a single occurrence caused by an issue that has now been fixed. This is the first time since at least April 2021 that this key performance indicator has dropped below its target of 100%.

3. Joint Agreement Action Plan Progress

3.1 The table below reports progress for the Joint Agreement Open Actions that have been transferred to Strategy and Resources oversight

Ref.	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.9	New Project Management Framework and Strategic Programme Management Office (SPMO)	Nov '21 Complete Revised to May 2023 to align with restructure of the current Policy, Design and Delivery service	Sue Grace	SPMO established	No SPMO in place	In progress	Project Management Framework has been agreed and is starting to be applied to activity. Our change and transformation projects will be migrated to 'Project Online' (a Microsoft tool) by 31 July 2023. The restructure of the Strategic Programme Management Office, as part of the new Policy, Insight and Performance service has been completed. The new structure will be implemented from June 2023, alongside the development of

							suitable indicators to describe the performance of programme and project management delivery in the local authority.
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4. Alignment with ambitions

- 4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 4.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 4.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 4.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 4.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

5. Source documents

- 5.1 [CCC Performance Management Framework](#)

Produced on:

30 May 2023



Performance Report

Quarter 4

2022/23 financial year

Strategy and Resources Committee

Business Intelligence
Cambridgeshire County Council
business.intelligence@cambridgeshire.gov.uk

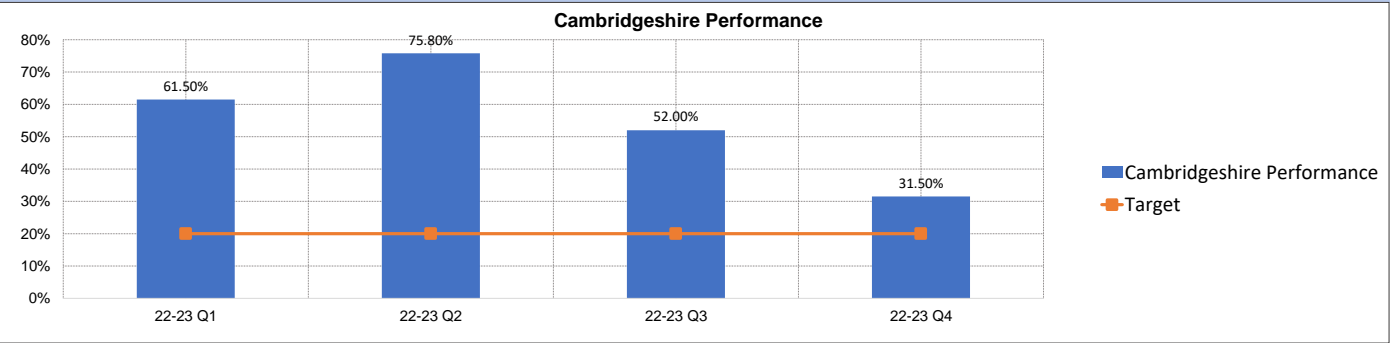
Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	<ul style="list-style-type: none"> • Red – current performance is off target by more than 10% • Amber – current performance is off target by 10% or less • Green – current performance is on target by up to 5% over target • Blue – current performance exceeds target by more than 5% • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • In Development - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
20.0%	↓	31.5%	52.0%	Improving

RAG Rating

Red



Indicator Description

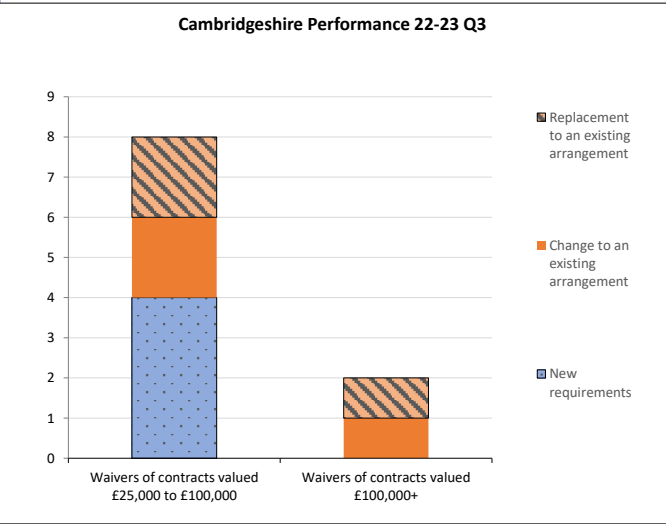
Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

The Council's Contract Procedure Rules allow for exceptions/waivers to be applied for in specific circumstances where the contract is valued either below the relevant UK Procurement Threshold or below the Key Decision Threshold of £500,000. Waiver requests are submitted via the Council's online system and approval needs to be obtained from various officers dependent on the value of the waiver. There are occasions where, by their very nature, waivers will be requested with short timescales to the contract start date – for examples in cases of emergency or extreme urgency. However, it is important that apart from these circumstances, waiver submission leaves enough time for a procurement should a waiver request be denied.

Tracking this indicator allows the Council to identify the number, type and value of waivers being submitted in such a way as to prevent non-compliant procurement practice and so develop communications, training and other initiatives to reduce this risk to the Council.

The KPI takes the date the waiver was submitted and the date the contract is due to start and calculates the time difference between the two dates. It is designed to provide an understanding of whether waivers are submitted in sufficient time to allow for alternative action should the waiver request be denied.

The target of 20% takes into account that valid reasons for waivers include emergencies and urgent situations whilst also anticipating that the majority of waivers should be applied for sufficiently early in the procurement planning process to allow for alternative courses of action.



Detail of waivers of contracts for new requirements valued £100,000+

Supplier	Contract Detail	Contract Value
PTV	Agent based model for CPCA	£97,000
SWARCO	Equipment	£69,000
Capita	Blue Badge Solution	£62,000

Commentary

Performance continues to improve with fewer high value waivers.

Actions

A member of the Corporate Leadership Team, either the Chief Executive or Executive Director of Finance and Resources continue to investigate the 3 highest value waivers each month. The Procurement Governance Board reviews waiver performance at its bi-monthly meeting.

Indicator 171: Rent per acre obtained from the agricultural estate

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June 2023

Target	Current	Previous	Direction for Improvement	Change in Performance
£107	£146	£144	↑	Improving

RAG Rating

Blue

Indicator Description

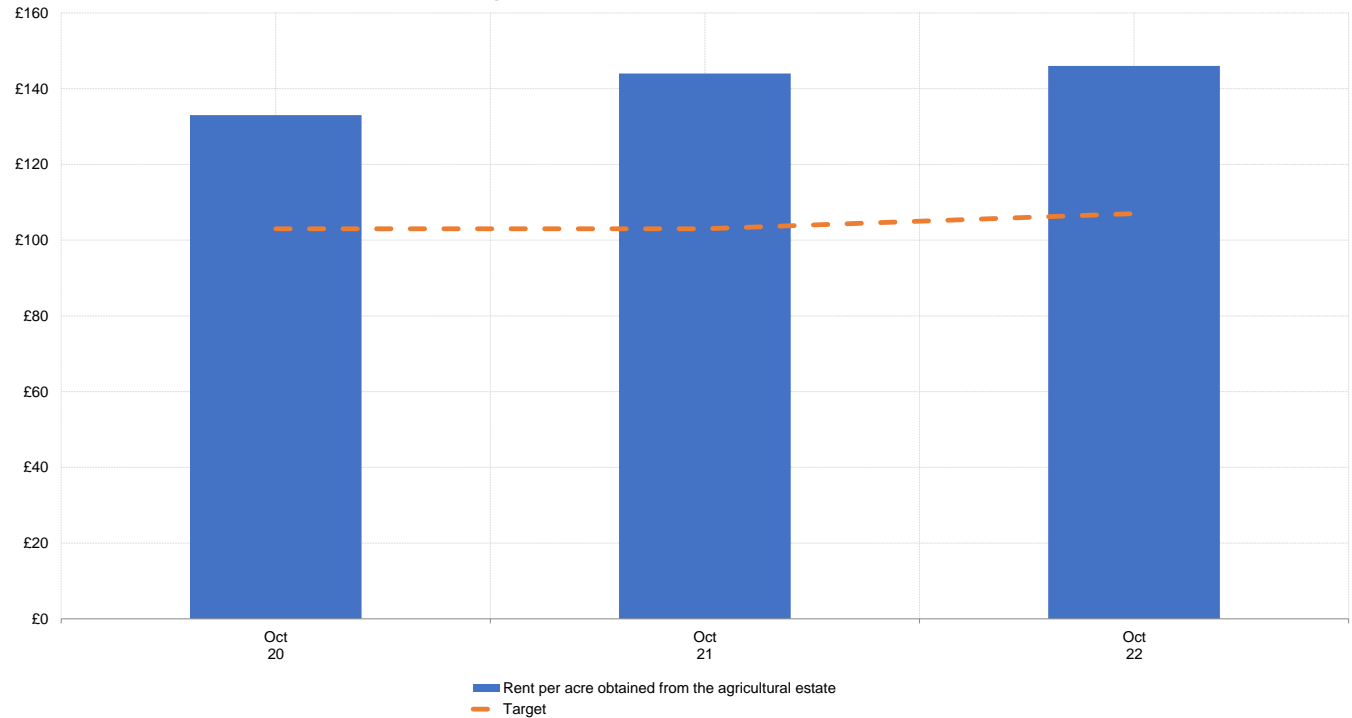
Data source:
Currently set of excel spreadsheets owned by rural to record the rent which feeds into the budget. Defra data records market rent for East of England Region. Base data is tenancy agreements with new rents recorded by the parties (Landlord & Tenant) on a signed and dated rent memorandum attached to the agreement and recorded on excel spreadsheets. Future development of an internal asset management data base.

This KPI records annual change in rental income measured against the previous year's recorded rent. Reported as a % change on previous year for the total rural portfolio as rent (£) per acre for the agricultural tenancies. The rent per acre figure enables some comparison with regional market rents in the agricultural sector which are published annually by defra and other commentators. For a new letting Market Rent is defined by The Royal Institution of Chartered Surveyors (RICS) as 'The estimated amount for which an interest in real property should be leased on the valuation date between a willing lessor and a willing lessee on appropriate lease terms in an arm's length transaction, after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion.' Rent Review (mid tenancy) of agricultural rent (per acre) is impacted by a number of complex factors - soil type, crop type, type of tenancy & external influences such as input costs and world commodity markets.

Comparator:
Market Rents (£ per hectare/acre) for the East of England reported annually by Defra in January for the previous year. Most up to date figures are for 2021.

Target:
annual rent (£ per acre) achieved tracks defra rent per acre for East of England (variance +/- 10%). Currently CCC agricultural rents are above the published East of England average in 2021 but the defra metric requires checking - ie is it bare land or for equipped holdings.

Cambridgeshire Performance



Commentary

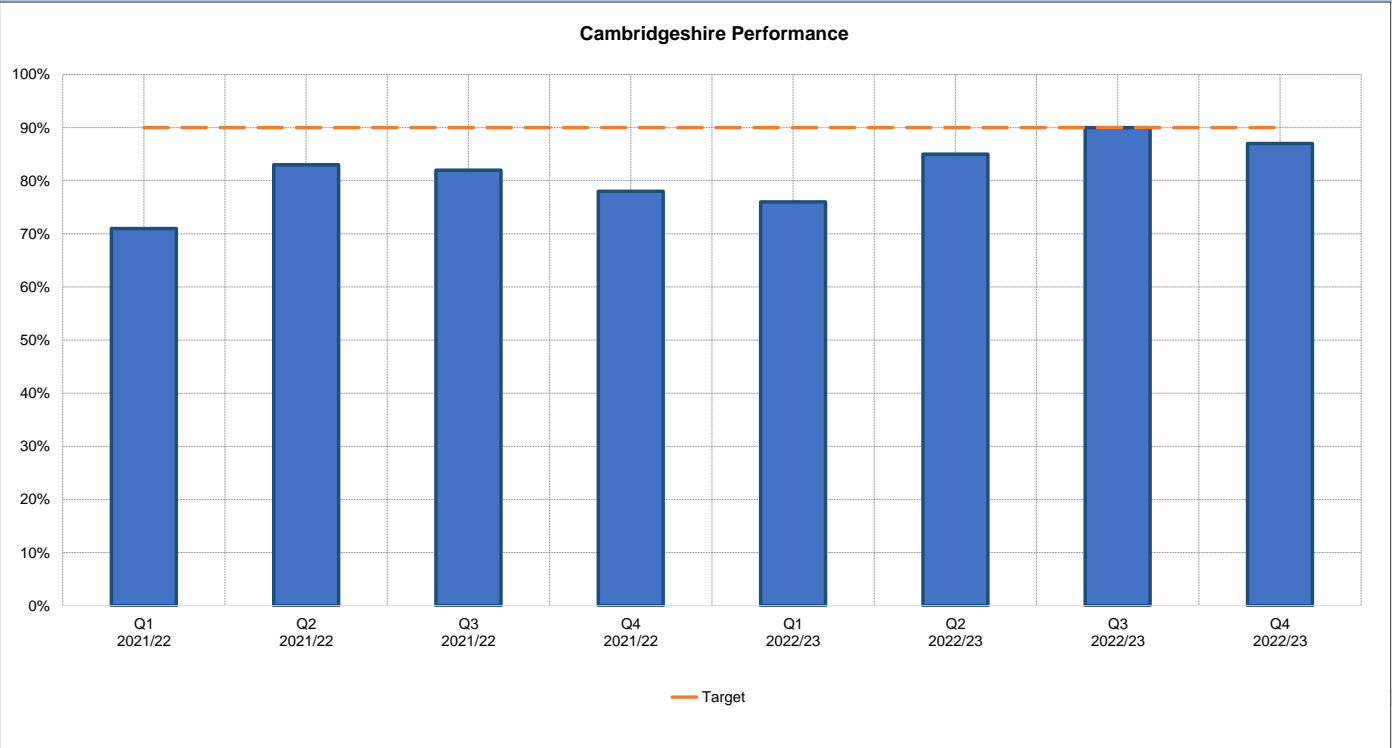
Agricultural legislation enables review of rents every 3 years with 12 months notice required. 12 rent reviews on holdings were carried out in 2022 and Cambridgeshire County Council has increased the passing rent by an average of 12.83% in October 2022. There were fewer big increases this year as most that were lower were increased last year. Further, relets to existing tenants and new lettings (34 in total start date October 2022) have also increased the rental level, an average increase of 10% has been achieved from the new lettings. The rents achieved are good in the current climate of decreased subsidy payments and uncertainty in the industry.

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	87.0%	90.0%	Declining

RAG Rating

Amber



Indicator Description

The percentage of FOI responses issued within statutory timescales of 20 working days as required by the Act or if extended to 40 working days to consider the public interest test.

This measurement was adjusted in December 2021 to increase the relevance of the information provided. Prior to this date, the KPI measured the percentage of FOI responses issued within three months.

Commentary

There has been continued good performance with 87% of all FOIs responded to in time and we have ended the year with 85% response overall. It should be noted that there has been an increase of FOIs received - the fourth quarter saw a 32% increase on the number of requests received and 25% more responses issued. In February alone, the council issued 149 responses with 93% on time.

