

**SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL
SCRUTINY COMMITTEE**

**MONDAY 18 MARCH 2013
7.00 PM**

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. Apologies for Absence

2. Declarations of Interest and Whipping Declarations

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Minutes of Meeting held on

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- 2 November 2012 – Joint Meeting of Sustainable Growth and Environment Capital Scrutiny Commission and Scrutiny Commission for Rural Communities
- 8 November 2012 – Sustainable Growth and Environment Capital Scrutiny Commission meeting
- 19 November 2012 - Call-in meeting
- 6 February 2012 – Joint Meeting of Scrutiny Committees and Commissions - Budget

4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a Scrutiny Committee or Scrutiny Commissions. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee or Commission.

5. Annual Human Resources Monitoring Report

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6. Corporate Complaints Annual Monitoring Report 2011/2012

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7. **Enterprise Peterborough Partnership Performance Report** **83 - 92**
8. **Notice of Intention to Take Key Decisions** **93 - 106**
9. **Date of Next Meeting**

Wednesday - 20 March 2013

Committee Members:

Councillors: M Todd (Chairman), G Casey (Vice Chairman), M Nadeem, Y Maqbool, S Martin, Thulbourn and J A Fox

Substitutes: Councillors: McKean, Forbes and C Ash

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MINUTES OF A MEETING OF THE JOINT MEETING OF THE SUSTAINABLE GROWTH & ENVIRONMENT CAPITAL SCRUTINY COMMITTEE AND THE SCRUTINY COMMISSION FOR RURAL ISSUES HELD AT THE COUNCIL CHAMBER - TOWN HALL ON 2 NOVEMBER 2012

Members Present: Councillors G Casey, J A Fox, D Harrington, Y Maqbool, S Martin, D McKean, E Murphy, M Nadeem, D Over, D Sanders, N Sandford, Thurlbourn and M Todd

Officers Present: John Harrison, Executive Director of Strategic Resources
Michelle Drewery, Finance Manager
Lee Collins, Area Manager Development Management
Jo Gresty, Farms Manager
Helen Edwards, Solicitor to the Council
Louise Tyers, Compliance Manager

1. Appointment of Chairman

Councillors Over and Todd were both nominated as Chairman for this meeting. Councillor Over refused the nomination as he felt that as a rural councillor he would be able to serve better as an ordinary member of the Committee. As there were no other nominations Councillor Todd was appointed Chairman for this meeting.

2. Apologies for Absence

An apology for absence was received from Councillor Lamb.

3. Declaration of Interest

No declarations of interest were made.

4. Development of Ground Mounted Solar Photovoltaic Panels (Solar Farms) and Wind Turbines

At its meeting on 10 July 2012 Cabinet approved the outline strategy for the development of renewable energy parks at three council owned agricultural sites to include Ground Mounted Solar PV (farms), wind turbines or other types of renewable energy schemes. Cabinet noted that the outline strategy was subject to further due diligence and studies around planning, environmental, technical and financial issues. As agreed, this matter was now being taken back to Cabinet for further consideration, following completion of those studies, and prior to any planning application being submitted.

At its meeting on 10 October 2012, Council asked Cabinet to review its decision made on 10 July 2012, in consultation with the Sustainable Growth and Environment Capital Scrutiny Committee. That committee agreed to work with the Scrutiny Commission for Rural Communities, because of the importance of this issue to rural communities.

Cabinet was now being asked to approve moving to public consultation and final preparation stage culminating in the submission of planning applications for solar farms for all three sites. The development of wind turbines and possibly other technologies would be reported back to Cabinet at a later date, probably in or around October 2013 before progressing to the planning application stage in 2013. Therefore, the report being considered did not detail

any potential proposals for wind turbines, and made recommendations solely in relation to solar farms.

The Executive Director Strategic Resources made the following points:

- There had been a lot of recent press around the Government's position on on-shore wind farms. Ed Davey, Secretary of State for Energy and Climate Change had reiterated the Coalition's position that they still believed that on-shore wind would play a part and their policy had not changed.
- Cabinet would be considering a separate report on collective energy switching and that report was not part of this decision.
- On school roof developments would not be able to meet the energy needs of the council.
- The council as part of its Environment Capital agenda was seeking to produce 'green energy' through its Energy Services Company – Blue Sky Peterborough Limited and was hoping to become self-sufficient.
- The proposals in the Cabinet report would impact on agriculture in the area.
- It was accepted that initial consultation and engagement had not been as good as it could have been and the council was looking to improve this going forward.
- This was not the end of the process and further reports would be presented going forward.

At the invitation of the Chairman, John Bartlett of Thorney Parish Council addressed the joint meeting and made the following points:

- The Parish Council were annoyed that they had not been involved in this process from the beginning.
- He had read the report and it had made no reference to security fencing at the sites especially as the panels were quite valuable.
- When would the planning application be submitted?

In response, the Executive Director apologised to the Parish Council on the level of engagement to date. The planning application would be submitted in early December 2012.

At the invitation of the Chairman, Dawn Clipston of Newborough Land Protection Group addressed the joint meeting and made the following points:

- The proposals were morally and ethically wrong.
- There would be a loss of good agricultural land.
- The land had been provided to support returning service personnel from World War One.
- There had been a total lack of consultation.
- The proposals would have a devastating effect on wildlife.
- The land had always been farmed.

The Joint Meeting made the following comments and observations:

- How would the proposed developments work with Blue Sky Peterborough as members had been told that it was not an energy company but its website states that it was? *The Solicitor to the Council clarified that there was a difference between Blue Sky and the larger energy generating companies.*
- How would the proposed structure work? *If solar panels were placed on a roof then the energy produced could only be used at that site. If panels were placed off-site, then the council had to have the ability to trade the energy. The energy would be generated and we would negotiate with a supplier on how to use it and also take energy out as supply to the council. It was not about generating energy and just*

putting it straight into the grid but the energy would go into the grid but come out for local supply. It was more valuable to use ourselves than just to add it to the grid as we were able to keep control of our exposure and get a better deal for both the council and local residents.

- Councillor Sanders stated that he believed that officers had gone against Standing Orders as they had not consulted with local ward councillors. Councillors North and Seaton had also visited other wards without notifying the local ward councillors. *The Solicitor to the Council advised that consultation had taken place with ward councillors and the Executive Director had invited all ward councillors to a meeting, however Councillor Sanders had been unable to attend.*
- Councillor Sanders reiterated that he had not been consulted. A public meeting had been held at Thorney Golf Club but he had not been consulted as a ward councillor prior to that meeting. The first proper briefing he had received had been 21 days ago and this attitude showed arrogance and bulldozing the issue through by keeping quiet until the last minute. He confirmed that he had been very well briefed by Michelle Drewery and Lee Collins but consultation had been poor and premeditated. It was important to learn from this for future developments to make sure this was not repeated in future. *The Executive Director was pleased that Councillor Sanders was happy with the briefing he had received. He was not aware of Cabinet Members visiting the sites. The meeting at Thorney Golf Club was not a council meeting and the council were only invited to the meeting. He refuted the allegation of premeditation.*
- Did the council have a rural strategy in place and what was its view of the rural areas as 20% of the population lived in rural areas? The rural communities were currently feeling that they were being attacked, it was confusing to people and had caused a huge amount of anger. Why were the local communities not brought in and consulted earlier? *The Executive Director was not aware that this proposal was directly against any rural policy. It was accepted that this was a difficult decision for the Cabinet to make. There was no intention to exclude local communities and it was accepted that consultation could have been better.*
- Councillor Sandford stated that the proposals would create large amounts of renewables. Councillor Cereste had previously stated that he wanted Peterborough to be self-sufficient so what proportion of Peterborough's energy would the proposals cover? *The proportion of energy was not known but the proposals did not take into account other types of interventions such as schools, however it would be a significant amount.*
- Why were the proposals for predominately solar power as this brought problems with taking farming land out of production? *Due to our location we are unable to undertake off-shore generation however it was acknowledged that wind had greater opportunities. However there were concerns around grid connections and the costs might be prohibitive.*
- The former Freeman's site had been discussed as an option for solar panels previously. *The proposed Freeman's development had got to the stage of being approved by the Cabinet but four days before it was due to commence the Government had changed the rules and the application was refused.*
- How would the views of local people be able to influence the decision making process? If the outcome of consultation was no will the council listen? *That would be a matter for the decision makers*
- Had the Council any previous plans to dispose of the farm estate? *The Executive Director clarified that the estate was not being disposed of.*
- A member stated that they were alarmed to be told that the value of the land was not good, officers needed to be cautious about what they were saying about land values. *The values contained in the report were around what the value of the land would be if it was sold. In 20 years time the council would have to make a decision about whether to turn the land back to agricultural use as part of an exit strategy. The majority of the land being proposed was Grade Two with some Grade One and*

produced a good yield of crops. The land was seen as a secure investment with vacant possession land having double the value of tenanted land.

- It needed to be remembered about the heritage and culture of the land and that generations of families had farmed it. *We needed to consider if the needs of 100 years ago were the same as now.*
- How much had been spent on this project already? *£300,000 had been spent so far.*
- What was the current condition of the land and why had this land been chosen? *The professional opinion was that the majority of the land was Grade Two. The livelihood issue was a major consideration and we were trying to deal with this individually with each of the tenants.*
- Had the security costs been included within the financial model? *The costs around security needed to be refined but we were currently dealing with very broad estimates however there was an allowance for security.*
- The proposed community fund from another company in the area was £4,000 per mega watt of power, had the council included this in the financial model? *£336,000 per annum, equating to £6.7m over 20 years was a significant figure to have missing from the estimates. There was no specific allowance included at this stage. The level was open for further discussion and the next stage would include specific amounts. Officers had views on the level but a separate discussion was needed. The aspiration of £400,000 was understood and the figures were robust enough to cope with that level.*
- There had been very little publicity about Blue Sky Peterborough. *The Cabinet took the decision to establish Blue Sky Peterborough in June 2011 and a presentation on the ESCO was considered by the Environment Capital Scrutiny Committee earlier this year.*
- Officers stated that the farms were not as productive as they could be but how could that be evaluated if you did not know what crops were grown. *What was stated was the professional opinion; we could go back and revisit that position.*
- Councillor Sanders stated that in his opinion the report was bordering on false material and he believed it had been pulled together in a rush as the council was running out of money. He was not convinced sufficient groundwork had been done on the value of the land. More detailed figures were needed as he was not convinced they had been verified.
- Councillor Sanders also stated that the land had been given to soldiers returning from fighting in World War One and some people believed that there was a document in existence which stated that the land could only be used for farming. He was concerned that the council had not investigated this properly. *The Solicitor to the Council confirmed that her staff had looked at the title deeds for the land and there was no mention of such a clause, they had also visited the Central Library to look at the minutes from the time and again, no such clause was mentioned. If anyone had any evidence of such a clause then they should bring it forward.*
- Councillor Sanders asked for it to be minuted that he would be concerned if someone found a document after a large amount of taxpayers' money had been spent. More research was needed and he was concerned that any document may be found further down the line.
- The Executive Director registered his concern that members believed the report contained falsehoods and members should raise tonight if they believed there were errors. The information in the report was the best available as of now. The estimates in the report were best estimates. There was not an open cheque for the consultants and a clear set of work and fees has been agreed.
- It needed to be put in context that the country was facing an energy crisis as we were only producing a small percentage of the amount of energy needed. This proposal was not discriminatory against the rural communities. The land may have been allocated for farming in the 1920s but it did not make sense to keep it for that use in perpetuity.

- Was the interest in the finance model a fixed amount? *We would borrow at fixed rates which were currently around 4% and set by the Public Works Loan Board. There had been no indication that we could not borrow at 4%. If we borrowed now then the rate would be set at 4%.*
- If the solar panels were installed at higher level or were movable would animals be able to graze underneath? *We would be looking at all options for farming. Moving panels were more appropriate in warmer climates as they needed exposure to the sun and the ongoing costs were also greater than with static panels. The business case for them was marginal.*
- Had any consideration been given to the loss of hedgerow and trees in any environmental impact assessment? *All three applications would be subject to full environmental impact assessments and biodiversity. It was believed that there was an opportunity for a better biodiversity gain.*
- Some of the roads which would be used to access the sites would need vast improvement to handle the heavy vehicles which would be used. *Traffic management plans would be included as part of the planning applications.*
- The land west of America Farm needed to be protected especially Flag Fen. *There was already a clear gap between America Farm and Flag Fen.*
- The risk register does not include the risk of a change in government policy. *This was included as point two of the risk register. The Government had published a reduction in subsidies. There was a potential risk of agreeing a proposal and contract and then there being a change in policy.*
- What consultation had been done with the tenants and what options were available to them, for example relocation to another farm? *Officers had tried to establish a few things, for example was there an opportunity to develop on land coming to an end, talking to the tenants about possible reconfiguration of tenancies and looking at what the options were for the future. Jo Gresty had met with all the affected tenants and packages were being discussed.*
- What were the timescales officers were working to? *There had been no decision yet. The planning applications needed to be gone through first and then we needed to appoint a contractor. The timescale was flexible.*
- There was a perception that if this goes through then the other farmers would be worrying which farm was next. Why was the land at Castor not considered? *Castor was looked at but would not have been feasible.*
- Why were officers not looking at going to the planning inspectorate to determine the planning applications so they were tested better? *Planning over a certain size could not be determined locally and was taken out of our hands. The risk of going directly to the planning inspectorate was we could not guarantee government support if we delayed.*
- Why was farming land being used? Was the driver financial rather than enabling energy sufficiency? *It was about both energy and income. Planning policies were also coming in to encourage people around energy sufficiency.*
- One of the risks on the register was about challenge by third parties, which third parties did officers believe this could come from? *It was a generic use of the term third party and referred to someone outside of the council who might submit objections, for example during the planning applications process. It was about starting to mitigate the impact around possible judicial review and managing that risk. It would be inappropriate to suggest a specific third party.*

Following debate the following motions were moved:

It was proposed and seconded that Cabinet be recommended that farmland is not taken away for solar panels and wind farms in any of the three wards. On being put to the vote there were five votes for and seven against so the motion was lost.

It was proposed and seconded that Cabinet be recommended to approve the recommendations detailed in the Cabinet report along with an additional recommendation from this meeting to ensure that the needs and demands of the rural communities are fully addressed. On being put to the vote there were six votes for and six against and the Chairman using her casting vote voted for, therefore there were seven votes for and five against so the motion was carried.

It was proposed and seconded that Cabinet be recommended that it further explores paragraph 8.4.7 of the report with officers and understands the process for which the sum for community funds can be developed. On being put to the vote there were seven votes for and four against so the motion was carried.

It was proposed and seconded that the financial model at paragraph 8.2 of the report is updated to reflect what is known but estimated and what is contingency. On being put to the vote there were five votes for and five against and the Chairman using her casting vote voted for, therefore there were six votes for and five against so the motion was carried.

It was proposed and seconded that Cabinet be recommended to investigate the feasibility of dual use of the land at each site taking particular account of the sensitivities of the area around America Farm for Oxney Grange and Flag Fen. On being put to the vote there were seven votes for and four not voting so the recommendation was carried.

RECOMMENDATIONS

The Joint Meeting of the Sustainable Growth & Environment Capital Scrutiny Committee and Scrutiny Commission for Rural Communities advises Cabinet that it broadly supports the recommendations detailed in the Cabinet report:

1. Notes the updated strategy for the development of renewable energy parks at each of the three council owned agricultural sites (America Farm, Morris Fen and Newborough farms) since the report to Cabinet dated 10 July 2012, in respect of ground mounted solar photovoltaic panels and wind turbines;
2. Approves the proposal to submit planning applications in respect of development of ground mounted solar photovoltaic panels;
3. Notes that subject to planning permission being received for ground mounted solar photovoltaic panels a contract for their installation is likely to be awarded to Mears Ltd under a framework agreement approved under a decision by the Cabinet Member for Resources (reference Solar Photo-voltaic (PV) Panels Framework Agreement - JAN12/CMDN/002)
4. Notes that subject to the outcome of necessary studies and continued negotiations a further report will be brought back to Cabinet for consideration prior to submitting planning applications for wind turbines;

The Joint Meeting further recommends:

5. That the Cabinet ensure that the needs and demands of the rural communities are fully addressed.
6. That the Cabinet further explore paragraph 8.4.7 of the Cabinet report with officers and understands the process for determining the appropriate amount of community funds, and also at this stage seeks information from officers of the likely range of community funds.
7. That table 8.2 of the Cabinet report is updated to reflect what is actually known at this

time and what is contingency.

8. That Cabinet investigate the feasibility of dual use of the land at each site taking particular account of the sensitivities of the area around America Farm for Oxney Grange and Flag Fen.

CHAIRMAN
5.30 - 8.45 pm

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**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH AND ENVIRONMENT
CAPITAL SCRUTINY COMMITTEE
HELD AT THE FORLI ROOM - TOWN HALL
ON 8 NOVEMBER 2012**

Present: Councillors M Todd (Chairman), G Casey (Vice Chairman),
M Nadeem, Y Maqbool, JA Fox, S Martin, N Thulbourn

Also Present: Cllr Sandford, Group Leader, Liberal Democrats
Cllr Cereste, The Leader of the Council and Cabinet member for
Growth, Strategic Planning, Economic Development, Business
Engagement and Environment Capital

Officers Present: Simon Machen, Head of Planning, Transport and Engineering
Services
Gemma Wildman, Principal Planner
Julia Chatterton, Flood & Water Management Officer
Andrew Edwards, Head of Growth and Regeneration
Neil Darwin, Chief Executive, Opportunity Peterborough
Stephen Pilsworth, Head of Corporate Services
Phil Thorn, Project Manager
Osman Hamir, Lawyer
Paulina Ford, Senior Governance Officer

1. Apologies for Absence

No apologies for absence were received.

2. Declarations of Interest and Whipping Declarations

There were no declarations of interest or whipping declarations.

3. Minutes of Meetings held on:

- 29 August 2012
- 6 September 2012

Councillor Martin noted that his apologies had not been recorded for the meeting held on 29 August 2012 and wished it to be noted that he had sent his apologies and that Councillor Forbes had attended as substitute. The Senior Governance Officer advised that she would amend the records accordingly. With the exception of this the minutes of the meeting held on 29 August 2012 were then approved as an accurate record.

The minutes of the meeting held on 6 September 2012 were approved as an accurate record.

4. Call in of any Cabinet, Cabinet Member or Key Officer Decisions

There were no requests for call-in to consider.

5. Progress Report from the Cabinet member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital

The Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital introduced the report which provided the Committee with an update on the progress of the Growth Agenda for the city. Areas of particular interest were:

- Station Quarter
- Northminster
- Southbank
- City Centre Plan
- Community Infrastructure Levy
- Great Haddon
- Hospital Site, Thorpe Road
- Opportunity Peterborough

A member of public Olive Leonard, resident of Peterborough representing the Norman Cross Action Group requested to address the Committee. The Chair agreed to this request. Olive Leonard made a statement which included the following:

- The City Council had one opportunity to get Great Haddon right and it was a substantially bigger development than the Hamptons.
- The development would change the character of its surrounding areas and its community for ever.
- The employment area would be a gateway to the city but the original proposals were now out of date and no longer fit for purpose.
- There was no evidence for a demand for warehousing. Outline planning permission was originally given in 2006 for the first warehouses to go on Alwalton Hill but no building had taken place. Therefore none of the 5000 jobs promised had come to fruition.
- There was an application in place to build two massive cold storage units which were totally out of keeping with the plans for the area and too tall. If built they would be seen from miles away and would do considerable harm to Peterborough's strategy to attract employers, entrepreneurs and investors to the city. The size and height of the cold store would make the site unattractive to anyone else and may sterilise the area.
- The proposed development was not the right development for the site, surrounding areas or the city.
- A good development would be fewer than 5000 houses making it more of a village and this would then attract more of the types of investors needed in the city. It would require fewer schools, less health facilities, infrastructure and less transport issues.

The Head of Planning, Transport and Engineering Services responded to the statement. Great Haddon had been included in the councils Core Strategy and site allocations development plan document which had both been seen by the Committee. The plans had also been through independent examination by a Government Inspector. The Employment side of Great Haddon had outline planning consent for 3million square feet of industrial floor space which would be split between offices, general industry, storage and distribution. There had been significant local investment interest in the area. The Planning Committee would consider the height of the buildings and the outline consent restricted height. The scale of the housing development at Great Haddon had already been set. There had been extensive consultation with the local community including the Norman Cross Action Group over the last two years.

Questions and observations were made around the following areas:

- Southbank Phase 3, Fletton Quays. Had any progress been made with regard to the two parcels of land not owned by the Council? *Members were informed that it would be in the interest of the council to purchase both of the parcels of land but no further comment could be made at this point.*
- Members had noted that water from the water features in Cathedral Square had been leaking water across other areas of the square and felt that it would be dangerous in cold weather. Why was it leaking away? *Officers were unable to provide an answer at the meeting and would come back to the Committee outside of the meeting.*
- Councillor Sandford commented that the Southbank Phase One development which was underway had been quoted as the greenest housing development in the country. To achieve this it would need to be a code level six development but this was not the case. Councillor Sandford requested that the development should not be quoted as the greenest housing development. *Members were advised that there were two Carbon Challenge sites in the country and both had started off as code level six pilot projects. Things had changed financially since both projects had been conceived and the government initially had required that all new housing developments would be built to code level six from 2016. Building to code level six was no longer financially viable and would be more costly to build to that standard adding approximately £40K to a house. The Southbank Carbon Challenge development would now be built to the new government definition which was zero carbon. The development would be one of the most environmentally friendly large scale developments in the country.*
- The Memorial Hospital which was part of the hospital site was a listed building. Would this building be kept as part of the new development site? *Members were advised that the Memorial Hospital was included in the local list of important buildings and would remain as part of the new redevelopment scheme.*
- The report stated that the Planning Committee had recently approved an outline planning application for a retail foodstore at Maskew Avenue. Could officers advise when this development would start? *Members were advised that a major planning application such as this required a three month judicial review period before any further action could be taken. This had now been completed and the planning department were now waiting for the detailed scheme from the developers. There was no timescale in place.*
- Members were concerned at the proposed 35meter high building that could be built at Great Haddon and the impact on further development in the area. Members were concerned that it would attract more low skilled jobs. *Members were advised that the whole of the Great Haddon employment area was under a single ownership and that the owner would not allow something to be built that would prejudice the prospects of the rest of the development. The Chief Executive, Opportunity Peterborough advised that there had been plenty of interest in the site and there would be a mixed range of development and job skills.*
- The report stated that activity had focused on understanding the potential uses for the Northminster area of Peterborough. Members wanted to know how the market would fit into those plans. *The Cabinet Member informed Members that the market was an interesting, valuable and integral part of the city. Everything would be done to protect the market and upgrade it to make it more successful. Several meetings had been held with the Chair of the Market Traders Association and there had been visits to London to look at the more successful markets. There were also plans being considered for opening the market on Sundays and holding car boot sales from the car park to attract more people. Everything was being done to protect, improve and grow the market in Peterborough.*
- Members sought clarification on what help was being given to the Green Backyard project. *The Cabinet Member agreed that it was a very good and interesting project to have in the city. The current location of the Green Backyard was located on a valuable site for potential development. In order for the project to get long term funding they would need to have a long term lease on a site. If the project could come forward with a proposal to buy the site even at a discount in order to protect what they were doing it would be looked at favourably. If they were unable to do this then there were other sites*

that they could be moved to. The council would help get them started financially and give them a long term lease to help them get funding.

