

**SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL
SCRUTINY COMMITTEE**

**TUESDAY 17 MARCH 2015
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 Meetings held on:

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- 13 January 2015
- 3 February 2015 – Call-In
- 9 February 2015 – Joint Scrutiny Committee and Commissions Meeting – Scrutiny of the Budget
- 16 February 2015 – Call-In

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. A Draft Strategy for the Council Farms Estate - Final Report of the Task and Finish Group

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There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Paulina Ford on 01733 452508 as soon as possible.

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9.	Forward Plan of Executive Decisions	163 - 186

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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: N Arculus (Chair), Y Maqbool (Vice Chairman), R Brown, A Iqbal, Thulbourn, M Fletcher and J A Fox

Substitutes: Councillors: J Shearman, S Lane, R Herdman and S Allen

Further information about this meeting can be obtained from Paulina Ford on telephone 01733 452508 or by email – paulina.ford@peterborough.gov.uk

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**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH AND ENVIRONMENT
CAPITAL SCRUTINY COMMITTEE
HELD IN THE BOUGES/VIERSEN ROOMS, TOWN HALL
ON 13 JANUARY 2015**

Present: Councillors N Arculus (Chairman), C Harper, Y Maqbool, Iqbal, JA Fox, M Fletcher, N Thulbourn,

Also Present: Councillor JR Fox, Group Leader, Werrington First
Councillor Sandford, Group Leader, Liberal Democrats
Councillor N North, Cabinet Member for Communities and Environment Capital
Councillor Eley, Cabinet Member for Street Scene, Waste Management and Communications
Steve Bowyer, Interim Chief Executive, Opportunity Peterborough

Officers Present: Simon Machen, Director of Growth and Regeneration
Jonathan Lewis, Assistant Director for Education, Resources and Corporate Property
Jo Gresty, Farms Manager
Mark Speed, Transport and Infrastructure Planning Manager
Richard Mayes, Principal Passenger Transport Contracts and Planning Officer
James Collingridge, Enterprise Partnership Manager
Dominic Hudson, Strategic Partnership Manager
Paulina Ford, Senior Governance Officer

1. Apologies for Absence

Apologies were received from Councillor Brown. Councillor Harper was in attendance as substitute for Councillor Brown.

2. Declarations of Interest and Whipping Declarations

Councillor Sandford in attendance as Group Leader for the Liberal Democrats declared that he worked for the Woodland Trust and this had been mentioned in the report at item 6, Draft Strategy for the Councils Farms Estate – Final Report of the Task and Finish Group. There were no further declarations of interest or whipping declarations.

3. Minutes of Meetings held on

- 16 October 2014
- 6 November 2014
- 2 December 2014 – Call-in
- 3 December 2014 – Joint Meeting of the Scrutiny Committees and Commissions – Budget – Phase 1

The minutes of the meetings held on 16 October, 6 November, 2 December and 3 December 2014 were all 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. Opportunity Peterborough Annual Report

The report was introduced by the Interim Chief Executive and provided the Committee with a review of the draft Economic Action Plan development, a review of Opportunity Peterborough activity 2014 and an economic snapshot for December 2014.

Questions and observations were made around the following areas:

- If Peterborough were to increase its marketing budget do you think there would be a short to medium term return on investment? *Members were informed that an increased marketing budget would not provide a good return on investment. The reputation and profile for Peterborough had grown over the past few years and investment inquiries were coming in and therefore it was not necessary to undertake a big marketing campaign. There were different ways of raising the profile now.*
- Have you commissioned any independent research which has compared Peterborough's profile with other cities like Milton Keynes? *Members were informed that no reports had been commissioned and to do so would be costly.*
- What business sectors were being targeted? *Members were informed that Opportunity Peterborough (OP) were promoting Peterborough as a good place to do business. The key elements that businesses looked for when deciding where to locate their business were: can they set up the business easily, can they trade well, and was there a good local infrastructure and good business networks. Members were also advised that during Qtr. 4 and Qtr. 1 of the new financial year OP would be targeting digital sector companies. Manufacturing and food and drink sectors were also strong sectors in Peterborough.*
- With such a broad brush approach to targeting sectors how could the council invest and put the correct infrastructure in place. *The Interim Chief Executive responded that OP had not taken a broad brush approach and that there were strong sectors in Peterborough such as manufacturing, environmental and digital. When companies made enquiries OP contacted the local colleges and schools to make sure the skills would be in place for those companies. OP meet with University Peterborough to make sure the courses on offer met the skills required by the incoming companies.*
- Members noted that all local schools had signed up to the Skills Service and over 1100 businesses had pledged their support. Was the Careers Festival which was held in the summer a one off event or would it be held annually? *Members were informed that this was the second year that it had been held and it had grown in success from the previous year. It would be held again in 2015 and the offer would be broadened.*
- Was there something that Peterborough was not offering which had deterred some businesses from coming to Peterborough? *Members were informed that the main things businesses looked for when considering where to locate their business was could they do business there and then could they recruit locally. The city scored very highly for manufacturing, distribution and engineering. One thing that the city was lacking was the fact that Peterborough was not a university city but could not say that this was a contributing factor to deterring companies from moving to the city.*
- Recognising that having a university was a key priority why did this not feature more prominently in the action plan. *Members were informed that having a university would feature more prominently in the action plan going forward. Members were reminded that Peterborough did have a university centre though.*
- Was there anything more the council could do? *Members were advised that it was important that the profile of the University Centre Peterborough was raised and supported to ensure success.*
- Members requested that a standard set of statistics be provided so that historical data and trends could be shown. *Members were informed that the statistics could be put in*

graph format to show trends. Work was being done by the Economic Development Officer on an up to date economic report. The Chair suggested that the Interim Chief Executive contact Councillor Thulbourn to discuss a format for presentation of statistics going forward.

ACTIONS AGREED

The Committee noted the report and requested that the Interim Chief Executive of Opportunity Peterborough take the following actions:

1. Contact Cllr Thulbourn to discuss a format for presentation of statistics and information.
2. Provide the Committee with a comprehensive set of data and statistics when available.
3. Report back to the Committee in one year.

6. A Draft Strategy for the Council's Farms Estate - Final Report of the Task and Finish Group

The report was introduced by the Assistant Director for Education, Resources and Corporate Property on behalf of the Task and Finish Group. The report provided the Committee with the outcomes of the Task and Finish Group which was tasked to review and develop a strategy for the Council's Farms Estate. The strategy was presented to the Committee for comment and review. Councillor Harrington and Councillor Murphy who were members of the Task and Finish Group also addressed the Committee and spoke about the work of the Task and Finish Group and the context and background to the development of the strategy.

Questions and observations were made around the following areas:

- Members sought clarification from the Farms Manager whether the council had a legal duty to provide an agricultural estate. Members had understood that if the council held a farms estate then the council had a legal duty to make it available to new entrants but that there was no obligation as a local authority to hold a farms estate. *The Farms Manager responded that as a small holdings authority the council had a duty to try and make small holdings available to new entrants. However the government has said that it would not legislate to enforce this legislation. A lot of small holdings authorities had sold their estates.*
- How many of the small holdings were let to new entrants in to the agricultural sector. *Members were informed that one small holding had been let to someone about five years ago who was a tenants son but a new entrant. The Assistant Director advised that there had been interest from land agents who had people interested in starting as new entrants in the agricultural sector.*
- What is the cost of borrowing £3M's worth of capital at the council's current cost of capital and is the £275K income figure net of that cost of capital. *Members were informed that the rate of borrowing was approximately £70K a year to borrow £1M, therefore approximately £210K to borrow £3M.*
- Members commented that the report was good in content but did not include other options as a comparison. This would have provided further evidence for the Committee to understand how the conclusions had been reached by the Task and Finish Group. *Members were informed that other options had been considered by the Task and Finish Group.*
- Members requested that the other options considered should be included within the report.
- Did the Task and Finish Group explore if the best option was to make the Farms Estate available to new entrants. *Members were informed that this was considered and the Task and Finish Group had also looked at how allocation to new entrants would be made.*
- Would the council need to subsidise new entrants to encourage them rather than letting the land at a market rate. *The Farms Manager responded that a direct subsidy would not be applied but part of the strategy would be to let some land to Agri businesses for a*

period of time to maximise the rental opportunity. A new entrant would be expected to pay a good rent.

- If Peterborough were to gain University status would it be possible to have a University working farm and would there be any demand for this. *The Farms Manager responded that he had had several meetings with the Regional College who recognised that there was considerable demand from students for an agricultural and environmental syllabus.*
- Members asked if the land could be built on. *The Director for Growth and Regeneration advised that this was not possible as all of the land was in a high flood risk area.*

Councillor Thulbourn seconded by Councillor Arculus put forward a recommendation that the Task and Finish Group continue and redraft the strategy to include additional information such as financial information and alternative options considered. The strategy should then be brought back to the next meeting on 17 March 2015 for further consideration. The recommendation was put to the vote and agreed. (6 in favour, Cllr JA Fox did not vote as she was a Member of the Task and Finish Group, 0 against)

The Chairman commended the work of the Task and Finish Group and thanked the Officers supporting the Task and Finish group for the work done so far.

RECOMMENDATION

The Committee recommend that:

1. The Task and Finish Group should continue until the Strategy has been represented to the Committee at its next meeting on 17 March 2015.
2. The Strategy is re drafted to include additional information to evidence other options that had been considered and further financial information that had been considered by the Task and Finish Group when drafting the Strategy.
3. The Strategy to include the mention of any possible educational opportunities.
4. The final draft of the Strategy to be brought back to the Committee on 17 March 2015 for endorsement before going to Cabinet for approval.

7. Brown Bins Review

The report was introduced by the Cabinet Member for Street Scene, Waste Management and Communications and provided the Committee with an update on the chargeable garden waste collection service which was introduced on 27 May 2014.

Questions and observations were made around the following areas:

- Was it the intention that the charge for the brown bin service would just cover the costs of the service or was it the intention to make a profit? *Members were advised that the council were not allowed to make a net profit as it was against the rules of Local Government Finance and any surplus generated had to be reinvested back into the service and cover the costs of the service.*
- One Member advised that they were not in agreement with the charge for the brown bin service and the take up had been relatively low with people putting garden waste in the black bin. This was not helping Peterborough towards its objective of being an Environmental City. *The Cabinet Member responded that unfortunately there was a deficit and ways had to be found to deliver services. There had been no choice but to introduce the charge. Garden waste was being put into black bins but the increase had been less than 10% since the introduction of the charge for brown bins which had been less than anticipated.*
- Members commented on the amount of waste going into the black bin which could be recycled or could have gone into the brown bin. *Members were informed that there was still a large amount of residual waste going into the black bin which needed to either go to recycling or food waste and some of that was garden waste.*

- Members sought clarification with regard to table 5.3.1 and the composition analysis comparing food waste, dry recycling, garden waste and black bin waste and wanted to know if the figures were post brown bin scheme. *Members were advised that the figures were post introduction of the scheme. There was a composition analysis completed in 2010 which showed 5% garden waste going into the black bin and 41% food waste in the black bin which was pre the food waste collection scheme.*
- Members commented that more work needed to be done with regard to the food waste service. *The Cabinet Member responded that research and analysis was being carried out with regard to looking at making the food waste collection service easier and also introducing the service to people who lived in flats.*
- Members commented that there was still a number of communities that did not understand what waste needed to go into which receptacle. *Members were informed that under the Green and Clean Campaign target areas were being looked at where it was thought people did not understand how to use the various receptacles to give them guidance in using the correct receptacle.*
- Members were concerned about the items that were not going into both the black or brown bins and where they were being tipped. How was this being addressed? *Members were informed that Amey who collect the fly tipping had not reported this as a significant issue and the volume of fly tipping had decreased since last year. Members were advised to report all fly tipping issues to ensure Amey were aware of the scale of the issue, if they were not made aware then the issue could not be addressed or recorded.*
- The organisation WRAP recommend that the best way for local authorities to boost the recycling rate was to have separate containers in the bins e.g. glass, plastic, food etc. Is this something that Peterborough have considered? *The Cabinet Member responded that he sat on a Board called Recycle for Cambridgeshire and Peterborough (RECAP) and there were representatives from the District Authorities, Cambridgeshire County Council and Peterborough. This suggestion had been looked at but other authorities which had this in place had not achieved any better results.*
- Members noted an error in paragraph 5.1.3 which stated that collections were being made at Elton which was outside of the Peterborough authority. *Members were informed that it should have read Etton and this would be changed.*
- Shredded paper cannot be put in to the green bin. Why? *Members were informed that the equipment in place to deal with recycled matter could not accept shredded paper as it blocked the equipment. Shredded paper should be put in the black bin.*

ACTIONS AGREED

The Committee noted the report.

8. Local Transport Plan Programme of Works 2015/16

The report was introduced by the Transport and Infrastructure Planning Manager. The report provided the Committee with an opportunity to consider the proposed Local Transport Plan Programme of Works for 2015/16 and to comment on the programme prior to submission to the Cabinet Member for Planning and Housing Services.

Questions and observations were made around the following areas:

- Members asked if a comprehensive survey of all roads was carried out as it appeared that not all roads were listed that were in a bad state and in need of repair. *Members were informed that there were highway inspectors that had certain areas to cover and new those areas well. The assets were surveyed but not every asset was surveyed each year. If Members knew of areas that were in bad repair that were not on the list they should inform the Transport and Infrastructure Planning Manager and a survey would be conducted.*

- Members noted that a scheme of work to paint Oundle Road footbridge cost £77,500 and asked why it was going to cost so much. *The Transport and Infrastructure Planning Manager offered to circulate further information on this item to members of the Committee.*
- Are cycle ways part of the list of assets? *Members were advised that they were.*
- The Director of Growth and Regeneration informed Members that the Local Transport Programme of Works was operated on an asset condition based approach to maintaining the highway asset. Many requests were received from councillors and members of the public and these were logged. Maintenance was based on the condition of the asset first and foremost and the amount of use the asset received. Safety was also an important consideration.

ACTIONS AGREED

The Committee noted the report.

9. Report on the Impact of Subsidised Bus Services Cuts

The report was introduced by the Transport and Infrastructure Planning Manager. The report outlined for the Committee the impact of subsidised bus service cuts following the changes implemented on 1 October 2013. Also contained within the report was a comparison regarding certain key performance indicators (KPI's) and set out potential further steps as part of an ongoing review process.