Useful Links

Actions

Indicator 183: Percentage of Subject Access Requests completed within statutory timescales (Year to Date)

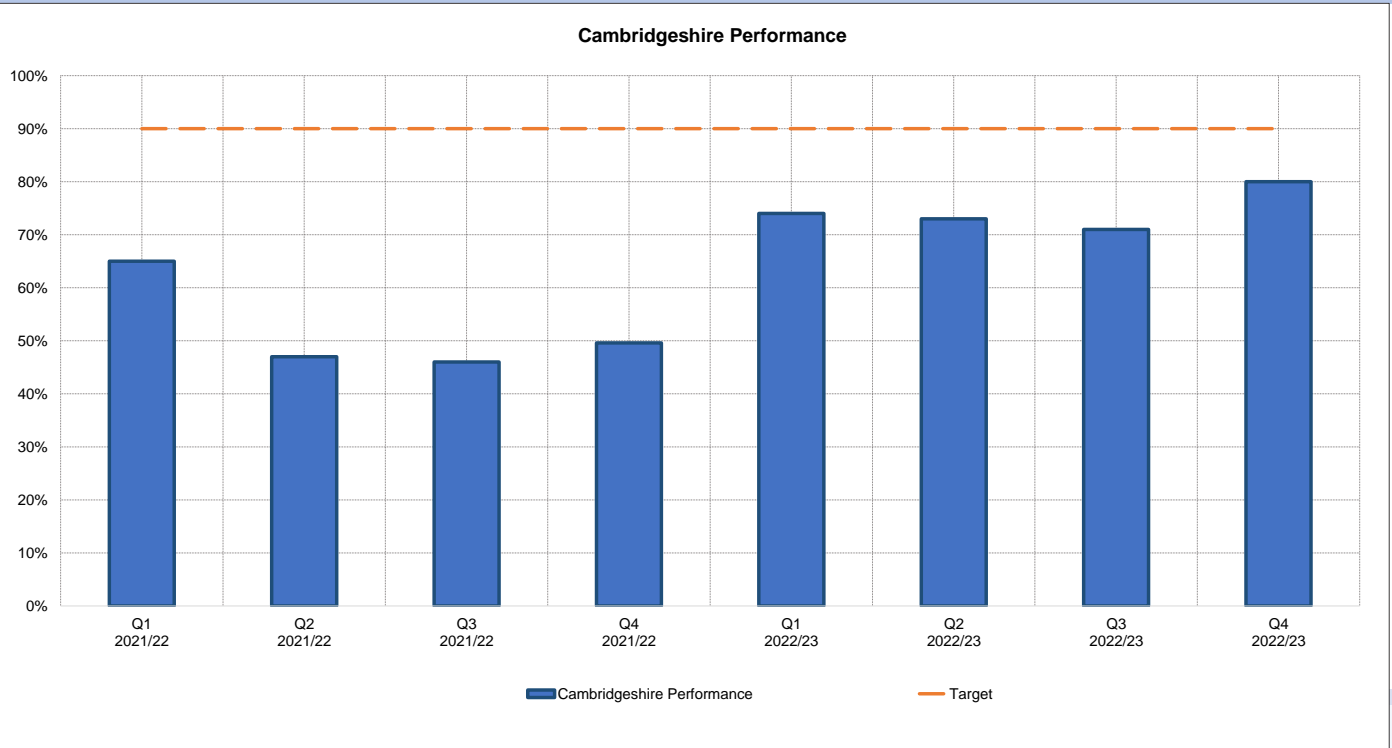
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June 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	80.0%	71.0%	Improving

RAG Rating

Red



Indicator Description
 Percentage of Subject Access Requests completed within statutory timescales of one calendar month or if extended to three calendar months as permitted.

Commentary
 The team continue to make good progress with 80% of responses issued on time, showing further improvement. The team has received 17% more requests than the previous year, issued 23% more responses and 88% more responses on time. Whilst there is still work to do, it represents an overall improvement of 25% through the year.

Useful Links

Actions

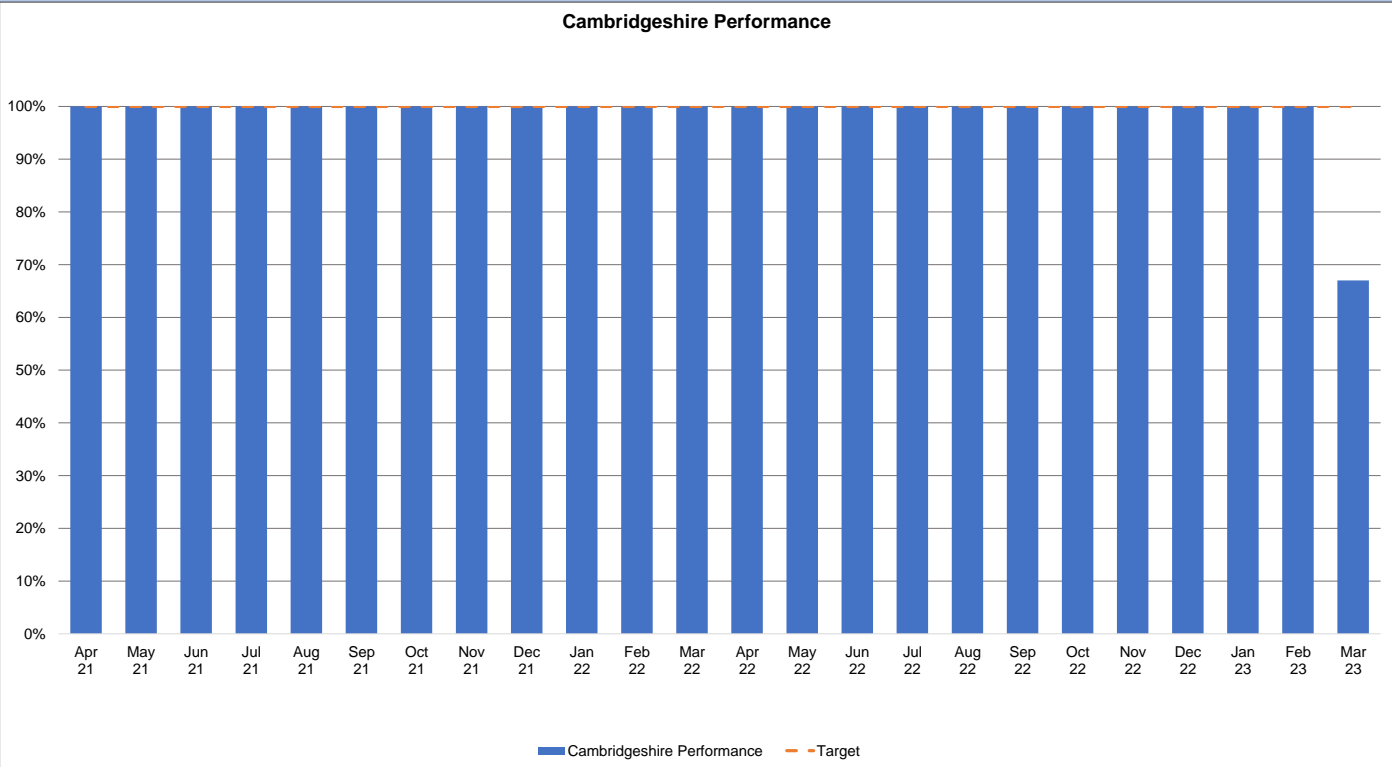
Indicator 184: Statutory returns completed on time

October 2022

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
100%	↑	67%	100%	Unchanged

RAG Rating
Red

Indicator Description
 The Council's Business Intelligence Service leads on, and supports the submission of, a number of key statutory data returns to central government departments and regulatory bodies. A list is available on request.



Commentary
 5 out of 6 returns met the mandated deadline over Q4 but an extension was required on the SEN2 return relating to Special Education Needs because of the complexity involved in the return becoming child-level, which exposed a number of data quality issues in the client records that required action from the Special Educational Needs and Disabilities service to resolve.

It should be noted that this extension was a single occurrence caused by an issue that has now been fixed. This is the first time since at least April 2021 that this key performance indicator has dropped below its target of 100%.

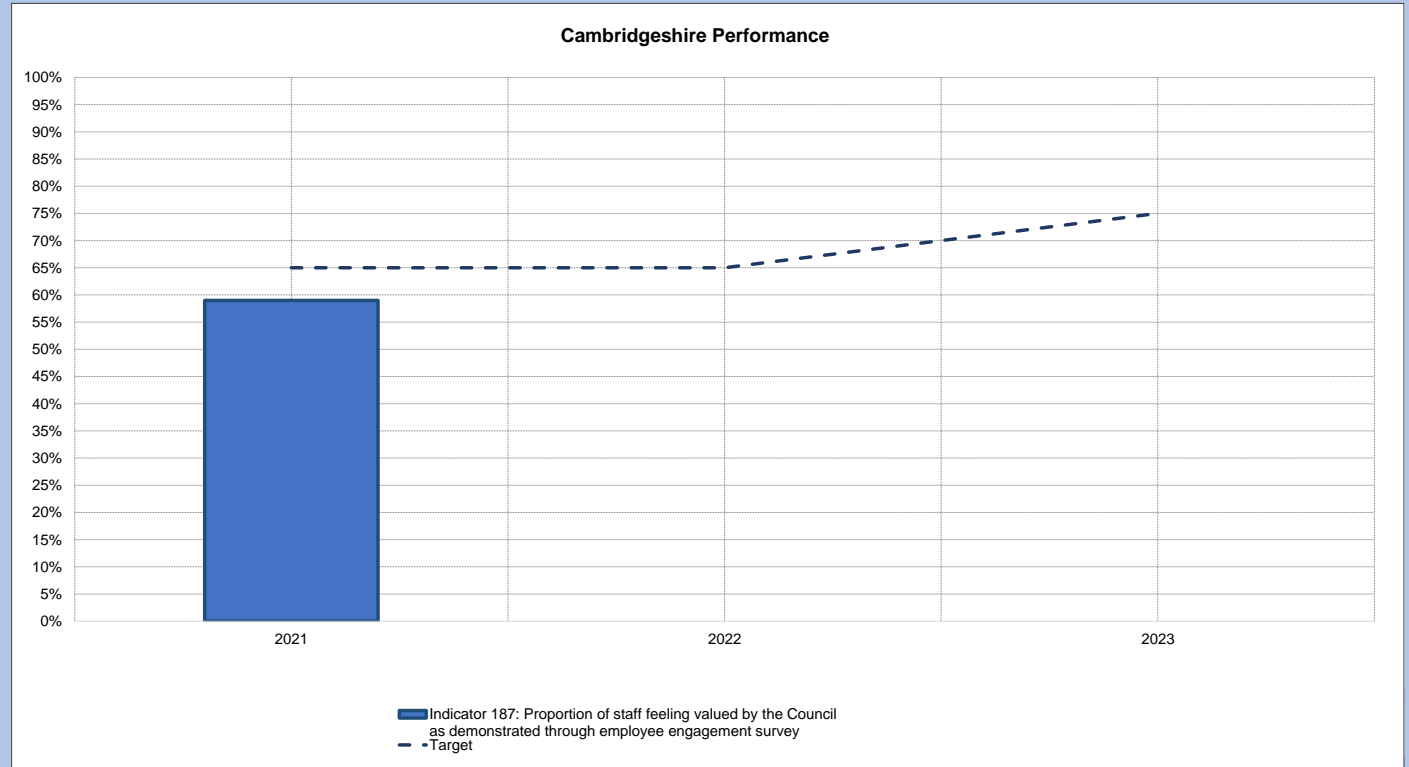
Useful Links
[A list of all the datasets that local government must submit to central government.](#)

Actions

Target	Direction for Improvement	Most Recent Survey (2021)	Previous Survey	Change in Performance
65.0%	↑	59.0%	n/a	n/a

RAG Rating

Amber



Indicator Description

The number of people feeling valued by their employer was measured in June 2021 and the % of respondents who responded positively was 59%.

The objective is to increase this to at least 75% recognising that whilst it is clear that the most significant impact on engagement is people's immediate team around them, the importance of feeling valued by the organisation is also critical to both wellbeing and retention.

Commentary

In 2020 regular staff engagement surveys commenced covering a wide range of topics, with a view to getting greater insights into improving the Council's employment policies and processes, and to give people a direct voice in influencing them. Prior to this, the most recent full staff survey was conducted in October 17. Overall staff engagement was recorded at that point as higher than both the public sector norm (55%) and the UK norm (60%).

In June 2021 the topic of the staff engagement survey was Respect At Work. This survey asked people to record whether they feel valued a) by their colleagues, and b) by the organisation. 86% agreed or strongly agreed that they felt valued by their colleagues but this dropped to 59% feeling valued by the organisation. There are some factors that are out of the employers control that can affect perception but with greater employee engagement it is hoped that this will improve which will also have a positive impact on recruitment and retention.

As confirmed in discussions with CLT, there has not been an employee engagement survey this summer. The next survey is scheduled to take place in September 2023.

Useful Links

Actions

The next employee engagement survey on Respect At Work that will ask the same questions again will be September 2023, and this will give time for the impact of a number of actions to be carried out and the impact measured through the survey response. In the meantime the new People Strategy which was approved by Full Council at its meeting in May 2023 has a clear focus on employee engagement and wellbeing to support this KPI.

Indicator 190: Proportion of information enquiries resolved at first point of contact

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June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	84.98%	83.69%	Improving

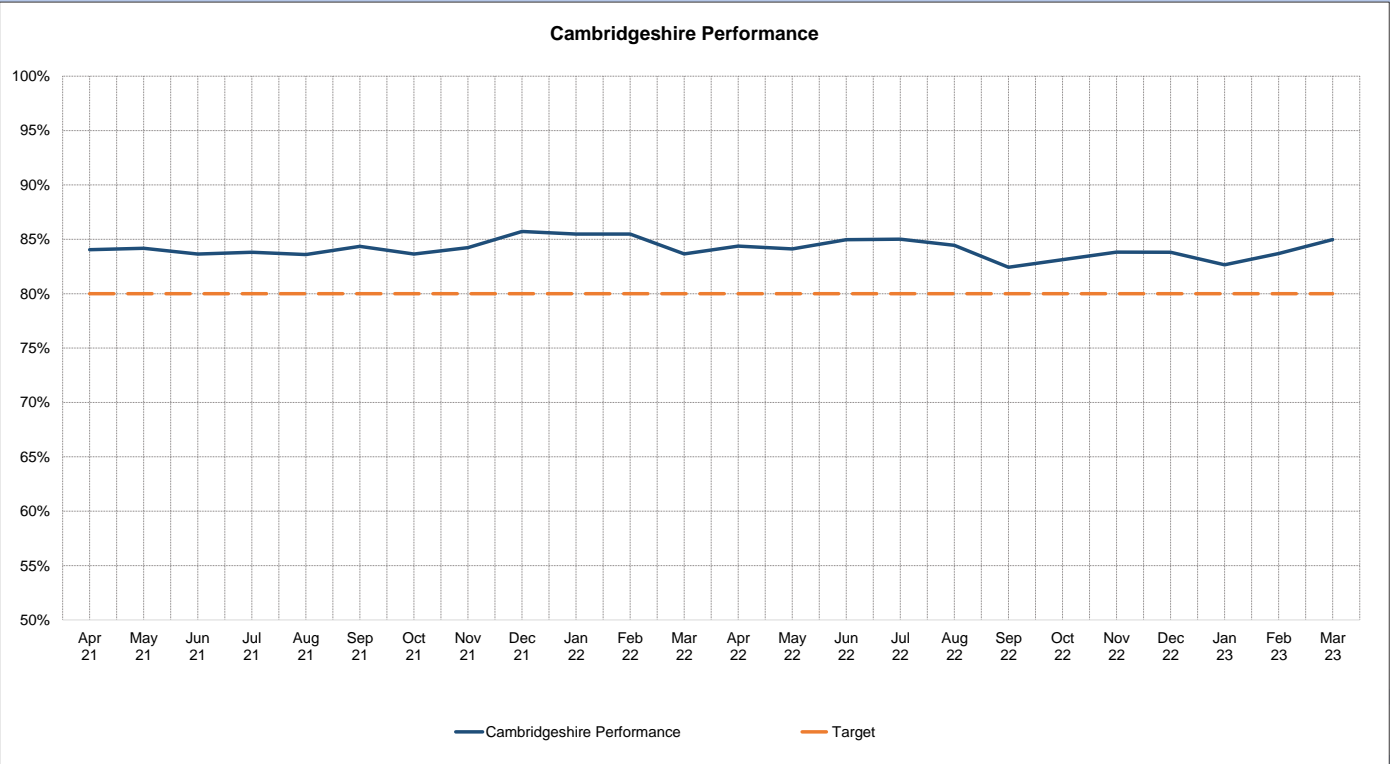
RAG Rating

Blue

Indicator Description

Percentage of cases we deal with that are marked as resolved or transferred, against total number of cases recorded. For us, resolved means we have dealt with a customers enquiry to a full resolution. We also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If we are unable to resolve an enquiry and need to pass it on to a service representative to deal with this would be marked as unresolved. This measures how effectively we are able to meet the customer service standard of dealing with requests at first point of contact.

This is measured in different ways across the industry, but we feel this is the most accurate and meaningful way of measuring this to ensure we are delivering good customer service for our residents. Any unresolved contacts are reviewed to see if we can work with the service to increase our knowledge in some areas to increase the resolution rate. The target is then adjusted in line with any amendments. We envisage this target reducing in the coming years as more contacts move to digital channels and we are left with dealing with more complex enquiries. We have other internal service KPI's as well as a number of advisor KPI's which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.



Commentary

Over the period of January to March 2023 we have seen a steady rise in First Contact Resolution.