- Some Members felt that the market was too far out of the centre of the city and people coming into Peterborough did not know where it was. *The Cabinet Member agreed with Members that it would be better to have the market more centrally located in the city centre and informed them that ideas were being sought and considered.*
- Councillor Sandford wanted to know if the objective was still sustainable growth or was it now growth at any costs. Councillor Sandford quoted National Planning policy and felt that the Peterborough Garden Park retail foodstore recent planning permission that was granted had gone against this policy. *Officers advised Members that the Secretary of State had confirmed that it had been in accordance with national and local planning policy.*
- Members noted that there was no mention in the report about the University. Members felt that this would be key to help the growth of the city centre. *Members were advised that there were currently 3000 students taking university degrees in Peterborough. It was anticipated that there would be a proper university in Peterborough within the next ten years with a cohort of 5000 students.*
- Councillor Sandford wanted to know what was happening to the remaining trees in Bridge Street. It had appeared that whilst the refurbishment work in Bridge Street had been carried out the roots of the trees had been left exposed. None of the contractors working on the project in Bridge Street had arboricultural experience. There was concern that the trees were not being managed properly. *The Head of Growth and Regeneration did not have the information at the meeting and advised that he would respond to the question outside of the meeting. The Head of Planning, Transport and Engineering Services responded that there were officers in the planning service that were tree specialists and they had been involved in ensuring that the works carried out were managed properly around the trees.*

The Chair thanked the Cabinet member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital for attending the meeting and providing an informative update on the progress of his portfolio.

ACTIONS AGREED

The Committee noted the report and progress made on the portfolio of the Cabinet member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital.

The Head of Growth and Regeneration to respond to Councillor Sandford request for the following information:

1. Management of trees in Bridge Street whilst renovations works were being carried out
2. Zero Carbon criteria

6. City Centre Development Plan Document

The report was presented to the Committee as part of the consultation process on the draft Peterborough City Centre Development Plan Document. The consultation draft version of the City Centre Plan had set out the council's long-term vision and objectives for the city centre for the next fifteen years. It set out the policies and proposals that would help direct how new development and regeneration would be achieved and how the council's vision for the city centre would be met. The plan identified and addressed a number of key themes which affected the strategy for the city centre as a whole, such as:

- retail
- leisure
- office development and employment

- housing
- historic environment
- transport and other infrastructure
- green spaces and access to the river Nene

A short DVD was shown to the Committee on the proposed City Centre Development Plan. This was a new way of presenting the vision for the City Centre and it was hoped that it would capture the interest of a wider range of people including young people.

The City Centre Development Plan formed part of the Statutory Plan for the City and when adopted it would be used to determine any planning applications for the city centre.

Questions and observations were made around the following areas:

- Members were impressed with the DVD presentation and agreed that it was a good way of presenting the plan to a wider range of people.
- Where would the funding come from for the City Centre Development Plan? *Members were advised that some of the schemes within the plan were already approved planning schemes. It would be a long term plan and some of the developments e.g. Garden Park had Section 106 money that had been assigned to be spent in the city centre. The plan was embedded in commercial viability. A number of commercial stakeholders had inputted into the City Centre Development Plan and the work that had already been completed in the city centre had attracted new investment.*
- Members suggested that the area in Fengate called Middle Marsh which was near Fitzwilliam Bridge could be considered for use as a marina.
- Members noted in the plan under the section City Core Policy Area, Policy CC3 that it made reference to the proposal of the development of 100 flats above shops and 200 other residential developments in Northminster. Where would these be located? *Members were advised that the council wanted to bring more residential development into the city centre and encourage the use of vacant premises in the town centre to be converted into flats. There were vacant units in Cowgate above the shops. Exactly where in the City Centre could not be determined yet but it was estimated that 100 residential units could be achieved above shops and that 200 residential units could be achieved in the Northminster area. Increasing the residential offer in the city centre would help to drive the night time economy and prosperity of the city.*
- The plan referred to the Railway Station Policy Area and development of footbridges over the railway line. Members wanted assurance that the Disability Forum would be consulted when building these. *Members were informed that when the detailed design of the crossings were put forward all of the relevant stakeholders would be consulted which included the Disability Forum. There was a policy for transport and access which specified working with all of the disability groups.*
- Members were concerned that with the development of the City Plan section 106 funding may not reach areas like Fengate, Oundle Road and other neglected areas of the city. *Members were informed that the rest of the city had already been catered for and covered in the Site Allocations Document. Increasing the offer in the city centre would benefit areas feeding into the city centre.*
- Members commented that other development plans previously put forward for the city centre had failed and wanted to know what was different about this plan. *Members were advised that the plan had been embedded in financial reality. Investment in the city had been happening and many of the projects within the plan had already started or were about to start.*
- Members were concerned that with the proposed increase in development there would be an increase in traffic into the city centre and wanted to know how this would be dealt with. *Members were advised that traffic would always be a concern and more people needed to use public transport, cycle or walk. Too many people cut through the city centre as a shorter route and this needed to be addressed. Most traffic congestion*

occurred at peak times during the morning and early evening when people were going to and from work. During the rest of the time there was no congestion and it was really easy to get around the city.

- Members were concerned that transport in general had not been tackled in the plan and that there was far too much car parking in the city centre and that other cities provided Park and Ride schemes. There did not seem to be provision for a sustainable transport solution.
- Councillor Sandford was concerned that there had been no mention of trees in the plan. *Members were informed that the Trees and Woodlands Strategy incorporated dealing with new development and every scheme would look to include biodiversity and trees. Trees were essential to the health and well being of the city.*

The Chair thanked officers for an excellent presentation.

ACTIONS AGREED

The Committee noted the report and requested that the comments made be included as part of the consultation process on the draft Peterborough City Centre Development Plan Document.

7. Flood and Water Management Supplementary Planning Document (SPD)

The draft Flood and Water Management SPD was presented to the Committee in order to seek their comments before being presented to Cabinet for adoption. The SPD provided detailed guidance to developers and decision makers to deliver schemes that took into account flood and water management issues from main rivers and surface water. The SPD formed part of a package of work arising from the Flood and Water Management Act (FWMA) 2010, which made Peterborough City Council a 'Lead Local Flood Authority'. The Council was now responsible for co-ordinating surface water management.

Questions and observations were made around the following areas:

- Councillor Sandford had noted that the SPD had mentioned "*One of Peterborough City Council's aims is to sustainably maintain, improve and expand the quality of the existing tree and woodland cover*". The Peterborough Trees and Woodlands Strategy (2012) talked about maintaining the current tree cover but also expanding it. The Environment Agency were currently running a project called 'Woodlands for Water' which looked at expanding the amount of tree and woodland cover to act as a means of alleviating floods. Why did the SPD only talk about maintaining existing woodland cover and not increasing it. *The Officer responded that the intention was to maintain and expand the quality and quantity of the existing tree and woodland cover and would look at rewording the paragraph to provide more clarity.*
- Members welcomed the Flood and Water Management SPD and felt it would help developers to make better decisions.

The Chair congratulated the Flood and Water Management Officer on an excellent piece of work and an informative presentation.

RECOMMENDATION

The Committee recommend that:

1. Cabinet adopt the Flood and Water Management Supplementary Planning Document; and that;
2. The Flood and Water Management Officer reword section 6.11.8 to clarify that the tree and woodland cover would also be expanded in quantity as well as quality.

8. Council Tax Support Scheme Consultation

The report informed the Committee on the proposed Council Tax Support Scheme that would replace Council Tax Benefit on 1 April 2013. The Head of Corporate Services introduced the report highlighting the following:

- Current position and legislative changes
- Financial impact for Peterborough
- Options available to the Council
- Impact of the proposed new scheme and mitigating actions
- Consultation approach and feedback
- Survey results

The scheme would need to be approved by Full Council by the end of January 2013.

Questions and observations were made around the following areas:

- Members sought clarification on the following statement in the report “Consultation has also taken place with the Community Cohesion Manager, although the Equalities Impact Assessment did not identify that black or minority ethnic groups would be adversely affected by these changes”. *The Project Manager informed Members that when the Equalities Impact Assessment took place different groups had been looked at that might be affected by the 35% reduction in benefits. This was an across the board reduction for anyone that was of working age excluding anyone of pensionable age and it was identified that the black and minority ethnic groups would not be adversely affected. It was however felt that engagement with the Community Cohesion Manager should take place to go through the proposals in detail. As a result officers were signposted to the Peterborough Council for Voluntary Service (PCVS) as a point of contact to disseminate information across various groups.*
- Members noted that only 93 people had completed the survey and wanted to know if all avenues of communication had been exhausted to ensure the message regarding the changes had reached everyone who might be affected. *Members were advised that in addition to the groups that had been engaged with an additional notification letter had been sent out to approximately 6000 people who claimed benefit and had a change of circumstance during the consultation period. Officers felt confident that a large range of groups had been contacted about the change. Liaison with other authorities had indicated that the overall volume of responses in other Councils had been low. Drop in sessions at the library and Bayard place had been successful.*
- Members were concerned at the low number of responses and wanted to know how much credence was being put on the results of the consultation. *Members were informed that every effort had been made to engage with as many people as possible. Any communication that the benefit team had with people in receipt of benefits had included information on the changes. Even though the response was low the results of the consultation were inconclusive with a fairly equal split between people on benefits who were not in favour of the changes and those paying full council tax and not on benefits who were in favour. It would be the responsibility of Cabinet and Council to make a decision based on their judgement and the limited feedback received.*
- The report mentions Fuel Poverty and a range of initiatives on offer to help people tackle fuel poverty. How would people find out about these initiatives? *The Head of Corporate Services advised that information regarding these initiatives could be obtained from the Strategic Housing team.*
- What other alternative mitigating options had been considered other than those listed in the report? *Members were informed that the Government were currently consulting on a range of ‘technical discounts’ on council tax for example if a property was empty a lower charge of council tax may be paid. The ‘technical discounts’ would be considered once they had been confirmed. The ability of councils across the country to close the gap*

through 'technical discounts' varied greatly. Councils such as Ipswich and Cambridge City found that removing all of the discounts would offset the entire issue. Other councils including Peterborough found that by removing the discounts it would not close the gap.

- The Head of Corporate Services advised Members that people who were currently in receipt of 100% Council Tax benefit would under the new scheme have to pay something and this would have to be managed very carefully. Those people would be given as much support as possible.
- Members were concerned about how those people who were in receipt of benefits and had long term health issues and people living below the poverty line would manage if they had to make extra payments. Members felt it was the council's duty to minimise the impact on those people.
- Had consideration been given to the longer term impact of the scheme whilst taking into account the changing demographics, population growth and increase in new arrivals to the city. *Members were informed that two elements in particular had been looked at in this regard and they were; if there would be any increased take up of benefit and also given that pensioners were exempt would there be an increase in numbers of pensioners moving into the exempt bracket. The council would be monitoring the impact of the new scheme and collection rates to see whether the scheme would need to be revised on an annual basis. If a change to the scheme was required it would be brought back through the approval process.*
- Had the council made any representations to the Government with regard to the impact that the new scheme would have on Peterborough. *Members were informed that there had been a consultation on the proposed new scheme which closed in September. Members were advised that representations had been made but no response had been received.*
- What would the overall impact be on people when the Universal Credit which was a National Scheme and the local Council Tax Support Scheme were both introduced? *The Head of Corporate Services informed Members that he was working with the Head of Neighbourhood Services on Welfare Reform and looking at the impact of the proposed changes. It was too early to say what this impact would be.*
- Councillor Thulbourn who had recently completed some research on the impact of the new scheme felt that the group of people that would be impacted the most by the new scheme would be those families that were working and receiving benefits. The impact may mean that they would have to stop work.

The Chair thanked the Head of Corporate Services for an informative presentation.

ACTION

The Committee requested that the Head of Corporate Services look at solutions to reduce the impact of the new Council Tax Support Scheme on the following groups:

- people who were working and receiving benefits
- disabled people

8. Notice of Intention to take Key Decisions

The Committee received the latest version of the Council's Notice of Intention to take key Decisions, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following month. Members were invited to comment and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

ACTION AGREED

The Committee noted the latest version of the Council's Notice of Intention to take key Decisions.

9. Work Programme

Members considered the Committee's Work Programme for 2012/13 and discussed possible items for inclusion.

ACTION AGREED

To confirm the work programme for 2012/13 and the Senior Governance Officer to include any additional items as requested during the meeting.

Members requested that the Corporate Complaints Annual Monitoring Report 2011/12 being presented in March to the Committee provide clarification on how complaints on planning issues were handled.

10. Date of Next Meeting

Monday 28 January 2013

The meeting began at 7.00pm and ended at 10.00pm

CHAIRMAN

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**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH AND ENVIRONMENT
CAPITAL SCRUTINY COMMITTEE
HELD AT THE BOURGES/ VIERSEN ROOM - TOWN HALL
ON 19 NOVEMBER 2012**

Present: Councillors M Todd (Chairman), G Casey (Vice Chairman),
M Nadeem, Serluca, JA Fox, Sylvester, N Thulbourn

Also Present: Cllr Sandford, Group Leader, Liberal Democrats
Cllr Harrington, Group Leader, Peterborough Independent Forum
Cllr Sanders

Officers Present: John Harrison, Executive Director of Strategic Resources
Steven Pilsworth, Head of Strategic Finance
Kim Sawyer, Head of Legal Services
Paulina Ford, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillors Maqbool and Martin. Councillors Serluca and Sylvester were in attendance as substitutes.

2. Declarations of Interest and Whipping Declarations

There were no declarations of interest or whipping declarations.

The Chairman read out the procedure for the meeting.

The Chairman advised that letters in support of the Call-In had been received from fourteen members of the public and they had been distributed to the Committee for their consideration.

4. Call in of any Cabinet, Cabinet Member or Key Officer Decisions

The purpose of the meeting was to consider the Call-In request that had been made in relation to the decision made by Cabinet on 5 November 2012 with regard the Development of Ground Mounted Solar Photovoltaic (Pv) Panels (Solar Farms) and Wind Turbines - NOV12/CAB/134.

The request to Call-In this decision was made on 8 November 2012 by Councillor Harrington and supported by Councillors Sanders and Sylvester. The decision for Call-In was based on the following grounds:

- i) The decision does not follow the principles of good decision making set out in Article 12 of the Council's Constitution specifically that the decision maker did not:
 - (a) realistically consider all alternatives and, where reasonably possible, consider the views of the public

After considering the request to Call-in and all relevant advice, the Committee were required to decide either to:

- (a) not agree to the request to call-in, when the decision shall take effect;

- (b) refer the decision back to the decision maker for reconsideration, setting out its concerns; or
- (c) refer the matter to full Council.

In support of the request to Call-in Councillors Harrington, Sanders and Sylvester made the following points:

Councillor Harrington

- The Cabinet Decision had not taken best practice in the Local Plan into account.
- No alternative schemes had been considered.
- Value for money had not been clearly defined.
- Proposed development would be built on Grade 1 and 2 agricultural land but there was no detailed evidence that other sites had been considered with a lower grading. The Local Plan clearly stated that any proposal for development on best quality agricultural land should be accompanied by evidence that sites on any previous developed land and urban areas have been investigated and a detailed explanation as to why such sites were unacceptable.
- The plan also stated that there needed to be a fully justified need to use agricultural land higher than grade 3 for development.
- The plan also stated that the Council recognised the need to protect good quality agricultural land for future generations.
- The report identified two other sites at Wittering and Castor but with no specific details of the land available or quality of agricultural land.
- There was no evidence in report of environmental consequences and impact on the community affected.
- Miers Ltd had been mentioned as a possible contractor for the design and installation of solar panels on the roofs of schools but no mention of design and installation of ground mounted solar panels.
- No parallel schemes tendered.
- Consultation had been poor and no engagement with tenant farmers.
- Decisions had been based solely on cost and should be referred back to Cabinet.

Councillor Sanders

- Concurred with Councillor Harrington.
- All alternatives had not been considered or the views of the public.
- Not considered finances and long term business plan and the decision had been rushed through.
- No evidence that there would be a return on investment.
- Did not believe Cabinet had been in possession of full facts to be able to make the decision.
- Not satisfied with the figures or consultation process.
- Concerned about impact on the rest of the rural community.
- The council needed to work with the tenant farmers.
- Green energy was a good idea in principal but all alternatives needed to be looked at.
- Would like Cabinet to pause and look at other alternatives.

Councillor Sylvester

- Cabinet had not considered any other types of technologies.
- Did not engage with tenant farmers to discuss other types of schemes for renewable energy.
- Other Local Authorities had used other technologies like bio energy successfully.

There being no questions from the Committee John Harrison, Executive Director of Strategic Resources responded in answer to the Call-In request:

Members were reminded that they had received a formal response to the Call-in which had answered all areas of the Call-in request.

Questions and Comments from Members of the Committee:

The Chair reminded Members that they could only ask questions that were relevant to the Call-in request.

- Members were not satisfied that the tenant farmers had been consulted with properly and notified of the proposed plans earlier. Councillor Fox read out some of the letters that had been submitted to the Committee from the tenant farmers. *Members were advised that initial matters had been raised with the tenant farmers at an early stage.*
- Members wanted to know if the council would normally consult with tenant farmers on a proposed renewable energy project or wait until the proposal went to planning. *Members were advised that there had been no precedent set for renewable energy projects and therefore this project would set a precedent.*
- Would it be normal practice to seek alternative ideas at the initial enquiry stage? *Members were informed that in the original Cabinet report in July the strategy had stated that small schemes were not profitable and if the council were to realise its ambitions it would have to build big which would also have a financial advantage. The Director advised Members that he was aware of what types of renewable energy schemes would generate significant amounts of renewable energy and would give significant financial returns. The alternatives put forward would not provide a viable solution.*
- Members asked the Director of Strategic Resources if he was happy that the proposed recommendation made was the correct one based on the amount of energy and income projected over the projected timescale. *The Director of Strategic Resources advised that from the knowledge he had of the energy market, the advice that he had received from experts, the financial analysis and due diligence that had been undertaken he was happy with the recommendation.*
- Members referred to the third reason for the Call-in “have not engaged with any third parties to seek possibility of installing schemes within industrial areas. E.g. warehouse roofs etc. *Members were advised that the councils first strategy was to look at what could be built on council owned buildings and assets. The ability to use the roofs of commercial buildings had been significantly reduced due to the Government reduction in the feed in tariff. It was also more costly to build on roofs.*
- Members wanted to know why the decision was being made prior to the completion of the consultation. *Members were reminded that the strategic decision made in July was to look at sites available for the development of wind and ground mounted solar Pv panels. The feasibility studies had shown that this was the best financial decision in terms of the development of renewable energy in the area on those sites. The driver for the decision was around the current support from the government for the schemes which may not be available in the future. Appropriate consultation was taking place within the overall strategy.*
- Members asked for a copy of the feasibility study. *Members were reminded that this was not relevant to the issues raised in the Call-in.*

The Chair reminded Members that an in-depth discussion had already taken place on the development of ground mounted solar Pv panels (solar farms) and wind turbines prior to the Cabinet meeting on 5 November 2012 at the joint meeting of the Sustainable Growth & Environment Capital Scrutiny Committee and the Scrutiny Commission for Rural Communities on 2 November. Recommendations were made at the meeting and accepted by Cabinet.

After debating the request to Call-in the decision the Committee took a vote to decide on whether they should:

- (a) not agree to the request to call-in, when the decision shall take effect;
- (b) refer the decision back to the decision maker for reconsideration, setting out its concerns; or
- (c) refer the matter to full Council.

The Committee voted in favour of (a) not agree to the request to call-in the decision (4 in favour, 3 against)

ACTION

The request for Call-in of the decision made by Cabinet on 5 November 2012, regarding the Development of Ground Mounted Solar Photovoltaic (Pv) Panels (Solar Farms) and Wind Turbines - NOV12/CAB/134 was considered by the Sustainable Growth and Environment Capital Scrutiny Committee. Following discussion and questions raised on each of the reasons stated on the request for call-in, the Committee did **not** agree to the call-in of this decision on any of the reasons stated.

It was therefore recommended that under the Overview and Scrutiny Procedure Rules in the Council's Constitution (Part 4, Section 9, and paragraph 13), implementation of the decision would take immediate effect.

The meeting began at 5.30pm and ended at 6.43pm

CHAIRMAN



**MINUTES OF THE JOINT MEETING OF THE SCRUTINY COMMITTEES AND
COMMISSIONS
HELD IN THE COUNCIL CHAMBER- TOWN HALL
ON 6 FEBRUARY 2013**

- Present:** Councillors J Peach (Chairman), N Arculus, G Casey, S Day, M Harper, P Kreling, D Lamb, D McKean, Nadeem, G Nawaz, B Rush, D Sanders, J Stokes, JA Fox, JR Fox, D Harrington, B Saltmarsh, L Forbes, J Johnson, Shabbir, N Thulbourn, Jamil, N Sandford
- Also Present:** Councillor M Lee, Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning
Councillor Scott, Cabinet Member for Children's Services
Councillor Holdich, Cabinet Member for Education, Skills and University
Councillor Fitzgerald, Cabinet Member for Adult Social Care
Councillor P Hiller, Cabinet Member for Housing, Neighbourhoods and Planning
Councillor M Dalton, Cabinet Member for Communications
Councillor Seaton, Cabinet Member for Resources
Councillor Irene Walsh, Cabinet Member for Community Cohesion and Safety
Councillor J Goodwin, Cabinet Advisor for the Leader (Business Engagement, Tourism and International Links)
Councillor N North, Cabinet Advisor to the Leader (Environment Capital)
- Officers Present:** Gillian Beasley, Chief Executive
Paul Phillipson, Executive Director for Operations
Terry Rich, Director for Adult Social Services
Sue Westcott, Executive Director for Children's Services
John Harrison, Executive Director for Strategic Resources
Steven Pilsworth, Head of Corporate Services
Vicky Palazon, Financial Services Manager – Planning and Reporting
Jonathan Lewis, Assistant Director, Education and Resources
Amanda Rose, Acting Communications Manager
Paulina Ford, Senior Governance Officer, Scrutiny

Appointment of Chair

The Chairman had sent her apologies for the meeting and in accordance with Part 4, Section 9, Paragraph 17 of the Constitution the appointment of a Chairman should be appointed from the Chairman of the other Committees/Commission who were present at the meeting. Those Chairmen present were Councillor Rush, Day and Peach. The

Senior Governance Officer asked for nominations. Councillor Peach was nominated by Councillor Rush and seconded by Councillor Kreling. Members of the Committee present voted in favour of the appointment and Councillor Peach was therefore appointed Chairman for the meeting.

1. Apologies for Absence

Apologies were received from Councillors Maqbool, Over, Todd, Allen, Sharp, Ash, Martin, Murphy, Shabbir, Shearman, Sylvester and Fower. Councillor Jamil attended as substitute for Councillor Murphy. Apologies for absence were also received from Councillor Cereste, Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital and Dr Andy Liggins, Director for Public Health.

2. Declarations of Interest and Whipping Declarations

Councillor JR Fox declared an interest in that he was a member of the Peterborough Council of Voluntary Services.