Questions and observations were made around the following areas:

- Have you had any feedback from Stagecoach as to whether the new routes are viable? *Members were informed that the council would not be subsidising the routes if they were commercially viable. The council were not provided with the exact passenger usage figures from Stagecoach but from the numbers that the council have they were not commercially viable.*
- Members queried why officers were unable to obtain the exact passenger numbers from Stagecoach especially as the council subsidises them. Did the council challenge Stagecoach? *Members were advised that the council did subsidise all of the city routes through a voluntary partnership to run additional night time and some weekend services. Figures could be obtained on the subsidised routes. Regular meetings were held with Stagecoach and challenge was provided at those meetings.*
- Members commented that urban areas such as Fengate had been particularly hit by the cut in the bus service. At the Joint Scrutiny Committee Budget Meeting in December a recommendation was made to Cabinet that £150K be found from the savings in Phase 1 of the budget to reinvest in a further bus route in Peterborough. Members asked why Cabinet had not taken the recommendation forward. *The Cabinet Member for Communities and Environment Capital responded that the £150K was not additional money and was part of the savings within the budget. If the £150K was put back into the budget there would have to be a saving from another service.*
- Members commented that the Community Link service was an excellent service and should be promoted more.

The Chair thanked officers for the work completed on the report and answering questions from the Committee.

ACTIONS AGREED

The Committee noted the report.

10. Forward Plan of Executive Decisions

The Committee received the latest version of the Forward Plan of Executive 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 on the Forward Plan and where appropriate identify any relevant areas for inclusion in the Committee's work programme.

ACTIONS AGREED

The Committee noted the Forward Plan of Executive Decisions.

11. Work Programme 2014/2015

Members considered the Committee's Work Programme for 2014/15 and discussed possible items for inclusion.

The Senior Governance Officer informed the Committee that some Councillors had requested that the Scrutiny in a Day – One Year On event which had been scheduled for 27 February in the afternoon should be moved to an evening event to allow more people to attend. As the event would only run for three hours this would be possible. The Senior Governance Officer sought the committee's views on this.

Members were also reminded that there was another Joint Scrutiny Meeting of the Budget on 9 February.

ACTION AGREED

To confirm the work programme for 2014/15 and the Senior Governance Officer to include any additional items as requested during the meeting.

12. Date of Next Meeting

17 March 2015

The meeting began at 7.00pm and ended at 9.40pm

CHAIRMAN

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**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH AND ENVIRONMENT
CAPITAL SCRUTINY COMMITTEE
HELD AT THE BOURGES/ VIERSSEN ROOM - TOWN HALL
ON 3 FEBRUARY 2015**

Present: Councillors Y Maqbool (Chairman), C Harper, R Brown, A Iqbal, JA Fox, M Fletcher, N Thulbourn

Also Present: Cllr Sandford, Group Leader, Liberal Democrats
Cllr Harrington, Group Leader, Peterborough Independent Forum
Cllr JR Fox, Group Leader, Werrington First
Cllr Seaton, Cabinet Member for Resources
Cllr Murphy
Cllr Ferris

Officers Present: John Harrison, Executive Director of Strategic Resources
Gurdeep Sembhi, Contracts Lawyer
Paulina Ford, Senior Democratic Services Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Arculus and Councillor Harper was in attendance as substitute.

2. Declarations of Interest and Whipping Declarations

Councillor Sandford informed the Committee that he donates to Amnesty International and advised that he had taken advice from the Monitoring Officer and this did not form a pecuniary interest but he wished to advise the committee of this.

The Chairman read out the procedure for the meeting.

3. 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 19 January 2015 to form a Strategic Partnership between Peterborough City Council and AVIC International Corporation (UK) Ltd.

The request to Call-In this decision was made on 22 January 2015 by Councillor Sandford and supported by Councillors Murphy, Ferris and Shaheed. The decision for Call-In was based on the following grounds:

- Criteria 4. The decision does not follow the principles of good decision making set out in Article 11 of the Council's Constitution, specifically which the decision maker did not:
- (a) Realistically consider all alternatives and, where reasonably possible, consider the views of the public.
 - (c) Take account of all relevant matters, both in general and specific, and ignore any irrelevant matters.
 - (d) Act for a proper purpose and in the interests 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 the decision made by Cabinet Councillors Sandford, Ferris and Murphy made the following points:

- Cabinet had failed to take into account all relevant information.
- The Cabinet report had not mentioned the Human Rights record of the Peoples Republic of China. Many Human Rights atrocities had occurred in China.
- The Company was a wholly owned company of the Peoples Republic of China.
- Cabinet had failed to take into account the views of the public or of Councillors regarding going into partnership with the Government of China. Whilst not legally obliged to undertake a public consultation at this stage of the Memorandum of Understanding something of major concern like this should have gone out to consultation.
- Cabinet had failed to evaluate alternative courses of action. China was not the only country with expertise on solar panels.
- The council did not have an Ethical Procurement Policy.
- Alternative options would be to consider home grown businesses.
- Cabinet had not involved Councillors and Scrutiny.
- The decision should be referred to Full Council for debate.

Questions and Comments from Members of the Committee:

- Members sought further clarification on the reasons for the Call-In.
- Members sought clarification regarding the criteria of a Memorandum of Understanding (MoU) within the council. *The Legal Officer responded that the MoU was a first key stage discussion document to identify the common interest of both parties. It outlined the fundamental elements which were needed to be done to achieve the partnership. It confirmed the intentions of the parties.*

There being no further questions from the Committee Councillor Seaton, Cabinet Member for Resources was invited to respond in answer to the Call-In request:

Councillor Seaton and John Harrison, Executive Director for Resources made the following points:

- The council took Human Rights issues seriously.
- The council did not currently have a policy on investment and trade and therefore the proposal was not in contravention of council policy.
- The decision had been placed on the Forward Plan and therefore Scrutiny would have had an opportunity to seek further information and scrutinise the decision.
- It was not usual to consult with the public on such an issue.
- The government produce a report annually on the Human Rights position and in their opinion the position in China had improved.
- There was government cross party agreement in promoting business with China.
- The companies named in the potential MoU were all multi-national with existing British and European businesses and employed staff in the UK.

Questions and Comments from Members of the Committee:

- Did the MoU stop the council from talking to other companies? *Members were informed that it did not stop the council from engaging with other companies.*
- Members sought assurance that by entering into an agreement with AVIC that this would not stop other companies investing in the city. *Members were informed that AVIC would not have exclusivity and other options for investment in the city would always be considered. Examples of other investment were Skanska and Viber. Peterborough would become an exemplar of how working with other companies could benefit the UK. If AVIC did not invest in Peterborough it would invest in another local authority.*
- Was the council dealing with China directly or through a business in the UK? *Members were informed that the council had direct contact with AVIC UK who was the lead contact in the UK and acted as an intermediary with China.*
- Was there government guidelines in place for setting up this type of business? *Members were informed that there were no guidelines in place.*
- Members sought clarification of what the next stages were following on from the MoU.
- Members felt that the Committee should have seen a copy of the MoU. *The Executive Director advised that a copy of the MoU would be circulated to the Committee.*

Following discussion Councillor Fletcher put forward a recommendation that the Committee refer the matter to full Council. The Chair asked for a seconder to the recommendation. There was no seconder and therefore the proposal was not carried forward.

After debating the request to Call-in the decision the Committee took a vote on the remaining two options which were either:

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

The Committee voted in favour of (a) not agree to the request to call-in the decision (4 in favour, 1 against, 2 abstentions)

ACTION

The request for Call-in of the decision made by Cabinet on 19 January 2015, regarding the formation of a Strategic Partnership between Peterborough City Council and AVIC International Corporation (UK) Ltd. 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 8, and paragraph 13), implementation of the decision would take immediate effect.

The meeting began at 7.00pm and ended at 8.30pm

CHAIRMAN

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**DRAFT MINUTES OF THE JOINT MEETING OF THE SCRUTINY COMMITTEES AND
COMMISSIONS
HELD IN THE COUNCIL CHAMBER- TOWN HALL
ON 9 FEBRUARY 2015**

Present: Councillors J Stokes (Chairman), R Brown, R Ferris, L Forbes, D Fower, J R Fox, J A Fox, D Harrington, A Iqbal, M Jamil, N Khan, Y Maqbool, E Murphy, G Nawaz, J Okonkowski, J Peach, B Rush, B Saltmarsh, N Shabbir, A Shaheed, J Shearman, N Thulbourn

Also Present: Councillor Sandford, Group Leader, Liberal Democrats
Councillor Cereste, Leader of the Council and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement
Councillor Eley, Cabinet Member for Street Scene, Waste Management and Communications
Councillor Fitzgerald, Cabinet Member for Adult Social Care
Councillor Scott, Cabinet Member for Childrens Services
Councillor Seaton, Cabinet Member for Resources
Councillor Hiller, Cabinet Member for Planning and Housing Services and Rural Communities
Councillor Serluca, Cabinet Member for City Centre Management, Culture & Tourism
Councillor Casey, Cabinet Advisor for City Centre Management, Culture & Tourism
Councillor Lamb, Cabinet Advisor for Health

Officers Present: Gillian Beasley, Chief Executive
John Harrison, Executive Director of Resources
Wendi Ogle-Welbourn, Director of Communities
Kim Sawyer, Director of Governance
Simon Machen, Director of Growth and Regeneration
Jonathan Lewis, Assistant Director for Education, Resources and Corporate Property
Steven Pilsworth, Head of Strategic Finance
Vicki Palazon, Financial Services Manager – Planning and Reporting
Paulina Ford, Senior Democratic Services Officer, Scrutiny
Dania Castagliuolo, Democratic Services Officer

1. Election of Chairman

The Senior Democratic Services Officer welcomed all attendees to the meeting and advised Members that a chairman needed to be appointed as Councillor Arculus had given his apologies. In accordance with the constitution Part 4, Section 8, Paragraph 17,

where the Joint Scrutiny Committees and Commissions have a meeting, the Chairman needed to be appointed from the other Scrutiny Chairs present at the meeting. Members were advised that Councillor Day had given her apologies, Councillor Rush had informed the Senior Democratic Services Officer that he was unable to stay for the duration of the meeting and Councillor Khan had previously advised that he did not wish to Chair the meeting. Councillor Stokes was therefore nominated as Chairman for the meeting by default. The Senior Democratic Services Officer invited Councillor Stokes to chair the meeting.

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 Phase 2 of the 2015/16 Budget and Medium Term Financial Strategy to 2024/25. The meeting was an opportunity for Members of each Scrutiny Committee or Commission to come together to scrutinise the Budget and Medium Term Financial Plan, as part of the formal consultation process before being presented to Cabinet on 23 February 2015 for approval and recommendation to full Council on 4 March 2015.

2. Apologies

Apologies were received from Councillors Arculus, Day, Sanders, Allen, Fletcher and two Co-opted Members Stuart Francis and Alistair Kingsley. Apologies for absence were also received from Councillor Holdich, Cabinet Member for Education, Skills and University, Jana Burton, Executive Director for Adult Social Care and Sue Westcott, Executive Director of Childrens Services.

3. Declarations of Interest and Whipping Declarations

No declarations of interest or whipping declarations were received.

4. Budget 2015/16 and Medium Term Financial Plan to 2024/25

The Cabinet Member for Resources introduced the report and gave a brief overview of the Phase 2 Budget proposals and an update on Phase 1 issues remaining. The following key points were highlighted:

- The scale of the financial challenge.
- The commitments for the city had been added to in order 'to achieve the best health and wellbeing for the city'. This was a recommendation from Audit Committee to the Cabinet, which had not yet been agreed.
- There would be a balanced budget for 2015/16 but in 2016/17 there would be the challenge of at least £10m of savings to find.
- Council Tax proposed freeze for 2015/16.
- A summary of the budget position.
- Update on remaining Phase 1 issues which included:
 - A revised set of proposals for grass cutting and shrubs
 - Bowls greens to continue to be maintained while exploring options for greater community involvement in bowls greens and tennis courts

- £36k saving from bowls and tennis courts to be covered by risk contingency to 2015/16
- Working with the Disability Forum to see if we can provide more disabled parking spaces
- Investigating options for providing free companion bus passes with a task and finish group
- Potential investment in public transport to be explored by Director of Growth and Regeneration with members, but would have to be funded by reducing other budgets
- Meals and Wheels price to be unchanged from 1 April following the change to a new provider (Icare)

Each section of the budget was then taken in order according to how it was presented in the Budget Book. Each section was introduced by the relevant Cabinet Member before taking questions from the Committee. Questions and observations were made around the following areas:

Item	Section of the Budget	Questions / Comment	Response
4 & 5	Introduction of the Budget and Overall Budget Strategy & Phase 1 Issues Remaining.	Members commented that the Budget did not seem to be balanced as funds were being used from risk contingency.	The updated shrub proposal delivered savings. It was the bowls clubs proposal that used the risk contingency, and this was within acceptable levels within the overall budget proposals
		Members were concerned that the fees charged to Football Clubs in Peterborough were too high and that maintenance services had also been stopped. This could lead to matches being cancelled and fewer sporting events taking place.	Football Clubs were no longer receiving the service of a caretaker on match day, although, they were receiving support from the Council.
		Members requested that the Cabinet Member for Street Scene, Waste Management and Communications checked that the Football Clubs were receiving the right level of support.	There was no need to check as this information was already known. The Council had been working with the Football Association and clubs for over 12 months and they were fully aware of the support they had been receiving and of the future programme.
The Committee noted this section of the budget.			
6.	Adult Social Care and Health and Wellbeing Appendix 2 and related Capital Programme (Pages 14 – 18)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			
7.	Chief Executive's Appendix 3 and related Capital Programme (Page 19)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			

Item	Section of the Budget	Questions / Comment	Response
8.	Communities Appendix 4 and Capital Related Programme (Pages 20 - 23)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			
9.	Governance Appendix 5 and related Capital Programme (Pages 24 – 26)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			
10.	Growth and Regeneration Appendix 6 and related Capital Programme (Pages 27 – 28)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			
11.	Resources including Strategic Commissioning and Partnerships Appendix 7 and related Capital Programme (Pages 29 – 38)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			
12.	Funding Implications Appendix 8 (Page 39)	There were no questions or comments raised on this section.	
The Committee noted this section of the budget.			