Actions

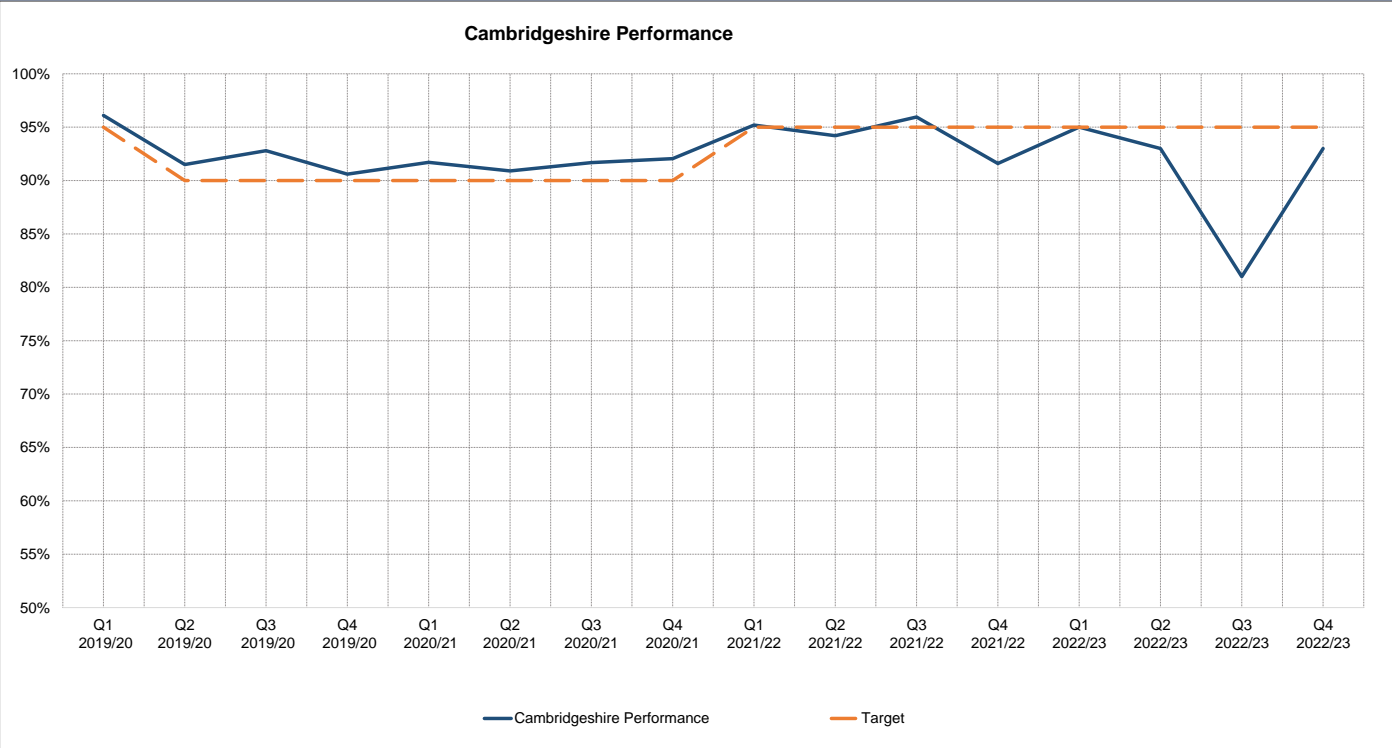
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95.0%	↑	93.0%	81.0%	Improving

RAG Rating

Amber

Indicator Description

For IT Support, a request is defined as a new request from a user for information, advice, a standard change or access to a service. Requests will include system access requests, changes to IT profiles and laptop applications.



Commentary

Since the restructure of the IT and Digital Service, there has been significant turnover of Service Desk staff which has affected overall response times as new staff have been recruited and brought up to speed.

Actions

There is now a robust recruitment and training process in place to ensure the Service Desk is fully resourced and up to speed. In addition, we are making greater use of the 'live-chat' facility which speeds up response times. We have also created more opportunities for staff to self-serve by making a wider range of Frequently Asked Questions available and we continue to add to these.

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment

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June 2023

Target	Direction for Improvement	2022-23 Forecast	Previous Quarter	Change in Performance
6.0%	↑	5.79%	5.71%	Improving

RAG Rating

Amber

Indicator Description

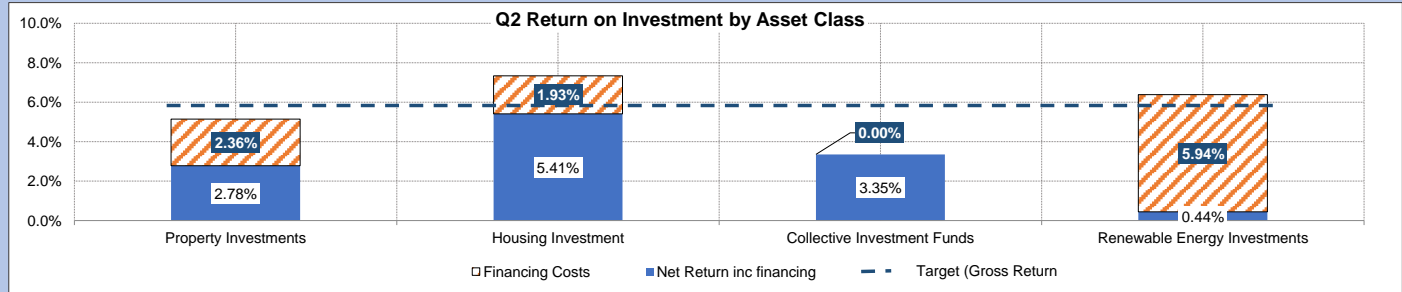
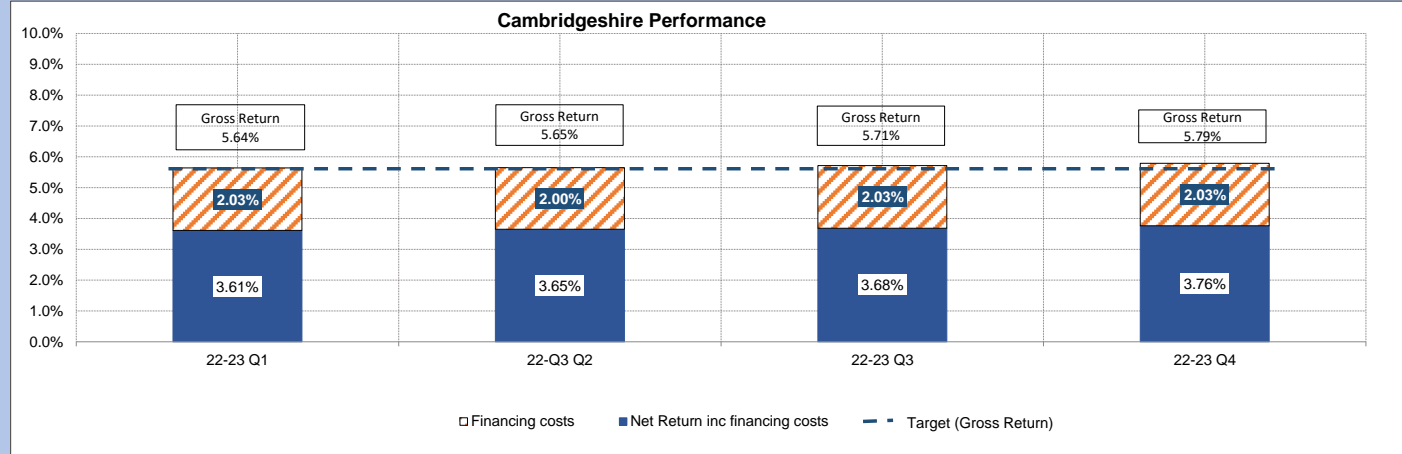
This indicator projects our expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

This indicator should be used to judge the performance of our commercial investment portfolio as a whole. It should not be used to predict any differences in actual income against budget. This is detailed within the Finance Monitoring Report.

The return figure includes investment that has already been made, as well as any additional investment expected within the financial year. The figures look at the full year effect, even where investments have not been held for the whole year.

The return is shown both gross (the total of the blue and orange blocks) and net (the blue blocks) of financing costs; the orange blocks therefore equate to the level of financing costs. The lower graph shows the return per asset class; different classes of asset are expected to deliver different levels of return.

This indicator reflects the income return from these assets, rather than the asset growth or total return (reflecting local government accounting regulations).



Commentary

Performance against this indicator has improved year-to-year; 2019-20: 5.4%, 2020-21: 5.5%, 2021-22: 5.8%. However, it has dropped slightly to 5.75% in 2022-23 as a result of a small decrease in interest due from loans to This Land following a scheduled repayment of one loan during 2021-22. In addition, Triangle Solar Farm has overperformed in previous years, but price changes mean it is now expected to achieve its targets rather than overperform. Due to a decline in March income received it has not achieved the income target this year. The gross income across these investments in 2022-23 is £17.4m, with a net income of £11.2m after financing costs. Within this indicator, interest from This Land and from the Infrastructure Fund are performing well, as well as the return received on Triangle Solar Farm. Amongst the directly owned property assets, the manufacturing, retail and office/lab assets are yielding broadly as expected and saw minimal disruption during the pandemic. The student accommodation and leisure assets were more challenged, however we are now seeing the occupation level at Brunswick House recover. Unit 13 Evolution Business park has recently changed tenants, SSE tenancy has ended and Pro-Tech have taken over the lease. Letting negotiations are in progress for one of the Units at Cromwell Leisure Park, but unit 1 and 3 remain unlet. Unit 1 has been empty since the investment was made. With the recent purchase of Evolution unit B, this has increased the income in the last quarter. As a whole, the portfolio remains well diversified in the face of current economic risks.

Actions

- Consider relative allocation between different collective investment funds and in view of the updated CIPFA prudential code and inflation risks.
- Consider outcome of new tenant negotiations at Cromwell Leisure Park.

Indicator 205: Amount of social value achieved

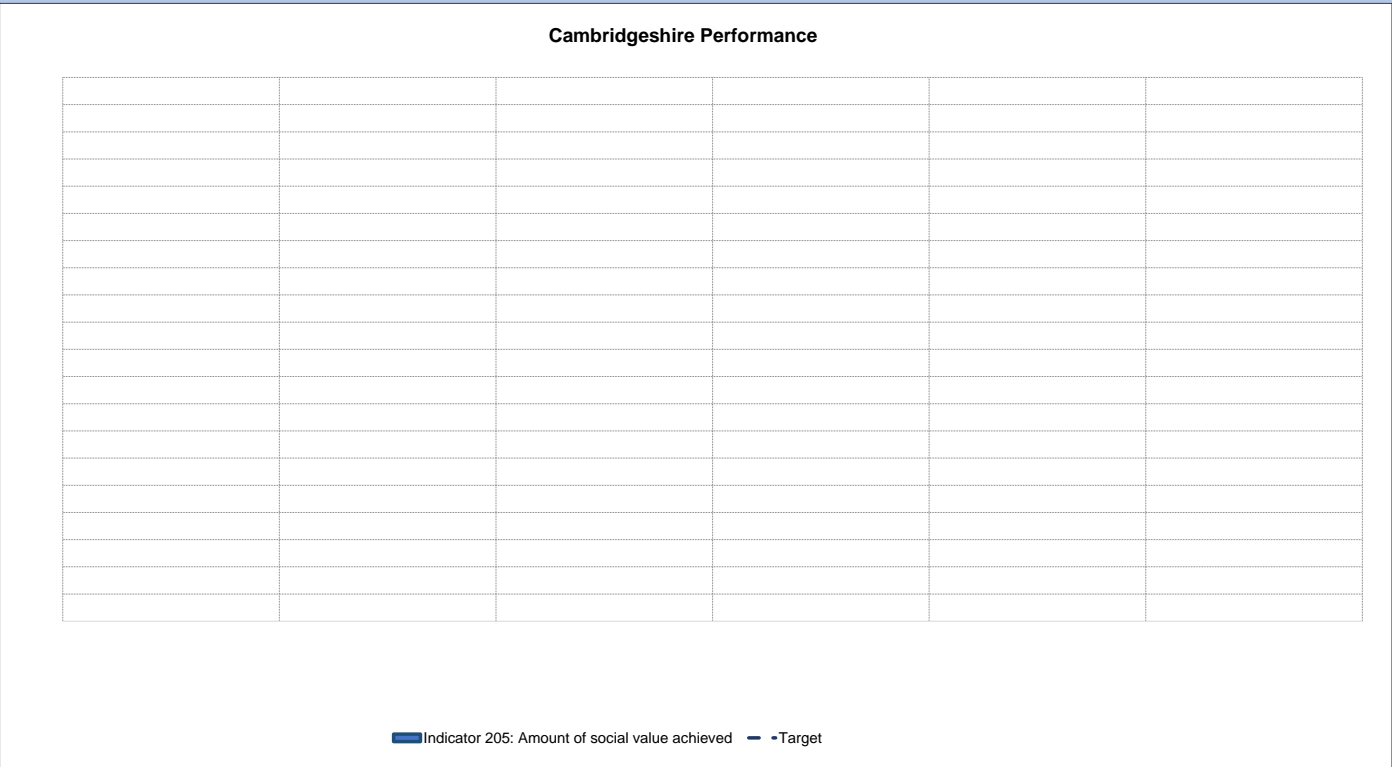
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June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
£20,000	↑	n/a	n/a	n/a

RAG Rating

In Development



Indicator Description
 Social value achieved via purchasing and contractual arrangements.

Data is currently unavailable as there are no live contracts with social value embedded. Data will be collated via the Social Value Portal and internal mechanisms.

Target of £20,000 to be delivered during 2023/24, with that target rising by £5,000 in each of 2024/25 and 2025/26.

Commentary
 Contracts are now being awarded with associated social value commitments from suppliers. It is anticipated that social value will start to be delivered from quarter 1 2023/24 onwards. Further information will be available in the next reporting round.

Useful Links
[National TOMs Framework 2019 Guidance](#)
[Social Value Portal](#)

Actions
 No actions required at this time.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
3.0%	↑	n/a	n/a	n/a

RAG Rating

In Development

Indicator Description
 Number and value of contracts awarded to businesses and third sector organisations in Cambridgeshire. A baseline for this has been set using 2022/23 data and this has been used to establish a target for improvement. Data will be captured from the Contract Register using the supplier's registered address.

Useful Links

Cambridgeshire Performance

Commentary
 In 2022/23, 212 local suppliers were awarded a contract, this is 29% of all suppliers awarded a contract in that period. In the same period, of the spend going through those contracts, 44% or £26,383,200 went to local businesses. Local businesses in this case have been identified using CB and PE postcodes. The spend data will not include individual spend under £5,000 (as this does not have to be attributed to a contract) or spend via systems other than ERP.

Actions
 The Sustainable Procurement Strategy contains a number actions designed to improve local businesses' access to the Council's procurement activities.