3. Budget 2013/14 and Medium Term Financial Plan to 2022/23

The Chair welcomed everyone present and explained that the purpose of the meeting was to provide an opportunity for all Members of each Scrutiny Committee and Commission to scrutinise the 2013/14 Budget and Medium Term Financial Plan to 2022/23 as part of the formal consultation process before being presented to Cabinet for approval on 25 February 2013.

Members were given an overview of the Medium Term Financial Plan and Budget by the Cabinet Member for Resources. The following key points were highlighted:

- Overview and overall budget strategy
- Detailed proposals for:
 - Adult Social Care
 - Chief Executive's
 - Children's services
 - Operations
 - Strategic Resources (inc. Strategic Commissioning)
 - Public Health
 - Staff Implications
 - Capital Strategy, Asset Management Plan and Treasury Strategy
- Priorities
- Spending Review – Year 3
- Pressures and Investment
- Overall financial position
- Tackling the financial gap
- Income
- Implications for council tax
- Reserves, balances and risk
- Consultation meetings timetable and next steps

Each section of the budget was then taken in order according to how it was presented in the Budget Book. A brief introduction was given by the relevant Cabinet Member for each section before taking questions from the Committee.

Questions and observations were made around the following areas:

Budget Section	Question / Comment	Response
<p>Item 4</p> <p>Introduction of the Budget and Overall Budget Strategy</p>	<p>Would the Cabinet like to comment on temporarily reducing the level of £6M in Reserves? This might then alleviate the level of expenditure cuts.</p>	<p>If the reserves were used it would be a 'one off'. Reserves might be used to ease in certain cuts. However this would mean that if there were pressures in the future the council would not be in such a strong position to deal with them.</p> <p>Under the new funding regime it could be argued that more than £6m would be required for reserves. If a decision was taken to use some of the reserves there would have to be a plan in place to quickly get the reserves back to £6m. This would mean adding to the pain of the financial recovery in 2014/2015. The £6m reserve should not be taken below that figure for any longer than a two year period.</p>
	<p>The Capacity Building Reserve would seem to be covering the same eventualities as the General Fund. Could the Capacity Building Reserve be included in the General Fund which would mean that the £981k could come out of the General Reserve Budget?</p>	<p>The General Fund and Capacity Building Fund were two different funds. Capacity Building included such things as redundancy costs. The General Fund was used for risks that were run throughout the year.</p> <p>The funds could be rolled together into the £6m had it not been for the fact that the fund had been used every year to significantly deal with staffing reductions and redundancies to meet the budget. The Capacity Building Fund was the lowest it had ever been.</p>
	<p>Currently the estimated balance is £981k which was being reduced to £622k in one year. This would indicate that it was too high</p>	<p>If the timetable slips whilst the services are being transformed then all of the savings may not be achievable in this financial year. It was a balancing act and the reserves have been kept at a practical level. Cabinet feel that reducing the level of reserves could not be considered until more of the transformation programme had been delivered. The Capacity Building Fund was an active fund</p>

Budget Section	Question / Comment	Response
	if you are only going to spend £359k on Capacity Building this year.	being used every year.
	What did the external Auditors feel about last year's budget regarding the amount of reserves? Were Cabinet aware of any big changes coming up that would either positively or negatively affect the Auditors view from last year?	The Director of Strategic Resources advised that in accordance with the Local Government Act 2003 the Section 151 Officer had the responsibility to advise the Council on the adequacy of the reserves and balances every year as part of the budget. The auditors would not take a view on the adequacy of the Section 151 Officers advice unless they believed the council's budget was not in a good position. They would look at how the council manage the budget and if it was set well.
	Has the budget taken into account the recent Census data?	Extra funding had been received from the Government as an outcome of the recent Census information. This money had been put into certain areas like providing school places.
Recommendation	The Committee recommend that Cabinet note the position on the this years budget but are mindful that more work needs to be done on next years budget to bring in the required savings in anticipation of a zero increase in 2014/15 council tax.	
Item 5 Appendix 1 Adult Social Care and related Capital Programme	Voluntary Services will have to step in to fill the gap in services provided. How much work has been done to put in a framework to deliver this. Will it be in place for 1 April?	The budget had also covered investment. A lot of investment had been put into the 3 rd Sector and voluntary services like Age Concern and the Alzheimer's Society. Officers were currently discussing the proposals and how the council might provide financial support. The market place would be about the council sign posting people to the support they needed. The authority would also have a duty to provide support to self funders.

Budget Section	Question / Comment	Response
	Can you explain why you are proposing to reduce the number of Learning disability day care centres?	The service will be reviewed to see if it is serving the needs of the service users and to see if there was a better way of delivering the service. The savings in the budget book may not mean cuts but it may mean service changes and doing things in a different way.
	Some Members requested that the budget book show the previous year's budget figures to make a comparison.	The Cabinet Member for Strategic Resources advised Members that a representative from the BBC had commented that the council's budget book was one of the clearest budget documents he had seen. The Cabinet Member commented that he would be happy to consider any further improvements to the presentation.
	Would the proposed £50k savings on Client transport service include a cut back in the Community Link service?	The Community Link service would be looked at as part of the bus services review.
	What were the results of the consultation on the Change in Eligibility Criteria and had they been reflected in the budget.	The consultation was still ongoing. Current feed back showed that there had been 1000 responses so far. Members were assured that no one would be left in a position where they would be at risk. There would however be some people that would no longer be eligible for support.
	The budget states that there will be an increase in the cost of the home meals service by 60% from £3.20 to £5.20. Had an Equality Impact Assessment been carried out to assess the impact of this increase?	An assessment had taken place on the impact of the proposed changes and this would be reported to Cabinet.

Budget Section	Question / Comment	Response
ACTION	The Committee noted this section of the budget.	
Item 6 Appendix 2 Chief Executives and related Capital Programme	<p>The cost of disposals in this years budget will be £1,335m which was significantly higher than the budget for the future. Could you explain this and if there are any additional costs anticipated this year.</p>	<p>Members were referred to the detailed disposal schedule in the budget book which gave a breakdown of all the disposals for each year listed.</p> <p>The cost of disposals would cover such things as marketing literature and professional fees. The Cabinet Member for Strategic Resources agreed to provide a breakdown of what the costs included outside of the meeting. The more property disposed of the more costs would be incurred. The size of the disposal would also dictate the cost e.g. an asset valued at £5m would cost more to dispose of compared to an asset of £100k.</p>
	<p>Why were the council increasing the number of copies of 'Your Peterborough' from two to four editions a year? Had discussions taken place with the Department for Communities and Local Government (CLG) on the advisability of increasing publications?</p>	<p>The Cabinet had felt it appropriate to provide four editions of 'Your Peterborough' and had taken into account the CLG guidance on how many publications to produce. There would be a focus on increasing the amount of sponsorship in the publication to offset the cost of producing it.</p>
	<p>Members requested that more mention should be made in the publication about the Scrutiny function of the council and it should be more politically balanced.</p>	<p>Members were reminded that the last edition of 'Your Peterborough' had included a guide to the functions of the Council which gave mention to Scrutiny. Further mention to the role of Scrutiny could be published in a future edition. The job of the publication was to give local people clear and factual information on what the council is doing and what the strategic direction of the council was which was set by the Conservative administration.</p>

Budget Section	Question / Comment	Response
	Members noted that the Capital Programme Budget had identified £1158K for Crematorium and Cemetery Development in 2013/2014 but there was no further mention of funding after that year. Did this mean that a site had been identified?	The search for a site that was appropriate and would last for many decades continued. The money identified in the budget was there to enable the work to continue and put in the first level of infrastructure when a site had been found.
ACTION	The Committee noted this section of the budget and requested that the Cabinet Member for Resources provide the Committee with a detailed breakdown of the cost of disposals.	
Item 7 Appendix 3 Children's Services and related Capital Programme	Children's Centres. Could the Cabinet Member advise if the contracts with the organisations that took on the running of the Children's Centres contained any penalties for any closures?	Any changes to contracts would need to be discussed with the two firms that were awarded the contracts and would be part of the review.
	How many children use the play centres in a week and which ones are the best used.	The sessions and numbers provided for December were: <ul style="list-style-type: none"> • Chatteris 4 sessions 160 children in total. • Paston 10 sessions 190 children • Chestnuts 3 sessions 34 children • Crofts corner. 10 sessions 105 children • The Spinney. 6 sessions 46 children • Thistle Drive 6 sessions 102 children • The Tunnel. 3 sessions 67 children

Budget Section	Question / Comment	Response
		<p>Members were advised that whilst play did provide some support to families it did not target the support to the most vulnerable children in need. The resources needed to be targeted to meet those needs.</p> <p>Members were reminded that Peterborough was one of very few Councils to provide a free play service and indeed the only one in the East of England. In addition Government was looking to focus funding on childcare places, Troubled Families.</p>
	<p>Why was the funding allocation for Eye Primary School showing a reduction of 2.9% for 2013/14 when the school had an increase of 20 pupils next year?</p>	<p>The Government had changed the funding mechanisms for schools from 2013/14 and had now imposed a national formula. Previously it had been locally set allowing the local authority to reflect changes to the demographic profile and growth of Peterborough. The new formula meant that some schools would be winners and some would be losers. The Local Authority would work with those schools to help them put in strategies for improvement within the resources available.</p>
	<p>Members were concerned that the school transport budget had been increased but the general transport budget had been cut. Had the Cabinet looked at every opportunity to integrate school transport with general transport?</p>	<p>The school transport issue was continually being looked at with regard to integrating it into the general transport system. There were over 100 providers of school transport and this needed to be cut down to one provider. This could not be done until the contracts had come to an end which would be next year. The increase in budget also reflected an increase in provision for special needs children and transport outside of the catchment area.</p>
<p>ACTION</p>	<p>The Committee noted this section of the budget.</p>	

Budget Section	Question / Comment	Response
<p>Item 8</p> <p>Appendix 4</p> <p>Operations and related Capital Programme</p>	<p>Members wanted to know what the Repair Assistance budget of £1,020k in the Capital Programme Budget covered.</p>	<p>This Repair Assistance covered the Care and Repair service which was directly aligned to Adult Social Care and covered maintaining people in their own homes and providing adaptations for the elderly, vulnerable and disabled. This work ultimately saved the authority money. The disabled Facility Grant of £1,400k was also managed by the Care and Repair team.</p>
	<p>Could the Repair Assistance grant be reduced?</p>	<p>The Care and Repair Service had already been reviewed for efficiency and effectiveness and had been bench marked against other authorities. The work that this team do has been held up as exemplary and also provides a great deal of support to enable people to remain in their own homes. If the budget were to be reduced the council would not be able to deliver the same service to the community.</p>
	<p>Members were concerned at the 50% reduction in funding proposed for subsidised bus routes. This reduction would affect most bus routes after the hours of 8.30pm and Members were concerned that these bus services would be lost.</p>	<p>Members were advised that it was unknown what services the commercial operators would be willing to provide going forward. The Authority would be talking to the operators to discuss which services were being heavily subsidised and what funding the authority could provide. It would be a decision for the operators to take concerning those services which would be commercially viable to run. As part of the bus services review all of the routes after 8.30pm would be reviewed taking into consideration passenger usage. All Members comments will be taken into account as part of the review.</p>
	<p>The budget indicates a proposed spend of £1.6m to cover an increase in costs of £535k to provide the Local Link service provided by Enterprise. This would be a 100% increase in the subsidy. What financial</p>	<p>The Local Link Services were part of the depot before Enterprise took over that element of work. This transport area was transferred at an agreed price similar to the price it had been costing as an in house service. The cost however was not equal to what it was going to cost but Enterprise agreed to accept this loss as part of the overall contract. As the contact comes to an end they are willing to retender but the cost would go up. An independent evaluation had found that the new cost was accurate.</p>

Budget Section	Question / Comment	Response
	management is being provided regarding this?	
	<p>Was Cabinet committed to stopping Neighbourhood Committees and if so how the Localism Agenda would be delivered.</p> <p>How will you achieve the good service that the neighbourhood Management team provided if the service is scaled back?</p>	<p>The Neighbourhood Management team will be encouraged to have a far stronger ward councillor relationship. All members will have a dedicated officer interface for each respective area (ward or Parish). The Neighbourhoods team were restructuring the service and this would include an officer / member interface.</p> <p>Some of the Neighbourhood Committees had very little attendance and were not attracting new people and new ideas. All members would still have the Scrutiny Committee procedure to look at all aspects of services.</p>
	<p>The budget shows a proposed funding for a £1m replacement of street lighting project which would be carried forward over the next five years. Was this work urgent or could it be postponed.</p>	<p>The work proposed was essential work. The street lighting structures had been up for many years and were now in need of repair and replacement. Some street lighting no longer worked and some were unsafe. To replace them it also meant replacing the cabling under the ground which would mean closing down parkways and additional staff to undertake the work.</p>
	<p>The £2m expenditure on Long Causeway and Broadway. Was this necessary in the economic climate.</p>	<p>The city centre improvements were essential. If no investment took place the city centre would die and the economic investment would stop. The MJ magazine had recently published some very positive articles on Peterborough and the work being done in the city and had listed Peterborough as one of the top ten economic performers.</p>

Budget Section	Question / Comment	Response
	Members sought clarification on whether the Community Leadership Fund was reduced for one year only.	Members were advised that the reduction had been proposed for one year only but Cabinet would consider extending that at the next budget discussion for future years.
	Under Highways works there was a listing for David's Lane / Staniland Way, Werrington – safety junction improvements. When was the works going to start?	The Tesco planning application had been approved some time ago and was valid for three years. Tesco would need to put the safety junction improvements in place before they could start building. There was however no indication of when that would be.
	Councillor Sandford put forward a recommendation that a Review of the Bus Services be carried out before a decision was made to reduce the funding to subsidised bus services. Members requested that Scrutiny should be included in the review of bus services.	The Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning informed Members that services could not be cut until a full review had taken place and the outcome of the review would determine if there would be a reduction in funding to subsidised bus services. The outcome of the review would go to scrutiny.
ACTION	The Committee noted this section of the budget and requested that the wording in the budget book for “removal of parkway lighting” be replaced by the wording “replacement of parkway lighting”.	

Budget Section	Question / Comment	Response
<p>Item 9</p> <p>Appendix 5</p> <p>Strategic Resources including Strategic Commissioning and Partnerships and related Capital Programme</p>	<p>Energy and Waste Projects. Could the Cabinet member explain how the budget figures in the MTFs proposals were worked out for:</p> <ul style="list-style-type: none"> • Solar energy • Wind and Solar energy <p>Do the figures include the income that would be received from the three council owned agricultural sites which is covered in the planning application that still has to be passed.</p>	<p>Members were informed that the budget was split into two parts: the Capital Financing Costs and the income. The Medium Term Financial plan included what was approved at Cabinet in November. The first couple of years would not generate significant profit and it was not until years 2015/2016 that there would be a profit.</p> <p>Members were informed that the figures did include the income from the agricultural land if the planning permission were to be approved.</p>
	<p>The libraries have recently been reviewed and the opening hours had been reduced. Why is there a proposal to review them again?</p>	<p>The review of library opening hours took place two years ago and during that consultation process the council reduced the savings that had been proposed. The council has therefore proposed to make further savings and reduce the spend on libraries of £200K. £150K would be from the reduction in the library opening hours and £50K would be from the library book fund. Running in parallel to the budget consultation was a public consultation which was being run by Vivacity with library users at Central, Bretton, Orton and Werrington libraries. Their views were being sought on a proposed reduction in opening hours and how that would best suit local users.</p>
	<p>Could you explain what the figure of minus £488k was in relation to Waste 2020 costs / savings for 2013/14? When will the facility break</p>	<p>The contract was signed last Friday and the plant would come on line in 2015. It will be an electricity generating plant and from 2015 onwards would provide an income to the council. The information on detailed costs and break even had been issued on various occasions and could be issued to Members again.</p>

Budget Section	Question / Comment	Response
	<p>even? Is the positive figure of £502k in 2015/16 just including the income of electricity sales or does it also include the revenue costs.</p>	
	<p>In the current year Enterprise were required to make a budget saving of just over £100k. Did Enterprise achieve that saving?</p>	<p>The savings had not been implemented. This was due to the exceptional wet weather which had hindered the delivery of the grass cutting service.</p> <p>The year ahead proposes additional investment in street cleansing, along with meeting the costs of a growing city, including bin collections at new houses.</p>
	<p>Some Members noted that there was a proposed increase in the amount to be paid to Enterprise of £245k and felt that it could be better spent on other services areas where there had been massive cuts.</p>	<p>Members were informed that Cabinet valued the appearance of the city and it was also what residents wanted.</p> <p>The Enterprise contract was saving the council £M's. Cabinet had taken a balanced view with regard to the budget for Enterprise and taken into account the priorities of the residents of Peterborough.</p>
	<p>Could the relevant Cabinet Member explain the methodology behind the capital asset disposal strategy and how the various items were prioritised?</p>	<p>The Asset Management Plan set out the strategy for managing the portfolio. This was listed in the budget book on pages 109 to 111.</p> <p>An in-depth review of 20% of the council's assets was carried out every five years and then updated each year.</p>

Budget Section	Question / Comment	Response
ACTION	The Committee noted this section of the budget and requested that the Executive Director for Strategic Resources provide a further copy of the detailed breakdown of costings including the break even point of the Waste 2020 project.	
Item 10 Appendix 6 Public Health	There were no questions or comments regarding this section.	
ACTION	The Committee noted this section of the budget.	
Item 11 Appendix 7 Staff Implications	Members were concerned about the proposal to remove sickness pay for the first three days and wanted to know if an impact assessment had been completed. There was concern that if people attended work with contagious illnesses like the Novo virus then even more people would become sick and therefore the financial implications on the council would increase.	The Cabinet member for Community Cohesion and Safety informed Members that the proposal would be discussed with Union representatives and all opinions would be taken into account before a final decision was made.
ACTION	The Committee noted this section of the budget.	
Item 12 Appendix 8	Treasury Management Strategy:	Members were advised that there were some big projects coming up like the Energy from Waste Plant and the Renewables Scheme. The Renewables Scheme would increase the repayments on capital but would also bring income

Budget Section	Question / Comment	Response
<p>Capital Programme Overview</p> <p>Treasury Management Strategy</p> <p>Capital Strategy 2013 – 2023</p>	<p>Members requested an explanation in the movement in Capital Finance requirement from £19.6m in 2011/2012 and escalating to £203.6m in 2013/2014.</p>	<p>revenue into the council. This should be balanced against the figures quoted for the Capital Finance requirement.</p> <p>Over the life of the Energy from Waste contract which was an expensive item there would be a saving on average of approximately £1m a year over the whole thirty years based on current projections.</p> <p>With less funding from the Government there was also a need to spend significant sums of money on providing school places which meant borrowing more money.</p>
<p>Asset Management Plan 2013 – 2023</p>	<p>Would it be appropriate to revert back to the equal instalments method of meeting the capital payments under the Medium Revenue Provision? Was the annuity method of payment more expensive than the equal instalments method?</p>	<p>Under the annuity method the costs were spread more evenly over the cost of the project so over all those costs could be higher if simply looking at the whole life costs. Under a net present value basis it could be a better option. A range of factors had been taken into account when choosing this method. Detailed information was issued around this for Full Council when discussing last years budget papers and could be issued to Members again.</p>
	<p>Members were concerned that the Energy from Waste and Renewables project would have a massive drain on the council's finances.</p>	<p>Members were informed that the project would be paid in stages and not in one lump sum.</p>
	<p>Members sought an explanation for the % of Gross Debt to CFR figures rising from 74.5% in</p>	<p>The council borrows to finance its capital programme therefore the loans and borrowing taken out would match the capital financing requirement. However the council looked to balance the cash flow by using any money coming in before borrowing. Most of the time the actual debt held would be less than the Capital</p>

Budget Section	Question / Comment	Response
	2011/2012 to 92.5% in 2022/23.	Financing requirement and would keep that ratio as low as possible but at some stage it would catch up. This trend was reflected in the figures quoted.
	Would the figures quoted for gross debt and capital financing requirement limit future capital spending and future capital borrowing.	Capital Spend is limited by the Capital Programme approved by Full Council and this determined how much was spent.
ACTION	The Committee noted this section of the budget and requested that the Head of Corporate Services provide details of the Equal Instalments method of repayment versus the Annuity Method of repayment and the rationale for choosing the Annuity Method of repayment.	
Item 13 General Comments and overall recommendations	Council Tax rises and the justification behind it was talked about extensively last year. What has changed as a strategy from last year to this year for the proposal to be made not to increase Council Tax this year?	There had been a better settlement from Government than was expected , many residents had seen real terms reductions in income and Cabinet felt that an increase in Council Tax should not be implemented this year. The poorest people in the community were going to have to find a little more to pay towards the Council Tax and middle income families would also be affected. Taking all of this into account the decision was made not to increase Council Tax. Cabinet had taken the approach of providing a balanced budget. Cabinet would keep an open mind on the feedback from the consultation process regarding tax freeze. The Government Policy on Council Tax was different this year to last year.
RECOMMENDATION	Councillor Arculus seconded by Councillor McKean recommended that The Prudential Indicators should be reviewed by Cabinet and the Medium Revenue Provision Methodology reassessed. The recommendation was put to the vote and approved. (14 in favour, none against, 9 abstained)	

Budget Section	Question / Comment	Response
RECOMMENDATION	<p>Councillor McKean seconded by Councillor Arculus recommended that next years budget book contain for each of the tables a section showing the previous years budget figures including Y.T.D. and predicted end of year spend with accruals.</p> <p>The recommendation was put to the vote and approved.</p> <p>(9 in favour, 4 against, 9 abstained)</p>	

The Chair thanked all members of the Scrutiny Committee and Commissions for attending the meeting and the Cabinet Members and Directors for attending and responding to the questions.

RECOMMENDATIONS

The Committee recommends that:

1. All comments made at this meeting to be forwarded to Cabinet for consideration at their meeting on 25 February 2013.
2. Cabinet to note the position on this years budget but are mindful that more work needs to be done on next years budget to bring in the required savings in anticipation of a zero increase in 2014/15 council tax.
3. Cabinet to review the Prudential Indicators and that the Medium Revenue Provision Methodology be reassessed.
4. Cabinet to include in next years budget book for each of the tables a section showing the previous years budget figures including Y.T.D. and predicted end of year spend with accruals.

ACTIONS AGREED

The Committee requested that:

1. The wording in the budget book for “removal of parkway lighting” to be replaced by the wording “replacement of parkway lighting”.
2. The Executive Director for Strategic Resources provide a further copy of the detailed breakdown of costings including the break even point of the Waste 2020 project for Members of the Scrutiny Committee/Commissions.
3. The Cabinet Member for Resources provides the Committee with a detailed breakdown of the cost of disposals.
4. The Head of Corporate Services provide details of the Equal Instalments method of repayment versus the Annuity Method of repayment and the rationale for choosing the Annuity Method of repayment.

CHAIRMAN 6.00 - 9.35 pm

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SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 5
18 MARCH 2013	Public Report

Report of the Chief Executive

Contact Officer Mike Kealey, Interim Head of Human Resources
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HUMAN RESOURCES MONITORING REPORT

1. PURPOSE

1.1 To provide the Scrutiny committee with an update of staffing and workforce matters.

2. RECOMMENDATIONS

2.1 That the Committee scrutinise and comment on the report and make any necessary recommendations.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 There are no direct National Indicators related directly to the council's workforce - however it is compared to other authorities through voluntary benchmarking activities, and workforce management and development is crucial to advancing the Council's performance.