Item	Section of the Budget	Questions / Comment	Response
13.	Staff Implications Appendix 9 (Pages 40 – 41)	The Cabinet Member for Resources Commented that the Council would make a commitment to move to the Living Wage Scheme and referred to Appendix 9, page 41 of the Budget 2015/16 and Medium Term Financial Strategy which reflected this.	
		Members queried whether staff in schools were included in the Living Wage Scheme.	The schools Forum had reached the agreement that maintained schools would implement the plan to raise wage levels up to the level of the Living Wage. Discussion was ongoing regarding voluntary aided and Academy schools joining in the scheme. The Council were fully supportive of these arrangements across schools.
		Members asked what date the implementation of the Living Wage Scheme would take place.	The implementation date would be 1 April 2015.
The Committee noted this section of the budget.			
14.	Treasury Management Strategy 2015/2016 – 2024/2025 (Pages 74 – 98) Capital Strategy 2015 – 2025 (Pages 99 – 128) Asset Management Plan 2014 – 2019 (Pages 129 – 169)	The Cabinet Member for Resources advised the Committee that this was a standard item presented yearly, which had been updated for current circumstances.	
The Committee noted this section of the budget.			

Item	Section of the Budget	Questions / Comment	Response
15.	General Comments, any overall recommendations and conclusion.		
	There were no further comments or questions.		

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.

CHAIRMAN

The meeting began at 6.00pm and ended at 6.40pm

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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 16 FEBRUARY 2015**

Present: Councillors Y Maqbool (Chairman), J Peach, S Allen, R Brown, JA Fox, R Herdman, N Thulbourn

Also Present: Cllr Sandford, Group Leader, Liberal Democrats
Cllr Harrington, Group Leader, Peterborough Independent Forum
Cllr JR Fox, Group Leader, Werrington First
Cllr Hiller, Cabinet Member for Planning and Housing Services and Rural Communities
Cllr Murphy

Officers Present: Simon Machen, Director for Growth and Regeneration
Andy Tatt, Head of Peterborough Highways
Gurdeep Sembhi, Legal Adviser
Paulina Ford, Senior Democratic Services Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Arculus, Councillor Iqbal and Councillor Fletcher. Councillor Allen, Councillor Peach and Councillor Herdman were in attendance as substitutes.

2. Declarations of Interest and Whipping Declarations

No declarations of interest or whipping declarations were received.

The Chairman read out the procedure for the meeting.

3. 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 2 February 2015 regarding the Junction 17 - 2 Fletton Parkway Widening, Contamination and Drainage Issues, JAN15/CAB/11.

The request to Call-In this decision was made on 5 February 2015 by Councillor Harrington and supported by Councillors Murphy and Sharp. The decision for Call-In was based on the following grounds:

Criteria 2. Decision contrary or not wholly consistent with the budget?

Criteria 4. The decision does not follow the principles of good decision making set out in Article 11 of the Council's Constitution specifically that the decision maker did not:

- (c) Take account of all relevant matters, both in general and specific, and ignore any irrelevant matters.
- (d) Act for a proper purpose and in the interests of the public.
- (h) Be responsible for their decisions and be prepared to give reasons for them.

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 and Murphy made the following points:

Councillor Harrington

- The purpose of the Call-In was not to question the need for the scheme and not to stop the project. It was to gain a clear understanding of the procedure and timeline of the scheme and why and when the events had occurred.
- The need for future growth was accepted however it appeared that the council were focusing on getting the scheme in place without looking at the risks involved.
- There were two options for the contract: Fixed Contract and Target Cost Contract (preferred option). The Fixed Contract was deemed to be more complex.
- The report had not clearly demonstrated that the council knew what its obligations were when undertaking a Target Cost Contract. This should be clearly identified.
- No clear timeline was given as to when and how the events occurred.
- Were appropriate surveys undertaken to reflect what was needed? It was not clear if contamination for Phase 2 was found at the same time as the initial contamination was found. It was the landfill operator who asked for more tests to be undertaken.
- It is unclear when the problems occurred and when they began to escalate.
- The council need to demonstrate they did all they could so that it does not happen again.
- The additional cost of £4M was contrary to the council's budget. The budget was set by council and any virement should have been dealt with through the proper process.
- No records were held by the council for when the Fletton Parkway was constructed.

Questions and Comments from Members of the Committee:

- Members referred to point 2 of the Call-In request form which stated that "*It is well known that this section of land was used as landfill*". The response to the Call-In had stated that "*Neither the Council nor the Environment Agency hold any evidence that this area of land was used for landfill*".
- Members referred to point 5 of the Call-In request form which stated "The repeated drainage problems on this site should have indicated that there was an issue with underlying drainage that needed investigation". The response to the Call-in had stated that "*There was no evidence of repeated drainage problems nor of localised flooding on this section of Fletton parkway*".
- Members asked the councillors what they thought the options should have been when the issues arose. *Councillors responded that the Executive should have been fully informed as the events arose. The council should have been aware that contamination was present before the landfill operator had identified it.*
- Members asked the Councillors what outcome they were expecting from the Call-In. *The Councillors responded that they would like to see an investigation into what happened. This would ensure that if the Council entered into a similar contract in the future there would be clear timelines and it would be clear what the council's obligations would be and what would happen should the council come up against any contingencies.*

There being no further questions from the Committee Councillor Hiller, Cabinet Member for Planning and Housing Services and Rural Communities was invited to respond in answer to the Call-In request:

Councillor Hiller and Simon Machen, Director for Growth and Regeneration made the following points:

- Due diligence had been shown at every single stage of the project by officers.
- None of the contamination found on site originated from a kiln or brickworks.
- There had been no historic drainage issues on this part of the road.
- The Director of Growth and Regeneration read out an email from the Head of Strategic Finance in answer to the points made regarding the budget and the £4M virement being required to go before Full Council for approval. It stated that all budget virements in excess of £500,000 required Cabinet approval and therefore did not need approval of Full Council.
- Any historical records that the council held on the highways had come from Cambridgeshire County Council who was previously the Highway Authority prior to Peterborough becoming a Unitary Authority. The records received had been limited.

Questions and Comments from Members of the Committee:

- Would further costs be incurred if the scheme were to be delayed? *Members were informed that additional costs estimated at £50K to £55K could be incurred.*
- Members were informed that the issues that had arisen on the scheme were very unusual.
- Members wanted to know if there was an expectation that the part of Fletton Parkway scheme being discussed would have a high volume of traffic. *Members were advised that the section of road would receive high volumes of traffic.*
- Why were no bore holes drilled to test for contamination prior to the scheme commencing. *The Director explained in detail the three distinct phases to implementing a major civil engineering scheme referring to the Fletton Parkway scheme.*
- Members asked the Head of Peterborough Highways who was also in attendance with the Cabinet Member if in his experience the issue of finding contamination in this way was extremely unusual or had he come across anything similar in the past. *Members were advised that previous major highways schemes had not uncovered any contamination and it was highly unusual.*
- Could the council apply to the Government for funding to cover the costs involved in addressing the issue of contamination found? *Members were informed that the Director of Growth and Regeneration and Head of Peterborough Highways had met with the Department of Transport and submitted a bid for extra funding. The outcome of this should be known in June.*
- In view of the issues that had arisen with regard to this Highways scheme did officers feel that a different kind of contract should have been in place for this scheme? *Members were informed that Target Cost Contracts offered the most cost effective solution and were used all of the time and the current situation had never happened before. The contract identified the actual cost.*
- If additional funding was received from the Department of Transport how would this change the dynamics of funding. *Members were informed that the proposed three ways that the additional cost of the scheme would be funded was:*
 - *£2.1M of capital corporate funding originally allocated to phase 1 of the Bourges Boulevard public realm improvement scheme.*
 - *£1.072M of capital corporate growth funding for 2014/2015 which had been held back as a contingency.*
 - *£1.33M of corporate public realm capital funding for 2014/2015 which had been held back as a contingency.*
- If a similar contract came up again would the council go through the same contractual process and take the same risk. *Members were informed that the contract was a standard industry contract. It would cost the council more to change to a Fixed Term Contract. There was nothing that could have been done differently under the circumstances.*

- Members were concerned that money diverted from contingency funds for the scheme would then not be available for other contingencies and were concerned that money would then be short for the Bourges Boulevard scheme. *Members were advised that money had not actually been taken out off the Bourges Boulevard budget and that a £2.1M grant had been secured through the Local Enterprise Partnership to cover the cost of that scheme.*
- What schemes would have been funded if the contingency money had not been used for the overspend. *Members were advised that there were no named schemes assigned to the contingency money. The money was in the budget this financial year to spend on projects but the projects had not yet been identified.*

Following a short debate the Chair asked the Committee for a recommendation. Following discussion Councillor Allen, seconded by Councillor Thulbourn put forward a recommendation that the Committee should not uphold the Call-In request.

The Committee voted in favour of (a) not agree to the request to call-in the decision (6 in favour, 1 abstention)

Councillor Allen, seconded by Councillor Thulbourn then put forward a recommendation that a report is brought back to the Committee at the beginning of the next municipal year which provides a full review of the Fletton Parkway Scheme to include the following information:

1. The different procurement options for highway contracts including fixed price and target cost contracts.
2. Details of the different stages of delivery of major highway schemes, using the Fletton Parkway Junction 17-2 scheme as an example.

The Committee voted unanimously in favour of the recommendation.

ACTION

The request for Call-in of the decision made by Cabinet on 2 February 2015, regarding the Junction 17 - 2 Fletton Parkway Widening, Contamination and Drainage Issues, 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 8, and paragraph 13), implementation of the decision would take immediate effect.

RECOMMENDATION

The Committee recommends that a report be brought back to the Committee at the beginning of the next municipal year which provides a full review of the Fletton Parkway Scheme to include the following information:

- a) The different procurement options for highway contracts including fixed price and target cost contracts.
- b) Details of the different stages of delivery of major highway schemes, using the Fletton Parkway Junction 17-2 scheme as an example.

The meeting began at 7.00pm and ended at 8.40pm

CHAIRMAN

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 5
17 MARCH 2015	Public Report

Report of the Task and Finish Group to Review and Develop a Strategy for the Council's Farms Estate

Lead Officer(s) – Jonathan Lewis – Assistant Director – Education, Resources and Corporate Property

Contact Details – 01733 863912 / jonathan.lewis@peterborough.gov.uk

A DRAFT STRATEGY FOR THE COUNCIL'S FARMS ESTATE – FINAL REPORT OF THE TASK AND FINISH GROUP

1. PURPOSE

- 1.1 The purpose of this report is for the Committee to review the final outcomes from the Task and Finish Group to Review and Develop a Strategy for the Council's Farms Estate and the proposed strategy it has developed. A report was brought to the January meeting of this committee and further clarity over the process the group has been through was requested.

2. RECOMMENDATIONS

- 2.1 The committee are asked to:

- Note and comment on the activity of the Task and Finish Group over the last year and the additional supporting information that has been provided which support the final document.
- Review and comment on the draft Strategy for the Retention and Development of the Farms Estate.
- Comment and agree on the objectives of the draft Strategy and agree for the review and strategy to be taken forward to Cabinet.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 This report links to the delivery of sustainable growth through the effective management of the Farms Estate.

4. BACKGROUND

- 4.1 The Task and Finish Group to Review and Develop a Strategy for the Council's Farms Estate was established by the Sustainable Growth and Environment Capital Scrutiny Committee at its meeting on 20 January 2014. The purpose of the Group was to look at a range of matters affecting the future management of the Council's farms estate, to help inform and develop a long term strategy for the development of the estate. A draft strategy was brought to the committee in January 2015 and the committee requested further information to support their review of the output.

5. KEY ISSUES

- 5.1 The committee requested in January the following –
1. The Task and Finish Group should continue until the Strategy has been represented to the Committee at its next meeting on 17 March 2015.
 2. The Strategy is re drafted to include additional information to evidence other options that

had been considered and further financial information that had been considered by the Task and Finish Group when drafting the Strategy.

3. The Strategy to include the mention of any possible educational opportunities.
4. The final draft of the Strategy to be brought back to the Committee on 17 March 2015 for endorsement before going to Cabinet for approval.

5.2 Appendix 1 gives the report from the Task and Finish Group to Review and Develop a Strategy for the Councils Farms Estate including the lines of enquiry.

5.3 Appendix 2 is the proposal final draft of the Farm Management Strategy.

5.4 Appendix 3 provides the support documentation to support the requests of the committee outlined in 5.1

6. IMPLICATIONS

6.1 Whilst the strategy establishes a framework for managing the farm estate, further work is required to develop the action plan that sits below these objectives. This action plan will have implications in terms of finance, legal and property considerations. Appropriate decision making processes will be undertaken and information will be shared with committees where requested and / or appropriate.

7. CONSULTATION

7.1 The Task and Finish group has consulted with the tenant farmers of the City Council in preparing the strategy and they have supported the strategy as outlined in Appendix 2.

8. NEXT STEPS

8.1 Providing the committee supports the proposed strategy, it is intended to take the strategy to Cabinet for approval for the next 5 year period. A more detailed action plan has been developed and this will be further developed now a strategy outlines the proposals for the farm estates. It is proposed an annual report is brought to the committee on the farms estate.

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 Appendix 1 – A Report from the Task and Finish Group to Review and Develop a Strategy for the Councils Farms Estate
Appendix 2 - Strategy for the Management of the Farms Estate
Appendix 3 – Consideration of Strategic Options by the Estate Task & Finish Group



SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE

A Report from the Task and Finish Group to Review and
Develop a Strategy for the Councils Farms Estate

17 March 2015

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1. INTRODUCTION

The Task and Finish Group to Review and Develop a Strategy for the Councils Farms Estate was established by the Sustainable Growth and Environment Capital Scrutiny Committee at its meeting on 20 January 2014. The purpose of the Group was to look at a range of matters affecting the future management of the Councils farms estate and to help inform and develop a long term strategy for the development of the estate.

The cross party Task and Finish group comprised of the following members:



**Cllr David Harrington, Independent
Newborough Ward**



**Cllr Judy Fox, Independent
Werrington North Ward**



**Councillor Ed Murphy, Labour and Cooperative,
Ravensthorpe Ward**

Officers supporting the Task and Finish Group were:

- Jonathan Lewis, Assistant Director for Education, Resources and Corporate Property
- Jo Gresty, Farms Manager
- Dania Castagliuolo, Democratic Services Officer

The Task and Finish Group would like to thank the Officers who have worked with them, for all of their guidance and support.