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
3,000	↑	3,449	3,019	Improving

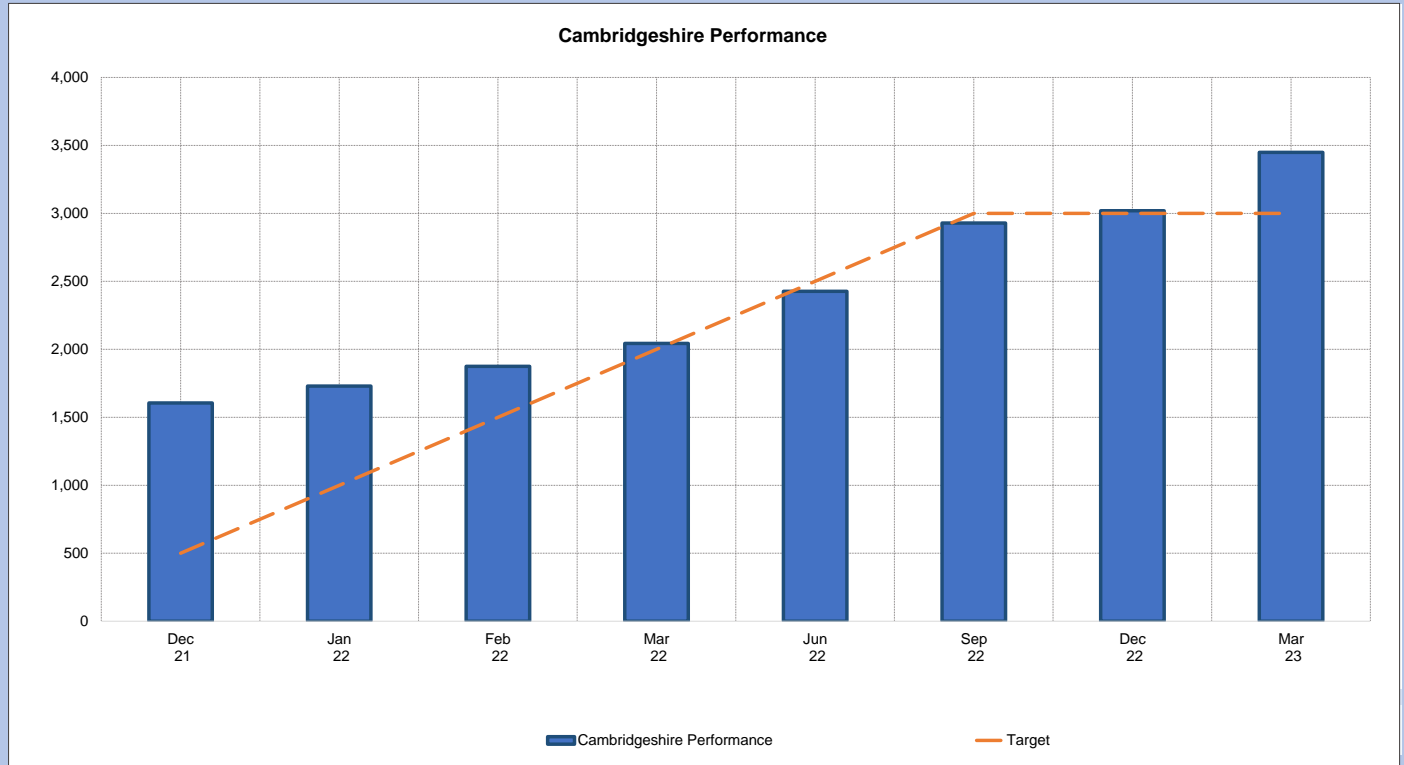
RAG Rating

Blue

Indicator Description

This indicator measures how many staff have completed the 'Introduction to first aid' eLearning course. This is a mandatory course to be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way. Now we are starting to move back to the office all staff must have completed this course prior to working from the office as part of the Cams 2020 programme.

Some staff do not need to complete the course as they may have already completed a more advanced course as part of their role within CCC (e.g. Reablement staff). This has informed the setting of a target of 3000 staff.



Commentary

The Introduction to first aid course was launched in October 2021. There is currently an upward trend due to it not previously being available. The target of 3000 employees completing the Introduction to First Aid has been met.

Actions

Staff continue to complete the course with a monthly average of 251 completions each month. There is now 3,449 (115.0%) completion of the course against the KPI target of 3000 completions. The Health & Safety team continue to promote the course via the leadership team and the Service Health & Safety Meetings.

Indicator 213: FTE days lost to anxiety, mental health, depression and stress absence

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June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	9,612	9,965	Improving

RAG Rating

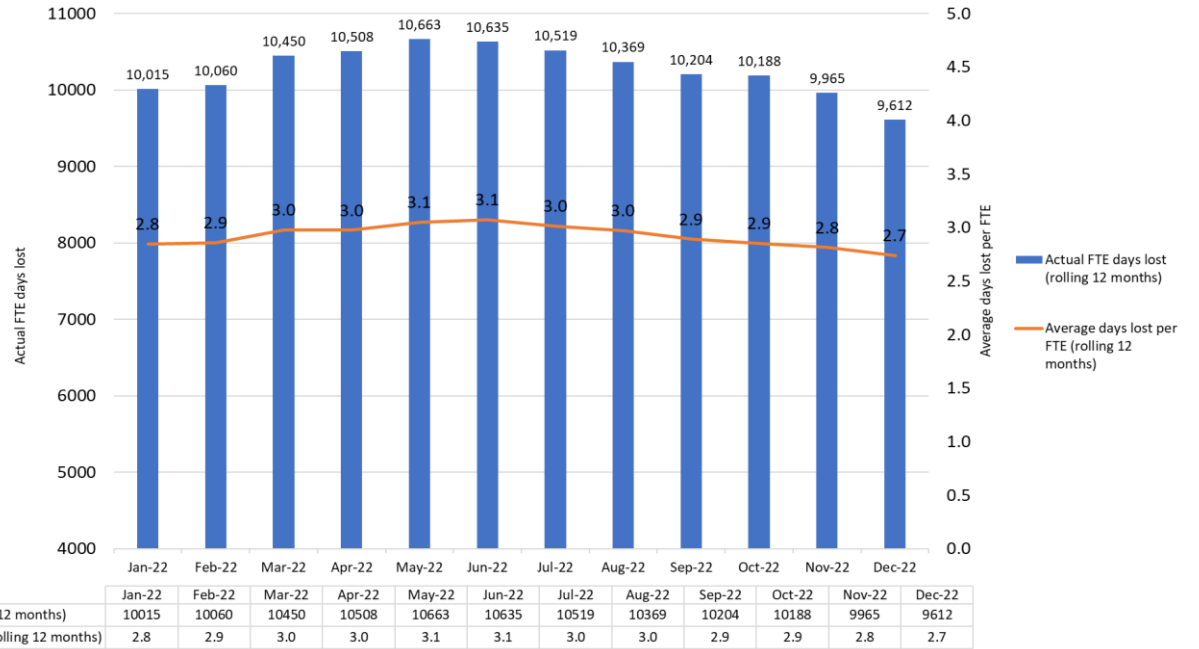
Baseline

Indicator Description

The table shows a 12 month rolling absence for all CCC absence related to anxiety, mental health, depression and stress.

The actual full time equivalent (FTE) days lost is in blue. The orange line represents the average absence by FTE.

FTE days lost (over a rolling 12 month period) to anxiety, mental health, depression and stress



Wellbeing support

Support and interventions aimed at support for mental health and to reduce absence related to mental health conditions include:

- Employee Assistance Programme (EAP)
- Occupational Health
- Access to Work/ Remploy
- Stress MOT
- Return to work meetings
- Wellbeing Conversations and Wellness Action Plans
- Phased return/reasonable adjustments/SARA
- Mental Health First Aiders
- Agile/flexible working options
- Mental Health Awareness Training (procurement complete)
- Wellbeing Hours, blogs and promotion of resources
- Psychological support for social care teams via the ICS Hub

Commentary

The actual full time equivalent (FTE) days lost due to absence related to anxiety, mental health, depression and stress is now lower than levels that we saw at the start of 2022, which in turn has meant that the average absence by FTE (related to anxiety, mental health, depression, and stress) has also decreasing and is now in line with the figure we saw at the start of 2022 (2.7 days per FTE). Anxiety mental health and depression remains the top reason for long term absence (21 days+) and 4th for short term absence. Stress is the second top reason for long term absence. As this metric is based on rolling 12 month data, it continues to be important to monitor this metric over the coming months.

As of December 2022, the average CCC employee has taken 2.7 days per year off due to anxiety, mental health, depression or stress.

Employee mental health is supported by the employee assistance scheme (EAP), which has seen an increase in year on year calls of 35% (1047 calls in the period 1st December 2021 - 30th November 2022 compared to 775 calls in the corresponding 2020/21 period). The service continues to offer telephone and online counselling, and face to face counselling, with 115 sessions taken up. After engaging in structured therapy, the Generalised Anxiety Disorder (GAD-7) average score reduced from 1.6 to 0.7 and the average Patient Health Questionnaire (PHQ-9) score reduced from 1.3 to 0.5. There has been an increase in the number of colleagues accessing the service while in work, as opposed to when off sick.

Actions

In December we launched our new Wellbeing and Mental Health Awareness workshops, with 31 colleagues attending during that month. In January our Wellbeing Hour promoted the Mental Health First Aider (MHFA) Network; a group of more than 50 colleagues who are trained to spot the signs of poor mental health, have supportive conversations with colleagues, and signpost to further help. More than 300 colleagues joined this session. Engagement is taking place with teams to understand challenges specific to services and how we can best tailor support for colleagues in those services. Collaborative work with the ICS Staff Support Hub resulted in 145 colleagues joining 6 bespoke support forums between August and November 2022, providing the opportunity for reflection on the emotional impact of work in services including social care, public health, and education.

Indicator 214: Staff turnover (rolling 12 month average)

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June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	14.4%	15.0%	Improving

RAG Rating

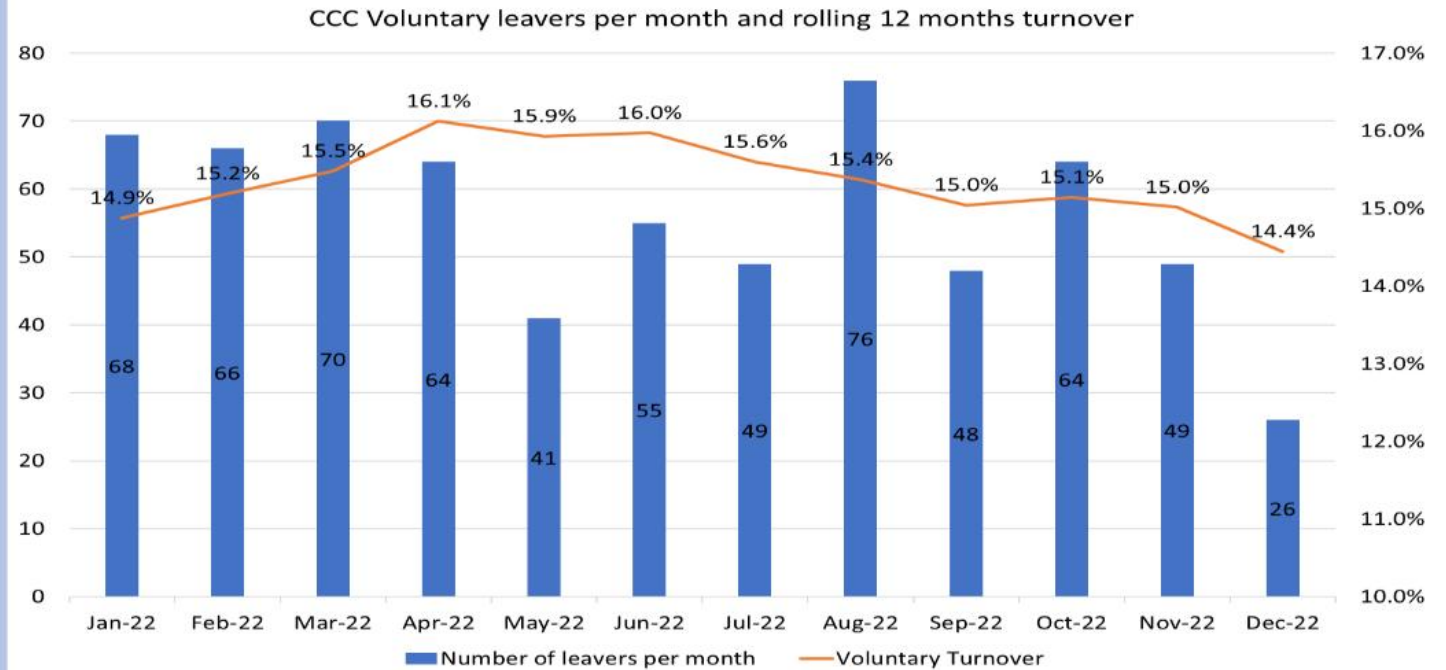
Baseline

Indicator Description

The orange line confirms the rolling 12 month average turnover which is calculated by number of voluntary leavers / average headcount over a 12 month period. The value for Dec 2 summarises the period Jan 22 - Dec 22.

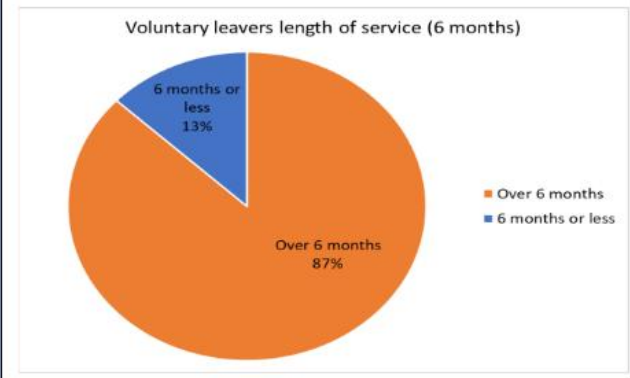
In blue is the number of leavers for that month e.g. in Oct 22, 64 employees left employment with CCC. This is a count of voluntary leavers. If an employee is in two positions, both are counted in this number as they have left both roles.

The target for this indicator is to be confirmed. The intention is to reduce turnover, specifically early attrition of people with less than 12 months' service. This KPI will be further developed to include a focus on measuring the early attrition of new starters with the aim of ensuring that our recruitment, onboarding and induction is good, and that people's experience is positive.



Turnover and Service

Of the total voluntary leavers for the rolling 12 months period ending 31 Dec 2022, 13% had 6 months or less service which is the same as the reporting period for Q2. The average length of service for voluntary leavers in the same period remains at 5.7 years, reduces to 4.3 years when excluding those retiring.



Commentary

Turnover had been increasing as is the case in most organisations, however for the second part of the 2022 we have starting to see this figure decline.

We are still seeing the affects of the pandemic restrictions roadmap as the data reflects a rolling 12 months. The last step in the roadmap, step 4 (July 21), should now become less significant in this rolling 12 month data set as time moves on.

Traditionally less people change employment over the Christmas period and December 2022 saw a lower than usual number of leavers too (verses December 2021 with 59 voluntary leavers and an average number of leaver per month for the year at 56) . This could also be attributed to the current increase in cost of living and people having less confidence to change employers. This reduced number of leavers for December has also contributed to the continuing decline in CCC voluntary turnover rate.

Actions

HR Service have recruited a Retention Advisor who is actively involved in the Children's Workforce Programme project aimed at improving recruitment and retention of Social Workers in Childrens services. Exit interviews are being completed with a focus on Social Workers, Senior Practitioners and Team Managers, collating the data and presenting back to the board. The team are also in the process of setting up regular 'check ins' with new starters to ensure we capture and address any issues early on.

A similar process of exit interviews and closer monitoring is being completed in Adults Social Care too. Adults Social Care are experiencing high levels of turnover and are looking to widen the exit interviews offered to include Support Workers which account for a high % of leavers in the service. Retention payments are now being offered to teams facing the most challenge on retaining Social Workers and the progression panels have also been introduced.

Indicator 215: IT & Digital Services Remote Access Availability

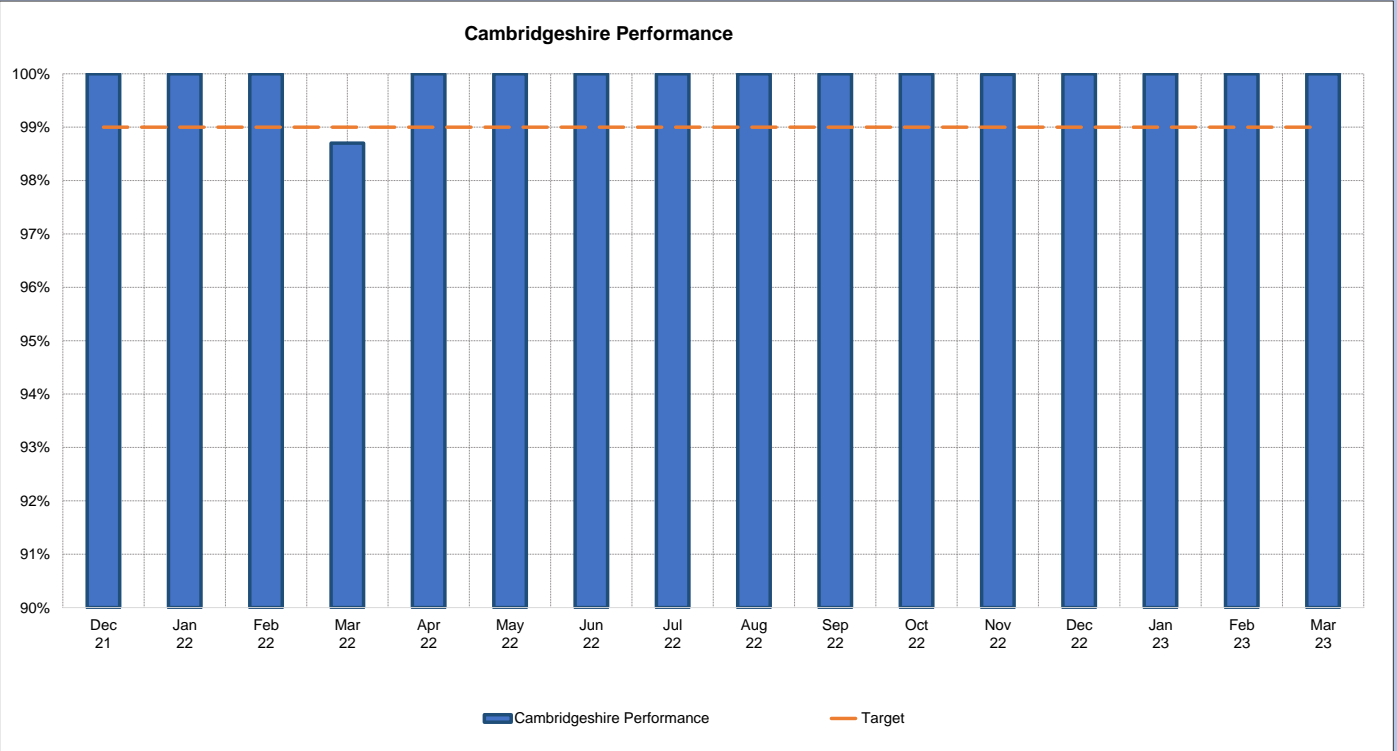
[Return to Index](#)

June 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
99.0%	↑	100.00%	100.00%	Unchanged

RAG Rating

Green



Indicator Description
 This relates to the availability of remote access to the CCC network - excluding planned outages for maintenance

Commentary
 There were no unscheduled outages for remote access in Q4.