4. BACKGROUND

4.1 The Sustainable Growth and Environment Community Scrutiny Committee previously requested to receive regular reports on staffing and workforce matters.

5. KEY ISSUES

5.1 STATISTICAL DATA

Following consultation at the group reps meeting Appendix 1 has been written to present as concisely as possible, and yet including all key measures requested. This incorporates both the most recent figures and benchmarking with other authorities in the most recently available annual exercise. Feedback on the format and content of the data provided will be taken into account for future reports.

5.2 HR DEVELOPMENTS \ UPDATES \ PRIORITIES

Figure numbers refer to the statistics and charts in appendix 1.

Turnover

Although Headcount and FTE have been fairly even since March 2011, there have been significant changes that have been managed over the period - including the transfer of support services to Serco and the TUPE in of Adult Social Care staff from the NHS. This also makes a significant change to the terms and conditions of employment in the workforce because nearly 25% of the workforce is now employed on NHS 'Agenda for change' terms and conditions. In addition restructuring within services has continued in order to meet budget requirements and business needs. One focus of HR activity since the NHS transfer in March 2012 has been to support the proposals for care home facilities and subsequent closures [the impact of which is

not yet included in the figures in this report].

Voluntary turnover is currently running at 7.6%, up slightly on the previous 12 months, which was below the average benchmark for large authorities. Some turnover does relate to difficult to fill \ retain roles, notably Social Workers [12 leavers, 11% of leavers]. Although generally a low rate of turnover is good for reducing recruitment costs and service provision, a certain level of turnover is considered positive in facilitating restructuring of work and therefore efficient and effective operations as well as bringing fresh talent and perspectives to Services. Turnover also is affected by market conditions as well as staff satisfaction. More detail on turnover by Service and Directorate is included in the turnover graphs \ tables.

A concern raised previously relates to the possibility of staff who leave being re-engaged outside of the payroll in cases of redundancy. A policy has been in place since July 2011 as part of the Redundancy policy stating that employees made redundant will not be able to rejoin the council within 12 months of the effective date of termination, regardless of their rejoining employment status/capacity, unless permission is given by the Chief Executive and the enhanced redundancy payment is repaid in full. In the year to November 2012 only two persons started on the payroll who had been made redundant in the preceding year - both returned to fill temporary roles at lower grades than originally employed. In both cases these returns were discussed with and agreed by the Chief Executive.

Absence

Sickness rates have been reduced from 09/10 onwards, but the significant upward pressures have been introduced principally because staff who TUPE'd to the Council with Adult Social Care make up approximately 27% of the workforce and at March 2012 had an absence rate of 18.05 days per employee. Other influences include the TUPE of support staff to Serco, as this means a greater proportion of staff are in front line roles \ service delivery.

The leap in rates can be seen in March 2012 in Figure 2.2. and after continuing to rise until June 12, progress has started to be achieved in once again establishing a downward trend overall. Adult Social Care has reduced from a high point of 19.84 days per current employee, and has since been reduced to 15.94 days per current employee. This partly has resulted from the closure of Care Homes which had higher rates of sickness, but work is ongoing to embed timely management of sickness absence. The rate for current employees as at Nov 2012 was 9.63 days per employee, showing improvements are beginning to be achieved. Progress on reducing the sickness rate of current employees is shown in figure 2.2

The external benchmarked measure for 11/12 of 8.08 compared favourably with other authorities but is artificially lowered by the statistical effect of the Adults transfer occurring in March. The measure includes all sickness days across the year against the 'average' number of employees. For the year to 30th November the figure rates at 12.29 days per employee, a rate which would put the Council in the upper quartile figure for authorities. However if the current progress on rates is sustained comparison with other authorities will improve. Benchmarking of sickness rates are only an approximate guide because the mix of services carried out in house will vary from authority to authority, and as with Adult Social Care, have a considerable effect on attendance rates.

58% of absence days lost currently fall in long term absences [absences of over 20 days]. Long term absences typically form a much higher percentage of absence in the public sector, the underlying reasons for which are usually linked to differences in age profile between sectors. This shows the importance of the management of long term absences through use of absence procedures, occupational health services, health and safety and HR processes where return to work cannot be facilitated.

In the 12 months to 30th November, 702 staff have had no absence at all.

Appraisals and Training activity

Emphasis has continued on embedding the Personal Development and Review process, and

rates of completion during 12/13 are at 96%. This includes Adult Social Care, who have been newly incorporated into the scheme. Further, work has been developed around consistency and quality of PDR reviews, and with ensuring performance issues raised, and reviewing training and development needs identified.

In comparison with the previous year no performances have been identified which are regularly below expectations, and plans are put in place for those occasionally below expectations. A larger percentage of staff have been rated as 'meeting expectations' and work continues to ensure the PDR rating scales are applied consistently..

Staff were recently polled on 'core values' as a drive to improve further the cultural behaviour of all staff.

Consultation with Heads of Service/senior managers are currently taking place on learning and development strategy and training needs to inform future plans.

From HR Benchmarker, Peterborough spent slightly above average on training spend per employee. Satisfaction with corporately provided training courses continues to be monitored, and in addition the impact of training is being assessed 2 months post course. For November 100% of delegates rated courses as either Excellent, Good or Meeting Expectations. 79% of respondents to a survey in October were able to identify a positive impact from training, including improved service delivery, improved communications and increased confidence.

Sample staff surveys are being used in conjunction with work towards achieving Investors in People Silver to identify and address issues, and plan development actions.

The communications survey of 10% of the workforce in October 2011 included questions related to workforce satisfaction. 87% of staff agreed definitely or tended to agree that they were proud to work for the Council, and 76% felt valued and motivated. This resulted in a plan for improving staff communications, and it is intended to continue to involve staff through surveys involvement in IIP groups to focus development and training activities.

Employee Relations [cases]

Disciplinary and Grievance Cases statistics give information on issues raised under employment procedures and are recorded by HR. Rates of both forms of action have decreased, one reason being that transfers out of the organisation have included areas in which there tended to be a higher number of formal actions.

Figures 4.1-4.3 show all logged cases started in the last 12 months including those resolved informally. Benchmarking of cases with other authorities takes place on the basis of number of formal cases per 1,000 employees. Most recently available comparators suggest a below average rate of cases within Peterborough in both categories currently.

Workforce Diversity

HR continue to monitor the equality impact of HR decisions, policies and procedures through Equality Impact Assessments when policies are reviewed \ revised, and through workforce monitoring. A proposal has been made for approval to expand monitoring to the other protected characteristics under the 2010 Equality Act in order to have expanded workforce data to inform future Impact Assessment.

HR is also taking part in the Corporate Diversity Group, to ensure ongoing reviews of equality matters in line with corporate Objectives and Programmes.

Equality and Diversity is supported by HR, through training courses, e learning, and work towards Investors in People.

In Figure 5.1 Some changes in the workforce profile, for example the somewhat reduced ethnic minority representation and increased female representation from 09/10 mainly reflect changes to the workforce such as the transfer out of the organisation of some services that were more

ethnically and gender diverse, as well as the transfer in of Adult Social Care.

Figures compare favourably in most cases against authorities taking part in HR Benchmark. Ethnic minorities for these purposes focus on non white groups. Recently released 2011 census figures show 17.6% of the population are from non white minorities. A more detailed analysis will be carried out, but tables specifically for the working age population are yet to be published at the time of writing.

In Figure 5.2 current numbers of staff by gender, disability etc are shown. The percentages are based on the number of staff who have provided monitoring information for each characteristic.

Further analysis is published on the Peterborough City Council web site annually in order to meet the requirements of the Equality Act 2010, as are equality impact assessments.

6. IMPLICATIONS

- 6.1 This report covers Council staffing so does not relate directly to specific Wards. As an information report it makes no direct recommendations with Financial; Legal; Human Resources; ICT implications.

7. NEXT STEPS

- 7.1 A further report will be submitted in twelve months, unless any further matters are raised at the meeting requiring supplementary work \ information.

8. BACKGROUND DOCUMENTS

- 8.1 None.

9. APPENDICES

- 9.1 Appendix 1 – Key Summary Statistics and key tables \ graphs.

HR report for Sustainable Growth and Environment Capital Scrutiny Committee 18th March 2013
Key Summary statistics from 2012 HR Benchmarker study and internal reporting

Metric \ Comments	Bench marked measure	Unit	Current figure 30/11/12	PCC 11/12	PCC 10/11	PCC 09/10	Most recent Comparisons \ Benchmarks [11-12]			
							Lower Quartile	Average	Median	Upper Quartile
Workforce size										
Headcount excluding schools [at end of period]		People	1690	1722	1728	2759				
Full time equivalent excluding schools [at end of period]		FTE	1439	1448	1425	2083				
Voluntary Staff Turnover and Retention										
% Voluntary Staff Turnover	✓	%	7.6%	6.12%	6.20%	6.63%	5.50%	6.80%	6.40%	8.30%
% Stability Index	✓	%	92.87%	90.10%	92.96%	85.81%	89.30%	90.70%	90.90%	93.00%
Sickness Absence										
Working Days Lost per Employee p.a. [Inc adults in latest figure for full year]	✓	Days	12.29	8.08	10.71	11.81	8.70	10.30	10.00	11.30
% of working days lost [PCC figures are annual rate for current employees at end of period]	✓	%	4.57%	4.90%	4.70%	5.18%	3.90%	4.40%	4.70%	5.10%
Average Length of Absence Period (Days)	✓	Days	5.96	6.36	4.70	5.68	5.00	6.90	6.10	8.20
Ongoing sickness occasions of over 20 weekdays at the end of period		People	58	39	17	31				
Staff above sickness trigger level [3 occasions or 10 days in 6 months] and therefore have attendance under review at end of period.		People	176	230	190	309				
Current Staff with no absence in last 12 months [at end of period]		People	702	660						
% of Total Sickness Absence which is Long Term (i.e. over 20 working days)	✓	%	58.04%	57.4%	55.5%	54.7%	52.0%	51.0%	59.0%	64.0%
Training & Development										
Training Spend per Employee p.a.	✓	£		£276	£279	£261	£175	£259	£276	£260
% of delegates on corporate courses rating their course as either Excellent or Good for Meeting Their Expectations [Latest monthly figures]			100%							
Impact of Training (2 months post course) – % respondents identifying positive impact of training, increased confidence, improved service delivery, improved communications etc. [Latest monthly figures]			79%							
% of employees set individual targets \ objectives each year	✓	%	96%	85%	67%	47%	80%	89%	97%	100%
% of staff rated as constantly above expectations			3.1%	10.1%	4.3%					
% of staff rated as regularly below expectations			0.0%	0.5%	0.4%					

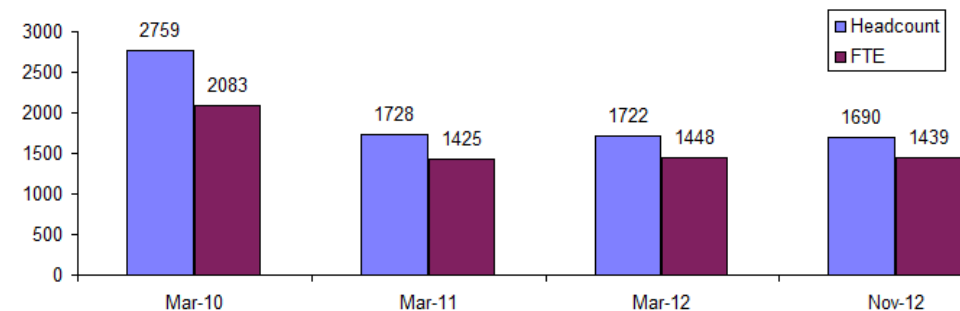
Metric \ Comments	Bench marked measure	Unit	Current figure 30/11/12	PCC 11/12	PCC 10/11	PCC 09/10	Lower Quartile	Average	Median	Upper Quartile
Disciplinary and Grievance Cases										
Formal Grievance Cases per 1000 employees	✓	Cases	4.13	5.06	9.70	9.03	2.80	5.10	3.80	6.80
Formal Disciplinary Cases per 1000 employees	✓	Cases	7.22	8.59	33.18	39.03	12.00	14.40	9.90	5.30
Applications to employment Tribunal per 1000 Employees	✓	Cases	0.5	0.44	1.35	2.42		2.2		
Tribunal cases per 1000 Employees	✓	Cases	0.5	0.44	0.45	1.21		0.5		
Employee Diversity										
% of Workforce who are Female	✓	%	72.85%	72.44%	70.15%	64.72%	67.90%	71.20%	70.70%	74.90%
% of Workforce who are Part Time	✓	%	36.98%	36.31%	27.06%	37.13%	39.70%	44.70%	43.80%	49.70%
% of Workforce on a Temporary \ Fixed Term Contract	✓	%	2.52%	3.85%	5.04%	11.14%	6.00%	8.00%	8.50%	10.20%
% of Workforce who are from Ethnic Minorities or Mixed origins	✓	%	6.31%	5.61%	6.05%	6.98%	1.60%	3.90%	3.90%	5.00%
% of Workforce with a disability	✓	%	3.69%	3.78%	3.54%	2.97%	2.00%	3.20%	3.00%	4.00%
% of top 5% of earners who are female	✓	%	---	52.75%	50.00%	50.68%	43.80%	46.20%	50.10%	54.30%
% of employees aged 50+	✓	%	33.8%	33.55%	33.09%	36.37%	36.30%	38.30%	38.10%	39.50%
HR Staff Ratios and Costs										
Ratio: All HR Staff to All Employees	✓	Ratio	---	106 : 1	77 : 1	73 : 1	57 : 1	76 : 1	66 : 1	88 : 1
HR Staff Cost expressed in £ per Employee	✓	£	---	£278	£348	£454	£297	£406	£402	£506
HR Staff Cost as % of Organisation Pay Bill	✓	%	---	1.00%	1.80%	1.90%	1.30%	1.80%	1.90%	2.20%

1. Headcount and Turnover

1.1 Breakdown of Headcount at 30th November 2012

Team	Headcount	Appointments	Full Time Equivalent	Breakdown of Headcount				
				Casual	Full Time	Part Time	Permanent	Temporary
Adult Social Care	475	483	380.85	12	191	272	453	10
Chief Executive Department	39	39	35.89	1	31	7	34	4
Childrens Services	666	740	561.88	63	423	180	582	21
Legal and Governance	64	67	60.34	2	51	11	57	5
Operations	341	368	304.73	16	259	66	309	16
Strategic Resources	105	106	94.94	1	77	27	101	3
Council Total	1690	1803	1,438.62	95	1032	563	1536	59

1.2 Headcount and FTE Trend



1.3 Headcount by Terms and Conditions - Nov 12

Terms	No	%	Mini Chart
Single Status	1,141	67.5%	<div style="width: 67.5%;"></div>
NHS	410	24.3%	<div style="width: 24.3%;"></div>
Teachers	44	2.6%	<div style="width: 2.6%;"></div>
Senior Management	34	2.0%	<div style="width: 2.0%;"></div>
Soulbury	32	1.9%	<div style="width: 1.9%;"></div>
Youth & Community	21	1.2%	<div style="width: 1.2%;"></div>
Other	8	0.5%	<div style="width: 0.5%;"></div>
Total	1,690	100%	

1.4 12 Months Leavers by Type

12 Months Leavers by Type	No	%	Mini Chart
Resignation	106	53.3%	<div style="width: 53.3%;"></div>
Redundancy - Voluntary	49	24.6%	<div style="width: 24.6%;"></div>
Retirement	16	8.0%	<div style="width: 8.0%;"></div>
Transfer of Undertaking	16	8.0%	<div style="width: 8.0%;"></div>
Redundancy - Forced	6	3.0%	<div style="width: 3.0%;"></div>
End of Temporary Work	3	1.5%	<div style="width: 1.5%;"></div>
Dismissal	2	1.0%	<div style="width: 1.0%;"></div>
Death in Service	1	0.5%	<div style="width: 0.5%;"></div>
Total	199	100.0%	

Turnover by Service for last 12 Months

[Excludes Casual & Relief Staff & temporary staff of less than one year]

All leavers 12 Month Breakdown

Team	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	
Care Services Delivery	182.5	10	6	16	5.5%	3.3%	8.8%				1	1		3	1	3	4	2	1	
Finance	10.5	1		1	9.5%		9.5%										1			
Quality Information & Performance	23.5	4		4	17.0%		17.0%					1		1	1	1				
Seconded to NHS	12.5		2	2		16.0%	16.0%			1					1					
Strategic Commissioning	5.0																			
Adult Social Care	237.0	15	8	23	6.3%	3.4%	9.7%			1	1	2		4	3	4	5	2	1	
Communications	9.0	2	1	3	22.2%	11.1%	33.3%		1				1					1		
Delivery	5.0																			
Human Resources	21.5	1	3	4	4.7%	14.0%	18.6%				3	1								
Chief Executive Department	38.0	3	5	8	7.9%	13.2%	21.1%		2		3	1	1					1	0	
Education and Resources	210.0	23	17	40	11.0%	8.1%	19.0%	3	4		5	2	7	2	1	12	2	1	1	
Safeguarding Families Communities	163.5	23	4	27	14.1%	2.4%	16.5%	1	2	2	2	3	2	3	2	3	2	2	3	
Strategic Commissioning and Prevention	282.0	15	34	49	5.3%	12.1%	17.4%	3	2		18	6	1	4	4	3	5	2	1	
Childrens Services	659.5	62	55	117	9.4%	8.3%	17.7%	8	8	2	25	11	10	9	7	18	9	5	5	
Governance	29.0		2	2		6.9%	6.9%				1				1					
Legal Services	27.5	2	4	6	7.3%	14.5%	21.8%			1	1			2	1			1		
Legal and Governance	58.5	2	6	8	3.4%	10.3%	13.7%			1	2			2	2			1	0	
Commercial Operations	27.0	5	5	10	18.5%	18.5%	37.0%	2			4	1			1			1	1	
Neighbourhoods	154.5	9	5	14	5.8%	3.2%	9.1%	4	1	1	4		1		1			1	1	
Operations Finance	6.0																			
Operations Management Team	6.0																			
Planning Transport & Engineering	137.0	6	6	12	4.4%	4.4%	8.8%	1	2	1	3			2	1			1	1	
Operations	330.5	20	16	36	6.1%	4.8%	10.9%	7	3	2	11	1	1	2	3			3	3	0
Client and Commissioning	13.5																			
Corporate Services	25.0	1	2	3	4.0%	8.0%	12.0%				2								1	
Customer Services	29.0	1		1	3.4%		3.4%					1								
Internal Audit	6.5	1		1	15.4%		15.4%			1										
Westcombe	22.5	1	1	2	4.4%	4.4%	8.9%								1	1				
Strategic Resources	99.5	4	3	7	4.0%	3.0%	7.0%			1	2	1			1	1			1	
Council Total	1,424.0	108	93	199	7.6%	6.5%	14.0%	15	13	7	44	16	12	17	16	23	19	10	7	
Excluding Adults	1,187	93	85	176	7.8%	7.2%	14.8%	15	13	6	43	14	12	13	13	19	14	8	6	

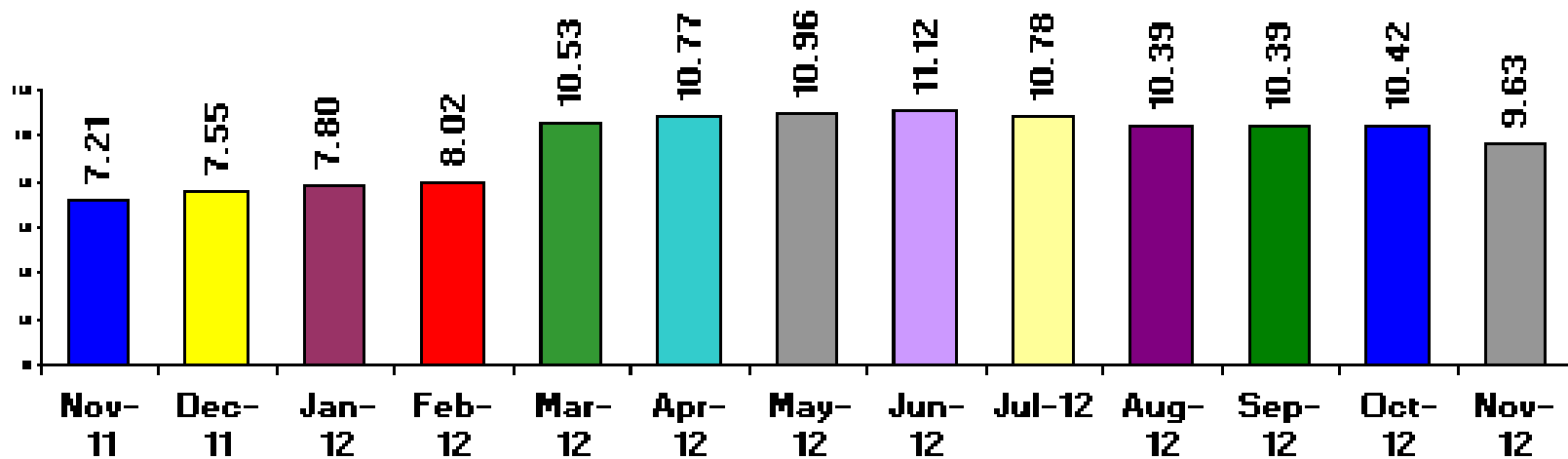
Individual teams below 5 staff not shown but included in Departmental Totals