2. SCOPE AND TERMS OF REFERENCE OF THE TASK AND FINISH GROUP

The Task and Finish Group was established to raise the profile of the Council's Farms Estate by Investigating and developing a strategy.

TERMS OF REFERENCE

- Ensure that the profile of the farms estate is raised, within the council and to members, also to the public including the key role it has played for the City over a number of years going back to 1913.
- Develop a strategy for the farms estate and its use into the future.
- Consider options around realising maximum value from the estate, including financial, social and environmental returns. Financial considerations include options for sale, expansion, rental levels, alternative uses, attracting external funding or invest to save proposals.

3. PROCESS AND METHODOLOGY USED FOR THE INVESTIGATION

3.1 Methodology

- Research
- 1:1 interviews with key witnesses/technical specialists
- Information from special interest groups
- Consultation with tenant farmers
- Co-opted members from the Tenant Farmers Association Group
- Data from CIPFA
- An initial presentation on the background and history of the farms estate and a tour around the Councils Farms Estate

The work of the Group has been undertaken through the following activities:

- Attending facilitated meetings
- Observation through an initial visit to the farms estate
- Presentation on the background and history of the farms estate
- Direct contact with tenant farmers
- Consultation with tenant farmers
- Researching other local authorities strategies
- Exploring the educational aspect of farming

3.2 Process

The timetable of the events leading to the production of this report are set out below:

The Group has met on 8 occasions. Meetings concentrated on developing the Strategy for the Retention and Development of the Farms Estate.

Meeting Date	Items discussed
29 April 2014	Purpose of the Group and Terms of Reference Methodology of the Review Identification of Key Witnesses Identification of Research and Background Information Required Agreed Timescales of Review Reporting timetable Frequency of Meetings and Dates
3 June 2014	Visit to the Farms Estate Meeting with Tenant Farmers
15 July 2014	Draft Farms Estate Strategy Financial and non-financial review of the farm estate including potential disposal value. Terms of Reference
9 September 2014	Development of the Farms Estate Strategy
27 October 2014	Draft Strategy with an Outline of the Three and Ten Year Plan Discussion with Key Witnesses
2 December 2014	Update on the Draft Farms Estate Strategy
13 January 2015	The Draft Report and Strategy presented to the Sustainable Growth and Environment Capital Scrutiny Committee for Comments.
21 January 2015	Meeting to consider comments from the Sustainable Growth and Environment Capital Scrutiny Committee and to amend the Strategy in line with the comments.

3.3 Key Witnesses / Expert Advisers interviewed:

A key part of the Group's work has been to undertake visits to the Farms Estate and discuss the strategy with tenant farmers. These have included:

- William and Margaret Cave (Eardely Grange Farm, Speechleys Drove)
- Jonathan Woodroffe (Eardely Grange Farm, Wrights Drove)
- Alan Skeels (Hurn Farm)
- John Harris (Lodge Farm, Thorney)

The Task and Finish Group would like to thank everybody who assisted them during the course of the investigation for their support and openness. This assistance was greatly appreciated.

4. BACKGROUND

The Peterborough Farms Estate was purchased by the Council approximately 100 years ago. It is a statutory smallholdings estate held by the Council under the provisions of the Agriculture Act 1970. Section 39 of the Act states;

"In the performance of their functions under this Part of this Act smallholding authorities, having regard to the general interest of agriculture and of good estate management, shall make it their general aim to provide opportunities for persons to be farmers on their own account".

Central government policy is to encourage all smallholdings authorities, such as Peterborough, to retain and develop their farms estates with the following aims:

- To provide opportunities for new entrants into farming
- To provide examples of best practice
- To provide a positive link between the city and the surrounding rural land
- To support the local rural economy

The most recent government report *The Importance of the County Farms Estate to the Rural Economy*, November 2008, made a number of key recommendations, including:

- Regional Economic Strategies should recognise the importance of the County Farm structure as a crucial entry point for new entrants to agriculture
- Local authorities should take a longer-term view when considering sale of land to seek to maximise revenue for development whilst not undermining the principle objectives of the estates
- Local authorities should develop the wider benefits of their holding with particular regard to renewable energy, local food, public access, education, employment and the broader rural economy

The farms estate consists of a total land area of 1,217 hectares (3,007 acres) consisting of :

- 15 equipped holdings (with house and buildings)
- 7 holdings with land and some buildings (no dwelling)
- 12 bare-land lettings (no buildings)

The estate is located in three areas of the city: Newborough, Thorney and Fengate. Newborough has by far the largest number of assets and accounts for nearly 90% of the estate by area.

The farm estate the council retains is a valued and important aspect of the work of the city council and the character of the authority. It is a long term holding, held for the benefit of the City of Peterborough. The council needs to protect these assets whilst maximising their financial benefit of these assets and enhancing the rural economy. There has not been a significant review of the farm estate for many years and at the meeting of the committee on the 20th January, it was proposed to establish a task and finish group to develop a formal strategy.

The Task and Finish group has been given a detailed oversight of the farm estate including its history, opportunities, challenges and potential future options for its use. This has include a tour of the estates and two meetings with representatives from the Peterborough City Council Tenant Farmers Associations and the National Farmers Union (NFU).

At the Scruinty meeting on the 13th January, a number of queries were raised as to the work undertaken.

5. CONCLUSIONS

Effective ownership of an agricultural estate requires a longterm view to ensure sustainable management. Decisions made can affect the estate for many years and decades. Without a clear understanding of the aims of the Council with regard to the estate, effective management is handicapped. On occasion quick decisions are required to take advantage of events. In recent years there has not been an agreed strategy for the estate to enable such decisions to be made, resulting in lost opportunities. A clear strategy also should act as a means of informing the Council so that it has an understanding of the asset and the reasons for its ownership.

The strategy which has been developed takes account of the benefits retaining the farm estate gives the council.

6. RECOMMENDATIONS

The Task and Finish Group recommends to the Sustainable Growth and Environment Capital Scrutiny Committee to endorse the Strategy and recommend it to Cabinet for approval.

7. LIST OF BACKGROUND PAPERS AND RESEARCH SOURCES USED DURING THE INVESTIGATION

House of Commons Library Standard Note SN/SC/1337 *Tenant Farmers* 19 May 2010
Agricultural property rights and the county farms estate in England and Wales – Nick Prince
March 2012
RICS/RAU rural land market survey data quarterly reports

Further information on this report is available from:

Democratic Services Team
Chief Executive's Department, Town Hall
Bridge Street
Peterborough, PE1 1HG
Telephone – (01733) 747474
Email – scrutiny@peterborough.gov.uk

Strategy for the Management of the Farms Estate

Draft Strategy – v0.3

Prepared by Task and Finish Group (March 2014)

Councillor Judy Fox

Councillor Ed Murphy

Councillor David Harrington

Jonathan Lewis, Assistant Director for Education, Resources and Corporate Property

Jo Gresty, Farms Manager

Dania Castagliuolo, Democratic Services Officer

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1. Objectives
2. Implementation of Objectives
 - 2.1 Financial
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 - 2.3 Social & Environmental

Part 2 – Supporting Information

- I Background to the Peterborough Farms Estate
 - History
 - The Agriculture Act 1970
 - Current Central Government Policy
 - Food Strategy
- II Plans of Farms Estate
 - Land at Newborough
 - Land at Thorney
 - America Farm

Strategy for the Retention and Development of the Farms Estate

The overall strategy for the estate is to retain it as a viable land holding which will provide significant benefit to the people of Peterborough.

The strategy identifies the principle objectives of ownership and the methods by which the objectives may be achieved.

The estate is subject to many changing influences, many of which are beyond the Council's influence. The strategy is designed to give the Council the flexibility to react to changing financial, social and environmental circumstances.

The strategy will be supported by three yearly and ten yearly programs which will be updated annually. It is within these programs that the details of projects will be agreed by the Council.

1. Objectives for the Peterborough Farms Estate

OBJECTIVE 1 – Financial

- Promotion of viable farm enterprises
- Maintenance of rental and capital values of the estate
- Sale of property which is genuinely surplus to the operating requirements of the estate or which are not financially viable to retain

OBJECTIVE 2 – Agricultural

- Provide opportunities new farm businesses, new entrants into farming and opportunity for diverse farming related enterprises
- Encourage sustainable farming practices and businesses

OBJECTIVE 3 – Social & Environmental

- Provide opportunities for varied use, environmental and social benefit to the people of Peterborough.
- Where appropriate non-agricultural uses will be integrated with agricultural use

2. Implementation of Objectives

2.1 Financial

a) Investment –

- The estate has not had any significant investment in the repair and improvement of its fixed equipment (mainly houses, farm buildings and land drainage) since the 1970s.
- To maintain the rental and capital value of the estate as well as to provide the basis for viable farming businesses, the Council will undertake targeted investment in the repair and improvement of the estate.
- The Council will seek a sustainable financial return on the cost of investment.

b) Rental Values –

- Rents of let holdings will be reviewed regularly in accordance with the provisions of the relevant statutory provisions.
- When vacant holdings are relet, they will be advertised on the open market where appropriate. The amount of rent tendered by applicants will be a key factor to be

balanced against other material considerations, such as sustainability and non-financial benefits of the tender, in seeking best value for Peterborough.

c) Sustainable Businesses –

- Agricultural incomes are volatile, being highly dependent on factors outside the control of the individual farming business. The Council will seek to set rents for independent holdings at sustainable levels.
- When reletting on the open market, the Council will not be bound to accept the highest or any rent tendered if such amounts are likely to be unsustainable.
- Encourage diversification of businesses which are appropriate to the rural environment if they help support individual farm businesses and the wider rural economy.

d) Sustainability of the Estate –

- A balance will be sought between maximising immediate financial return and achieving indirect and non-financial benefits to Peterborough. To achieve a balance, account will be taken of the financial demands on the Council as the local authority.

e) Sales & Development –

- Property which is identified as surplus to the requirements of the sustainability of the estate shall be offered for sale on the open market.
- Property which is available for sale at a significant capital uplift, for example following the gaining of planning permission for development, will be sold on the open market or retained for re-letting at a viable financial return.

f) Acquisition of Land and Property –

- The estate will not be regarded as an unchangeable asset. The Council will consider purchase of agricultural property elsewhere in the district if that property would provide significant advantages to Peterborough. Where appropriate, acquisitions will be funded by sale of less strategically valuable parts of the existing estate.

2.2 Agricultural

a) New Tenants –

- In accordance with the responsibility placed on the Council by the Agriculture Act 1970, the Council will endeavour to provide opportunities for new entrants into agriculture.
- Consideration will be given to making available small part-time holdings and holding with and without fixed equipment. Provision of housing on the holding will not be necessary for all tenancies.
- All new tenants will be required to demonstrate a good standard of agricultural expertise and training. Whilst new entrants may not have extensive business management experience, a good understanding supported by appropriate academic qualification will be necessary. Further, new tenants will be required to demonstrate that they have adequate financial and practical resources to support their proposed business models.

- Proposals for mixed agricultural / commercial businesses which meet the Council's environmental and sustainability standards will be encouraged to provide economic diversity and strength.

b) Sustainable Farming –

- EU and UK government policy is to encourage environmentally sustainable practices. The Council will encourage tenants to enter into appropriate environmental stewardship schemes with a view to enhancing the landscape and wildlife habitat of the estate whilst maintaining a high level of agricultural output.
- When re-letting land, proposals for innovative low environmental impact methods and systems shall be considered favourably if they help to support an economically and environmentally viable business.
- Conditions of tenancy concerning the management and use of land will be informed by statutory controls prevailing at the time. The growth of genetically modified crops will not be permitted without formal decision of the Council.

c) Sustainable Food Delivery –

- Market conditions do not always favour the sale of produce locally. However, favourable consideration shall be given to applicants for tenancies that include proposals for local food production and marketing.

2.3 Social & Environmental

The government recognises the social and environmental importance of county farms estates within the local and national context. The Peterborough Farms Estate potentially provides a valuable social, financial and environmental link between the urban and rural communities.

The farms estate is run on a relatively intensive basis supporting significantly more households than the equivalent area of privately let land. Encouragement will be given to business enterprises which provide employment opportunities for local residents or contribute to business in the city.

Environmental

a) Sense of Place -

There is scope to enhance the character and appearance of the estate through a planned program of tree and hedge planting. Whilst a Fenland Landscape, targeted planting could greatly enhance the landscape and improve habitat. A co-ordinated approach with other initiatives and bodies (e.g. the Woodland Trust and Peterborough Forest) should be explored.

b) Energy –

Energy efficiency and use of renewable energy products should be encouraged. Continuation of energy efficiency improvement measures to the housing stock is needed to bring the properties up to modern standards.

c) Habitat –

The soils of the estate are largely suitable for intensive, high output agriculture. This is generally considered good use of the land. There should be a presumption in favour of food and industrial crop production with habitat schemes directed to poorer quality land, both on the estate and elsewhere.

Social

Peterborough is growing fast and overall there is little social and financial exchange between the urban and rural areas of the district. Whilst Nene Park provides a major recreational link to the Nene Valley west of the city, its objectives are not necessarily the same as the Farms Estate's. The Farms Estate provides an opportunity for the Council to encourage better integration of the two communities, especially to the east of the city.

a) Education –

- Promote formal and informal education, including promotion of the profile of the estate through occasional newsletters and press releases.
- Encourage tenants to allow school visits, Open Farm Sunday etc.
- Provide information boards when carrying out projects visible to the public.
- Work with other Council departments to enable social and community work projects as appropriate.
- Work with the Regional College in the development of its rural based curriculum.

b) Social Inclusion –

- Ensure that all elements of the population of Peterborough are given the opportunity to tender for land to let.
- Peterborough is ethnically diverse and there is scope for development of specialist local growers to serve the local community.

c) Support of the Rural Community and Economy –

- The government recognises the importance of maintaining and developing a strong rural economy. The letting of the estate as small holdings results in intensity of use which supports more livelihoods per area of land than larger, less intensively run farming operations tend to.
- The Council will endeavour to let the majority of the land as small holdings whilst maintaining a balance with its financial aims and demands.

d) Retirement of Farm Tenants –

Not all of the Council's farm tenants are financially equipped to retire comfortably at 65. Many of the tenants hold retirement tenancies which enable the Council to terminate the tenancy after the tenant has reached the age of 65. The Council will adopt a retirement policy which will enable tenants to continue to farm for a limited period beyond 65 where the tenant continues to farm actively with a good standard of husbandry, where it does not compromise unduly the ability of the Council to make land available for new entrants into farming or the overall management objectives for the Estate. Each tenant's case will be assessed on its merits. To provide certainty for all parties, tenants who hold retirement tenancies and who wish to farm beyond 65 will be required to enter into a new fixed term agreement for the additional term.

e) Public Access –

- There is limited informal public access to the farms estate. Provision of permissive footpaths and bridleways where there is an identifiable need will be considered as and when necessary. The right to create new permissive access routes will be reserved in new tenancy agreements.
- The estate provides a long-term potential for recreational open space to the east of the city.