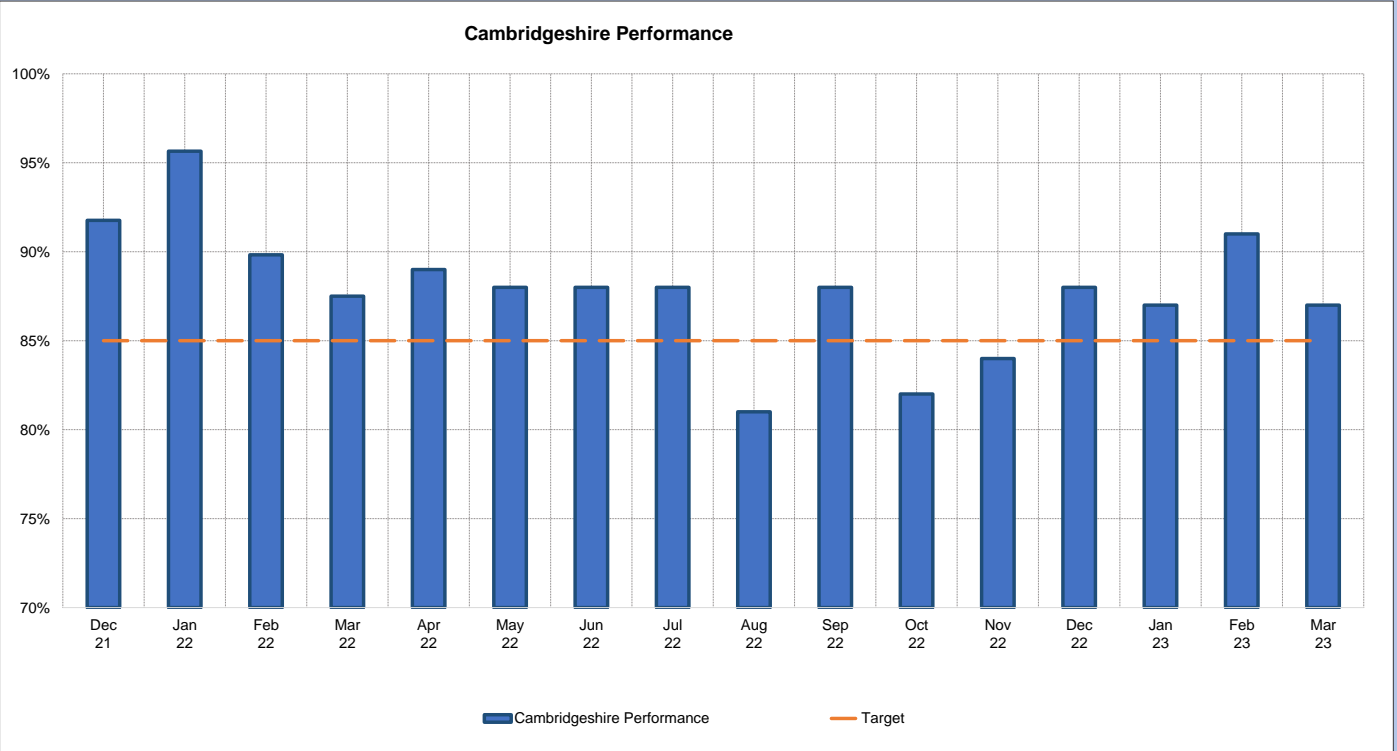
Actions

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	87.0%	91.0%	Declining

RAG Rating

Green



Indicator Description

Once a call is resolved, the requestor receives an email asking them to complete a survey, they are asked to judge the service between 1-5 stars. This measure will take the % of submitting Excellent.

Commentary

5* ratings are above target for the whole of Q4 and although March is lower than February, there is a higher percentage of 4* (good) ratings in March (10%), than February (6%).

Actions

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
84.0%	↑	97.0%	95.0%	Improving

RAG Rating

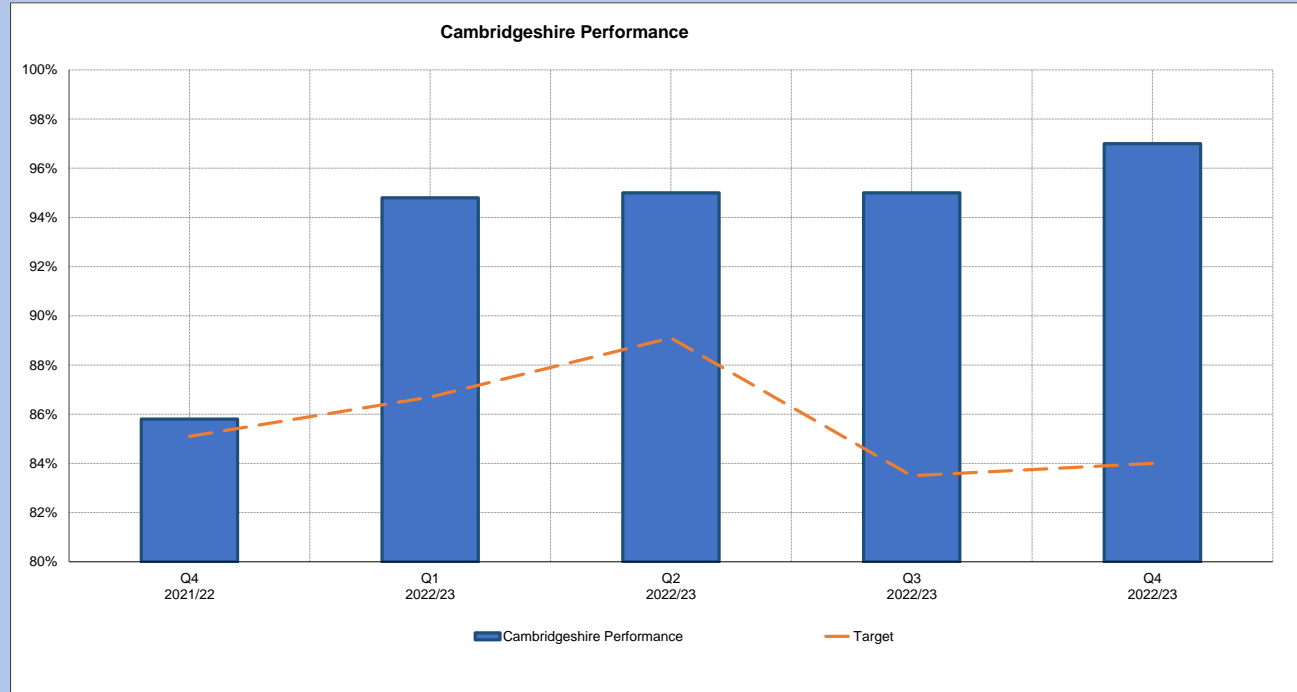


Indicator Description

Measures content quality, content freshness, security and user experience of CCC's main public website.

Reported data is an average of weekly scores for the last week in the reported month.

Target has been set to track at 7% above the industry benchmark score for Government.



Commentary

The graph shows the quality assurance of the County Council website compared to the target score (7% above the industry standard).

The quality assurance score has increased from 95% to 97%. The score is 13% above the target score. We have focused on fixing broken links, misspellings and document usability this quarter.

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	95.0%	96.0%	Declining

RAG Rating

Green

Indicator Description

Accessibility checks based on selected success criteria from the Web Content Accessibility Guidelines (WCAG), a legal international standard for accessibility. These checks cover common issues that affect a website's accessibility compliance.

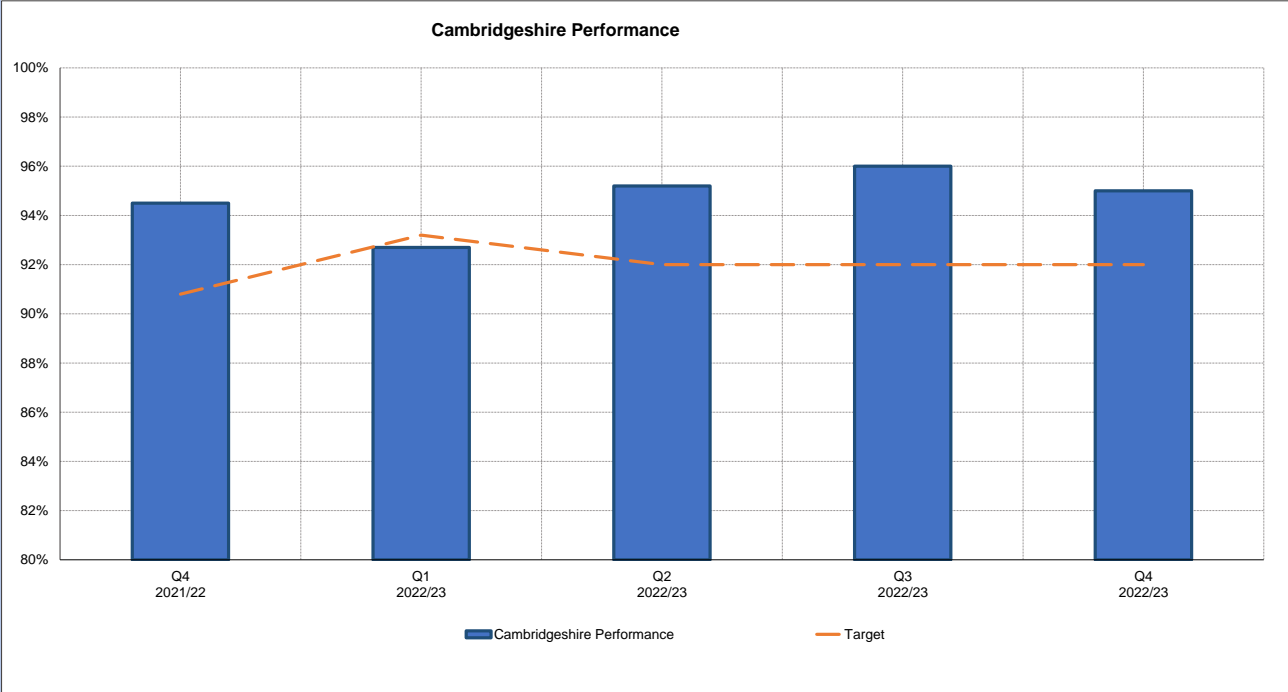
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is htoroughly checked to make sure it is accessible and we are currently updated all legacy documents (PDFs) to make sure they meet the new standards. The team uses a number of resources to do this including our Website Content Playbook - <https://www.cambridgeshire.gov.uk/website-content-playbook>

We have also developed an Accessibility E-Learning course to enable all staff to understand hte accessibility reguations and make their own content accessible.

Reported data is an average of weekly scores in the reported time period.

The target has changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard - see commentary for details.



Commentary

The accessibility has dipped slightly but remains high at 95%.

Since the last reporting period, we have fixed the vast majority of accessibility issues with online documents. Over 1,700 documents have been fixed in the last 12 months.

We have also created a staff accessibility eLearning module. 555 people have completed the training, which outlines national accessibility guidance and how to make online documents accessible.

Actions

Treasury Management Report – Quarter Four Update and Annual Report 2022-23

To: Strategy & Resources Committee
Meeting Date: 11th July 2023
From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: Through this report the Committee supervises the Council's treasury management, and ensures that public money across the Council's cashflows, borrowing and investments is utilised and deployed effectively and in compliance with the Treasury Management Strategy, and the statutory requirement for Council to consider the treasury management position regularly.

Recommendation: The Committee is recommended to:

- a) note the Treasury Management Quarter Four Update and Annual Report for 2022/23 and endorse it for consideration at Full Council;
- b) recommend to Full Council to increase the counterparty limit for the deposits outlined in 4.13 from £10m to £20m; and
- c) add training on Treasury Management to the Committee's training plan/

Officer contact:

Name: Stephen Howarth
Post: Head of Finance
Email: treasury@cambridgeshire.gov.uk
Tel: 01223 715568

Member contacts:

Names: Councillors L Nethsingha & E Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk & elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Treasury management is the management of the Council's investments and cash flows, banking and deposits, and borrowings and money market transactions. The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code 2021 requires reporting on prudential indicators linked to treasury management activity quarterly as part of the authority's integrated revenue, capital and balance sheet monitoring, and consideration in more detail several times a year.
- 1.2 Updates on treasury management activities are provided quarterly to this committee, either through the Integrated Finance Monitoring Report (IFMR) or through this more detailed biannual report, and are necessarily retrospective in describing the position at the end of a quarter. However, changes to the UK economy and corresponding implications for our treasury management activity can sometimes be fast paced, therefore some of the information relevant to this biannual report may be partially out of date by the time it is reported. Any significant live treasury management information is therefore presented on a regular basis to committee as part of the Integrated Finance Monitoring Reports.
- 1.3 As part of the Council's Treasury Management Strategy, implementing the requirements of the Prudential Code, the detailed treasury report needs to be considered by Full Council twice annually. The key prudential indicators against which our treasury management activity is assessed are reviewed quarterly by Strategy & Resources Committee through the IFMR and are set out in Appendix 1.
- 1.4 This report therefore forms the update on treasury management and is the second and final standalone report of 2022/23 for consideration by Council. The information presented is as at the end of the fourth quarter, so reflects a report made at a specific point in time. In the current environment where the economic context and loan rate projections move quickly, it is likely that some of the wider context has moved on by the time this report is reviewed.
- 1.5 This report covers the management of the Council's cash, investments and borrowing. All three affect the general council budget. This is principally through the level of capital financing costs that we pay as a Council when we need to borrow, but also in the returns we get on managing our cash balances and in returns from investments.
- 1.6 Treasury Management is a complex area of local authority financial management and governance. While training has been offered to members of the committee, in the current fast changing economic conditions it would be beneficial to schedule more frequent training for members on this subject.

2. Compliance with Treasury and Prudential Limits

- 2.1 The Council's treasury and prudential indicators are summarised in Table 1 and provided in detail in Appendix 1.
- 2.2 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter and year ended 31st March 2023, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy for 2022/23.

Table 1: Treasury and Prudential Indicators Quarter 4

Prudential and Treasury Indicators	31 st March 2022 Actual	2022/23 TMS	31 st March 2023 Actual
Authorised limit for external debt (Inc' loans raised to on-lend to This Land Ltd)	£779.3m	£1,074.0m	£737.8m
Operational boundary for external debt (Inc' loans raised to on-lend to This Land Ltd)	£779.3m	£1,044.0m	£737.8m
Capital Financing Requirement (CFR) <i>[Excluding PFI and Finance Lease Liabilities]</i>	£922.2m*	£1,006.2m	£904.8m*
Ratio of financing costs to net revenue streams – yearly average	4.6%	8.4%	5.3%
Upper limit of fixed interest rates based on net debt	88%	150%	80%
Upper limit of variable interest rates based on net debt	12%	65%	20%
Principal sums invested over 365 days (excluding Third-Party Loans)	£37.9m	£50.0m	£34.2m
Maturity structure of borrowing limits: -			
Under 12 months	19.6%	Max. 80% Min. 0%	23.3%
12 months to 2 years	14.2%	Max. 50% Min. 0%	10.9%
2 years to 5 years	9.1%	Max. 50% Min. 0%	7.3%
5 years to 10 years	11.5%	Max. 50% Min. 0%	15.1%
10 years and above	45.6%	Max. 100% Min. 0%	43.5%

*Subject to finalisation of the Statement of Accounts

- 2.3 All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.
- 2.4 From the table above it is worth noting the increase in borrowing for under 12 months in term compared to last year. While this is still well within the maximum limit for this category of debt set out in the TMS, it does mean that the Council will be seeing higher borrowing costs as these debts mature and need re-financing. The alternative to this, however, is locking borrowing in for longer terms at currently high interest rates and, while rates are expected to rise further in the short-term, national expectations are for rates to reduce to lower levels in the medium-term.