2. Absence

2.1 Most recent sickness rates - 12 months to November 2012 [current employee basis].

Last 12 Months focus								Last 3 Months Focus						
Name	Emp FTE	Approx FTE days available	12M FTE Days	12M Occasions	Approx % working days absence	FTE Days per Current Employee	Direction of Travel from Last Month [DPE]	Days Sep-12	Occ Sep-12	Days Oct-12	Occ Oct-12	Days Nov-12	Occ Nov-12	Direction of Travel from Last Month [Days]
Care Services Delivery	295	64,848	5,217	597	8.04%	17.71	↓	387.77	56	451.16	78	572.53	22	↑
Finance	20	4,474	260	33	5.81%	13.01	↑	13.50	14	17.00	3	22.00	0	↑
Quality Information & Performance	41	8,390	406	106	4.84%	9.90	↑	17.90	15	10.25	5	24.00	2	↑
Seconded to NHS [Mental Health]	11	2,280	108	31	4.73%	9.79	↑	1.92	2	19.78	2	22.00	0	↑
Strategic Commissioning	9	2,103	81	11	3.84%	8.60	↑	0.00	0	9.00	1	42.00	1	↑
Adult Social Care Management	5	904	0	0	0.00%	0.00	↓	0.00	0	0.00	0	0.00	0	▪
Adult Social Care	381	82,999	6,072	778	7.32%	15.94	↓	421.09	87	507.19	89	682.53	25	↑
Safeguarding Families Communities	157	30,187	1,657	186	5.49%	10.57	↑	164.29	18	156.28	34	121.00	0	↓
Strategic Commissioning and Prevention	229	49,446	2,408	433	4.87%	10.52	↑	189.62	35	333.05	48	303.96	22	↓
Childrens Senior Management	4	752	24	8	3.19%	6.00	↑	6.00	1	0.00	0	3.00	1	↑
Education and Resources	156	33,227	900	244	2.71%	5.77	↑	49.03	23	105.99	36	126.40	19	↑
Childrens Services	546	113,611	4,989	871	4.39%	9.14	↑	408.94	77	595.32	118	554.36	42	↓
Operations Finance	4	895	98	11	10.89%	24.38	↑	20.00	0	15.00	0	4.50	6	↓
Neighbourhoods	144	29,016	1,131	224	3.90%	7.87	↓	114.72	20	124.83	27	90.97	13	↓
Planning Transport & Engineering	131	28,070	509	149	1.81%	3.87	↑	69.00	10	42.32	15	47.45	16	↑
Commercial Operations	16	3,127	53	26	1.71%	3.38	↑	2.00	1	2.70	3	27.87	4	↑
Operations Management Team	6	1,343	1	1	0.07%	0.17	↓	0.00	0	0.00	0	0.00	0	▪
Operations	301	62,451	1,791	411	2.87%	5.95	↓	205.72	31	184.86	45	170.79	39	↓
Governance	28	5,870	232	75	3.95%	8.27	↑	15.95	8	7.46	18	2.59	3	↓
Legal Services	29	5,960	35	20	0.58%	1.18	↓	1.00	1	1.68	2	1.50	1	↓
Solicitor & Support Staff	2	448	2	1	0.45%	1.00	▪	0.00	0	0.00	0	0.00	0	▪
Legal and Governance	59	12,277	269	96	2.19%	4.53	↑	16.95	9	9.14	20	4.09	4	↓
Westcombe	21	4,455	191	31	4.29%	9.20	↑	15.00	1	4.76	2	24.54	2	↑
Customer Services	24	5,291	137	43	2.59%	5.66	↑	1.57	1	4.50	3	18.00	2	↑
Corporate Services	25	5,309	75	22	1.41%	3.01	↓	6.86	2	14.41	2	2.00	1	↓
Internal Audit	5	1,119	4	4	0.38%	0.86	↑	0.00	0	0.00	0	2.30	2	↑
Client and Commissioning	16	2,763	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
SR Director	3	671	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
Strategic Resources	94	19,608	407	100	2.08%	4.32	↓	23.43	4	23.66	7	46.84	7	↑
Human Resources	19	3,982	94	17	2.36%	4.97	↓	2.14	2	11.00	2	7.76	2	↓
Communications	10	2,069	24	13	1.16%	2.40	↓	2.00	2	0.00	0	3.00	2	↑
Delivery	5	1,119	8	4	0.67%	1.50	▪	0.00	0	0.00	0	0.00	0	▪
Chief Executive Office	2	448	0	0	0.00%	0.00	▪	0.00	0	0.00	0	0.00	0	▪
Chief Executive Department	36	7,617	125	34	1.65%	3.50	↓	4.14	4	11.00	2	10.76	4	↓
Total	1,417	298,564	13,654	2290	4.57%	9.63	↓	1,080.26	212	1,331.17	281	1,469.37	121	↑

2.2 Days Lost per employee - 12 Months to November 2012 [Current Employees]



2.3 Absence Occasions and days by category - 12 Months to November 2012 [Current Employees]

Absence Category	Occasions %	Occasions	% days lost	FTE Days lost	Occasions	Days	% occs prev 12M	% days previous 12M	Days lost annual trend	Occasions annual trend
Infections inc. Colds And Flu	23.41%	536	13.85%	1,892	████████	██████	32.22%	17.48%	↓	↓
Stomach, liver, kidney & digestion	20.57%	471	10.17%	1,389	████████	██████	19.66%	9.06%	↓	↑
Musculo-skeletal inc Back & Neck	16.55%	379	21.23%	2,899	██████	████████	11.84%	19.80%	↑	↑
Stress, Depression, Anxiety, Fatigue	10.13%	232	23.58%	3,219	██████	████████	11.17%	20.04%	↑	↓
Other	9.78%	224	15.24%	2,081	██████	██████	5.59%	12.88%	↑	↑
Neurological inc. Headaches & Migraine	5.76%	132	2.64%	361	████	███	7.02%	5.17%	↓	↓
Chest & Respiratory inc Chest Infections	4.72%	108	5.67%	774	████	████	3.31%	2.87%	↑	↑
Eye, Ear, Nose, Mouth, Dental, Sinusitis	4.37%	100	2.42%	331	████	███	4.11%	5.36%	↓	↑
Genito-urinary/gynaecological	1.88%	43	1.30%	178	███	███	1.74%	2.19%	↓	↑
Pregnancy Related	1.44%	33	1.36%	186	███	███	2.06%	1.60%	↓	↓
Heart, Blood Pressure & Circulation	0.48%	11	2.22%	303	███	███	0.36%	0.57%	↑	↑
Reason not on record - queried	0.57%	13	0.19%	26	███	███	0.94%	2.97%	↓	↓
Not received from NHS	0.35%	8	0.11%	16						
Council Total	100%	2,290	100.00%	13,654				100%		

3. Appraisals and Training activity

3.1 PDR Monitoring Report February 2013

Reported up to 26/2/13

Not able to complete

Number completed at each score

% of completed at each score

Team	All staff in scope	Sickness	Maternity	Starters	other	Expected to be complete	Completed signed off	% Completed	Not completed Reported	2	3	4	5	CR	2	3	4	5	CR
Communications	9		1			8	7	87.5%	1		2	4	1		0.0%	28.6%	57.1%	14.3%	0.0%
Human Resources	23		1	1		21	20	95.2%	1	1	5	9	2	3	5.0%	25.0%	45.0%	10.0%	15.0%
Chief Executive Department	36		2	1		33	30	90.9%	3	1	7	16	3	3	3.3%	23.3%	53.3%	10.0%	10.0%
Commercial Operations	28			2		26	11	42.3%	15		9			2	0.0%	81.8%	0.0%	0.0%	18.2%
Neighbourhoods	153	2	3		1	147	143	97.3%	4	1	66	53	11	12	0.7%	46.2%	37.1%	7.7%	8.4%
Planning Transport & Engineering	137		1			136	136	100.0%			51	64	6	15	0.0%	37.5%	47.1%	4.4%	11.0%
Operations	326	2	4	2	1	317	298	94.0%	19	1	126	125	17	29	0.3%	42.3%	41.9%	5.7%	9.7%
Strategic Commissioning	11					11	10	90.9%	1		10				0.0%	100.0%	0.0%	0.0%	0.0%
Revenue and Payments	24					24	22	91.7%	2		17	5			0.0%	77.3%	22.7%	0.0%	0.0%
Quality Information & Performance	52	1		3	1	47	44	93.6%	3	2	29	4		9	4.5%	65.9%	9.1%	0.0%	20.5%
Care Services Delivery	285	6	3	1	1	274	260	94.9%	14	12	208	33	1	6	4.6%	80.0%	12.7%	0.4%	2.3%
Adult Social Care	375	7	3	4	2	359	339	94.4%	20	14	266	42	1	16	4.1%	78.5%	12.4%	0.3%	4.7%
Client and Commissioning	17		1			16	15	93.8%	1		5	7		3	0.0%	33.3%	46.7%	0.0%	20.0%
Corporate Services	25		1			24	24	100.0%		1	7	14		2	4.2%	29.2%	58.3%	0.0%	8.3%
Customer Services	29					29	29	100.0%		1	26	2			3.4%	89.7%	6.9%	0.0%	0.0%
Internal Audit	6					6	6	100.0%			3		3		0.0%	50.0%	0.0%	50.0%	0.0%
Strategic Resources	85		2			83	80	96.4%	3	2	44	26	3	5	2.5%	55.0%	32.5%	3.8%	6.3%
Strategic Commissioning and Prevention	267		3			264	252	95.5%	12	6	184	27		35	2.4%	73.0%	10.7%	0.0%	13.9%
Education and Resources	198	2	3			193	193	100.0%		3	102	55	15	18	1.6%	52.8%	28.5%	7.8%	9.3%
Safeguarding Families Communities	168	1		2	1	164	164	100.0%		9	66	35	6	48	5.5%	40.2%	21.3%	3.7%	29.3%
Childrens Services	637	3	6	2	1	625	613	98.1%	12	18	352	118	22	103	2.9%	57.4%	19.2%	3.6%	16.8%
Governance	29					29	29	100.0%		2	19	6		2	6.9%	65.5%	20.7%	0.0%	6.9%
Legal Services	31					31	31	100.0%		1	18	7		5	3.2%	58.1%	22.6%	0.0%	16.1%
Legal and Governance	61					61	61	100.0%		3	37	14		7	4.9%	60.7%	23.0%	0.0%	11.5%
Grand Total	1520	12	17	9	4	1478	1421	96.1%	57	39	832	341	46	163	2.7%	58.6%	24.0%	3.2%	11.5%

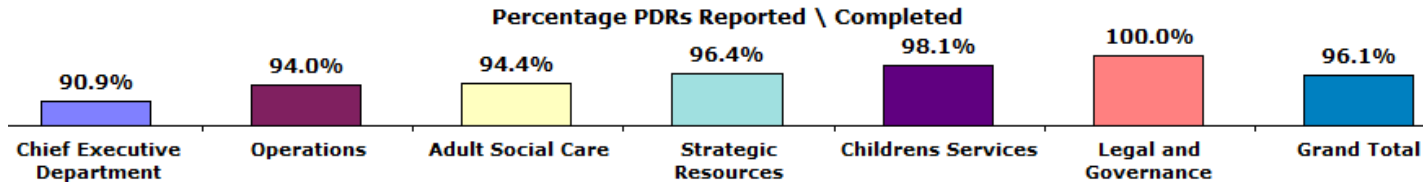
* Departments and services sorted by lower completion rates to highest

* Groupings are from HR system according to the post - any changes need to be processed via HR Admin.

* Employees will report once only under their current main post.

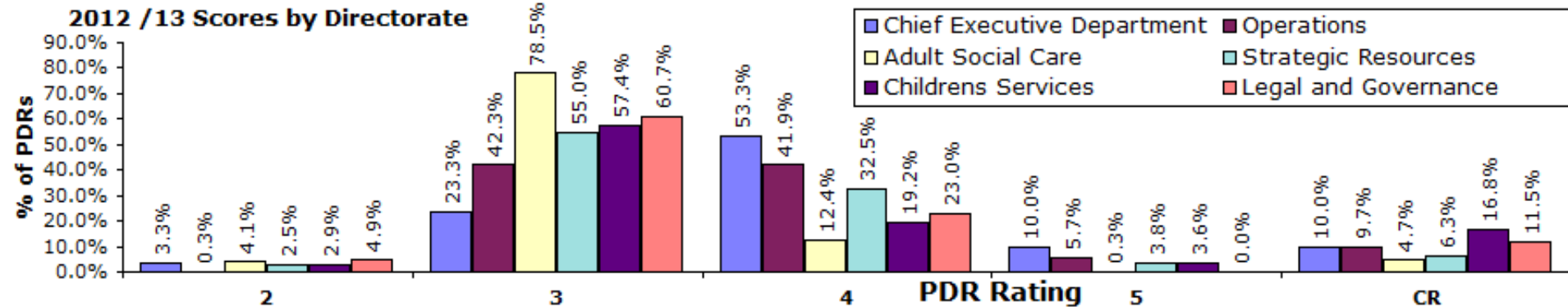
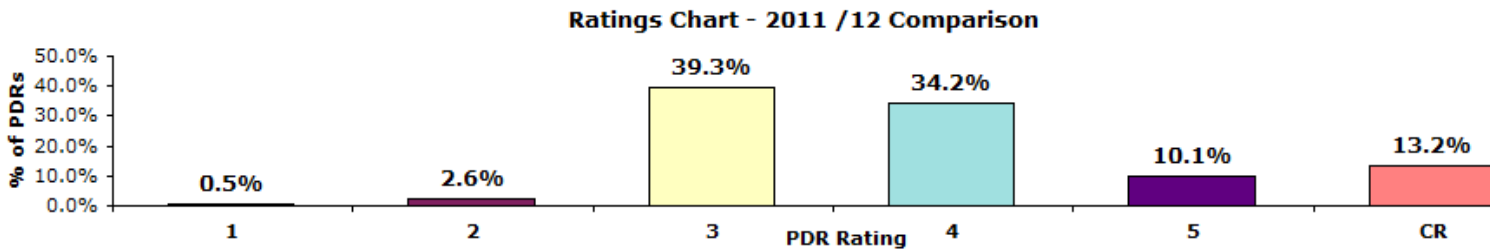
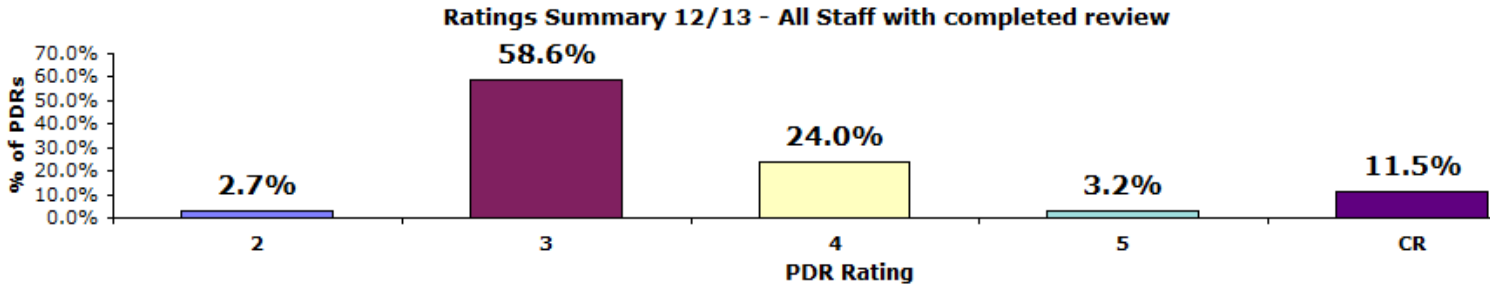
* Individual services of 5 or less staff not shown individually but included in totals.

3.2 PDR Graphical Summary up to 26/2/13



Key

- CR Cannot rate [too soon]
- 1 Regularly below expectations
- 2 Occasionally below expectations
- 3 Meets expectations
- 4 Sometimes exceeds expectations
- 5 Consistently exceeds expectations



4. Employee Relations [cases]

4.1 Current Disciplinary and Grievance cases at 30th November

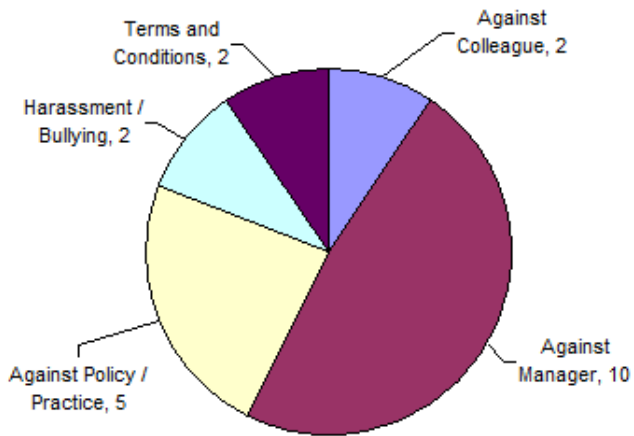
Directorate	Discipline	Grievance	Total
Adult Social Care	1		1
Childrens Services	3	7	10
Legal and Governance	1		1
Operations	1		1
Strategic Resources	1		1
Total	7	7	14

4.2 Outcomes of cases started in the 12 Months to 30th November

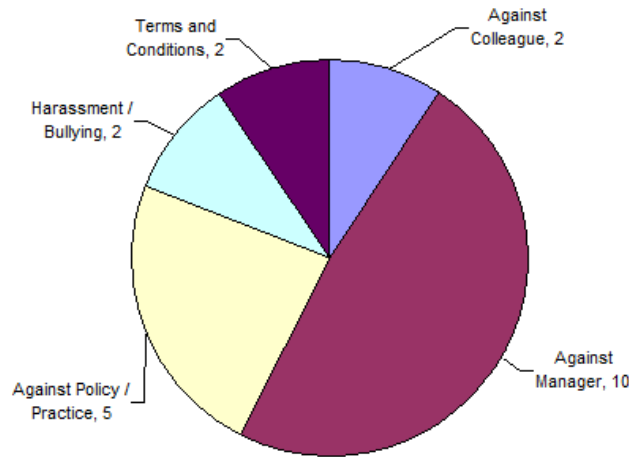
Type	Outcome	Total
Discipline	In progress	7
	Case not Found	2
	Employee Resigned	6
	Termination by Mutual Agreement	2
	Verbal Warning Issued	3
	Written Warning Issued	2
	Final Written Warning Issued	4
	Resolved Informally	10
	Summary Dismissal	1
	Discipline Total	37
Grievance	In progress	6
	Withdrawn	3
	Not Found	2
	Resolved Informally	5
	Resolved	4
	Upheld	1
Grievance Total	21	
Pension Review	In progress	1
	Awarded	2
	Benefits Withdrawn	1
Pension Review Total	4	
Redundancy Appeal	Upheld	1
	Not upheld	2
Redundancy Appeal Total	3	
Tribunal	Settled Out of Court	1
Tribunal Total	1	
Grand Total	66	

4.3

Breakdown of Grievance Cases started in the 12 months to November 12

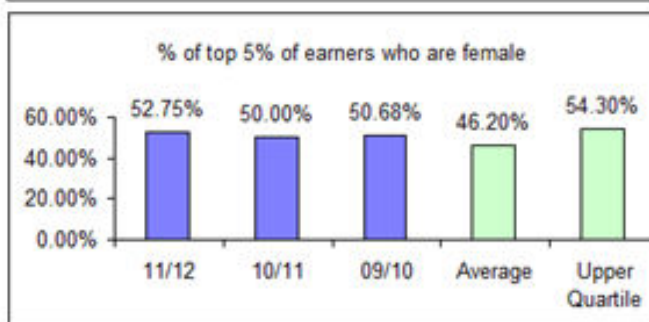
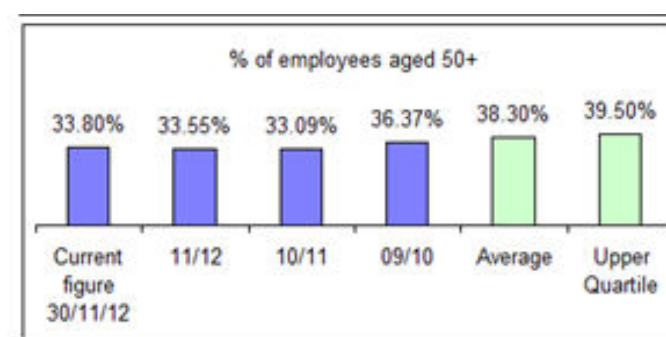
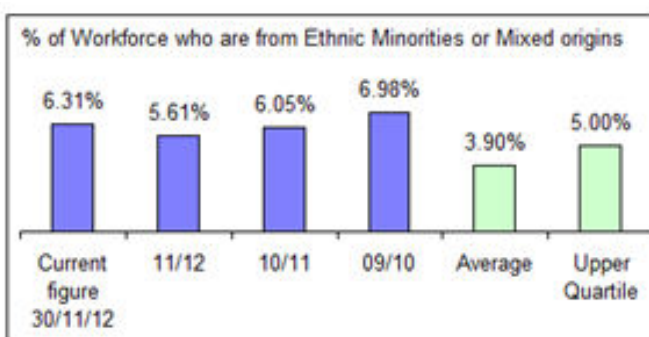
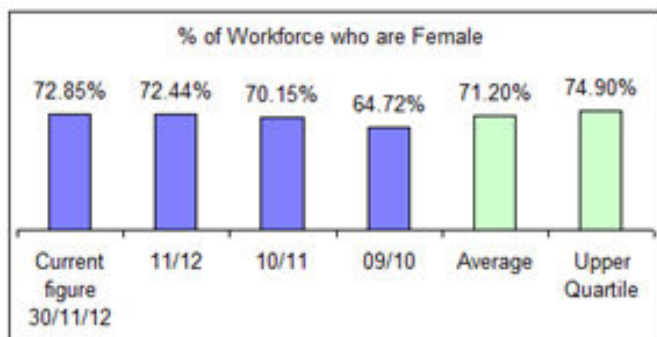


Breakdown of Grievance Cases started in the 12 months to November 12



5. Workforce Diversity

5.1 Trends and Benchmarks



Average and Uper quartile data from HR Benchmark 2012

5.2 Directorate Breakdown at 30th November 2012

Team	All Staff	Staff identified from an ethnic minority or mixed origin group	Staff with a Self Identified Disability	Gender Female	Gender Male	Over 50	% Minority \ Mixed	% Disab.	Female %	% 50+
Adult Social Care	459	1	1	384	75	212	2.2%	3.8%	83.7%	46.2%
Chief Executive Dept	35	1	3	25	10	9	2.9%	8.8%	71.4%	25.7%
Childrens Services	639	45	13	515	124	200	7.9%	2.3%	80.6%	31.3%
Legal and Governance	60	4	2	49	11	12	6.9%	3.6%	81.7%	20.0%
Operations	332	12	3	163	169	85	3.7%	1.0%	49.1%	25.6%
Strategic Resources	103	8	18	50	53	32	8.1%	18.4%	48.5%	31.1%
Council Total	1628	71	40	1186	442	550	6.31%	3.69%	72.85%	33.8%

SUSTAINABLE GROWTH AND ENVIRONMENT SCRUTINY COMMITTEE	Agenda Item No. 6
18 MARCH 2013	Public Report

Report of the Executive Director of Strategic Resources

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COMPLAINTS MONITORING REPORT 2011 - 12

1. PURPOSE

- 1.1
- To provide a summary of formal complaints monitored between 1st April 2011 and 31st March 2012 which fall under the Corporate Complaints' Policy.
 - To propose a change to the current Corporate Complaints Policy
 - To comment on the annual report from the Local Government Ombudsman (LGO) about the council's performance on complaints.

2. RECOMMENDATIONS

- 2.1
- Members to note the information presented in this report regarding complaints received between 1st April 2011 and the 31st March 2012.
 - Members to approve the change to the corporate complaints process

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The effective management of complaints is important to ensure action is taken when customers express dissatisfaction about the delivery of any of our services. Failure to do so could impact upon any of the priorities in the Sustainable Community Strategy:-
- Creating opportunities – tackling inequalities;
 - Creating strong and supportive communities;
 - Creating the UK's environmental capital; and
 - Delivering substantial and truly sustainable growth.

4. BACKGROUND

- 4.1 The Scrutiny Committee requested this item at its first meeting on 16 June 2003 and it is agreed that they will continue to receive regular monitoring reports.

5. KEY ISSUES

- 5.1 A change to the complaints process from three stages to two is recommended.

Complaint volumes are broadly similar to last year taking into account the lack of complaints from City Services – which are now replaced with complaints figures provided by Enterprise – which are shown at the end of Appendix A.