Appendix I - Background to the Peterborough Farms Estate

History

Nationally the County Farm Estates (CFE) is one of the major institutional landowners in England and Wales which has a long history. Peterborough has owned an agricultural estate for over 100 years.

In 1892 the Small Holdings Act was implemented in an attempt by parliament to counter the loss of farms to urbanisation and the over-concentration of land in the hands of large private estates by making land available to small farmers. This resulted in opportunities for the young who were tempted to leave the land for the attractions of urban life and helped to improve farming efficiency.

In 1908 the Small Holdings and Allotments Act imposed a statutory duty on councils to provide smallholdings for farmers where the “need existed”. By 1914 the national CFE had expanded to 80,600 hectares (199,000 acres), made up of some 14,908 holdings.

Peterborough acquired its first farm at Thorney from the Duke of Bedford under the provisions of the 1908 Act in 1910 with other land being acquired over the following 11 years. Today the national CFE extends to 96,206 ha (237,725 acres) with 2836 tenants, 20% more land than in 1914 but with only 20% of the tenancies.

The Agriculture Act 1970

The Agriculture Act 1970 (the Act) imposes statutory duties on all councils with farms estates. S39 of the Act states;

“In the performance of their functions under this Part of this Act smallholding authorities, having regard to the general interest of agriculture and of good estate management, shall make it their general aim to provide opportunities for persons to be farmers on their own account”.

This duty remains the fundamental force behind the CFE and up until the mid-1980s County Farms provided a valuable route for new entrants into agriculture. However, it has become progressively less easy for new entrants to establish themselves as farmers in their own right. The financial capital needed to farm is far greater than it used to be and declining profit margins of conventional farms, especially in the 1980s and 90s, means that the viability of small farms has become increasingly uncertain over the past thirty years. This trend has in part been reversed in recent years with worldwide shortages of agricultural commodities and demand for higher quality food in the developing world leading to higher food price, generally improving the viability of small farms.

In a response to the changing agricultural economy, many councils have departed from the provisions of the Act by selling land to release capital. In line with national trends, smaller farms have been amalgamated to form larger, potentially more profitable units. Significant parts of the Peterborough Estate were sold by Cambridgeshire County Council prior to establishment of the unitary authority in 1998. Most of the remaining holdings have had land added to make them larger. However, the farms remain small by national standards and few of the tenants rely on them for their sole source of income.

Nationally the average age of farmers is high (58) and there is considerable concern that shortly there will be a significant national skills shortage in the agricultural sector as well as an over-concentration of farming in the hands of a few, large agricultural companies. In many respects, this is a situation which is similar to the one which led to introduction of the Small Holdings Act in 1982.

Central government has recognised that local authorities are increasingly naturally urban in their character and outlook and that many have very limited links with the rural economy and society.

Current Central Government Policy

Central government policy is to encourage all the remaining small holdings authorities, such as Peterborough, to retain and develop their farms estates. In 2004 Lord Whitty wrote to all small holdings authorities to confirm the following stated aims:

- To provide opportunities for new entrants into farming*
- To provide examples of best practice*
- To provide a positive link between the city and the surrounding rural land*
- To support the local rural economy*

Whilst the Government has stated that it does not intend to legislate beyond the existing powers of the 1970 Act, in 2003 it wrote to all council chief executives emphasising their councils' statutory duties regarding the CFE.

In November 2008, the government's advisor Sir Donald Curry issued a paper entitled *The Importance of the County Farms Estate to the Rural Economy*.

The paper made a number of key recommendations, including:

1. *Regional Economic Strategies should recognise the importance of the County Farm structure as a crucial entry point for new entrants to agriculture*
2. *Local authorities should take a longer-term view when considering sale of land to seek to maximise revenue for development whilst not undermining the principle objectives of the estates*
3. *Local authorities should develop the wider benefits of their holding with particular regard to renewable energy, local food, public access, education, employment and the broader rural economy*

Food Strategy – Food 2030

In January the Government published its paper *Food Strategy – Food 2030*. The paper is in response to increasing concerns regarding national food security.

The paper states

“Our food security is ensured through strong UK agriculture and food sectors ...”

The County Farms are regarded as having significant potential to make a valuable contribution UK agriculture.

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Peterborough City Council Strategy for the Management of the Farms Estate

Appendix 3 - Consideration of Strategic Options by the Estate Task & Finish Group

March 2014 - The Task & Finished Group (T&FG) had an initial discussion regarding the historical & legislative background to the Farms Estate and considered how to proceed to establishing a strategy for the estate.

June 2014 – The T&FG met with representatives of the farm tenants and were briefed in detail on the historical and legislative background to the estate and general financial implications of sale and retention.

July 2014 – The T&FG met and three main options were put to the group for consideration:

- A) Sale of the whole estate in 2014/15 – It was estimated that the estate as a whole would realise in the region of £14.5m if sold as a whole in 2015.
- B) Sale of the whole estate over time – Agricultural land and property sold with vacant possession is generally worth significantly more than land sold subject to tenancy. The majority of the farms estate is subject to longterm tenancies which will become to an end over the next 15 years. It was estimated that a total in the region of £24.5m would be realised if only land and property with vacant possession is sold up to 2030.
- C) Sale of Part of Estate only and retain remainder as longterm economic, environmental and social asset – Some 500 acres of land on the peripheral of the estate plus surplus buildings and dwellings could be sold over the next 10-15 years, raising approx £5.75m at a rental cost of about £60,000 per annum.

September 2014 – The T&FG weighed up the financial benefits of realising a significant capital receipt through sale of the whole estate, either as a whole in 2015 at a time of high land values or over time, against retaining the bulk of the estate as a longterm financial, social and environmental asset inherited by the Council at nil cost in 1997.

The T&FG took into account the legislative background which imposes a duty on smallholdings authorities, of which PCC is one, on providing opportunities for new entrants in to agriculture and the stated preference of the government for councils to retain their small holdings estates, most recently in November 2008 in a government report which made several recommendations, including

1. *Regional Economic Strategies should recognise the importance of the County Farm structure as a crucial entry point for new entrants to agriculture*
2. *Local authorities should take a longer-term view when considering sale of land to seek to maximise revenue for development whilst not undermining the principle objectives of the estates*
3. *Local authorities should develop the wider benefits of their holding with particular regard to renewable energy, local food, public access, education, employment and the broader rural economy*

The T&FG concluded that although the Farms Estate is not large and is not in an area of high amenity or scenic value, it has a considerable amount to offer to Peterborough. Peterborough has a fast growing population and the estate is an opportunity for the Council to contribute to making Peterborough a better place through providing opportunities for new entrants into agriculture, education, local food production and marketing and recreation in an area of low public access on the east side of the city.

It was recognised that as a consequence of agricultural land's high capital value as a very safe form of investment, return of income as a percentage of capital value is low in comparison to other more risky forms of investment such as commercial and residential property and equities.

In view of the financial uncertainty facing the Council it was considered that initially some of the land could be let to established agricultural businesses at maximum open market rent, resulting in an immediate increase in rent role. Other, selected properties could be made available to new entrants into agriculture or small specialist businesses seeking to develop economic and social links with Peterborough.

Progress in achieving a range of letting type and businesses on the estate would not be immediate but over a period of ten years there is opportunity for the estate to pay considerable social, environmental and economic dividends to Peterborough in addition to continuing to provide an income stream for the Council.

January 2015 – Strategy presented to Sustainable Growth and Environment Capital Scrutiny Committee

The strategy presented has significant flexibility built into it, enabling the Council to react to changing needs and circumstances. The outcomes of retaining the bulk of the estate are not certain and the volatility of the agricultural economy means that an unduly rigid strategy would fail. However, with increasing pressure on world food supply, the growth of Peterborough and emphasis on sustainability, the potential role the Farms Estate as a diverse rural asset for Peterborough is likely to grow not diminish. The T&FG concluded that this outweighed the potential short-term financial gains of selling the estate.

Appendix 3 - Financial Appraisal of the Disposal of the Farm Estate

Council cost of borrowing £63,000 per £1m over 25 years
Value of farms estate - £14.5m
Savings per year for 25 years -
Income from farms estate £300k a year

Savings over 25 years

	£'000	Explanation
<u>Sale</u>		
Savings resulting from paying off borrowing	22,838	£14.5m of borrowing costs are avoided saving revenue costs of £914k per year over 25 years
Less rental income forgone	-7,500	£300k a year over 25 years
Total	15,338	
<u>Retaining</u>		
Rental Income	7,500	£300k a year over 25 years
Difference	7,838	

Over 25 years, the council generates a surplus of £7.8m. However under retaining, the council retains the farm estate at the end of 25 years so it could be claimed that there is actually a surplus from renting of £6,662k (£14.5m less £7,838k). No account is made of the non-financial benefits.

Savings over 50 years

	£'000	Explanation
<u>Sale</u>		
Savings resulting from paying off borrowing	22,838	£14.5m of borrowing costs are avoided saving revenue costs of £819k per year over 25 years
Less rental income forgone	-15,000	£300k a year over 50 years
Total	7,838	
<u>Retaining</u>		
Rental Income	15,000	£300k a year over 50 years
Difference	-7,162	Retaining returns a greater amount than disposal.

Over 50 years, the council makes a surplus of £7.2m on retaining the farm estate and has a balance sheet asset at the end of this time.

NB assumes no inflation on either land or rental income (all shown at today's prices)

Further implications considered around the sale of the farm estate included less control over the rural economy and the potential that the new landlord to consolidate the estate as tenancies expires. This could mean less employment in the rural communities.

Appendix 4 – Supporting notes following Scrutiny Meeting on the 13th January - Notes on Delivery of Management Plan

Tenure – The principle form of tenure of the land will continue be by letting land and property to tenants. The benefits of this include:

- Delivery of a secure rental income
- The tenant will bring his or her own unique skills and abilities which will drive forward their own businesses and objectives
- Individuals are able to react to changing circumstances and opportunities where are institutions like the Council are less agile and do not necessarily have the skills for direct business involvement
- Minimal financial risk to the landlord whilst enabling the landlord to work with a tenant through investment in capital infrastructure and where appropriate provision of advice to help deliver desired outcomes

Choice of Tenants – There is considerable demand for agricultural property to rent from individuals and businesses. In most cases vacant property would be advertised to let with offers of interest invited. The letting details would outline the Council's objectives and make it plain that all factors would be taken into account when considering applicants, including rent tendered, proposed business plan and other uses, agricultural and business training and experience, human and financial capital to support a business.

Some councils use rigid tick box type application forms, others less rigid formats. Comparison of other council's application processes would be made in deciding the most appropriate approach to choosing tenants in each case.

Size of Farm – There is no definitive answer to what is the correct size of farm. Large farms (say 1000 acres plus) are able to take advantage of economies of scale to produce crops at financially efficient costs. However, this may not result in the highest output per acre of land in either quantity or value. A small farm (say under 200 acres), intensively run farm may produce proportionally considerably more than a larger farm where resources are spread more thinly. Often the most difficult size of farm to run viably is the middle size of holding which requires significant investment in terms of machinery and labour but does not have the total output to spread these costs.

Due to the high capital cost of establishing a new farming business, small farms and areas of land would be made available as part of a balanced mosaic of holding types and sizes on the estate. A flexible approach would be required to take account of changing economics and farm type. For example, there are no livestock holdings on the estate at present. Some parts of the estate would be well suited to mixed farming and small livestock enterprises may be appropriate in places.

In the short-term, it is anticipated that some land would be let as a larger block, say 500 acres, to an established farming business. This would be likely to maximise rental return at least cost, thereby ensuring a return to the council at a time of financial pressure.

Currently the farms estate directly supports about 17 families. If run as just one or two large farms, it is reasonable to expect that this would be reduced to about 5 or 6 fulltime employees if the current pattern of cropping were to continue.

New Entrants – As a smallholding authority, the Council would seek to make land available to new entrants into farming.

A major constraint to new entrants is the capital required to support a business. However, the evidence is that there are many prospective farming businesses which have sufficient capital to finance a small farming business.

It is anticipated that many of the new tenants' businesses would be part-time in the early years, possibly always, with incomes being supplemented by other work whether in agriculture or other areas, by contracting or diversified businesses which add value to the produce.

Real life examples from personal experience –

- i) Historical - County Council small holding tenant of approx 50 acres plus seasonal grazing from neighbouring land owner with a small dairy herd which on its own was not sufficient to support a family. Family invested in just 6 rare breed sows. The progeny were reared until fat, slaughtered and dry cured for bacon which was sold at a premium through the local post office. These six pigs more than doubled the profitability of the business, giving the family a reasonable income and enabling the tenant to establish sufficient capital to expand the farm.*
- ii) Potential - Family which has established its own breeding herds of cattle & sheep whilst also working as employees on a single large farm. Three adult children now in early 20s have now come into the business as both employees on other farms and helping with the family livestock business. They have just started a small organic dairy herd on land held on short-term tenancies. The next step is to seek a longterm base to enable the family to continue in farming by establishing their own farming businesses. Potentially this is the sort of family which could make suitable applicants for a holding on the Peterborough estate with its commitment to high environmental standards, local and specialist food production, high economic output from small areas of land and bringing new young entrants into farming.*

Education – This could be achieved in several ways by the estate providing the opportunity for institutions and charities to take on land and property.

Tenants would be encouraged to forge links with local schools and to take part in national events like Open Farm Sunday.