3. Summary Treasury Management Position

- 3.1 The level of net debt borrowing (including third-party loans) expected to be required set in the Treasury Management Strategy (TMS) for 31st March 2023 was £825.0m. On 1st April 2022, net debt (excluding 3rd party loans and equity) was £665.7m; by 31st March 2023 this had reduced to £631.1m. This reflects a decrease in borrowing over the year, due to some loans maturing and not yet being refinanced, combined with slower spend on the Council's Capital Programme than was forecast, plus continuing high levels of cash reserves which have allowed the Council to maintain high levels of internal borrowing.

- 3.2 Table 2 summarises the Council's debt and investment position. For more in-depth information on borrowing and investment, please refer to sections 4 and 5.

Table 2: Net Borrowing Quarter 4 2022/23

	Actual as at 1st April 2022 £m	Actual as at 31st March 2023 £m	Change £m
Borrowing repayable in >12mth	724.3	566.1	-158.1
Borrowing repayable in <12mth	55.0	171.7	116.7
Total Borrowings	779.3	737.8	-41.5
Less Treasury Investment	-113.6	-106.7	6.9
Total Net Debt/Borrowings	665.7	631.1	-34.6
Less Third-Party Loans and Equity	-124.6	-124.3	0.2
Total Net Debt/Borrowings (including 3rd party loans and equity)	541.1	506.8	-34.4

- 3.3 Overall borrowing has decreased through the year to date to £737.8m, reflecting the Council's healthier than expected cash position, caused in part by additional government grants and the profile of capital expenditure. Reflecting the increased medium-/long-term borrowing rates, the Council continued to take out short-term, rather than long-term, borrowing to minimise exposure to higher interest rates while the economic position remained uncertain.
- 3.4 The Council also reviews its treasury performance alongside near neighbours using CIPFA's financial resilience index. While the information in this is lagging (most recent is 2021-22) the Council's gross external debt (equivalent to the total borrowings line in table 2) was rated as higher risk relative to the benchmarking group. This is likely due to relatively high gross borrowing resulting from loans to This Land Ltd. We are relatively more average risk in respect of the 'interest payable divided by net revenue expenditure' indicator, showing that despite the high level of borrowing, we are in a relatively more sustainable position to service that debt.
- 3.5 We are anticipating a consultation from CIPFA on updating the prudential code and reviewing councils' borrowings in light of recent high profile local authority cases. The Council engages with these consultations and implements any required changes resulting from them.

4. Investments

- 4.1 The Treasury Management Strategy for 2022/23, including the Annual Investment Strategy for financial assets, was approved by Council in February 2022. It sets out the Council's investment priorities as being:
1. Security of capital;
 2. Liquidity; and then
 3. Yield

- 4.2 The Council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. As shown by the interest rate forecasts in Section 7, the Money Market Fund (MMF) and Call Account rates are continuing to increase, therefore the Council will receive a better return on short-term, laddered investment.
- 4.3 At 31st March 2023, the Council's investment balances totalled £106.7m; this is split between Money Market Funds, Call/Notice accounts, Collective Investment Funds and Deposit funds (see Table 3 below). This balance excludes Third-Party Loans and Share Capital (Equity).

Collective Investment Funds

The revised Prudential Code 2021 states that authorities with an expected need to borrow must review any existing commercial investments annually and report the results of that review; this can be found in Appendix 2. The Council concludes that there is currently no financial benefit from divesting in these funds and that this outweighs any risk from continuing to hold the investments. The dividends delivered by these funds totalled £1.230m in 2022/23, compared to a budget of £1.059m.

- 4.4 **Property Fund:**
The Property Fund's investment capital value in quarter 4 was £10.6m compared to the original investment of £12m. The portfolio is actively managed to achieve high income and long-term capital appreciation. Capital values continued to decline over the last quarter of the year, but at nothing like the pace seen towards the end of 2022. Overall, occupier and rental markets remained healthy as economic activity proved more resilient than many commentators had expected, and income flows solid. Total returns are likely to be relatively modest moving forward, but significantly better than in 2022. The dividend rates of return for this fund for quarter 4 was 3.77%, which is lower than the target rate of 4.35%. Over the year to 31st March 2023, the fund has generated a return of 13.3% against a benchmark of 14.1%.
- 4.5 **Diversified Income Fund:** At the end of quarter 4, the capital value of the investment was £2.2m compared to an original investment value of £2.5m. The investment objective of the fund is to provide income and the potential for capital growth from an actively managed diversified portfolio. The fund invests in a broad range of assets including fixed income securities and global equities and also less traditional exposures such as student accommodation and music royalties. As the outlook for global economic growth continues to be weak, the fund will maintain the portfolio's emphasis on real assets such as good quality equities and alternatives, adding selectively to fixed income as attractive opportunities are identified. The dividend rate of return on the initial investment for quarter 4 was 2.64%, which is higher than budgeted. Over the year to 31st March 2023, the fund has generated a return of 6.1% against a benchmark of 7.4%.
- 4.6 **Multi-Class Credit Fund:** At the end of quarter 4, the valuation of the Cambridgeshire County Council (CCC) share of the fund stood at £13.6m compared to an original investment value of £14.5m. The fund aims to generate positive returns throughout the interest rate and economic cycles by allocating to different credit asset classes and through bottom-up security selection. To reduce the risk elements of the portfolio, the manager has reduced duration to 1.4 years and holds elevated levels of cash and US treasuries, which

has reduced spread risk on the portfolio. The manager has also improved the underlying credit quality of the portfolio, with exposure to investment grade securities (BBB and higher) rising from just over 42% at the start of 2022 to nearly 61% by the end of 2022.

Performance has remained volatile throughout the rest of the year as uncertainties remain, however a higher yield environment has allowed the fund to continue to maintain the desired income return whilst maintaining tighter risk controls than normal. It is worth noting that the fund size has decreased, meaning the Council makes up a larger part of the fund, a position which will be kept under review. The latest dividend rate of return on the initial investment was 2.6%, which is in line with expectation.

- 4.7 **Infrastructure Income Fund:** At the end of quarter 4, the valuation of the CCC share of the fund stood at £7.8m, compared to an original investment value of £8m. The fund's objective is to deliver a regular income, targeted at 4.5% per annum, whilst preserving investor's capital throughout market cycles and with the potential for growth. The fund invests in a diversified portfolio of global listed securities and offers exposure to companies engaged in the provision, storage, supply and consumption of clean energy. The overarching theme of persistently high inflation and the impact of that on monetary policy and interest rate/yield expectations remains a significant driver of short-term performance of the strategy. The dividend rate of return on the initial investment for quarter 4 was 3.9%. Over the year to 31st March 2023, the fund has generated a return of -5.5% against a benchmark of -1.03%.
- 4.8 The average investment balance during quarter 4 (excluding Third-Party Loans and Equity) was £72.0m, which carried a weighted average rate of 3.41%; over the whole year, the average investment balance was £118.6m with a weighted average rate of 1.99%. The level of investment funds varies dependent on the timing of precept receipts, grants, the progress of the capital programme and decisions made about timing of borrowing. Table 3 below shows the investment by counterparty on 31st March 2023.

Table 3: CCC Investments allocation by Counterparty Quarter 4 2022/23

Counterparty	Liquidity	Principal £m	Principal %
Insight Liquidity Sterling C3	Same-Day	15.963	15.0
Aberdeen Liquidity Fund - Sterling Fund Class L-1	Instant Access	15.962	15.0
Handelsbanken	Instant Access	14.500	13.6
Allianz Global Investors	Notice Period 14 days	13.605	12.7
CCLA Local Authorities Property Fund	Notice Period 6m	10.564	9.9
Goldman Sachs International Bank	Fixed (3-6m)	10.000	9.4
Standard Chartered Bank	Fixed (3-6m)	10.000	9.4
Valu-Trac Administration Services	Same-Day	7.836	7.3
National Westminster Bank plc	Instant Access	4.318	4.0
CCLA Diversified Income Fund	Same-Day	2.228	2.1
Barclays Bank plc	Instant Access	0.890	0.8
Santander UK plc	Instant Access	0.500	0.5
Deutsche Managed Sterling Platinum	Same-Day	0.360	0.3
		106.726	100.0

4.9 The table below summarises the maturity profile of the Council's investment portfolio at the end of quarter 4 (excluding Third-Party Loans and Equity):

Table 4: Investment maturity profile at end of Quarter 4 2022/23

Product	Access Type	0d	0-3m	3-6m	~5yrs	Total	%
		£m	£m	£m	£m	£m	
Money Market Funds	Same-Day	32.3				32.3	30.3
Bank Call Account	Instant Access	20.2				20.2	18.9
Fixed Deposit Account	3-6 Months		0.0	20.0		20.0	18.7
Pooled Property Fund	Redemption Period Applies				10.6	10.6	9.9
Pooled Diversified Income Fund	Redemption Period Applies				2.2	2.2	2.1
Pooled Multi-class credit Fund	Redemption Period Applies				13.6	13.6	12.7
Income Fund (Energy)	Redemption Period Applies				7.8	7.8	7.3
	Total	52.5	0.0	20.0	34.2	106.7	100.0
	%	49.2	0.0	18.7	32.1	100.0	

4.10 The tables below set out details of the amounts outstanding on loans and share capital investments classed as capital expenditure advanced to third-party organisations at the end of quarter 4. Where appropriate, the Council holds security over these loans in the form of property charges (fixed and/or floating).

Table 5: Loans/Equity holdings in This Land companies end of Quarter 4 2022/23

Loan Summary	Amount Outstanding (£m)	Repayment Year
Land, Construction & Development loans	113.851	2026/27, 2027/28 and 2028/29
Equity holding	5.851	N/A
Total Loans/Equity in This Land Ltd	119.702	

Table 6: Loans/Equity holdings in Pathfinder Legal Services end of Quarter 4 2022/23

Loan Summary	Original Amount (£m)	Amount Outstanding (£m)	Repayment Year
Cashflow loan	0.325	0.325	2029/30
Equity holding	0.475	0.475	-
Total Loans/Equity in Pathfinder Legal Services	0.800	0.800	

Table 7: Third-Party Loans Principal Outstanding end of Quarter 4 2023

Loan Counterparty	Original Amount (£m)	Amount Outstanding (£m)	Repayment Year
Arthur Rank Hospice Charity	4.000	3.120	2042/43
Estover Playing Field 2015 CIC (Guaranteed by March Town Council)	0.350	0.103	2024/25
Wisbech Town Council	0.150	0.150	2043/44
VIVA Arts & Community Group	0.300	0.028	2043/44
Total Third-Party Loans	4.800	3.402	

4.11 Investment returns compared to benchmark returns are shown in Table 8 below. The preferred benchmark is SONIA (Sterling Overnight Index Average), which is the risk-free rate for sterling markets administered by the Bank of England. SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. The Council uses the 30-day backward looking rate on a SONIA basis, as this most accurately reflects the type and length of investments (excluding Collective Investment Funds) that the Council holds. The decision to use backward looking is because this reflects the rates at the time of decision-making, rather than forward looking rates at the time of reporting. Over the whole year, the Council's returns have slightly under-performed this benchmark as can be seen in the table below. This is due to:

- Prioritising security over yield
- The lagging ability for us to capitalise in the short-term on rising interest rates on deposits due to the fixed-term nature of some deposits
- Our current limit of £10m per counterparty for most types of deposits

Table 8: Average Benchmark versus Council Performance for 2022/23 (excluding Collective Investment Funds)

	Benchmark	Benchmark Return	Council Performance
Quarter 1	30-day backward SONIA	0.89%	0.84%
Quarters 1-2	30-day backward SONIA	1.22%	1.30%
Quarters 1-3	30-day backward SONIA	1.73%	1.74%
Quarters 1-4	30-day backward SONIA	2.24%	1.99%

- 4.12 Leaving market conditions aside, the Council's return on investments is influenced by several factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument:
- Credit risk is the consideration of the likelihood of default and is controlled through the creditworthiness policy approved by Council.
 - The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required.
 - Interest rate risk, arising from fluctuating market interest rates.

These factors and associated risks are actively managed by the Council's Finance team. Given the recent volatility of the financial markets, the finance team is keeping a close eye on the credit ratings of institutions we have deposits with, as well as looking to spread deposits across a range of institutions and is also considering the mix of type and duration of deposits.

- 4.13 The Council currently has a counterparty limit in the TMS of £10m for Certificates of Deposits and Notice Accounts, and Terms Deposits with Banks, Building Societies, Local Authorities and Housing Associations. In order to provide maximum flexibility to target the best rates, whilst maintaining the Council's priorities in investment of security, then liquidity, then yield, it is recommended to increase the counterparty limit for these instruments to £20m. This will enable us to access the best rates available within constraints of maximising security first. The current £10m limit has not been increased for some years and therefore in real terms is lower than in the past. Money-market funds and bank call accounts currently have a counterparty limit of £25m, which is not proposed to be changed.

5. Borrowing

- 5.1 The Council can borrow money to fund its capital program for the betterment of Cambridgeshire. The amount of borrowing required each year is based on plans for capital expenditures, projections of the Capital Financing Requirement, underlying borrowing requirements, forecasted cash reserves, and current and future economic conditions. The following table shows the high, low and average Public Works Loan Board (PWLB) rates for 2022/23:

Table 9: High / Low/ Average PWLB Rates for 2022/23

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.95%	2.18%	2.36%	2.52%	2.25%
Date	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
High	5.11%	5.44%	5.45%	5.88%	5.51%
Date	28/09/2022	28/09/2022	12/10/2022	12/10/2022	28/09/2022
Average	3.57%	3.62%	3.76%	4.07%	3.74%
Spread	3.16%	3.26%	3.09%	3.36%	3.26%

- 5.2 The Council will continue to utilise short to medium-term borrowing from other local authorities and authorised brokers, particularly in the current environment of higher interest rates. In the medium to longer-term, once rates have peaked and eventually start to dip, we will also consider PWLB, particularly if longer-term borrowing is required. For much of 2022/23, however, PWLB rates were relatively high and longer-term borrowing from them was not attractive. The Council intends to continue with the strategy of keeping a

reasonable proportion of the borrowing portfolio short-dated to avoid baking in higher interest rates, and is able to do so having taken advantage of the low-interest rate environment of the last few years to extend the average duration of loans in the portfolio by fixing loans for extended maturities at historically low levels. As a result, the Council's overall average interest rate for borrowing is low at around 2.4% by the end of quarter 4, despite incurring higher rates on some historic debt and, now, new debt.