Speed of response to Local Government Ombudsman (LGO) enquiries improved from 22 days to 14.8 days over the last year which is a major achievement for the complaints service. In this years LGO annual letter to the Chief Executive it stated “*I am pleased to say that I have no concerns about your authority’s response times and there are no issues arising from the complaints that I want to bring to your attention*”.

Compliments about council services continue to exceed complaints and have shown an increase on the previous year.

6. IMPLICATIONS

6.1 Customer Service

Customer service and perception of the council will improve if complaints are processed quickly and effectively. If complaints are resolved at the earliest opportunity this ultimately saves time, particularly of senior officers when complaints are escalated. If service improvements are identified and acted upon this will lead to fewer complaints in the future and improve the Council’s reputation and efficiency.

Financial

The report contains no financial implications

7. CONSULTATION

7.1 The report has been shared with Directors and Heads of Service and comments have been incorporated.

8. NEXT STEPS

8.1 Any comments and suggestions from Committee will be considered and incorporated in subsequent complaints reports.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 • Local Government Ombudsman Annual Review 2011-12

10. APPENDICES

10.1 Appendix 1 - Complaints Monitoring Report 2011-12

Appendix 2 – Proposed change to the complaints process

Appendix 3 – Complaints process for Vivacity

Appendix 4 – Complaints process for Enterprise

Appendix 1

1. COMPLAINTS MONITORING REPORT 2011-12

1.1 This report will analyse the performance of the council's formal Corporate Complaints Procedure between 1st April 2011 and 31st March 2012. It is important to note that this report does not include complaints that fall outside the Corporate Complaints Policy, for example, complaints relating to schools, Statutory Children Social Care and Adult Social Care.

1.2 The Corporate Complaints Policy has three-stages:

Stage	Action	Timescale
1	The council aims to settle the majority of complaints quickly and satisfactorily through the 'front line' employees who provide the service or the relevant manager. The complaint may be resolved informally by way of an apology, by providing the service required, or providing an explanation to the customer.	10 Working Days *
2	If the customer is not happy with the decision at Stage 1, he/she can appeal to the Central Complaints Office, who asks the relevant Head of Service or Assistant Director to investigate the complaint fully and provide a written response to the customer.	15 Working Days
3	If the customer is not happy with the decision at Stage 2, he/she can appeal to the Chief Executive who will appoint an independent person to investigate the complaint fully and provide a written report to the customer.	30 Working Days

- Stage One (First Contact Complaint)
- Stage Two (Service Review)
- Stage Three (Independent Person Review)

Note: *Stage 1 complaints can be responded to in various ways depending on how the customer contacts the council and the complexity of the complaint. For example, it is hoped that the majority of complaints will be resolved without delay on the telephone or in person, but those that are sent in by letter should be responded to within the corporate standard of 10 working days.

1.3 Where a complaint is received by the central complaints office, a decision is made on where the complaint should be forwarded to. If it is known that a complaint falls outside of the complaints process, as for example, there is a different appeal route, then the customer will be advised of that. However, if a complaint is referred to a service and they decide that a matter cannot be resolved via the complaints process as there is a different route available, then the service area is expected to liaise with the central complaints team to decide how to proceed with the matter.

2. STAGE ONE COMPLAINTS (FIRST CONTACT COMPLAINTS)

2.1 The table below shows the number of Stage 1 complaints received for each department during 2010/11 including those that were received and logged by the Central Complaints Office (CCO). The data for the previous year is included to allow comparisons to be made.

Table 2: The number of Stage One complaints				
Department	2010/2011		2011/2012	
	Total complaints received	Logged by CCO	Total complaints received	Logged by CCO
Chief Executive's Dep't	12	6	15	10
Children's Services	4	4	16	16
City Services	63	46	n/a	n/a
Operations	166	83	86*	65
Strategic Resources	171	49	170	102
TOTAL	416	188	287	193

* complaints in transport and engineering and planning services have dropped considerably due to quicker resolution of service requests and improved customer service delivery

2.2 We have continued to collect more detailed data from departments. This allows us to analyse all Stage 1 complaints received by the council. The next two tables show the category and outcomes for all stage 1 complaints.

2.2 All complaints are classified into a category, the table below shows the breakdown by category for all stage 1 complaints logged for 2011/12.

Table 3: Department	Not To Standard	Poor Facility/Building	Broken Promise/Appointment	Staff Attitude Conduct	Breach Of Confidentiality	Denial/Withdrawal Of Service	Delayed/Failed Service	Lack Of/Incorrect Info About A Service	About Legislation	About Policy	Other	Overall
Chief Executives												
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	3	0	3	0	0	6
Democratic Services (Governance)	0	0	0	0	1	0	4	0	0	2	1	8
Growth & Regeneration	0	0	0	0	0	0	1	0	0	0	0	1
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Resources												
Customer Services	3	0	0	22	0	1	23	2	1	3	3	58
Revenues and Benefits – Included under STS												
Corporate Services – Included under STS												
Shared Transactional Services	6	0	2	4	0	2	63	11	2	15	3	108
Business Transformation	1	0	0	0	0	0	3	0	0	0	0	4
Childrens Services												
Learning & Skills	0	0	0	2	0	1	1	1	0	0	0	5
Family & Communities	0	0	0	2	2	0	0	0	0	1	0	5
Resources	0	0	0	0	0	0	5	0	0	1	0	6
Commissioning & Performance	0	0	0	0	0	0	0	0	0	0	0	0
Operations												
Planning Delivery Services	0	0	0	2	0	0	9	0	0	3	0	14
Commercial Operations (City Centre)	0	0	0	1	0	1	3	4	0	3	0	12
Environment, Transport & Engineering	2	1	0	0	0	1	4	3	0	1	6	18
Neighbourhood Services	3	0	0	6	1	2	21	6	2	1	0	42
Overall	15	1	2	39	4	8	140	27	8	30	13	287

2.4 'Delayed/failed service' remains the most common category with 49% of the total number of stage 1 complaints. The second most common has changed from 'About Policy' to 'Staff Attitude/ Conduct' at 16%. Staff attitude complaints are most common in the areas where customer contact levels are high. There has been a decrease in complaints classified as Other to 5% (from 26% in 2010-11) which shows that complaints are being classified more accurately.

2.5 To put the number of complaints received into perspective an exercise has been undertaken for a number of services to calculate the number of complaints as a percentage of total contacts others. For example, within customer services there were

535,292 customer contacts during 2011/12 either via telephone or face to face. As customer services received 58 complaints during the year this equates to 0.0001% or 1 complaint for every 9229 contacts.

In respect of Planning Delivery Services, there were 4330 customer contacts and as 14 complaints were received this equates to 0.0032%, or 1 complaint for every 309 contacts. Furthermore, 1870 customer contacts were received by Transport and Engineering, and as 18 complaints were made this equates to 0.0096% or 1 complaint for every 104 contacts.

2.6 Table 4 shows the outcomes for all stage 1 complaints registered for 2011/12.

Table 4: Department	Upheld	Not Upheld	Partially Upheld	Overall
Chief Executives Department				
Communications	0	0	0	0
Legal Services	0	4	2	6
Democratic Services	5	2	1	8
Growth & Regeneration	1	0	0	1
Human Resources	0	0	0	0
Strategic Resources				
Customer Services	24	21	13	58
Revenues and Benefits – Included under STS				
Corporate Services – Included under STS				
Shared Transactional Services	40	46	22	108
Business Transformation	1	1	2	4
Childrens Services				
Learning & Skills	1	4	0	5
Family & Communities	2	3	0	5
Resources	1	4	1	6
Commissioning & Performance	0	0	0	0
Operations				
Planning Delivery Services	2	8	4	14
City Centre Operations	2	5	5	12
Environment, Transport and Engineering	4	11	3	18
Neighbourhood Services	8	27	7	42
Total	91	136	60	287

2.7 32% of stage 1 complaints were recorded as upheld, 47% not upheld and 21% as being partially upheld. These figures are similar to last year where we upheld 35%, did not uphold 47% and partially upheld 17%. This indicates that complaint handling is fair and where errors have occurred they are identified and the complaint outcome reflects this accurately

3. STAGE TWO COMPLAINTS (SERVICE REVIEW)

3.1 Table 5 breaks down Stage 2 complaints by department, we have seen an increase in Stage 2. This is not a general increase as it is specific to just two departments which

are Learning and Skills within the Children's Services department and Revenues and Benefits within the Strategic Resources Dept

Table 5: Stage Two Complaints By Dept	2010-11	2011-12
Chief Executive's Department	3	2
Children's Services	1	8
City Services	5	n/a
Operations	23	24
Strategic Resources	12	16
Overall	44	50

3.2 Table 6 gives greater detail of the business units who have had Stage 2 complaints during 2011/12 as well as which category the complaint fell into.

Table 6: Department	Not To Standard	Poor Facility/Building	Broken Promise/Appointment	Staff Attitude Conduct	Breach Of Confidentiality	Denial/Withdrawal Of Service	Delayed/Failed Service	Lack Of/Incorrect Info About A Service	About Legislation	About Policy	Other	Overall
Chief Executives	0	0	0	0	0	0	1	0	0	1	0	2
Communications	0	0	0	0	0	0	0	0	0	1	0	1
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0
Democratic Services	0	0	0	0	0	0	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0
Growth & Regeneration	0	0	0	0	0	0	1	0	0	0	0	1
Strategic Resources	3	0	0	0	1	0	8	0	2	2	0	16
Customer Services	0	0	0	0	0	0	1	0	0	0	0	1
Revenues and Benefits	2	0	0	0	1	0	7	0	2	2	0	14
Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0
Business Transformation	1	0	0	0	0	0	0	0	0	0	0	1
Childrens Services	0	0	0	1	0	0	6	0	0	1	0	8
Learning & Skills	0	0	0	1	0	0	5	0	0	0	0	6
Family & Communities	0	0	0	0	0	0	0	0	0	0	0	0
Resources	0	0	0	0	0	0	1	0	0	1	0	2
Commissioning & Performance	0	0	0	0	0	0	0	0	0	0	0	0
Operations	0	0	0	4	0	1	6	1	1	10	1	24
Planning Delivery Services	0	0	0	1	0	1	1	0	0	5	0	8
City Centre Operations	0	0	0	0	0	0	0	1	0	2	0	3
Environment, Transport & Engineering	0	0	0	0	0	0	1	0	0	1	0	2
Neighbourhood Services	0	0	0	3	0	0	4	0	1	2	1	11
Overall	3	0	0	5	1	1	21	1	3	14	1	50

3.3 Delayed/failed service is still the most common category with 42% of the stage 2 complaints falling into this category. There has been a change to the second highest category which has changed from lack of or incorrect information last year to about policy this year at 28% of Stage 2 complaints. This indicates that customers are becoming more confident at challenging council decisions which they do not agree with. However of the 14 complaints in this category 11 were not upheld and only 3 were partially upheld.

3.4 Table 7 shows the outcomes for all stage 2 complaints registered for 2011/12. 58% of complaints were not upheld, 22% partially upheld and only 18% were upheld. This was an improvement over the previous year where the upheld rate was 22%.

	Upheld	Not Upheld	Partially Upheld	Overall
Table 7: Department				
Chief Executives Department	0	2	0	2
Communications	0	1	0	1
Legal Services	0	0	0	0
Democratic Services	0	0	0	0
Human Resources	0	0	0	0
Growth & Regeneration	0	1	0	1
Strategic Resources	6	6	4	16
Customer Services	0	1	0	1
Revenues and Benefits	6	4	4	14
Corporate Services	0	0	0	0
Business Transformation	0	1	0	1
Childrens Services	1	3	3	8
Learning & Skills	1	2	2	6*
Family & Communities	0	0	0	0
Resources	0	1	1	2
Commissioning & Performance	0	0	0	0
Operations	2	18	4	24
Planning Delivery Services	0	8	0	8
City Centre Operations	0	2	1	3
Environment, Transport and Engineering	0	2	0	2
Neighbourhood Services	2	6	3	11
Total	9	29	11	50*

* 1 complaint was withdrawn

3.5 All Stage 2 complaints were acknowledged within the 2 working days target

- 3.6 During 2011-12, there was a slight decrease in the number of stage two complaints which were responded to within 15 working days. This reflects the complexities in some cases and adds weight to the review of the stages which follows in Appendix 2.

	2010-2011	2011-2012
Chief Executive's Dep't	66.7%	100%
Children's Services	0%	50%
City Services	100%	n/a
Operations	90.9%	87%
Strategic Resources	71.4%	73%
Overall	81.80%	77.6%

4. STAGE THREE COMPLAINTS (INDEPENDENT PERSON REVIEW)

- 4.1 Complaints at stage 3 are generally investigated by the Governance Team, although occasionally it has been necessary to appoint other senior managers due to capacity within the Governance team. The complaints policy states that the investigator will be independent of the service about which the complaint has been made. This will usually be an officer of the council not connected to the service area being investigated. The investigators are asked to investigate and prepare a report within 20 working days. This is then provided to the Chief Executive or her nominated representative so that it can be considered and a final response is sent to the complainant within a further 10 working days. Although the time available for the investigation is fixed to 30 days, in the majority of cases these timescales have not proved to be sufficient for the investigation to be completed. This has also contributed to the need to review the number of stages within the Council's complaints policy and this is detailed in Appendix 2.

- 4.2 During 2011-12, the council received 22 stage three complaints, compared to 21 during 2010-11. 100% of these were acknowledged within 2 working days by the Central Complaint Office.

Of the 22 complaints registered at stage 3, 20 were escalated from stage 2. Of these 20 complaints, 4 were withdrawn/closed before the investigation begun.

The outcome on the remaining 16 following the stage 3 investigation was that in 12 cases the decision remained the same. In 3 cases the decision changed – from Not Upheld to Partially Upheld. The 3 cases concerned were for, Planning Enforcement, Pollution control and Council Tax. One case remains outstanding due to a delay caused by the ill health of the complainant.

There were 2 complaints that went straight to stage 3. 1 case was not upheld, and the other was upheld.

Overall of 22 cases only 1 complaint changed substantially at Stage 3 which is a further reason for the review of the optimum number of stages for the Council's complaints process.

4.3 Table 9 breaks down the stage 3 complaints by directorate.

Table 9: Stage 3 Complaints by Directorate		
	2010/11	2011/12
Chief Executive's Dep't	2	1
Children's Services	0	2
City Services	1	n/a
Operations	16	14
Strategic Resources	2	5
Overall	21	22

4.4 The incidence of stage 3 complaints has stayed consistent with last year with Operations department attracting the majority. There were 6 neighbourhood complaints, 6 were planning matters and 2 were about highways issues.

4.5 Tables 10 & 11 break down the stage 3 complaints received during 2011/12 by category and final outcome.

Table 10 : Stage 3 Category Breakdown	No.
Not to standard	2
Poor Facility/Building	0
Broken Promise/Appointment	0
Staff Attitude Conduct	1
Breach Of Confidentiality	0
Denial/Withdrawal Of Service	1
Delayed/Failed Service	6
Lack Of/Incorrect Info About A Service	1
About Legislation	2
About Policy	9
Other	0
Total	22

Table 11: Stage 3 Outcome Breakdown	No.
Upheld	1
Not Upheld	10
Partially Upheld	6
Withdrawn/or closed due to no contact	4
Still under investigation	1
Total	22

4.6 Only 4 of the cases reviewed at Stage 3 were escalated by the complainant to the Local Government Ombudsman. The Council's decision was not challenged by the LGO in any of these cases.

THE LOCAL GOVERNMENT OMBUDSMAN (LGO)

5.1 In July each year the LGO provide an annual review to the Council.

For 2011/12 the LGO received 60 complaints and enquiries relating to Peterborough City Council, compared to the 37 that were raised the previous year.

Some enquiries will result in general advice being given to the customer or with the LGO asking the customer to use the Council's own complaints policy before they will become involved.

The LGO proceeded to investigate only 23 cases. Lower than the number investigated last year.

5.2 The table below outlines the number and types of decisions the Ombudsman made during the last two years.

Table 12: Category	2010/11	2011/12
Maladministration Reports	0	2
Local Settlements	3	4
M REPS	0	0
NM REPS	0	0
NO MAL	12	13
OMB DIS	6	2
OUTSIDE JUR	4	2
TOTAL	25	23

5.3 The annual review highlights that the Ombudsman made two maladministration decisions against the Council last year. However these were both in the area of Children's Social Care. Complaints about this department have a separate statutory complaints process and full details of these are not included in this report.

Table 13: Ombudsman Enquires	2007- 08	2008-09	2009-10	2010-11	2011-12
Number of enquires received	10	18	16	24	18
Average response times	33 days	32 days	29 days	22 days	14.8 days

The LGO made written enquiries about 18 complaints in the year, less than the previous year. Our average response time to these enquiries was 14.8 days which is the best recorded performance against the LGO target of 28 days for our Council.

The LGO sends an annual letter to the Chief Executive each year which stated this year "I am pleased to say that I have no concerns about your authority's response times and there are no issues arising from the complaints that I want to bring to your attention".

6 COMPLIMENTS

- 6.1 Compliments data has now been collated for two consecutive years and this year shows an increase over last year, with both Strategic resources and Operations showing increases in recorded compliments.

As can be seen from table 14 we have recorded both internal and external compliments. External compliments are compliments received by members of the public or external organisations and internal compliments are from Councillors or from one department to another.

Table 14: Compliments	External	Internal	Overall
Chief Executives Department			62
Communications	0	0	0
Legal & Democratic Services	8	29	37
Human Resources	3	22	25
Strategic Resources			175
Customer Services	135	27	162
Revenues and Benefits	6	4	10
Corporate Services	0	0	0
Shared Transactional Services	2	1	3
Childrens Services*			0
Learning & Skills	0	0	0
Family & Communities	0	0	0
Resources	0	0	0
Commissioning & Performance	0	0	0
Operations			585
Planning Delivery Services	231	60	291
Commercial Operations (City Centre Services)	7	1	8
Environment, Transport and Engineering	24	8	32
Neighbourhood Services	231	23	254
Overall	647	175	822

* Information not available.

7 OTHER USEFUL INFORMATION

- 7.1 Table 15 shows how complaints are received, at the moment this data is only available on complaints received by the CCO. There are no major changes to how customers are contacting us with complaints.

Table 15 : How Received	2010-11		2011-12	
	%	Number	%	Number
Chief Exec's Office	3.6%	8	4.6%	9
Email/Online Form	42.2%	95	44.6%	87
Fax	0.0%	0	0.0%	0
In Person	4.9%	11	1.0%	2
In Writing	23.1%	52	23.6%	46
Ombudsman	7.1%	16	4.6%	9
Telephone	18.7%	42	21.5%	42
Through a representative	0.4%	1	0.0%	0

8. SERVICE IMPROVEMENTS

8.1 The table below lists some service improvements following complaints that have been made.

Table 16: Service Improvements Arising From Complaints	
Department	Service Improvement
Blue Badge Scheme	A new computer system is needed to include a document management system to better monitor o/s applications – already implemented.
Customer Services	A recording system will be put in place to ensure that hand-delivered mail boxes in the town hall are emptied twice daily and signed for in the central post room to ensure the efficient onward delivery of customers' mail.
City Centre Services	Italian Festival – consideration is given to employing a parking enforcement officer to manage parking on the Sunday around the church in future years
Operations	Agreed that additional customer service training would be provided to staff at the travel choice centre

PARTNER COMPLAINTS

9 VIVACITY

9.1 In May 2010, management of Peterborough City Council's Key Theatre, Museum and Art Gallery, public libraries and sports centre's transferred into a specially created culture and leisure trust called Vivacity.

The table below details the complaints for Vivacity during 2011/12.

Table 17: Department	Q1	Q2	Q3	Q4	Total
Sports Services	1	3	5	5	14
Libraries	3	2	3	1	9
Arts	1	2	4	1	8
Heritage	0	0	0	1	1
Total	5	7	12	8	32

This is in line with the previous year where 36 complaints were recorded.

9.2 A copy of Vivacity's complaint policy is included at Appendix 3.

10. **ENTERPRISE**

10.1 In March 2011, management of Peterborough City Council's Refuse, Grounds Maintenance, Street Cleansing functions transferred to Enterprise Peterborough.

Enterprise has implemented a more robust complaints system since November 2011 which details all complaints, customer enquires and service requests whether 'justified' or not. All complaints are recorded on the Enterprise Works Order management system which holds records of any improvements made or action taken. Enterprise has implemented several staff briefings based around the complaints they have received to improve the quality of service they are offering. This clearly demonstrates they seek to improve and utilise all the feedback from the public to do this.

Enterprise interacts with around 1,423,332 households per quarter and the services they offer have a direct impact on all of the residents of Peterborough. The table below sets out the total numbers of complaints and expresses these against a percentage of the interactions.

Below are the figures for complaints since the more robust recording systems have been implemented with a percentage against interactions with the public:

Month *	Total	Justified	Unjustified	Customer Interactions	Percentage justified complaints/compared to customer interactions
November	21	13	8	474,444	0.0027%
December	16	14	2	474,444	0.0029%
January	35	22	13	474,444	0.0046%
February	27	23	4	474,444	0.0048%
March	33	22	11	474,444	0.0046%

* Figures were not available from Enterprise for April to October 2011.

10.2 A copy of Enterprise's complaints policy and process is included at Appendix 4.

10.3 The call centre answers calls on behalf of Enterprise and will log complaints in line with their complaints policy. Therefore, if, for example a bin has been missed for a number of weeks in a row, it will be logged as a complaint, in order for this to be investigated. In addition, it is also logged as a service request so that the missed collection can be rectified.

11. **PERSISTENT COMPLAINANTS**

11.1 The complaints policy contains provision to restrict customer's access in exceptional circumstances.

Complainants can sometimes pursue their complaints in a manner which can impede an investigation or can cause a significant resource issue for the council. In these circumstances, the behaviour of the complainant may be defined as unreasonably persistent. The council defines an unreasonably persistent complainant as:-

'those complainants who, because of the frequency or nature of their contacts with the council, hinder the council's consideration of their, or other people's, complaints.'

During 2011-12 this was applied to three customers who had their access formally restricted in various ways.

Appendix 2

Review of Corporate Complaints Process

A review of the complaints policy is overdue – the previous being undertaken in 2009. The current policy states that there will be a triennial review of the policy.

In March 2009 guidelines were published by the Local Government Ombudsman which indicated that local Authorities should seek to operate a complaints process which met the following principles:-

- Accessibility – Well publicised, easily accessed and understood by staff and the public
- Communication – Effective communication within the organisation and between partners
- Timeliness – Council should take no longer than 12 weeks from receipt to resolution
- Fairness – Complaints should be dealt with impartially. Responses should be proportionate.
- Robust – A complaints process should include a robust review by someone who has the independence and authority to ask questions and get at the facts.
- Accountability – Information should be clear, regular monitoring should take place to ensure timescales and satisfaction levels are met.

Comparing these principles against our current policy there are two areas which need to be improved.

Communication – As the Council have joined in partnership with several organisations to deliver their services the responsibility for complaint processing in these areas needs further clarification. Also there is some evidence that as services have been split the responsibility for complaint reporting has been diluted and the information coming to the Central complaints team needs to improve. The complaints team are working with council departments and partners to ensure complaint data is maintained.