Direct lettings to educational institutions; the Peterborough Regional College is keen to develop its curriculum and talks have been held regarding granting it a tenancy of a farm or enabling a direct partnership between an existing farm tenant with the college as a starting point.

Informal education through better use of information signage.

Care Farming – There is considerable potential for development of a care farm which would provide social and educational benefits. This would be dependent on working with other parts of the Council or bodies to meet an identified need. Care farms have been established on a number of county council small holdings estates with considerable success, for example assisting in reintegration of socially isolated children who have been excluded from formal education and children and adults with learning difficulties.

There are on-going discussions with the Council's Supported Employment Unit regarding use of land for a small project.

Care Farm and educational type uses would not occupy a large proportion of the existing estate. It is likely that they would be either let as small individual holdings of say up to 10 acres or form part of a larger commercial farm enterprise.

For more information see general www.carefarminguk.org

Social – Peterborough has a growing and very diverse population, much of which has agricultural connections and experience. Applications for tenancies from people or groups within Peterborough would be encouraged, especially where sale of produce locally would form part of a business proposal.

There is scope for improved public interaction with the estate through development of local volunteer groups to plant and manage new woodland and habitats.

Continued use of the estate for small farms would help to maintain a diverse local rural economy with wide social benefits arising.

The City Councillors would be kept better informed of the estate through annual reporting and public information.

Environmental – The core function of the estate for the foreseeable future would be agriculture. Environmentally sensitive farming practises would be encouraged amongst existing tenants and applicants for tenancies would be required to demonstrate an ability and desire to adopt current good practise.

EU agricultural subsidies are increasingly environmentally focussed. None of the tenants have entered their land into higher level stewardship schemes and past Council initiatives to involve the RSPB in providing free advice and assistance have not been responded to positively by tenants.

On letting farms there would be opportunity to identify areas for habitat creation, hedge/tree planting etc. If appropriate a pre-planned program of works involving the new tenant could be included in the letting details.

The Peterborough Forest – retention of the estate would enable a comprehensive landscape plan to be developed for the estate which would complement the Peterborough Forest initiative.

New Technologies – To date the Council prohibits the use of genetically modified (GM) crops and products in new tenancies. However, it is probable that the EU & UK government will permit widespread GM use in the next years. In general the Council would not seek to impose restrictions contrary to national policy and it would appear that lessons learnt through the growth of GM crops elsewhere in the world is leading to a more nuanced approach to the technology which may provide environmental as well as production benefits. However, the Council would continue to scrutinise the use of new technologies and impose appropriate controls in all new tenancy agreements.

Sense of Place – Through the planned planting of new hedges and trees and habitat schemes etc there is a significant opportunity to improve the appearance of the estate in the landscape which would benefit the local area and the north-eastern gateway to Peterborough.

Pace of Delivery – The Council's role in achieving the aims of the estate plan would be largely through providing the opportunities through letting of land and property. Where a sound case can be established, capital investment in improvements and projects would be undertaken. The pace of delivery would, therefore, be in part dictated by outside influences and the willingness/ability of outside bodies to become involved. In the current financial climate, socially focussed projects such as care farming may not be achievable for some years.

The planning of the estate is controlled by the agricultural year and essentially the ability to let new farms etc is only available once a year after harvest. There is scope for some immediate change by letting land on longterm tenancies after harvest 2015.

The majority of the estate remains let on secure longterm “retirement” tenancies which will not come to an end for ten or more years. Significant changes to the use of these holdings cannot be expected until the tenancies come to a natural end on retirement of the tenants. However, this slow pace of change would enable a natural development of the estate which is able to take advantage of changes in the agricultural and wider economy.

Reactive – The detail for delivery of the estate plan would be agreed through annual and longer-term budgeting. This would enable the estate to react to changing opportunities and demands in an informed way. It is anticipated that, in reaction to the Council’s financial demands, in the short to medium term the management of the estate would be weighted towards financial return to the estate.

To ensure that the Council has the ability to react to opportunities, it is anticipated that some land will be retained on short-term tenancies.

Public Profile – An important tool of delivery would be through improved public awareness of the estate through publicity, new letters etc.

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SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 6
17 MARCH 2015	Public Report

Report of the Director of Governance

Contact Officer **Mandy Pullen, Head of Human Resources**
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HUMAN RESOURCES MONITORING REPORT

1. PURPOSE

- 1.1 This report is presented to this Committee on an annual basis and sets out key workforce data and HR activity.
- 1.2 The report is presented in order for this Committee to undertake appropriate scrutiny of staffing and workforce matters.

2. RECOMMENDATIONS

- 2.1 That the Committee scrutinise and comment on the report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 There are no statutory national indicators related directly to the council's workforce - however the report contains comparisons to other authorities through voluntary benchmarking activities. In addition workforce management and development is crucial to advancing the Council's performance.

4. KEY ISSUES

4.1 STATISTICAL DATA

- 4.2 Set out in the report are details of both the performance of the City Council's HR service and also key workforce performance indicators. Data is provided for comparison purposes as at November of each year. The data shown in Appendix 1 has been written to present as concisely as possible all the key measures requested and is also benchmarked against other authorities in the most recently available annual exercise

5. HR DEVELOPMENTS \ UPDATES \ PRIORITIES

- 5.1 The HR Staff costs as a percentage of the council's overall pay bill is 1.23%. The ratio of HR staff to employees is 98:1, this compares to the benchmark average of 86:1. The HR team have four key areas of responsibility: Employee Relations, Policy & Reward, Workforce Development & Training and Occupational Health.
- 5.2 During August 2014, in order to realise synergies, the Workforce Development Team was merged between Adult Social Care and Children's Social Care and transferred to sit within HR in the Governance Directorate. The department therefore saw a headcount increase of 7. One of the advantages of the transfer was to merge posts and make two successful appointments to long standing vacant posts; one for the Workforce Development Manager (due
- 5.3

to start early April 15) and the other a Professional Development Manager (started early March). The current Workforce Development Manager is an interim and will leave once the new recruit commences employment.

- 5.4 Peterborough has taken an innovative step to place the Adults and Children's workforce development team within the corporate HR function. This is because it presented an opportunity to take a corporate approach to workforce development. However as their work is very much specific to social care, they have been excluded from the benchmarking in this report so that we are comparing like for like.
- 5.5 Since the last report the department has seen two employees embark on maternity leave which, due to the lean structure operated has been necessary to backfill with fixed term contracts.
- 5.6 In the last 12 months there have been five leavers. During the same period there have been three new starters. The stability index runs at 89.95% as all other members of HR have been employed for one year or more, with the average length of service being six years

6. REWARD AND POLICY

- 6.1 The Hay group assisted HR with the job evaluation for the structure of the senior management pay scales which are designed to ensure the council is able to attract and retain quality staff going forward. These scales were approved by the Council at its meeting on 16th April 2014. New job descriptions have been written and evaluated, and appointments have been made for the new Corporate and Senior Director posts. The roll out continues with the evaluation of the remaining senior manager posts.

6.2 New Policies/Updates

Employment policies continue to be revised following consultation with the Trade Unions. During the 12 month period, changes have been made to the Local Government Pension Scheme Discretionary statement plus the Travel & Subsistence, Whistleblowing, Maternity, and Work life Balance policies and procedures. A new Overpayments policy has also been introduced. The Teacher's Pay Policy, Appraisal Policy and Capability procedure have also been updated. The 2015/16 Pay Policy has been drafted and will be submitted to full Council in accordance with statutory requirements.

6.3 Local Government Pension Scheme (LGPS) 2014

A revised LGPS came into effect on 1 April 2014 changing the scheme from a final salary scheme to a career average scheme. This involved significant change to the HR and payroll processes to ensure that the contributions were correctly calculated and recorded against each pension scheme member. The NHS pension scheme and the Teachers' Pension Scheme convert to a career average scheme on 1 April 2015 but members of these schemes will be entitled to tapered protection to the final salary pension scheme based on their age and service.

- 6.4 An increased number of requests have been submitted under the LGPS discretionary policy for early release of pension and other applications. One request was turned down by the council, the decision was upheld by the external appeal manager and is now awaiting a decision from the pension ombudsman.

6.5 Case law

As case law is published the HR team interpret the findings and audit its practices against the findings of the Court. Recent exercises have included auditing the use of 'Sleeping In' arrangements across the council and whether this contravenes the national minimum wage, as well as the use of Overtime and how this may or may not attract holiday pay. This allows managers to review their working processes to ensure they remains lawful going forward.

6.6 Living Wage

The council is currently consulting on the introduction of a local living wage to the existing salary bands. If this were agreed a supplement would be paid to those earning below £7.85 per hour (which is the living wage rate).

6.7 **Equal Pay Audit 2014**

An equal pay audit was undertaken that included employees of the city council plus those employed in community schools. Pay Gaps are considered worthy of further investigation if they are greater than 5% of the total remuneration package. The audit revealed some variations within grades, some in favour of men and some in favour of women. Of the grade differential in schools this only affected 2.72% of the schools population and was explained by different allowances for special educational needs teaching, size of school, and type of school and length of service.

6.8 **Pay Awards**

There was a national pay award implemented for those employees covered by the National Joint Council for local government employees, Teachers, and also those on Chief Officer terms and conditions.

7. **TRAINING AND DEVELOPMENT/WORKFORCE DEVELOPMENT**

- 7.1 During the second half of 2014 the Children's and Adults Workforce Development teams amalgamated and transferred into HR to enable them to provide more effective 'joined up' services to both areas and allow synergies and better value for money in commissioning training providers.
- 7.2 Both teams had previously been understaffed with vacant manager positions and other key roles difficult to fill. An interim manager was appointed immediately following the transfer and following an intensive recruitment drive a permanent manager has been appointed who will start in April. Two Professional Development Manager roles, one for newly qualified social workers during their first year of Assessed and Supported Year of Employment, and the other for Practice Education have also been filled by a strong internal candidate with significant social work experience and knowledge within the Peterborough community.
- 7.3 The interim manager and the team have started to re position and re shape the workforce development function to align it more effectively with emerging national developments and to address the council priorities. Immediate work was undertaken in relation to both the new Target Operating Model and the Care Act in Adult Social Care which comes into effect in April 2015 and that work is continuing in a strategic manner. In Children's Social Care workforce development continues to play an integral role in relation to the recruitment and retention strategy for social workers. Most recent developments include a joint bid with regional partners for Department for Education funding to support an in house development of future newly qualified social workers.
- 7.4 The workforce development team has identified areas for joint commissioning of training for social workers across adult and children's social care which will be cost effective as well as applying commissioning approaches to best value training provision.
- 7.5 The corporate Training and Development Team continue to deliver a range of courses covering management development, personal effectiveness skills, customer service, communications, and HR procedures. Since April last year 56 events have been run with 318 attendees. Over 95% of delegates consistently rate the training as excellent or good; and 84% report that their training has had a positive impact upon their practice in areas such as higher levels of skills, increased confidence, positive attitudes and the ability to deliver a better service.
- 7.6 The training that is available to employees will continue to be reviewed to ensure it meets the current and future business needs of the council, such as the skills and competences required for the new organisational structure, for new methods of delivering services, for commissioning and in response to training needs identified through Performance and Development Reviews.

7.7 An Organisational Development Strategy has been developed and approved by the corporate management team. This meets the challenges the council faces from reduced resources and increase expectations from the community and aims to ensure that leaders/managers improve their levels of skill, competence and capability so that they can enable wholesale systematic change and deliver improved performance. Its objectives include developing a strong commercial/commissioning focus, effective leadership at all levels and a culture that supports innovation, risk and meaningful partnership working. It proposed four priority areas of focus:

- Developing leadership and management capability - producing leaders who inspire, engage and provide a strategic narrative showing clearly where the council needs to go, as well as demonstrate high levels of competence in key areas of management.
- Professional development – to attain, maintain and demonstrate to service users the knowledge, skills and competence required for their profession
- Personal skills, effectiveness and development – to produce a skilled and committed workforce for both effective, efficient delivery but also to demonstrate the required behaviours for example in dealing with the diversity of Peterborough.
- Statutory and mandatory training – to demonstrate to service users competence in key areas such as safeguarding, equality and compliance

7.8 These areas support and enable the transformational change that the council is undergoing in how it meets the expectation of the Peterborough communities; delivers services effectively through new organisational structures, methods and systems; champions equality and diversity; and realises the aspirations of Investors in People (IiP) to make the council a great place to work.

7.9 Work is now underway in translating this into a development plan and implementing those activities. This includes centralising training budgets for 2015/16 so that Training and Development and Workforce Development teams can act as gatekeepers for the commissioning of all training and development activity.

8. INVESTORS IN PEOPLE (IiP)

8.1 Working for an organisation with an IiP accreditation means it is continually improving the way it manages and develops its employees. Where employees are managed well and development is taken seriously, they are generally engaged, happier and so perform better, which improves the overall performance of an organisation. This means the council is in a better position to achieve its priorities and improve the services provided to all its customers.

8.2 The corporate management team have re-affirmed their commitment to at least maintaining the Silver accreditation awarded in 2013 at the next full re- assessment in the autumn of 2016. They have also agreed the Action Plan to achieve this. It focuses on six key areas for improvement to ensure that employees:

- Understand what the council is trying to achieve and how they contribute to that;
- Are informed, consulted and engaged;
- Know and understand what is expected of them in carrying out their roles;
- Receive recognition and are valued for their contribution;
- Are supported by effective managers; and
- Have a range of opportunities to develop.

- 8.3 This plan has been communicated to managers and employees through a series of short videos - one for each of the above themes- produced by members of the Corporate liP Steering Group, describing what it will be like to work for the council in late 2016.
- 8.4 The success of this plan is dependent on all employees being aware that they as well as managers must be involved, committed and contribute in implementing the various activities within the Plan.
- 8.5 To ensure that all managers and employees know what is required and expected of them, each month the Corporate IIP Group will decide what the focus of activity will be for the next four weeks and report what has been achieved in the previous period as well as cumulatively.
- 8.6 Each directorate has an liP champion who not only sits on the Corporate Steering Group but also is expected to disseminate messages and information to the managers and employees within their department, promote liP, ensure activities are implemented, obtain feedback from employees and publicise success stories. They also provide reports to their DMTs on the progress of the plan.
- 8.7 An 18 month review of progress on the improvement plan from the previous assessment will be undertaken by the IIP assessor in March 2015. This involves a discussion with the project lead and the Training and Development Manager to check on how the recommendations are being addressed and identify what further support could be provided by liP.