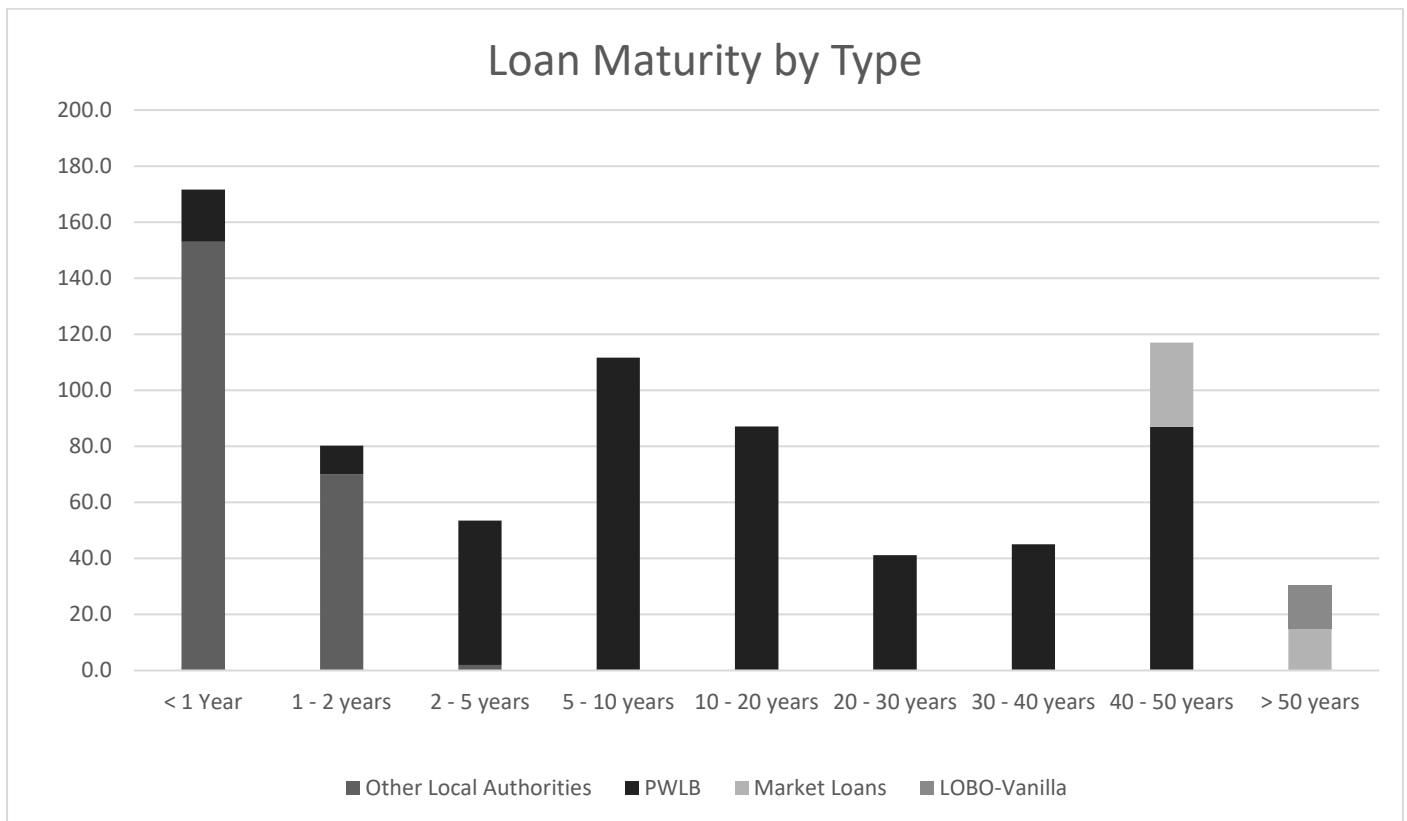
- 5.3 During the fourth quarter, the Council repaid a total of £39.2m upon maturity. Out of this amount, £28.0m were short-term loans from other local authorities, and £11.1m were longer-term loans from other local authorities and PWLB. The Council raised £34.0m in loans from other local authorities during this period, all of which were short-term borrowing. The following table shows the movement in borrowing over the whole of 2022/23:

Table 10: Movement in Borrowing for 2022/23

Actual as at 1st April 2022 £m	Repaid During 2022/23 £m	Raised During 2022/23 £m	Actual as at 31st March 2023 £m
779.3	-155.5	114.0	737.8

- 5.4 At the end of quarter 4, the Council held £737.8m of borrowing, of which £51.0m was short-term with maturity of less than a year from the issue date. The Council continues to be able to re-finance loans as required, albeit now at higher rates than the maturity loan in the case of more recent loans. Refinancing of maturing PWLB loans is also no longer possible at a lower rate in most cases, as current rates are now comparable to some of the older loans that were also fixed at a time of higher interest rates. Therefore, an increase in our revenue capital financing budget is planned into the business plan.
- 5.5 Figure 2 below sets out the maturity profile of the Council's borrowing portfolio at the end of quarter 4; £452.3m is held with PWLB, £225.0m from other local authorities, £45.0m in market loans, and a single market Lender Option Borrower Option (LOBO) loan of £15.5m. Out of the total borrowing, £171.7m, including both short-term and longer-term loans, will mature in less than 1 year, therefore potentially requiring refinancing.

Figure 2: Loan Maturities by Type at 31st March 2023



- 5.6 Figure 2 includes the LOBO loan at its final maturity instead of its next possible call date. The chances of the lender raising the loan's interest rate and triggering the Council's option to repay the loan at par have increased due to rising rates in the current environment. However, the probability of this happening is still considered low compared to previous years.
- 5.7 The Council is in an internally borrowed cash position and balances will need to be replenished at some point in the future (subject to expenditure demands), which is in accordance with our Treasury Management Strategy. This strategy is prudent while investment returns are lower than the cost of servicing debt and also serves to mitigate counterparty risk. The Council therefore plans to maintain this internal borrowing position but will closely monitor those reserves, balances and cashflows supporting this approach.
- 5.8 Neither during quarter 4, nor earlier during 2022/23, did any rescheduling of borrowing take place. The Council's loan portfolio limits opportunities for rescheduling. In the case of PWLB loans, early redemption rates exceed the carrying rate of existing borrowing, resulting in substantial exit costs. Similarly, market borrowing lenders hedge against forecast interest rate movements using the loans cashflow profile, passing on the cost of unwinding these instruments as an exit premium to the Council. Officers are closely monitoring the situation.
6. Debt Financing Budget
- 6.1 The debt financing budget is held as a central budget within Finance & Resources and complies with the reporting requirement in the Chartered Institute of Public Finance and

Accountancy (CIPFA) Code of Treasury Management Practice. The outturn position is an underspend of £2.4m, summarised in the table below.

Table 11: Debt Financing Budget Outturn 2022/23

	Budget (£m)	Outturn (£m)	Variance (£m)
Interest payable	19.810	17.943	(1.867)
Interest charged to Other Funds	-6.362	(6.262)	99
Interest receivable	-10.338	(12.171)	(1.833)
Interest receivable charged from Other Funds	10.274	12.244	2.172
Capitalisation of interest cost	-1.433	(1.514)	(0.80)
Technical & Other	317	234	(0.83)
MRP	21.006	20.221	(0.785)
Total	33.275	30.898	(2.377)

6.2 The underspend is comprised of the following elements:

- In the 2022/23 fiscal year, the Council focused on maximising savings and efficiency in money management by using cash balances to undertake internal instead of external borrowing. This, combined with lower capital expenditure than budgeted, resulted in a fall in expected borrowing. In terms of finances, there was an underspend of £1,867k in the Interest Payable on borrowing. This was in the context of a rise in borrowing rates caused by increases in base rates by the Bank of England at various times throughout the year. As of March 2023, the current rate is 4.25%, which is a significant increase from the rate of 0.75% at the same time last year.
- The net interest receivable position was an in-year pressure of £339k across Interest Receivable and Interest charged from Other Funds; there was a £1,833k over achievement of income primarily due to the effect of increased interest rates on our short-term investment income, however, this was more than offset by interest apportioned to other funds due to the higher base rate.
- The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision). Following analysis of capital schemes completed in 2021/22 and how they were funded, the MRP payment for 2022/23 was recalculated and the year-end position is £785k lower than budgeted.

7. Economic Position for 2022/23 and Interest Rate Forecasts

7.1 The economic position for 2022/23 provides context for the monetary policy strategy of central banks, which in turn impacts on historic interest rate movements and forward-looking forecasts. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been

volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022/23. The following summarises the key economic impacts of 2022/23:

- The second quarter of 2022 showed a growth of +0.1% quarter on quarter in UK GDP, however it decreased in the third quarter, partially due to the extra Bank Holiday following the death of the Queen. However, quarter 4 GDP remained positive at 0.1% quarter on quarter. In January, GDP increased by 0.3% month on month as the number of strikes decreased compared to December.
- Real household disposable incomes also rose by 1.3% quarter on quarter at the end of 2022, partly due to £5.7bn payments from the government through the Energy Bills Support Scheme.
- In October, CPI inflation reached a high of 11.1%; whether there will be a significant reduction from this during 2023 will be determined by the gas and electricity markets, as well as supply-side factors impacting food prices. Most commentators expect that by the end of 2023, inflation will likely drop to around 4%. As of February 2023, the CPI inflation rate was 10.4%.
- In 2022, the UK's unemployment rate reached a 48-year low of 3.6%, however the UK labour force has shrunk.
- The Bank Rate rose steadily throughout 2022/23 from 0.75% to 4.25%.
- Following a tumultuous seven-week period during September to October under the then new Prime Minister Liz Truss, the Autumn Statement delivered on 17th November by the new Chancellor Jeremy Hunt under the subsequent new Prime Minister Rishi Sunak announced a £55 billion reduction in government spending; but with most of the major cuts to be delivered under the next Parliament. Despite this, the markets responded positively, and UK gilt yields have improved from previous levels seen in September/October. However, they are still higher compared to other developed countries.
- The FTSE 100 started 2023 strongly, however global equities fell sharply following concerns over the health of the global banking system which emerged in March. The FTSE is now 5.2% below its record high on 20th February, despite UK banks having been less exposed and equity prices in the UK's financial sector not falling as far.

7.2 Due to the Monetary Policy Committee increasing the base rate at all of its meetings in 2022/23, this has led to a significant rise in borrowing rates over the year. While it is anticipated that the peak will soon be reached and that rates will gradually decrease thereafter, there are numerous factors that influence this position and therefore caution should be exercised.

8. Alignment with ambitions

- 8.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

- 8.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 8.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 8.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 8.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 8.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 8.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

9. Significant Implications

- 9.1 Resource Implications

This report provides information on performance against the Treasury Management Strategy. Decisions on treasury management, which are driven by the capital programme and the Council's overall financial position, will impact the Debt Charges Budget and are also reported through the Budget Monitoring process.

- 9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this category.

- 9.3 Statutory, Legal and Risk Implications

The Council continues to operate within the statutory requirements for borrowing and investments.

9.4 Equality and Diversity Implications

There are no significant implications for this category.

9.5 Engagement and Communications Implications

There are no significant implications for this category.

9.6 Localism and Local Member Involvement

There are no significant implications for this category.

9.7 Public Health Implications

There are no significant implications for this category.

9.8 Climate Change and Environment Implications on Priority Areas

9.8.1 Implication 1: Energy efficient, low carbon buildings.

Neutral

9.8.2 Implication 2: Low carbon transport.

Neutral

9.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral

9.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Neutral

9.8.5 Implication 5: Water use, availability and management:

Neutral

9.8.6 Implication 6: Air Pollution.

Neutral

9.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Neutral

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: E Tod

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?
Not applicable

Have any engagement and communication implications been cleared by Communications?
Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? Not applicable

Have any Public Health implications been cleared by Public Health?
Not applicable

10. Source documents

10.1 None

Appendix 1 – Prudential and Treasury Indicators at 31st March 2023

In this section, we will monitor Prudential and Treasury Indicators to ensure they align with the indicators approved by the Council in February 2022, as outlined in the Treasury Management Strategy.

Did the Council adopt the CIPFA code of practice for Treasury Management in Public Services?

Yes, the Council has adopted the CIPFA's Treasury Management in the Public Services: Code of Practices and Cross-sectoral Guidance Notes.

Limit for exposure to fixed and Variable rate of net borrowing (Borrowing less investments)

	2022/23 TMS Limit	Q4 21-22	Q2 22-23	Q4 22-23
Fixed rate	150%	88%	92%	80%
Variable rate	65%	12%	8%	20%

The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation, exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula. Where the indicator is negative, it is due to investment income of that category exceeding debt of that category. The formulas are shown below:

Fixed rate calculation:

$$\frac{\text{Fixed rate borrowing*} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

Variable rate calculation:

$$\frac{\text{Variable rate borrowing**} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

* Defined as greater than 1 year to run

** Defined as less than 1 year to remaining to maturity, or in the case of LOBO borrowing, the next call date falling within 12 months.

Total Principal sums invested for the periods longer than 364 days

	2022/23 TMS Limit	Q4 21/22	Q2 22-23	Q4 22-23
Investment longer than 354 days to run*	£50m	£37.9m	£36.9m	£34.2m

*Treasury Management Investment only

Limit for maturity structure of borrowing

	2022/23 TMS Upper Limit	Q4 21-22	Q2 22-23	Q4 22-23
< 1 Year	80%	19.6%	13.5%	23.3%
1 - 2 years	50%	14.2%	19.5%	10.9%
2 - 5 years	50%	9.1%	10.6%	7.3%
7.5 - 10 years	50%	11.5%	13.2%	15.1%
>10 years	100%	45.6%	43.2%	43.5%

Note: The guidance for calculation of this indicator requires that LOBO loans are shown as maturing at the next possible call date rather than at final maturity.

Ratio of financing cost to net revenue stream

2022/23 TMS	Q4 21/22	Q2 22-23	Q4 22-23
8.8%	4.6%	3.8%	5.3%

Prudence

Gross borrowing and the Capital Financing Requirement (estimated) borrowing liability excluding PFI.

Capital Financing Requirement in 2022/23 TMS	Actual Borrowings (1st April 22)	Actual Gross Borrowings (31st March 23)	Decrease in borrowing during 2022/23	Difference between CFR & Borrowings (31st March 23)
£m	£m	£m	£m	£m
1006.2	779.3	737.8	-41.5	268.4

Capital Expenditure

Estimates of Capital

	2022/23 TMS £m	Q4 21/22 £m	Q4 22-23 £m
Unsupported Capital Expenditure (Borrowing)	81.1	31.7	38.3
MRP and other financing movements	-21.3	-22.7	-20.2
Net Borrowing Requirement to fund Capital Programme	59.8	9.0	18.1

For the detail of capital expenditure and funding please refer to the capital outturn in the Integrated Finance Monitoring Report.

External Debt

Authorised Limit for external debt

2022/23 Authorised TMS Limit £m	Actual Borrowings £m	Headroom compared to Authorised Limit £m
1,067.0	737.8	329.20

The Authorised Limit is the legal cap on the amount of debt the Council can have, and it must not be exceeded. This means that the Council cannot have more debt than this limit in any given year.

Operational boundary for external debt

2022/23 Authorised TMS Limit £m	Actual Borrowings £m	Headroom compared to Operational Boundary £m
1,037.0	737.8	299.2

The operational boundary serves as a warning that the debt is approaching the authorised limit and requires close monitoring.

Appendix 2: Collective Investment Funds Annual Review

Local Government Capital Finance Framework

The revised Prudential Code 2021 states that authorities with an expected need to borrow must review any existing commercial investments annually and report the results of that review. The relevant extract of the Code is as follows:

*Authorities with existing commercial investments (including property) are not required by this Code to sell these investments. Such authorities may carry out prudent active management and rebalancing of their portfolios. However, authorities that have an expected need to borrow should **review options for exiting their financial investments** for commercial purposes and summarise the review in their annual treasury management or investment strategies. The reviews should **evaluate whether to meet expected borrowing needs by taking new borrowing or by repaying investments, based on a financial appraisal that takes account of financial implications and risk reduction benefits**. Authorities with commercial land and property may also invest in maximising its value, including repair, renewal and updating of the properties.*

CCC Position on Commercial Financial Investments

The Council currently holds four financial commercial investments, which we refer to as Collective Investment Funds. These were entered into over a period of time between 2019 and 2021 as a way of providing an ongoing yield from a diverse range of investment classes – this provided for an income stream to the Council that reduced the need to make savings. Currently, we hold a reasonably diversified range of funds - property, diversified income, multi-class credit and infrastructure income and these have performed well.

These investments are monitored on a monthly basis by the Finance team, the income generated from them is monitored monthly through the Integrated Finance Monitoring Report and they are also reported to Strategy & Resources Committee and Full Council on a twice-yearly basis through the Treasury Management Reports.

A summary of the position as at 31st March 2023 is provided below:

Fund	Purchase date	Purchase Amount	Current Value	Net Yield	Budgeted Dividends	Actual Dividends
		£000	£000	%	2023-24 £000	2023-24 £000
Property Fund: CCLA	27/02/2019	11,000	10,564	3.09		
	27/02/2020	1,000				
Diversified Income Fund: CCLA	03/12/2019	1,500	2,236	2.88	-420	-508
	29/02/2020	600				
	06/09/2021	350				
Multi-Class Credit: Allianz	11/09/2020	14,000	13,605	3.02	-354	-357
	15/09/2020	500				
Infrastructure Income Fund: Valu-Trac Gravis	06/05/2021	4,000	7,836	4.82	-285	-365
	21/05/2021	4,000				
		36,950	34,242		-1,059	-1,230

Some of the factors that the team consider in assessing each of these funds are; the longevity of the fund, whether there are active managers in place, the types of asset class involved and the Council's percentage holding of the fund.