Timeliness – Currently the Council's corporate complaints process has three stages. The LGO guidance states that two stages should normally be sufficient to deal with the majority of complaints but in any case the council should fully review a complaint through the relevant number of stages within 12 weeks. The Stage 3 complaints from 2011/12 have been reviewed and it was found that nearly 60% of complaints considered at Stage 3, and so had progressed through all 3 stages, had exceeded the 12 week target for total time spent on dealing with a complaint.

There is a clear indication that the three stage process could be replaced with a two stage process.

The benefits of a two stage process would be:-

- Earlier resolution for the complainant where resolution is possible
- Greater compliance with the Ombudsman's stated timescales of 12 weeks in total for a complaint to be handled through the Council's process
- Reduction in resources as less resource expended on complaint handling
- In addition, it is apparent from some cases that the same manager is providing the stage 1 and stage 2 responses and so this change will remove this duplication.

The Next Steps

The Chief Executive has given approval for a two stage complaint process to be developed to replace the current three stage process.

The new process is currently at the planning stage and it is hoped that it will be implemented later in the current year.

Appendix 3

Vivacity Complaints Process

Vivacity Complaints Procedure and Policy



**Peterborough
Culture and Leisure**

Introduction

Vivacity is committed to listening to the views of its customers in order to improve the services we provide. Complaints are a simple means for our customers to voice their concerns about Vivacity's services and are an important indicator of where services may not be delivering best performance. The effective resolution of complaints should improve the confidence of customers and identify service improvements.

The objectives of the Complaints Policy are to:

- ensure everyone knows how to complain and how a complaint will be handled by Vivacity
- ensure that complaints are dealt with consistently across Vivacity
- provide customers with a fair and effective way to complain about our services
- ensure that complaints are monitored and used to improve our services; and
- improve public satisfaction and confidence in the way the organisation handles complaints and provides its services.

Vivacity will ensure that:

Our customers have a right to...

- be treated fairly and sensitively;
- be kept informed about what is happening with their complaint; and
- be advised of the service standards they should expect; the timescale for acknowledging and responding to a complaint; and any right of appeal.

Our employees will...

- be sensitive to the particular needs of customers;
- treat complaints as confidential where possible; and
- be accessible and clearly identified.

Our policy ...

- is open, easily accessible and widely promoted to all people that live, work and visit Peterborough;
- is easy to understand and use by all customers and employees; and
- sets out how to complain and how a complaint should be handled.

Our procedure

The Complaints Policy is based on a three-stage procedure:

- Stage One (First Contact Complaint)
- Stage Two (Service Review)
- Stage Three (Independent Person Review)

Stage One (First Contact Complaint)

Vivacity aims to settle the majority of complaints quickly and satisfactorily through the 'front line' employees who provide the service or their relevant manager. The complaint may be resolved informally by way of an apology, by providing the service required or by providing an explanation to the complainant. The complainant should be informed of the course of action he/she may take if he/she remains dissatisfied.

Stage Two (Service Review)

The relevant Head of Service will investigate the complaint fully and provide a written response to the complainant. If the relevant Head of Service conducted the Stage One investigation, another Head of Service should conduct the Stage Two investigation. The complainant should be informed of the course of action he/she may take if he/she remains dissatisfied. Vivacity will also offer the complainant the opportunity to contact the Head of Service to clarify the decision or any points raised in their response.

Stage Three (Independent Person Review)

An independent person, acting on behalf of the Chief Executive, will investigate the complaint fully and provide a written report for consideration by Chief Executive. The Chief Executive will then write to the complainant enclosing the independent person's report setting out the Vivacity's response. This is the final stage of the complaints procedure.

Stage One provides an opportunity for an informal and quick resolution of complaint. In the majority of cases, it is the officer responsible for the original action or decision who should resolve the complaint. However at the more formal stages of the procedure (Stages Two and Three), it is important that someone who did not have any involvement in the action or decision (or the Stage One investigation), should consider the complaint.

Vivacity may exercise discretion about the stage at which a complaint is first considered.

When Vivacity has finished considering a complaint, it should inform the complainant how they can pursue a complaint in any other way or complain to the Local Government Ombudsman. Vivacity should also offer the complainant the opportunity to contact the investigating officer to clarify the decision or any points raised in their response. If the complainant raises new issues, these should be dealt with as a Stage One complaint.

Vivacity will strive to respond to complaints within 10 days or within a stated timescales if the complaint is complex. If more than 10 days is required to investigate the complaint, the customer must be sent a holding letter which should include:

- an apology for the delay;
- an explanation for the delay; and
- the date by which a full response can be expected.

Anonymous complaints

Complaints received anonymously will be recorded and considered, but action may be limited if further information is required to ensure a full and fair investigation.

Data Protection

To process a complaint, Vivacity will hold personal data about the complainant. This includes data the complainant provides us and information that other people give us, about the complainant, in response to our enquiries. Vivacity will hold this data securely and only use it to help process the complaint. The identity of the person making the

Appendix 4

Enterprise Complaint Process

Customer Enquiries and Complaints Plan 2011

The Complaints Procedure

Our recording of complaints and enquiries is linked to the engagement of the Authority at key touch points to ensure that Peterborough City Council Officers are aware of the complaint, its prioritisation and the activity undertaken by Enterprise to ensure resolution in line with the service specification and service level agreement.

We will ensure that the Authority has continuous visibility of the complaint or enquiry status and action taken by Enterprise to resolve. This will be via the client access web portal into WorkManager for live data 24 hours a day.

The complaints procedure details responsibilities within our organisation for the resolution of complaints. It also includes details of the escalation process to ensure complaints in jeopardy of failing target resolution time frames are highlighted appropriately to senior managers.

Enquires and Complaints can be logged via the Members Hotline, Peterborough Direct and Enterprise Peterborough's Operations Help Desk

Enquires and complaints received in the Call Centre will need to follow the Request for Service/Complaints process (RFSC). This will verify if the person logging a call is asking for Request for Service or wants to make a Complaint.

The examples listed are a guide for decision making process to distinguish between a Request and a Complaint and are in no means exhaustive.

Examples of **Request** for Service:

- My bin was not collected today/yesterday
- My bin was not put back to its original place
- The grass on the verge outside my house hasn't been cut for ages - why?
- The tree in the shelter belt at the back of my house is too tall/overhanging/pushing against my fence etc
- Dog poo outside on the pavement I need you to clear it
- Travellers have set up near by house and are making a lot of mess with their rubbish

Example of a **Complaint**

- It's the third time you have not emptied my bin, I want an explanation
- I have raised this issue several times, but the crew are still not returning my bin back properly
- Your vehicles is always speeding down my road, more than the speed limit
- One of you operative has sworn at me for no reason
- I reported a fly-tip on two occasions and nothing has happened and I was promised a call back and this has not happened
- Travellers are back behind my house again despite the defences you put in, what are you going to do about it?
- Travellers keep dumping rubbish behind my house, poo in the bushes behind my garden fence etc

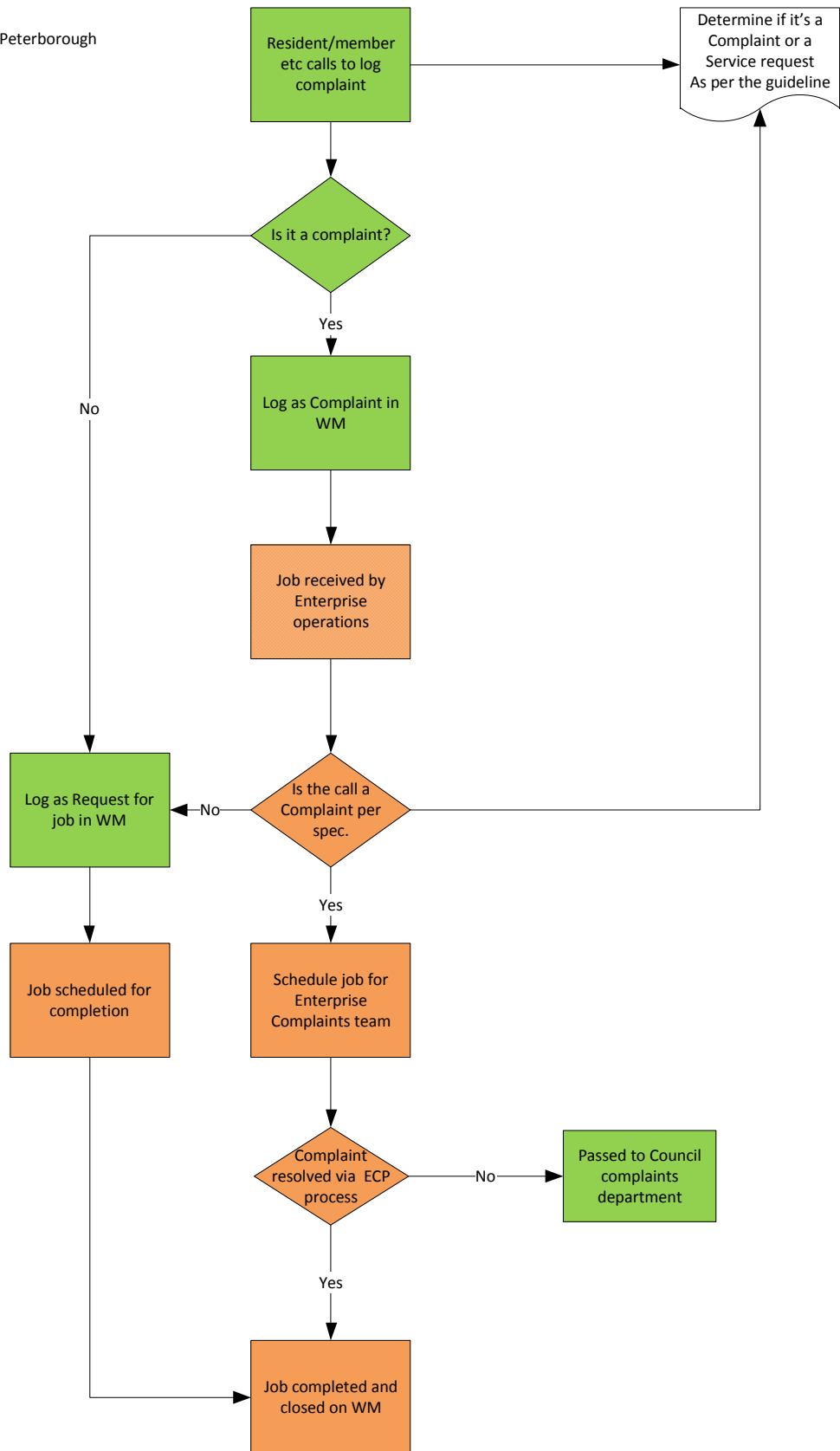
Request to log call for Service/Complaint (RFSC)

PCC

Peterborough Direct

EP

Enterprise Peterborough

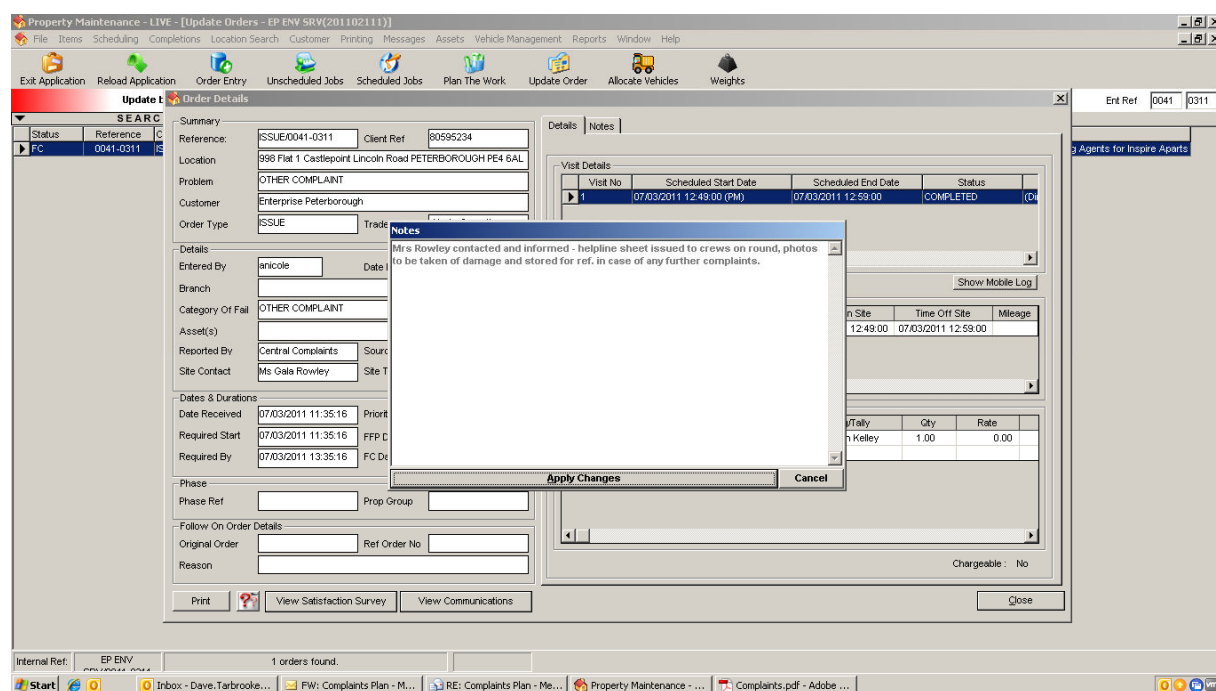


Once the call has been verified the request for service is logged as such, any complaints will be logged under Formal Complaints menu within WorkManager Customer Response System using the relevant activity, complaint code, division and service.

The call will be dealt with in line with Enterprise Complaint Procedure

The Enterprise Peterborough Complaints Team will work alongside Peterborough Direct to ensure all complaints are recognised and recorded in accordance with this process. All complaints are logged on WorkManager to ensure that they are tracked and that an audit trail is provided. The screen shot below show the logging of a complaint.

All complaints are recorded on the weekly exception report. Unresolved complaints will be included in the monthly report.



Enterprise Complaints Procedure:

On receipt of a complaint or enquiry, it is our intention to implement the following procedure for recording and resolution:

- **Stage 1** – Point of contact resolution, update of CRM system and update given to complainant. If not able to resolve complaint at point of contact then letter sent to complainant with notification of the next stage and the period of time we will respond to with a decision in line with ECP timeframe
- **Stage 2** – Investigation of issues by Supervisor or Service Manager. Report produced and recommended action plan. Update of CRM system
- **Stage 3** – Escalation to Contract Partnership Director for review and investigation. Update of CRM system and update given to complainant. At Stage 3 the Authority Waste Client Manager is formerly advised and involved in a joint investigation if required.

Enterprise Activity to Resolve	Authority Touch Point
<p>Complaint is received (in person, email, letter, fax, telephone or via website) either direct or via Peterborough Direct into Enterprise Peterborough’s Operations Help Desk. The Help Desk to log complaint onto WorkManager and assign to complaints team</p>	
<p>Enterprise Stage 1 (within 2 working Days)- Complaint Resolution at ‘first point of contact’</p> <p>If practical to do so, the complaint will be resolved to the satisfaction of the customer at the ‘first point of contact’ and logged on WorkManager as to the nature of the complaint and action taken. If the complaint is not resolved at this stage then the customer is informed immediately, if on the phone or in person, otherwise an ‘ES1 letter’ is sent to the complainant informing them of the next steps in the process of their complaint and time to resolve.</p>	<p>Touch Point</p> <p>Real Time information on complaint with automated status reporting. All information will be reviewed at the monthly Partnership Contract Review Meeting.</p>
<p>Enterprise Stage 2 (within 8 working days) - Complaint Not resolved at ‘first point of contact’</p> <p>If the complaint cannot be resolved to the satisfaction of the customer at the ‘first point of contact’ it is passed by the Complaints Advisor to the Supervisor or Service Manager who is required to resolve the issue within the time frame of Stage 2.</p> <p>The Service Manager will:</p> <ul style="list-style-type: none"> • Contact the supervisor or manager related to the issue to gain an operational understanding • Trigger the associated workflow for escalation of the complaint to the relevant supervisor or manager • Check that it is dealt with in accordance with the relevant Specification or Service Level Agreement • Ensure that it is closed when a satisfactory outcome is reached 	<p>Touch Point</p> <p>Real Time information on complaint progress with automated status and exception reporting Complaints Advisor updating Authority on progress Review of information at monthly Partnership Contract Review meeting.</p>
<p>Enterprise Stage 3 (within 5 working days) – Senior Manager/Director to Investigate</p>	<p>Touch Point</p>

Customer Enquiries and Complaints Plan

Enterprise Activity to Resolve	Authority Touch Point
<ul style="list-style-type: none"> • Further escalation to the Partnership Director for review and investigation. • Formal investigation into issue and learning points • The Partnership Director will investigate and resolve (this may be with the agreement/involvement of the council staff, client officer) • Check that it is dealt with in accordance with the relevant Specification or Service Level Agreement • Ensure that it is closed when a satisfactory outcome is reached <p>The customer is sent a 'ES2 letter' notifying of the completion of the complaint or escalation to the council with a name of the department within the council that will be dealing with the complaint and reason why it's been escalated</p>	<p>Real Time information on complaint or enquiry progress with automated status reporting</p> <p>Partnership Director updating Authority on progress via monthly Partnership review meetings.</p> <p>Authority Waste Client Manager joined in the investigation of the complaint.</p> <p>Formal reporting of outcome reported to the Authority</p> <p>Complaint escalated to the Enterprise Regional MD.</p>

NOTE: All complaints are logged and monitored. KPIs are set on both response and action times – both are logged and monitored.

82 Report provided to the Authority in line with the reporting procedures setting out details of complaints and enquiries, status, stage (1 to 3) and outcomes, learning points.

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 7
18 MARCH 2013	Public Report

Report of Executive Director – Strategic Resources

Report Author - John Harrison, Executive Director – Strategic Resources
Contact Details - John Harrison, Executive Director – Strategic Resources
Tel: 01733 452520
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ENTERPRISE PETERBOROUGH PARTNERSHIP PERFORMANCE REPORT

1. PURPOSE

- 1.1 This is an opportunity for the Committee to hear from and question officers of the Council and the Partnership Director, Richard Oldfield, on the performance of Enterprise Peterborough.

2. RECOMMENDATIONS

- 2.1 The Sustainable Growth and Environment Capital Scrutiny Committee is asked to review and comment on this report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The Enterprise Peterborough partnership contributes to all the priorities in the Sustainable Community Strategy:-
- Creating opportunities – tackling inequalities;
 - Creating strong and supportive communities;
 - Creating the UK’s environmental capital; and
 - Delivering substantial and truly sustainable growth.

4. BACKGROUND AND CONTEXT

4.1 History

Since 1 March 2011, Enterprise Peterborough has been responsible for delivering, on the Council’s behalf, the following services:

- refuse and recycling collection
- street cleansing and grounds maintenance (“Street Care”)
- facilities management
- property design
- building maintenance
- hospitality and school catering
- building cleaning
- public and home to school transport

- travellers' site management
- courier services
- Council's fleet maintenance;
- Hackney carriage and private hire licence testing;
- Interface management; and
- parks, trees and open spaces.

4.2 **Recent corporate developments**

Scrutiny Committee members will know that on 21 February 2013 it was announced that Ferrovial Services, the parent company of UK public services provider Amey, has signed an agreement to acquire Enterprise plc. That transaction is now subject to European regulatory approval. It is expected to complete in early April, when Ferrovial Services plans to integrate Enterprise into Amey. At the time of writing this report, as the takeover process is on-going, it is business as usual for the Council and Enterprise Peterborough. Members will be advised of developments in due course.

4.3 **Medium-term financial strategy and business planning**

The Council has made provision for limited additional investment into Enterprise Peterborough within the Budget consultation document. The Council and Enterprise will discuss and agree together exactly how the additional money should be used to support further improvements in the City Centre and across Peterborough. These conversations will take place within a new framework for establishing an agreed annual business plan that sets out the Council's key priorities for Enterprise Peterborough and associated funding.

5. **KEY ISSUES OF CONCERN TO THE COMMITTEE**

5.1 **Parks, Trees and Open Spaces**

5.1.1 When Enterprise Peterborough took over the contract in 2011 there were no grass cutting and grounds maintenance schedules in place. During this winter period Enterprise Peterborough have worked with the GIS mapping system to obtain full measurements of contract areas. This will enable Enterprise Peterborough to allocate the right number of people and machines into each of the five operational areas (North, South, East, West and Central).

5.1.2 By spring 2013 Enterprise Peterborough will have its *summer works programme* complete; this details the resources and machine requirements and will enable Enterprise to provide a robust yet flexible service

5.1.3 Through the close partnership with the Council, Enterprise Peterborough is ensuring all arboriculture work is in line with all relevant policies and strategies. Enterprise Peterborough does this in several ways:

- All Surveyors are provided with all policies and strategies in relation to trees and woodland
- All works identified are internally scrutinised by the Tree Services Manager to ensure they are in line with the Council's policies and strategies and in accordance with the spirit of the documents
- All works identified are scrutinised by the Council to ensure they are in line with the

Council's policies and strategies and in accordance with the spirit of the documents

- Enterprise Peterborough conducts regular reviews with surveyors and tree surgeons to ensure they understand the scope of the works and what is to be achieved.

5.1.4 The budget has been divided into two parts:

- Provision of a tree services team capable of carrying out a wide variety of inspections from Ezytreev surveys to detailed inspections and with the ability to assist with reactive inspection requirements and provide ad hoc inspections for other Council departments as required
- Carry out works as identified in the scheduled surveys programmes and in line with the Council's policies and strategies.

5.1.5 All Enterprise Peterborough work is in line with the Council's biodiversity strategy and this includes tree removal which provides Enterprise Peterborough with an opportunity to improve tree diversity by selective removal of unsuitable, inappropriate or unsuccessful tree species and ensure replacement planting with a diverse species mix to ensure a robust tree stock with less susceptibility to pests and diseases.

5.1.6 Since the staff have been in place (1 July 2012) in the dedicated tree team, Enterprise Peterborough has not exceeded the allotted time for responding to any public enquiries, complaints or Member requests.

5.1.7 Enterprise Peterborough has been developing – over the winter months – a new and comprehensive *Green Open Spaces Strategy*. This management plan will bring coherence to the various works that Enterprise undertake on the City's behalf and detail the nature of the services that are to be provided and can be expected in the City's various green spaces.

5.2 **Food Waste**

5.2.1 The new food waste collection service was successfully mobilised over a five week period between 23 October and 23 November 2012. To date the service has collected in excess of 1,000 tonnes of food waste.

5.2.2 Significant time and resources were invested by Enterprise Peterborough in making sure that residents were informed of the new food waste collection service, how it would operate and what they had to do. Communication direct to households in addition to media placements (e.g. bill boards, bus stops, pull ups in public offices etc.), press releases and information on the Council website ensured that residents had the widest exposure to stories, articles and benefits of the new food waste service. The role of Councillor Elsey as "Champion" of the service within the Council and with residents was significant.

5.2.3 Significant time and effort was spent to ensure that Peterborough Direct and the Council website had access to all information which would enable the vast majority of calls / queries to be answered without recall to the Partnership. Whereas in other food waste collection service mobilisation programmes elsewhere in the Country there is usually a spike in the volume of calls to the local call centre as residents get the new service; in Peterborough this did not happen. This is a clear testament to the communications work undertaken in the months and weeks before and during roll out.