9. **WORKFORCE STATISTICS / ANALYSIS**

- 9.1 Appendix 1 shows benchmarked metrics and more detailed pages related to each of the headings below:

9.2 **Turnover [see Figures 1.1 to 1.4]**

- 9.3 Since the November 2013 figures presented at the last meeting number of directly employed staff has reduced by 8, net of starters. There have been 179 leavers, 51% less than the previous 12 months

- 9.4 Voluntary turnover [figure 1.4] is currently running at 8.68% which is an increase from 7.27% in last year's report. The stability index [which measures the percentage of staff currently at the Council who have worked continuously for more than one year] stands at 91.32%, which is in the upper quartile for local authorities. This is generally a good sign of retention of staff and the retention of experience and expertise within the workforce.

- 9.5 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 is also affected by market conditions as well as staff satisfaction. More detail on turnover by Service and Directorate is included in the turnover graphs \ tables. 19 employees took voluntary redundancy during the last twelve months.

9.6 **Sickness Absence [see graphs 2.1 to 2.2]**

- 9.7 Sickness absence has reduced further from 8.61 days to 8.35 days absence per employee over the twelve month period.

- 9.8 47.2% of absence days currently fall within the definition of long term absences [absences of over 20 days]. This again is a decrease from the last report [51.92%]. 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 the type of work undertaken by the public sector. The importance of the management of long term absences through use of absence procedures, occupational health services, health and safety and HR processes where a return to work cannot be facilitated cannot be over emphasised.

- 9.9 In the 12 months to 30th November 2014, 681 employees, representing 51% of the workforce, have had no sickness absence at all.
- 9.10 The issue of workforce stress has been addressed separately in order to supply specific answers to questions raised by the Committee.
- 9.11 **Employee Relations cases [figures 4.1 - 4.3]**
- 9.12 179 employee relations cases were completed during 2014. In this period, seven employment tribunal cases have been resolved.
- 9.13 Disciplinary and Grievance Cases statistics give information on issues raised under employment procedures and are recorded by HR. Statistics are based on cases closed in the 12 month period and during times of a reducing workforce this has an upward impact on measures, as it is expressed per employee. Statistics cover staff within Council Directorates in line with this report.
- 9.14 Levels of cases are a mixed indicator. If the figures are too low it could indicate issues in the workforce are not being effectively resolved or dealt with, or could mean cases are being effectively resolved informally. However a particular high level of grievances for example might indicate problems with processes or procedures or workforce satisfaction.
- 9.15 **Workforce Diversity [figures 5.1 – 5.2]**
- 9.16 Late in 2014 a new Steering Group was established, chaired by the Director of Communities and with representatives from all directorates in the council. The group has now started its work, and has developed proposed terms of reference and a draft action plan, addressing short, medium and longer term goals for the next 18 months. This will be presented to the corporate management team to endorse and agree accountabilities for each workstream. The plan focuses on three themes:
- 9.17
1. Knowing our communities – to engage with them to improve our knowledge of their composition and their needs, to identify and address any gaps and to inform improvements in the design and delivery of our services.
 2. Leadership, partnership and organisational commitment – to ensure that leaders within the council and its partners demonstrate the behaviours and capabilities to champion equality and diversity in delivering services.
 3. A skilled and committed workforce – to not only make the council an employer of choice where all its employees have the required skills and knowledge to fulfil their responsibilities to equality and diversity, but also to ensure that workforce is representative of the Peterborough community.
- The data the council presently holds on the make-up and diversity of its workforce has not been refreshed for some years. As a result it is potentially difficult to demonstrate confidently how representative the workforce is – bearing in mind that some figures such as disability are not fixed. The plan will address this as part of the development of the new HR system as well as extend and enhance the data it currently collects on its employees, to allow it to have a clearer picture of the composition of its workforce.
- 9.18 Once the plan has been agreed, the lead for each workstream will work with the group and HR representatives to identify the specific activities/tasks required and how progress will be monitored and reported to the group. It is intended for the group to meet bi-monthly to review progress and update the plan. The themes will be formally reviewed each year to ensure that they remain relevant.
- 9.19 In Figure 5.1, the Directorate breakdown is shown, whilst in Figure 5.2 the current numbers and percentages 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.

9.20 The % of workforce who are female or aged 50 and above has increased as have the numbers of part time employees. The use of temporary/fixed term contracts has decreased. The % of the workforce who have declared that they are from an ethnic minority or mixed origin has increased and remains above the upper quartile using the benchmark comparisons. The % of the workforce with a disability has also increased.

10. STRESS ABSENCE (figure 2.2)

10.1 The figure of FTE sickness absence days due to stress has increased to 2238 for the last 12 months for current employees (2049 days reported in November 2013). Stress still remains the largest % of days lost at 23% of the total lost days due to sickness. This figure is below the typical average for Local Authorities whereby stress accounts for approximately 33% of absence. It should also be borne in mind that many stress related absences are long term in nature – as can be seen in the table a below.

10.2 Pressure at work/reducing stress:

10.3 A survey of all employees was carried out in the summer of 2014 with the intention of helping the council tackle the causes of work-related pressure. Over 60% of employees (835) responded to the survey.

10.4 The results showed some positive findings. Relationships (peer help, support and respect) across the council are very good. Most employees are fully aware of what is expected of them and what is needed to undertake their role.

10.5 The results did suggest that improvements need to be made in four areas:

- How the council manages change and consults with employees;
- How work demands and volumes are managed;
- How much control employees have over how they do their job;
- The capability of managers to prevent/reduce pressures, deal effectively with issues and provide support to employees.

10.6 The corporate management team accepted the proposals from the staff welfare group that was established to manage the survey and its findings. This group which includes representatives from Internal Communications, Health and Safety, Public Health as well as HR and Occupational Health will continue, focusing on implementing the initiatives below, monitoring their progress and identifying what further action might be required.

10.7 The following have been introduced to improve employees' well-being and work life balance.

- **Chaplaincy service:** this was introduced in October 2014. The Chaplain is available for employees to talk things through confidentially on every Monday afternoon. To encourage employee take up, which has been low, Internal Communications continually publicise and promote it through the various communications media, at Boost week events and the mayors coffee mornings for employees. Starting in March the Chaplain aims to attend as many team meetings as possible to raise her profile and awareness of what she can offer employees.
- **Employee Assistance Programme (EAP):** this started in December last year and offers impartial professional and confidential advice and support on a range of work, personal, financial, legal and family issues. The services available are telephone and on line support 24/7, 365 days of the year and short term face to face counselling. Since the service started 8 employees have made contact by telephone, 1 has started counselling and there have been 26 visits to the EAP website. This service is continually promoted through internal communications media, Boost week events and in Corporate Induction and other relevant training courses. Occupational Health promote the EAP in one to one sessions with employees and in absence management

training provided to managers. The HR Business Partners make sure that managers and employees are aware of the EAP when they raise issues with them. They are also ensure the early reference to Occupational Health for all instances of stress related absence.

- **Carer Support Group:** in addition to the support that the council offers to those employee with caring responsibilities; such as flexible working, a support group has been established and has been in operation since November. It meets bi-monthly, has to date 18 members and its purpose is to discuss issues that affect them in a supporting environment and provide help and support to each other. It has also provided network opportunities for employees from different departments to know more about what each of them do.
- **Information about health improvement and well-being:** opportunities and information such as those offered through Boost and the 5 for Life campaigns from Public Health have been increased. The 5 for Life campaign from Public Health which was targeted at the whole Peterborough community, was heavily promoted to council employees. This was intended to encourage people to introduce healthy life style choices in the 5 areas – eating well, getting active, getting checked medically, drinking sensibly and stopping smoking. Boost weeks are held twice a year in the autumn and February, in which the council, its partners, local business and the trade unions work together to showcase products and services to help employees reach personal health goals and aid their well-being. This year’s events included reflexology, meditation and yoga sessions, discounts for City College’s learning for mental well-being courses and Change4Life Sugar swaps.
- **Improved capability of managers:** a range of training and development solutions will be implemented, using a blend of courses, action learning sets, on line and self-development materials; assignment, secondments and coaching. These will allow managers more opportunities to help them manage change, become more resilient in dealing with work pressures, support their employees and communicate more effectively.

10.8 The survey will be repeated in July this year to assess whether these are making a difference.

10.9 In summary, the days lost per employee for sickness have continued to be reduced overall, albeit slightly, from 8.61 days to 8.35 days.

10.10 Details of sickness days lost and occasions in the 12 months to November 2014 for stress related illness is set out below:

10.11 Absences of over 40 days in length [15 cases] account for 61% of the total days lost.

Table A

Stress, Depression, Anxiety, Fatigue - Breakdown		
Day Ranges	Occasions	Total Days lost
Up to 5	158	213
11 to 15	8	99
16-20	4	70
21 to 30	12	287
31 to 40	3	109
6 to 10	10	86
Over 40	15	1375
(blank)	21	0
Grand Total	231	2238

10.12 Of the 21 current long term absences at 30th November, 7 cases are assigned to the stress category. All cases are being closely monitored and are kept under review at least monthly. It should be noted that these type of issues have to be handled sensitively, and often involve the need for specialist advice. Specific disabilities may also be involved. Often cases take time to deal with because of the medically certified absence of the employee.

10.13 The actions being taken which will continue to impact on better stress management include:

- Continue to promote employee assistance programmes
- Continue to offer independent counselling services via Occupational Health
- Continued review of the absence management policy and procedures
- Early referral of cases to Occupational Health
- Regular reporting of attendance data
- E learning courses available on managing stress, both for Managers and employees
- A pilot of a blended training programme encompassing different ways of learning
- Additional support provided with change programmes i.e with skills such as CV writing.
- Promotion of healthy living
- Themed Occupational Health updates in Council's Insite page
- Training and support from Health and Safety e.g. on stress risk assessment
- Further stress surveys to be undertaken to act as a barometer for the Council

11.

DISABILITY

11.1 There has been an increase in the percentage of employees who state that they have a disability from 2.75% to 2.15%.

11.2 The accuracy of this data needs to be kept under review due to the fact that it is not a fixed equality characteristic. Staff need to be resurveyed to capture their current status. As previously mentioned, a proposal to expand monitoring to the other protected characteristics under the 2010 Equality Act is under review, with the introduction of the new HR system.

11.3 The Council continues to participate in the two ticks scheme to guarantee interviews to suitably qualified candidates with a disability and ensure any adjustments to processes to assist disabled candidates thought the recruitment process are made. This assists in maintaining equal opportunities in access to employment opportunities.

11.4 Continuing to maintain or increase the number of employees with a disability will involve:

1. Continuing to facilitate such initiatives as Westcombe Engineering as one specific service targeting employment opportunities within Peterborough City Council, while ensuring employment for those with a disability is also available in the 'mainstream'.
2. Continuing to survey staff to ensure we understand and record the current levels of disability within the organisation. Data is about to be recollected to facilitate this.
3. Continue to participate in the two ticks scheme and ensure this is assisting appropriately qualified candidates to apply for job opportunities. There has been no recent evidence of any problems in the current policies and processes [e.g. through complaints], but HR are currently looking into more proactive collection of feedback data from candidates [by equality characteristics] to have more extensive data to use when reviewing processes.
4. Continue to support existing staff and managers in relation to disability matters, for example through occupational health and Business Partner Support.
5. Continuing to look at diversity issues including disability as the organisation looks to progress within Investors In People standards. Most of the standards in respect of disability were met in the recent assessment.

12. **ETHNIC MINORITY AND DISABILITY DIVERSITY IN THE WORKFORCE**

12.1 This report has historically focused upon an overview of HR activity, and therefore equality has only formed one strand of performance data provided and in line with an overview report presents only a few key measures related to diversity which are benchmarked. The Council publishes on

its' web site a full annual analysis of workforce equality data in an annual report following the guidance of the Equality and Human Rights Commission on the requirements of the Equality Act 2010.

- 12.2 The % of employees from Ethnic Minorities in November 2014 shows an increase from 5.97% to 7.13%. The HR benchmark was 3.90%. The 2011 Census showed that 17.17% of the population of Peterborough were from Ethnic Minorities.
- 12.3 It is accepted that the need for the City Council to have effective delivery of services to diverse populations means that ensuring the development of a diverse workforce continues.
- 12.4 However, it must be recognised that any initiatives to improve the diversity of our workforce must be lawful. Aside from requirements of the Equality Act 2010 the 1989 Local Government & Housing Act, specifies that all appointments have to be on a merit basis for example.

The council continues to review ethnic diversity by:-

[a] Continuing to review that processes are as fair as possible

[b] Continuing awareness training initiatives and celebration of our diverse culture. E learning modules providing awareness on dementia, learning disabilities and mental health have been launched this year.

[c] Seeking to collect and respond as far as possible to employee and applicant concerns to ensure as level a playing field as can be provided.

[d] Ensuring working conditions within the council for minority staff encourage recruitment and retention. For example 'Religion and Belief' is often a related factor to ethnicity, and therefore this factor is fully considered in reviewing Council policies and practices, such as a sympathetic approach to time off being taken during festivals etc

13. IMPLICATIONS

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

14. CONSULTATION

- 14.1 No specific consultation has taken place for this report.

15. BACKGROUND DOCUMENTS

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

- 15.1 None.