CCC Position on Borrowing

The Council has a significant capital financing requirement for 2023-24 of £95.1m, with a further £39.4m in the following two years; following this, some of the Council's 3rd party loans start to be repaid which reduces the borrowing requirement from 2026-27 onwards. The detail of this can be found in the Council's Treasury Management Strategy, published as part of the 2023-24 Business Plan; it is anticipated that these figures will reduce slightly once the rebaselining exercise has been completed for the 2023-24 Capital Programme, and taking into account the final borrowing position of 2022-23.

Options for exiting financial investments

The notice periods for exiting each of the four investments is provided below:

Fund	Notice Period
Property Fund: CCLA	6 months
Diversified Income Fund: CCLA	Same-Day
Multi-Class Credit: Allianz	14 days
Infrastructure Income Fund: Valu-Trac Gravis	Same-Day

As at 31st March 2023, each of the four funds was valued at slightly less than the purchase price, therefore disinvestment at this point would result in a capital loss to the Council of up to £2.2m. The Council was aware on entering into these investments that they should be held for the medium to long term, precisely to mitigate against short-term fluctuations in value as determined by the state of the economic environment and market factors, which have been somewhat turbulent over the last year. Approval to invest in these funds was given, taking into account a recommended minimum hold period for each fund, ranging between 3 and 5 years. The funds are at the following points in the minimum hold period:

Fund	Recommended Min. Hold Period	Duration Held to Date
Property Fund: CCLA	5 years	4 years
Diversified Income Fund: CCLA	3-5 years	3.25 years
Multi-Class Credit: Allianz	3-5 years	2.5 years
Infrastructure Income Fund: Valu-Trac Gravis	3-5 years	2 years

Options for repaying debt

If the Council had divested of these funds as at 31st March 2023, £34.2m of cash would have been released that could have been used to internally borrow, avoiding the need to take out that amount of external borrowing. However, part of the reason for holding these investments is for treasury

management purposes, as 3 of the 4 funds are very/reasonably liquid. Therefore, full divestment from all of these funds would require an increase in the average deposit balance the Council aims to hold by around £20m to top our liquid cash balances up to the level we aim to hold, actually only leaving £14.2m available for internal borrowing. The £20m additional deposit balance would then likely be invested in short-term money market funds (standard day to day treasury management activity to ensure a modest return on fully liquid funds) at a rate of around 4.38% currently. This would generate around £876k of interest per year.

In the current high-interest rate environment, the Council is only taking out short-term (1 year) borrowing, most recently at a rate of 4.85%. Reducing external borrowing by £14.2m would therefore save the Council around £689k per year.

The trade-off between the income currently generated by the funds, and saving the one-year cost of funding that borrowing/investing the remainder in liquid deposits is therefore currently as follows:

Income generated through CIF = £1.2m, versus:

Reduced cost of borrowing £14.2m @ 4.85% £m	Interest Receivable on £20m @ 4% £m	Total saved/additional income £m
0.7	0.9	1.6

However, due to the loss in capital value, we would also be required to recognise a one-off £2.2m loss on disinvestment. At the above rates, this would take over 6 years to recoup that loss (and these rates are very unlikely to remain at these levels).

Conclusions

Therefore, there is currently no financial benefit from divesting in these funds. In addition, the cost of borrowing is particularly high at the moment due to high interest rates; these are expected to peak in the next few months, then start to fall over the coming years. Likewise, the eventual reduction in interest rates will impact on the interest received from short-term liquid treasury management activity. Conversely, the dividend return received from these funds currently remains reasonably stable, irrespective of the interest rate environment. Therefore, in the longer-term, the financial benefit is likely to continue to be higher from remaining invested in these funds.

The risk from continuing to hold these funds is further drops in capital value. However, taking into consideration the long-term nature of these investments and where we are in the recommended periods, combined with the assessment of other factors such as the longevity of the funds, having active fund managers in place, and given the types of asset class involved, the Treasury team are comfortable that the risks of holding do not outweigh the financial benefit from continuing to hold these investments and therefore at this point, the Council should remain invested in these funds.

Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions

To: Strategy and Resources Committee

Meeting Date: 11 July 2023

From: Democratic Services Manager

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: To review the Committee's agenda plan and training plan, and appointments to Outside Bodies and Internal Advisory Groups and Panels, and the appointment of Member Champions to lead on specific subject areas.

It is important that the Council is represented on a wide range of outside bodies to enable it to provide clear leadership to the community in partnership with citizens, businesses and other organisations.

Recommendation: It is recommended that the Strategy and Resources Committee:

- (i) review its agenda plan attached at Appendix 1.
- (ii) review its training plan attached at Appendix 2.
- (iii) review the appointments to outside bodies as detailed in Appendix 3, and appoint:
 - Councillor P McDonald to replace Councillor Murphy on Pathfinder Legal Services Limited.
 - Councillor N Shailer to replace Councillor Goodliffe on all the ESPO bodies.
- (iv) review the appointments to Internal Advisory Groups and Panels as detailed in Appendix 4.

- (v) review the appointment of Member Champions as detailed in Appendix 5.

Officer contact:

Name: Michelle Rowe
Post: Democratic Services Manager
Email: michelle.rowe@cambridgeshire.gov.uk
Tel: 01223 699180

Member contacts:

Names: Councillors Nethsingha and Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk
elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Strategy and Resources Committee reviews its agenda plan at every meeting.
- 1.2 The training plan for the Committee has been updated to reflect recent training.
- 1.3 The County Council's Constitution states that the Strategy and Resources Committee has authority to nominate representatives to Outside Bodies other than the Combined Authority, Greater Cambridge Partnership, Cambridgeshire and Peterborough Fire Authority, the County Councils Network Council, and the Local Government Association.
- 1.4 Appointments to Outside Bodies and Internal Advisory Groups and Panels are agreed by the relevant Policy and Service Committee.
- 1.5 The Strategy and Resources Committee at its meeting on 6 July 2021 agreed to delegate, on a permanent basis between meetings, the appointment of representatives to any vacancies on outside bodies, groups, and panels, within the remit of the Strategy and Resources Committee, to the Chief Executive in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

2. Appointments

- 2.1 The Committee is invited to review its appointments to outside bodies where appointments are required as set out in Appendix 3. It is proposed that Councillor P McDonald replace Councillor E Murphy as the Council's representative on Pathfinder Legal Services Limited. It is also proposed that Councillor N Shailer replace Councillor B Goodliffe on all the ESPO bodies.
- 2.2 The internal advisory groups and panels for review are set out in Appendix 4 to this report.
- 2.3 The appointment of Evidence-Informed Policy Member Champions is set out for review in Appendix 5.

3. Alignment with ambitions

- 3.1 There are no significant implications for the following ambitions:
 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
 - Travel across the county is safer and more environmentally sustainable
 - Health inequalities are reduced
 - People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
 - Helping people out of poverty and income inequality
 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
 - Children and young people have opportunities to thrive

4. Significant Implications

4.1 There are no significant implications within these categories

Resource Implications

Procurement/Contractual/Council Contract Procedure Rules Implications

Statutory, Legal and Risk Implications

Equality and Diversity Implications

Engagement and Communications Implications

Localism and Local Member Involvement

Public Health Implications

Environment and Climate Change Implications on Priority Areas

5. Source documents

5.1 [Membership of Outside Bodies and Internal Advisory Groups and Panels](#)

Strategy and Resources Committee Agenda Plan

Notes

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

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

+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
07/09/23 Special Meeting	Waste Private Finance Initiative Update+	A Smith	2023/060		
26/09/23 Reserve date	Integrated Finance Management Report for the Period Ending 31st July 2023	S Howarth	2023/020	13/09/23	18/09/23
	Corporate Business Planning Strategies – Strategic Framework	S Grace			
	Corporate Risk Register	M Claydon			
	Electricity Procurement for 2024-28	S Wilkinson	2023/041		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
31/10/23	Integrated Finance Management Report for the Period Ending 31st August 2023	S Howarth	2023/021	18/10/23	23/10/23
	Business Planning Update for 2024-29	T Kelly			
	Corporate Services Performance Report – Quarter 1	T King			
	Disposal of the former Mill Road Library, Cambridge	J McMillan/ T Kelly			
	Re-tender of the Maintenance Contract (Mechanical and Electrical and Buildings)	C Ramsbottom	2023/051		
19/12/23	Integrated Finance Management Report for the Period Ending 31st October 2023	S Howarth	2023/022	06/12/23	11/12/23
	Business Planning Proposals for 2024-29	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	T King	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
30/01/24	Integrated Finance Management Report for the Period Ending 30th November 2023	S Howarth	2024/001	17/01/24	22/01/24
	Business Plan*	T Kelly	Not applicable		
26/03/24	Integrated Finance Management Report for the Period Ending 31st January 2024	S Howarth	2024/002	13/03/24	18/03/24
07/05/24 Reserve date				24/04/24	26/04/24

STRATEGY AND RESOURCES COMMITTEE TRAINING PLAN		The Training Plan below includes topic areas for S&R approval. Following sign-off by the details for training and development sessions will be worked up.							
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Link Treasury Management	Local Government Finance – Third session as part of Members' Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
3.	Procurement Training for Members	To understand how procurement works		7 October 2022	T Kelly C Ellis	An hour on Teams	Cllrs Bulat, Costello, Cox-Condron, Dupré, Goodliffe, M King, McDonald, Rae, Shailer, Taylor and Whelan	11	Not applicable
4.	Strategic Framework Workshop	This will inform the business planning process		8 November 2022	S Grace T Kelly	Just over an hour on Teams	Cllrs Beckett, Costello, Count, Criswell, Dupré Gough, Howitt Murphy, Nethsingha, Rae, Sanderson Shailer, Sharp and Wilson	14	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
5.	The complaints process and how this can help Members manage their own in-boxes, including letters from MPs	To understand how the Council manages complaints.		21 February 2023	S Grace D Snowdon	Just over an hour on Teams	Batchelor, Bradnam, Cox, Condron, Costello, Coutts, Daunton, Dew, Goodliffe, Gough, Hathorn, Hay, Kindersley, Meschini, Prentice, Sharp, Slatter, Taylor, Thompson, Wilson	19	Not applicable
6.	Digital Strategy is being prepared by the IT & Digital Service to support the vision and the ambitions of the Council over the next three years.	To input into the draft Digital Strategy		12 June 2023	S Smith J Patmore	An hour on Teams	Beckett, Bulat, Costello, Hathorn, S King, Taylor, Thompson, Whelan, Wilson	9	Not applicable
7.	Risk Management Training			14 September 2023	M Hudson T Kelly M Claydon	An hour and a half on Teams			

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
8.	Procurement Training for Members			October 2023	T Kelly C Ellis				

Cambridgeshire County Council Appointments to Outside Bodies: Policy and Service Committees

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Guidance Classification	Committee to Approve
<p>Cambridge BID Board</p> <p>A five-year initiative set up by Cambridge businesses/organisations to ensure continued investment in Cambridge City Centre</p>	6	1	Councillor G Bird (L)	Regulated Director	Strategy and Resources
<p>Cambridgeshire Horizons Board</p> <p>Cambridgeshire Horizons still exists as a Limited company to oversee three “live” Rolling Fund investments, two loans and one equity investment, with an initial total value of £20.5m, to support a number of growth projects and developments around Cambridgeshire.</p>	1	1	Councillor L Nethsingha (LD)	Company Director	Strategy and Resources

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Guidance Classification	Committee to Approve
<p>ESPO Management Committee</p> <p>Purchasing and contracting service for 6 member Authorities.</p>	4	2	<p>1.Councillor B Goodliffe (L)</p> <p>2.Councillor S Ferguson (Ind)</p>	Other Public Body Representative	Strategy and Resources
ESPO Finance and Audit Sub Committee	2	1	Councillor B Goodliffe (L)	Other Public Body Representative	Strategy and Resources
<p>ESPO Shareholder representative Representing Cambridgeshire's interests with respect to ESPO Trading Limited</p>	-	1	Councillor B Goodliffe (L)	<p>Other Public Body Representative</p> <p>(The Council partly owns ESPO Trading Limited (less than 20%) so Cllr Howell is the shareholder rep)</p>	Strategy and Resources

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Guidance Classification	Committee to Approve
<p>Huntingdon BID Board</p> <p>BID is the town management vehicle for Huntingdon. It is an arrangement where businesses in a defined area agree improvements they want to make, over and above what the public agencies have to do. The fund is ring fenced and used solely to deliver the agreed set of projects and activities voted on by the businesses within the BID area.</p>	10	1	Councillor T Sanderson (Ind)	Other Public Body representative	Strategy and Resources
<p>Pathfinder Legal Services Limited</p> <p>Company jointly owned by Northamptonshire County Council, Central Bedfordshire Council and Cambridgeshire County Council to provide legal services to the owner councils and to other organisations within the public sector and not for profit sector.</p>	4	1	Councillor E Murphy (LD) Consultee Member	Strategy and Resources	Strategy and Resources

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Guidance Classification	Committee to Approve
This Land Board of Directors	12	1	Councillor N Gough (LD) Coterminous Officer representative: Frank Jordan	Company Director (Non Executive Director)	Strategy and Resources

Appointments to Internal Advisory Groups and Panels

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details	Committee to Approve
County Farms Working Group	TBC	7	<p>Environment and Green Investment Committee</p> <p>Councillor L Dupré (LD) Councillor N Gay (L) Councillor M Goldsack (C) Independent Member</p> <p>Strategy and Resources Committee</p> <p>Councillor P McDonald (LD) Councillor T Sanderson (Ind) Councillor N Shailer (L) Councillor M Smith (C)</p>	<p>John MacMillan john.macmillan@cambridgeshire.gov.uk</p> <p>Rebecca Roper rebecca.roper@cambridgeshire.gov.uk</p>	<p>Environment and Green Investment</p> <p>Strategy and Resources</p>

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details	Committee to Approve
<p>Green Investments and Utilities Advisory Group</p> <p>To build a deeper understanding of green project business cases and new finance mechanisms; To provide a steer on detailed negotiations on new green commercial contracts where risk/rewards need to be balanced; and To inform better decision making at Council meetings for complex green investment projects.</p>	12 approx	8 Four from Environment and Green Investment Committee and four from Strategy and Resources Committee	<p>Environment and Green Investment Committee</p> <p>Councillor J Gowing (C) Councillor P Coutts (LD) Councillor C Rae (L) Councillor S Ferguson (Ind.)</p> <p>Strategy and Resources Committee</p> <p>Councillor S Corney (C) Councillor L Dupre (LD) Councillor N Gay (L) Councillor T Sanderson (Ind.)</p> <p>(Sub- Cllr Meschini (L))</p>	<p>Sheryl French Project Director, Energy Investment Unit</p> <p>sheryl.french@cambridgeshire.gov.uk</p>	<p>Environment and Green Investment</p> <p>Strategy and Resources</p>
<p>Member Development Panel</p> <p>Oversees training and development for Members.</p>	As required	7	<p>Councillor S Criswell (C) Councillor I Gardener (C) Councillor E Meschini (L) Councillor L Nethsingha (LD) Councillor T Sanderson (Ind) Councillor P Slatter (LD) Councillor M Smith (C)</p>	<p>Michelle Rowe Democratic Services Manager</p> <p>michelle.rowe@cambridgeshire.gov.uk 01223 699180</p>	<p>Strategy and Resources</p>

Name of Body	Meetings per Annum	Representatives Appointed	Representative(s)	Contact Details	Committee to Approve
<p>Waterbeach Joint Environment and Green Investment and Strategy and Resources Member Steering Group</p> <p>To review and monitor a project relating to the Waste Private Finance Initiative Contract</p>	As and when required	8	<p>Environment and Green Investment Councillor A Bradnam (LD) Councillor S Corney (C) Councillor N Gay (L) Councillor S Ferguson (Ind)</p> <p>Strategy and Resources Councillor S Count (C) Councillor E Meschini (L) Councillor L Dupre (LD) Councillor T Sanderson (Ind)</p>	<p>Frank Jordan</p> <p>frank.jordan@cambridgeshire.gov.uk</p>	<p>Environment and Green Investment Committee and Strategy and Resources Committee</p>

Evidence-Informed Policy –
Councillors Lucy Nethsingha and Elisa Meschini

[appointed by Strategy and Resources Committee]

Responsible for promoting the use and presentation of evidence and creating opportunities for fellow Councillors and officers to use that evidence in the decisions they make.