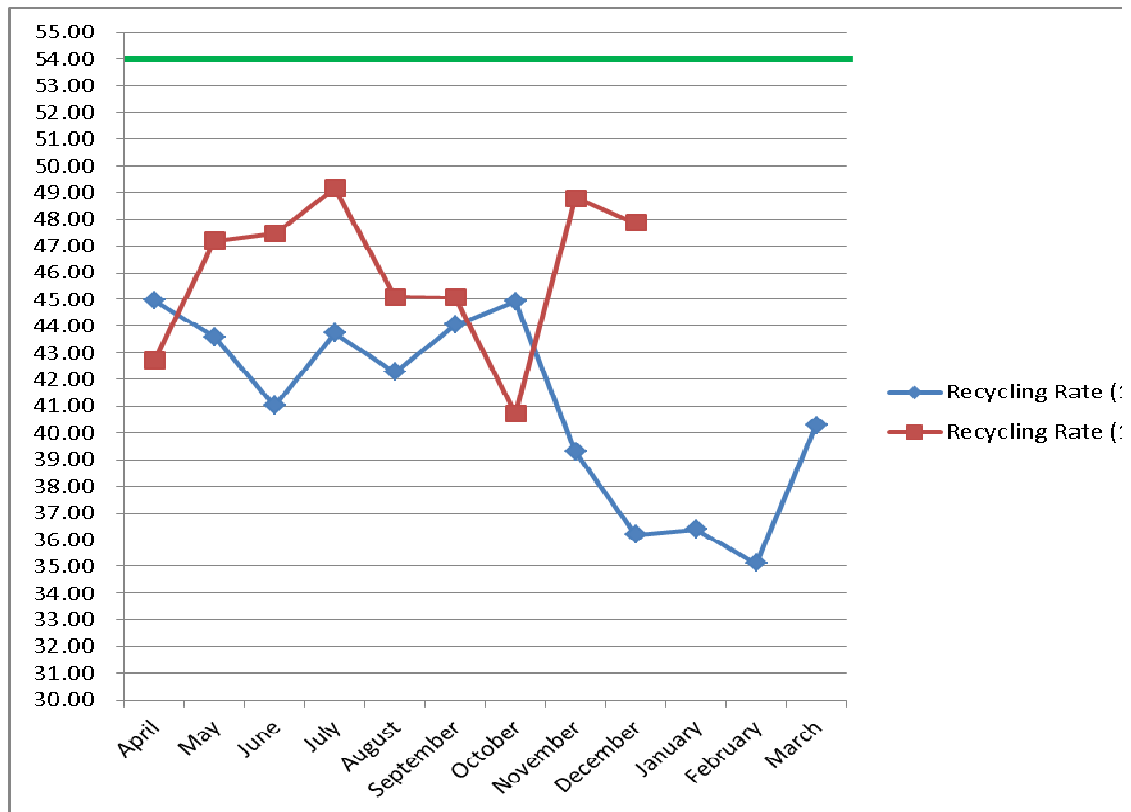
- 5.2.4 Within the partnership, operational planning for new vehicles, routes, rounds and working practices was extensive and highly detailed. The effort spent in planning for transfer of in-cab devices, trackers and radios from old fleet to new fleet, the deployment of new fleet, the development of new routes and rounds required following purchase of new fleet and the training of operatives paid dividends. Significant efforts continue to be made to bring further improvements to the service – operationally, to bear down on delays at the Material Recycling Facility (MRF) and with customers, reminding staff of the need to treat the new food waste disposal bins with due care and attention.
- 5.2.5 In June of this year the operation of the MRF will transfer to Enterprise Peterborough and a new Waste Transfer process will be implemented. This will enable the range of recyclates to be increased. More information will be provided in early May.
- 5.2.6 The service changes over the Christmas and New Year period were successful, with some issues in 2 wards, Park and Werrington. These have been reviewed and lessons learned for 2013. The Waste calendar for 2013/14 will include the Christmas and New Year service date changes, along with any changes to the Garden Service. Following the first months of stable collections, at the end of March it will be possible to identify trends in waste streams and to analyse tonnages more accurately. This should be done in the second quarter of 2013. At the same time, the Client and Partnership will need to give consideration to how to extend the food waste collection service to other property types (e.g. flats) and other organisations (e.g. schools).

5.3 **Waste collection and street cleaning**

- 5.3.1 Food waste helped to increase the recycling rate for November to 48.8%, in comparison to 39.3% during November 2011. There was also an increase in dry recycling during that month, reflecting the renewed information to residents during the communications campaign of previous months. In December 2012 the recycling rate was 47.9% compared with 38.7% in December 2011.

Refuse sent to landfill reduced from by 930 tonnes from 3448 tonnes in October to 2518 tonnes in December.

Poor weather during January has caused minor delays to the service in some areas, but the service has continued each day and we have had many compliments from residents and Members for the efforts of the collection crews.



- 5.3.2 The shrub cutting back programme which was put in place with Peterborough Direct in October has seen positive benefits in terms of communicating to residents when their shrubs will be cut. Shrub cutting progress has mirrored the programme throughout and is on target for completion for the end of February.
- 5.3.3 The city centre is benefiting from the recent restructure of the cleansing team. The recent severe weather posed challenges for the team in keeping the pedestrian areas free of snow and ice, and Enterprise Peterborough has received particular praise as to how well they managed and delivered this work during challenging conditions.
- 5.3.4 Litter bin installations are continuing across the city at locations agreed by the Council. A total of 86 have been installed so far with the remainder due for completion by the end of February.
- 5.3.5 The cleansing and vegetation maintenance of the parkway network continues. Sections undertaken in the last three months include the Nene Parkway, Werrington Parkway, Longthorpe Parkway and the Orton Parkway. In the next three months (and pending lane closure authorisations) Fletton Parkway, Frank Perkins Parkway, Paston Parkway and Soke Parkway will have been completed.
- 5.3.6 Two new Johnson sweepers have been added to our street cleansing fleet to replace old machines.
- 5.3.7 The revised street cleansing programme is being finalised and will be available on a ward-by-ward basis.
- 5.3.8 The Budget for 2013-14 has agreed the case for additional funding to support Enterprise Peterborough's work in tackling areas of particular concern to residents in terms of cleanliness. The Council is working with Enterprise Peterborough to agree how we make best use of this additional resource to ensure that additional effort is

targeted on the areas of greatest need. In agreeing this programme of work, we will take account of the outcomes of the Ward Walks (see below) that are taking place across the City with invitations to all Councillors to participate.

5.4 **Delivery**

- 5.4.1 Enterprise Peterborough has completed the restructure of operations to create a sustainable workforce for the medium term. This is subject to on-going financial stability.
- 5.4.2 The recent restructure has resulted in a number of new posts being created, along with long-term support from experienced staff and, through the technology changes we have introduced, the size of the support team has been reduced.
- 5.4.3 The strategic service delivery plans are being updated for commencement of the third year of the contract.
- 5.4.4 The plans for the Waste and Recycling Service, Street Care and Tree Management have been outlined above. The following is a summary of the plans for the other services:

5.4.4.1 **Bus Services**

- 5.4.4.1.1 Enterprise Peterborough is preparing for the re-tender of the public bus routes listed below:
 - 401: Peterborough – Barnack – Stamford
 - 404: Peterborough – Wansford – Stamford
 - Local Link 406: Werrington – City – Bretton
 - Local Link 408: Bretton – Millfield – City
 - Local Link 401: Thornhaugh – Queensgate
 - Local Link 407: Queensgate – Stanground – Hampton – Orton
 - Local Link 410: Newborough – Dogsthorpe – Queensgate
 - Local Link 411: Etton – Newborough – Dogsthorpe – Queensgate
- 5.4.4.1.2 Any short term extension to the service whilst the tender process is underway will require negotiations with the staff on the terms and conditions of the extension and the extension of leases on the bus fleet.
- 5.4.4.1.3 Enterprise Peterborough will continue to work with the PTA on the development of the Community Link Service.
- 5.4.4.1.4 Enterprise Peterborough will continue to deliver the Home to School service.
- 5.4.4.1.5 A new fleet of mini-buses for the SEN services was brought into service in 2012 and should be operational for 7 years.
- 5.4.4.1.6 The Yellow School Buses are due to be replaced in

2014. A procurement process will commence in Quarter 3 of 2013.

5.4.4.2 **Property Management Services**

5.4.4.2.1 The Property Management team has been restructured in the last year, with the FM Operations Director from within Enterprise taking on the role of the Service Manager, four new Surveyors being appointed to replace staff that have left, and strengthen the teams' skills and experience.

5.4.4.2.2 The programme of Statutory and Health and Safety Works is on schedule as are the various condition survey programmes.

5.4.4.2.3 A total of 105 replacement, refit and change projects have been completed in the last 12 months by the team.

5.4.4.2.4 The major Projects Design and the Project Management team are undergoing a restructure process to respond to the reduced work volumes, resulting from budget cuts and a move to more projects being procured through Design and Construction contracts.

5.4.4.2.5 Significant achievements of the team in 2012 include:

- Design Awards – finalist in 6 categories
- Winner for School Design
- Won funding for design for future climate changes

5.4.4.3 **Service Management**

5.4.4.3.1 The Service Management team have made good progress in the past year.

5.4.4.3.2 Overall school numbers increased by 214% over the Christmas Period and by 15% over the Autumn term compared with 2011.

5.4.4.3.3 Longthorpe School has moved to a price per meal service which has proved a success for the children and the School

5.4.4.3.4 All schools have been retained in the current period.

5.4.4.3.5 Corporate catering has continued to grow with new customers and increasing opportunities from across the Council departments.

5.4.5 Arrangements are in hand to start re-scheduling the next series of Ward Walks and all city councillors will have been contacted recently. Enterprise Peterborough is working

hard to ensure that the Ward Councillors experience of the Ward Walks will be positive in helping Ward Councillors to resolve issues quickly and efficiently in their Wards.

5.4.6 Dealing with any formal complaints forms on Enterprise Peterborough's services are part of work that Enterprise Peterborough has to address. At Annex 1 a flow chart sets out the process followed when dealing with complaints from both residents and Members.

5.5 Performance

5.5.1 The Contract Performance is measured through 100 Key Performance Indicators (KPIs). Over 253,000 activities are measured in the year to collect the KPI performance. The performance against these is summarised in the table below:

Summary of KPI Performance – 1st Nov 2012 to 31 Jan 2013						
Business Stream	Total KPIs	Measureable Events per annum	Measurable Events in the Period	Fails	% Success	Comments
Contract Plans and Reports	11	390	98	0	100.00%	
Health & Safety and Welfare Reporting	9	6,101	1,525	0	100.00%	
Waste & Recycling	8	6,960	1,740	1	99.94%	Recycling performance not on target, mitigation submitted
Street Care	32	40,078	10,020	3	99.97%	Fly tip collection outside SLA
Property Design & Maintenance	9	52,845	13,211	0	100.00%	
Catering	5	4,521	1,130	0	100.00%	
Authority Fleet Management	5	575	144	0	100.00%	
Traveller site management	1	124	31	0	100.00%	
Courier Service	3	14,088	3,522	0	100.00%	
Passenger Transport	18	127,669	31,917	9	99.97%	Bus routes not run for part of a day

5.5.2 The Council is working with Enterprise Peterborough to review the current suite of KPIs.

6. IMPLICATIONS

6.1 The partnership enables the Council to continue to provide value for money services through its partner.

7. CONSULTATION

7.1 Observations made by Members and other stakeholders have been taken into account in this report.

8. NEXT STEPS

8.1 The City Council will consider the Scrutiny Committee's comments as part of its continuing discussions with Enterprise Peterborough about the performance and value-for-money of its services.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 None

10. APPENDICES

10.1 None

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SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 8
18 MARCH 2013	Public Report

Report of the Solicitor to the Council

Report Author – Paulina Ford, Senior Governance Officer, Scrutiny

Contact Details – 01733 452508 or email paulina.ford@peterborough.gov.uk

NOTICE OF INTENTION TO TAKE KEY DECISIONS

1. PURPOSE

- 1.1 This is a regular report to the Sustainable Growth and Environment Capital Scrutiny Committee outlining the content of the Notice of Intention to Take Key Decisions.

2. RECOMMENDATIONS

- 2.1 That the Committee identifies any relevant items for inclusion within their work programme.

3. BACKGROUND

- 3.1 The latest version of the Notice of Intention to Take Key Decisions is attached at Appendix 1. The Notice contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can make after 8 April 2013.
- 3.2 The information in the Notice of Intention to Take Key Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 3.4 As the Notice is published fortnightly any version of the Notice published after dispatch of this agenda will be tabled at the meeting.

4. CONSULTATION

- 4.1 Details of any consultation on individual decisions are contained within the Notice of Intention to Take Key Decisions.

5. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

None

6. APPENDICES

Appendix 1 – Notice of Intention to Take Key Decisions

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PETERBOROUGH CITY COUNCIL'S NOTICE OF INTENTION TO TAKE KEY DECISIONS

APPENDIX 1

PUBLISHED: 7 MARCH 2013

NOTICE OF INTENTION TO TAKE KEY DECISIONS

In the period commencing 28 days after the date of publication of this notice, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

If the decision is to be taken by an individual cabinet member, the name of the cabinet member is shown against the decision, in addition to details of the councillor's portfolio. If the decision is to be taken by the Cabinet, it's members are as listed below:
Cllr Cereste (Leader); Cllr Lee (Deputy leader); Cllr Scott; Cllr Holdich; Cllr Hillier; Cllr Seaton; Cllr Fitzgerald; Cllr Dalton; Cllr Walsh.

This Notice should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis. Each new notice supersedes the previous notice and items may be carried over into forthcoming notices. Any questions on specific issues included on the Notice should be included on the form which appears at the back of the Notice and submitted to Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447.

Whilst the majority of the Executive's business at the meetings listed in this Notice will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies this is indicated in the list below. A formal notice of the intention to hold the meeting, or part of it, in private, will be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

You are entitled to view any documents listed on the notice, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483), e-mail to alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447. For each decision a public report will be available from the Governance Team one week before the decision is taken.

All decisions will be posted on the Council's website: www.peterborough.gov.uk/executivedecisions. If you wish to make comments or representations regarding the 'key decisions' outlined in this Notice, please submit them to the Governance Support Officer using the form attached. For your information, the

contact details for the Council's various service departments are incorporated within this notice.

KEY DECISIONS FROM 8 APRIL 2013

KEY DECISION REQUIRED	DECISION MAKER	MEETING OPEN TO PUBLIC	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (IF ANY OTHER THAN PUBLIC REPORT)
Short Breaks Service - KEY/08APR13/01 Approval to award a contract for the provision of short break services for families with children and young people with disabilities.	Councillor Sheila Scott OBE Cabinet Member for Children's Services	N/A	Creating Opportunities and Tackling Inequalities	Relevant internal departments.	Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou gh.gov.uk	It is not anticipated that there will be any further documents.

PREVIOUSLY ADVERTISED DECISIONS

Moy's End Stand Demolition and Reconstruction - KEY/03APR/12 Award of Contract for the Demolition of the Moy's End Stand and Reconstruction	Councillor David Seaton Cabinet Member for Resources	N/A	Sustainable Growth and Environment Capital	Internal and External Stakeholders as appropriate.	Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterboro ugh.gov.uk	It is not anticipated that there will be any further documents.
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<p>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Dickens Street Car Park.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Rolling Select List - Independent Fostering Agencies - KEY/01 JUL/12 To approve the list for independent fostering agencies.</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Mental Health Services at Clare Lodge - KEY/13NOV12/05 Undertake a tender to secure Mental Health Services for Clare Lodge Secure Unit.</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Clare Lodge Service Review Outcome - KEY/13NOV12/06 To approve the outcome of the service review of Clare Lodge Secure Unit.</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

<p>Residential Approved Provider List - KEY/13NOV12/08 Create a compliant Approved Provider List for Residential units for children and young people.</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Future of Children's Play Services - KEY/13NOV12/09 To determine the future of Play Services in the city</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities.</p>	<p>To be undertaken with key stakeholders.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Care and Repair Framework Agreement - KEY/18DEC12/01 To approve a framework agreement and schedule of rates to deliver disabled facility grant work. specifically providing disabled access to toilet and washing facilities and associated work in domestic properties.</p>	<p>Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>N/A</p>	<p>Strong and Supportive Communities</p>	<p>Relevant Internal Departments.</p>	<p>Russ Carr Care & Repair Manager Tel: 01733 863864 russ.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Capital Programme of Works - KEY/18DEC12/02 To agree the Capital Programme of Works for 2013-14.</p>	<p>Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Members of public, external stakeholders and internal departments.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

Award of Contract for the 413 Bus Service - KEY/27DEC12/01 Award of Contract for Route 413 (Maxey to City Centre) from 1 April 2013.	Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning	N/A	Sustainable Growth	Relevant internal departments and external stakeholders.	Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk	It is not anticipated that there will be any further documents.
Award of Insurance Contract - KEY/10JAN13/01 To authorise the awarding of the contract for provision of the Council's insurances for the next five years.	Councillor David Seaton Cabinet Member for Resources	N/A	Sustainable Growth and Environment Capital	Relevant Internal Departments.	Sue Addison Insurance Manager Tel: 01733 348560 sue.addison@peterborough.gov.uk	It is not anticipated that any further documents will be required.
Extension to various Highways Related Contracts to July 2013 - KEY/24JAN13/01 To extend the existing Highways Maintenance, Professional Services, Street Lighting and Gully Cleansing Contracts until July 2013 pending the review of alternative procurement options.	Councillor David Seaton Cabinet Member for Resources	N/A	Sustainable Growth and Environment Capital	Consultation with senior officers has been undertaken including the Director of Operations and Head of Business Transformation.	Simon Machen Head of Planning, Transport and Engineering Services Tel: 01733 453475 simon.machen@peterborough.gov.uk	It is not anticipated that there will be any further documents.
Environment Capital Action Plan - KEY/24JAN13/02 Approve the Plan for public consultation.	Cabinet	YES	Sustainable Growth and Environment Capital	Four week public consultation.	Charlotte Palmer Climate Change Team Manager charlotte.palmer@peterborough.gov.uk	It is not anticipated that there will be any further documents.
Risk Based Verification Policy - KEY/24JAN13/03 To approve the policy for	Cabinet	NO	Sustainable Growth and Environment	Relevant Internal and External Stakeholders.	Amanda Stevens Head of Shared Transactional Services	It is not anticipated that there will be any further

online Housing/Council Tax Benefit claim forms.		Capital			Tel: 01733 317941 amanda.stevens@peterborough.gov.uk	documents.
Fletton Parkway Junction 17 to 2 improvement scheme - KEY/24JAN13/07 To agree funding is brought forward between 2012 and 2015 in Medium Term Financial Strategy and the contract awarded for the works.	Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning, Cabinet Member for Resources	Sustainable Growth and Environment Capital	N/A	Relevant internal and external stakeholders.	Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk	It is not anticipated that there will be any further documents.
Eco Funding and Community Energy Program - KEY/07MAR13/01 Authority to enter into Heads of Terms with a utility company to develop local funding arrangements.	Councillor Gr. Uff. Marco Cereste Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital	Sustainable Growth and Environment Capital	N/A	Relevant internal stakeholders.	John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk	It is not anticipated that there will be any further documents.
Hampton Leisure Facilities - KEY/07MAR13/02 To approve the financial model and lease option for the Hampton Leisure Centre.	Councillor Matthew Lee Deputy Leader and Cabinet Member for Culture, Recreation and	Sustainable Growth and Environment Capital	N/A	Relevant Internal and External stakeholders.	Dominic Hudson Strategic Partnerships Manager Tel: 01733 452384 dominic.hudson@peterborough.gov.uk	It is not anticipated that there will be any further documents.

<p>Affordable Housing Capital Funding Policy - KEY/07MAR13/03 Revision to the Affordable Housing Capital Funding Policy</p>	<p>Cabinet</p>	<p>Yes</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal Departments.</p>	<p>Richard Kay Policy and Strategy Manager richard.kay@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Sale of Craig Street Car Park - KEY/25MAR13/01 To approve the sale of land known as Craig Street Car Park.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal and External Stakeholders and ward councillors.</p>	<p>David Gray Capital Projects Officer Tel: 01733 384531 david.gray@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Restructure of Neighbourhood Services - KEY/25MAR13/02 To approve the details of the restructure in order for it to contribute to the financial savings required and to further enhance service delivery arrangements.</p>	<p>Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>N/A</p>	<p>Strong and Supportive Communities</p>	<p>Relevant Staff and internal departments.</p>	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Local Welfare Provision - KEY/25MAR13/03 To approve the establishment of the new Local Welfare Provision offer which replaces the Department for Work and Pensions Social Fund.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>N/A</p>	<p>Strong and Supportive Communities</p>	<p>Relevant Internal Departments and External Stakeholders.</p>	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Supporting People Programme - KEY/25MAR13/04 To approve service reductions.</p>	<p>Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning</p>	<p>N/A</p>	<p>Strong and Supportive Communities</p>	<p>Relevant internal departments and external stakeholders.</p>	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

<p>Library Services - KEY/25MAR13/05 To agree the outcome of the consultation on proposals to revise the library opening hours at Bretton, Orton, Werrington and Central Libraries and proposals to revise the frequencies and stopping times for the mobile library service.</p>	<p>Cabinet</p>	<p>Yes</p>	<p>Strong and Supportive Communities</p>	<p>Will be undertaken with members of public and relevant stakeholders.</p>	<p>Dominic Hudson Strategic Partnerships Manager Tel: 01733 452384 dominic.hudson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p>Redesign of the Direct Intervention Service - KEY/25MAR13/06 To approve the re-design of the Direct Intervention Service to enable the realisation of the savings as detailed in the Medium Term Financial Plan.</p>	<p>Councillor Sheila Scott OBE Cabinet Member for Children's Services</p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Direct Intervention Service staff, Legal Services, Human Resources and Finance.</p>	<p>Lou Williams Head of Commissioning, Specialist Services Tel: 01733 864139 lou.williams@peterborough.gov.uk</p>	<p>It is not anticipated that any further documents will be used.</p>

CHIEF EXECUTIVE'S DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1HG

Communications
Strategic Growth and Development Services
Legal and Governance Services
Policy and Research
Economic and Community Regeneration
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

STRATEGIC RESOURCES DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Finance
Internal Audit
Information Communications Technology (ICT)
Business Transformation
Strategic Improvement
Strategic Property
Waste
Customer Services
Business Support
Shared Transactional Services
Cultural Trust Client

CHILDREN'S SERVICES DEPARTMENT Bayard Place, Broadway, PE1 1FB

Safeguarding, Family & Communities
Education & Resources
Strategic Commissioning & Prevention

OPERATIONS DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management, Passenger Transport)
Commercial Operations (Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Tourism)
Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion, Neighbourhood Management)
Operations Business Support (Finance)

ADULT SOCIAL CARE Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Care Services Delivery (Assessment & Care Management; Integrated Learning Disability Services and HIV/AIDS; Regulated Services)
Strategic Commissioning (Mental Health & Integrated Learning Disability; Older People, Physical Disability & Sensory Impairment; Contracts, Procurement & Compliance)

Quality, Information and Performance (Performance & Information; Strategic Safeguarding; Business Support & Governance; Business Systems Improvement; Quality and Workforce Development)