16. APPENDICES

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

Metric/Comments	Bench marked measure	Unit	PCC	PCC	PCC	PCC	PCC	PCC	Lower Quartile	Average	Median	Upper Quartile
Employee Diversity			Nov/2014	Nov/2013	Nov/2012	Nov/2011	Nov/2010	Nov/2009				
% of workforce female	YES	%	71.90%	71.44%	71.18%	72.44%	70.15%	64.72%	63%	67.90%	68.30%	71.20%
% of workforce part-time	YES	%	33.83%	31.91%	32.71%	36.31%	27.06%	37.13%				
% of workforce on Temp/Fixed term contract	YES	%	4.33%	8.33%	3.42%	3.85%	5.04%	11.14%				
% of workforce from Ethnic Minorities or mixed origins	YES	%	7.13%	5.97%	6.17%	5.61%	6.05%	6.98%	1.80%	3.90%	4.30%	5.10%
% of workforce with disability	YES	%	2.75%	2.15%	3.67%	3.78%	3.54%	2.97%	2.30%	3.40%	3.10%	4.10%
% of top 5 earners female	YES	%	45.45%	49.25%	56.96%	52.75%	50%	50.68%	43.20%	47.90%	50.60%	54.80%
% of employees aged 50+	YES	%	34.64%	33.10%	32.94%	33.55%	33.09%	36.37%				
HR Staff Ratios and Costs												
Ratio: All HR staff to all employees	YES	Ratio	98:1	92:1	75:1	106:1	77:1	73:1	46	86	47	100
HR Staff Cost expressed in £ per employee	YES	£	£337.11	£312.00	£492	£278	£348	£454	£229	£390	£333	£524
HR staff cost as % of Organisation Pay Bill	YES	%	1.23%	1.29%	0.66%	1.00%	1.80%	1.90%	1.40%	1.90%	2.20%	2.50%

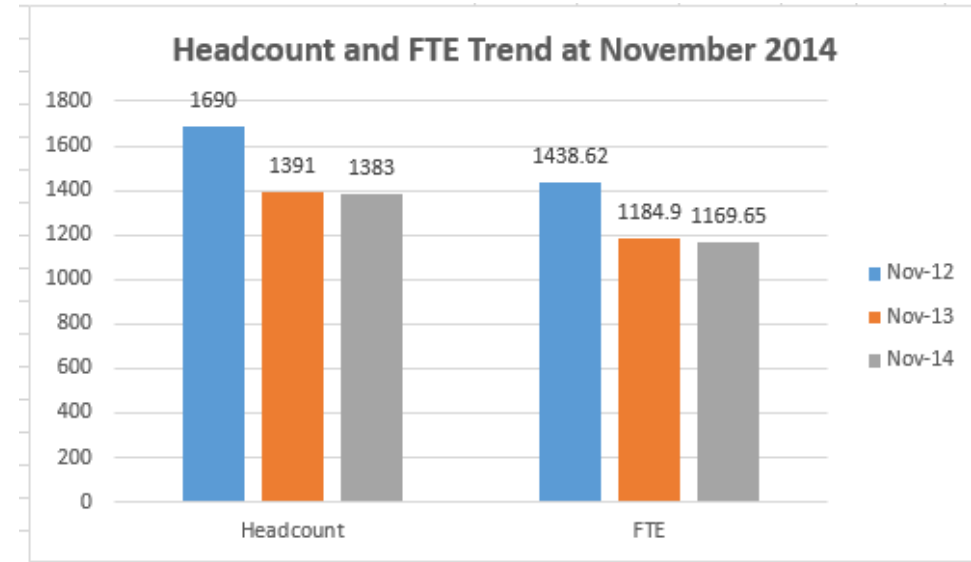
1. Headcount and Turnover

1.1 Breakdown of Headcount at November 2014

	Headcount	Appointments	Full Time Equivalent	Casual	Full Time	Part Time	Permanent	Temporary	FTE Change since Nov 2013 report
Adult Social Care and Health & Wellbeing	269	271	221.85	1	124	144	251	17	-15.06
Chief Executive Department	2.00	2.00	2.00	0.00	2.00	0.00	2.00	0.00	-33.12
Childrens Services	271.00	285.00	235.57	3.00	162.00	106.00	261.00	7.00	-33.13
Communities	401.00	449.00	316.19	55.00	241.00	105.00	325.00	21.00	37.21
Governance	189.00	191.00	170.99	2.00	140.00	47.00	180.00	7.00	41.09
Growth and Regeneration	109.00	111.00	98.84	5.00	90.00	14.00	101.00	3.00	-13.23
Resources	142.00	143.00	124.21	1.00	89.00	52.00	136.00	5.00	0.97
Grand Total	1383.00	1452.00	1169.65	67.00	848.00	468.00	1256.00	60.00	-15.27

Headcount excluding Casuals = 1316

1.2 Headcount and FTE Trend at November 2014



1.3 12 Months Leavers by Type to November 2014

12 months leavers by type	No	%	Change from Nov14
Resignation	129	72.07%	Up
Redundancy - Voluntary	13	7.26%	Down
Retirement	11	6.15%	Up
Dismissal	8	4.47%	Up
End of Temporary Work	7	3.91%	Down
Redundancy-Voluntary from Restructuring	6	3.35%	Up
Mutual Termination	2	1.12%	Up
Transfer of Undertaking	2	1.12%	Down
Did not start employment	1	0.56%	Up
Grand Total	179	100.00%	Down

1.4 Turnover by Directorate and Service for last 12 Months to November 2014

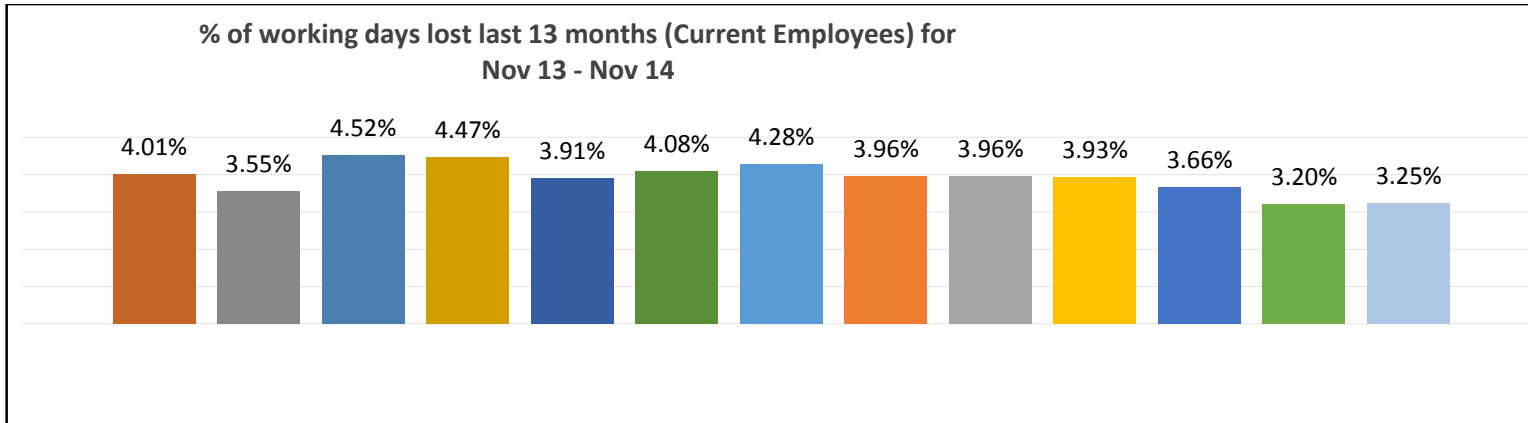
[Excludes Casual & Relief Staff & temporary staff of less than one year]

Directorate	Service	App Count start	App Count end	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M
Adult Social Care and Health & Wellbeing	Adult Social Care Finance Total	14.00	14.00	14.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Adult Social Care Management Total	2.00	3.00	2.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Assessment & Care Mgmt Serv Provision Total	237.00	225.00	231.00	19.00	9.00	28.00	8.23%	3.90%	12.12%
	Public Health Client Total	2.00	2.00	2.00	0.00	1.00	1.00	0.00%	50.00%	50.00%
	Safeguarding Quality Info & Performance Total	5.00	4.00	4.50	3.00	0.00	3.00	66.67%	0.00%	66.67%
	Seconded to NHS [Mental Health] Total	12.00	11.00	11.50	1.00	0.00	1.00	8.70%	0.00%	8.70%
	Adult Social Care and Health & Wellbeing Total		272.00	259.00	265.50	23.00	10.00	33.00	0.09	0.04
Chief Executive Department	Chief Executive Office Total	2.00	2.00	2.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
Chief Executive Department Total		2.00	2.00	2.00	0.00	0.00	0.00	0.00%	0.00	0
Childrens Services	Childrens Senior Management Total	3.00	2.00	2.50	1.00	0.00	1.00	40.00%	0.00%	40.00%
	Education Total	162.00	161.00	161.50	20.00	5.00	25.00	12.38%	3.10%	15.48%
	Safeguarding Families Communities Total	125.00	114.00	119.50	23.00	4.00	27.00	19.25%	3.35%	22.59%
Childrens Services Total		290.00	277.00	283.50	44.00	9.00	53.00	0.16	0.03	0.19
Communities	Business Management Total	21.00	24.00	22.50	0.00	1.00	1.00	0.00%	4.44%	4.44%
	Communities and Targeted Services Total	216.00	211.00	213.50	11.00	6.00	17.00	5.15%	2.81%	7.96%
	Strategic Commissioning Total	7.00	7.00	7.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning and Prevention Total	123.00	124.00	123.50	6.00	6.00	12.00	4.86%	4.86%	9.72%
Communities Total		367.00	366.00	366.50	17.00	13.00	30.00	0.05	0.04	0.08
Governance	Commercial Operations Total	42.00	46.00	44.00	5.00	0.00	5.00	11.36%	0.00%	11.36%
	Communications Total	11.00	10.00	10.50	1.00	0.00	1.00	9.52%	0.00%	9.52%
	Governance Total	17.00	16.00	16.50	1.00	1.00	2.00	6.06%	6.06%	12.12%
	Human Resources Total	26.00	22.00	24.00	3.00	3.00	6.00	12.50%	12.50%	25.00%
	Legal Services Total	30.00	27.00	28.50	3.00	2.00	5.00	10.53%	7.02%	17.54%
	Performance & Practise Management Total	24.00	23.00	23.50	2.00	0.00	2.00	8.51%	0.00%	8.51%
	Regulatory Services Total	40.00	38.00	39.00	3.00	0.00	3.00	7.69%	0.00%	7.69%
	Solicitor & Support Staff Total	1.00	2.00	1.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
Governance Total		191.00	184.00	187.50	18.00	6.00	24.00	0.10	0.03	0.13

Directorate	Service	App Count start	App Count end	Average appointments	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M
Growth and Regeneration	Delivery Total	1.00	0.00	0.50	0.00	1.00	1.00	0.00%	200.00%	200.00%
	Development and Construction Total	30.00	36.00	33.00	4.00	0.00	4.00	12.12%	0.00%	12.12%
	Growth and Regeneration Total	6.00	8.00	7.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Peterborough Highway Services Total	34.00	35.00	34.50	5.00	0.00	5.00	14.49%	0.00%	14.49%
	Planning Transport & Engineering Total	17.00	0.00	8.50	1.00	2.00	3.00	11.76%	23.53%	35.29%
	Resilience Total	4.00	4.00	4.00	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Sustainable Growth Strategy Total	18.00	19.00	18.50	3.00	0.00	3.00	16.22%	0.00%	16.22%
Growth and Regeneration Total		110.00	102.00	106.00	13.00	3.00	16.00	0.12	0.03	0.15
Resources	Corporate Property & Childrens Resources Total	32.00	37.00	34.50	1.00	1.00	2.00	2.90%	2.90%	5.80%
	SR Director Total	5.00	6.00	5.50	0.00	0.00	0.00	0.00%	0.00%	0.00%
	Strategic Commissioning & Transformation Total	69.00	65.00	67.00	3.00	2.00	5.00	4.48%	2.99%	7.46%
	Strategic Finance Total	32.00	33.00	32.50	1.00	0.00	1.00	3.08%	0.00%	3.08%
Resources Total		138.00	141.00	139.50	5.00	3.00	8.00	0.04	0.02	0.06
Directorates Total		1,370.00	1,331.00	1,350.50	120.00	44.00	164.00	8.68%	3.26%	11.94%

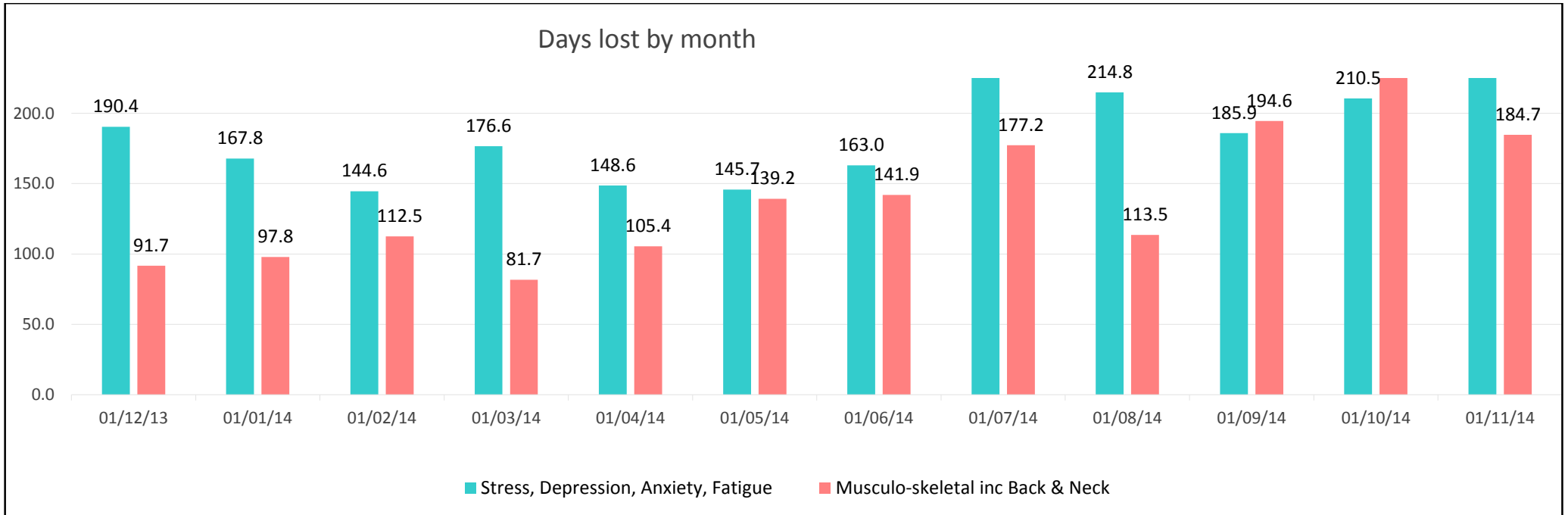
2. Absence

2.1 Most recent overall sickness rates - 12 months to November 2014 [current employee basis].

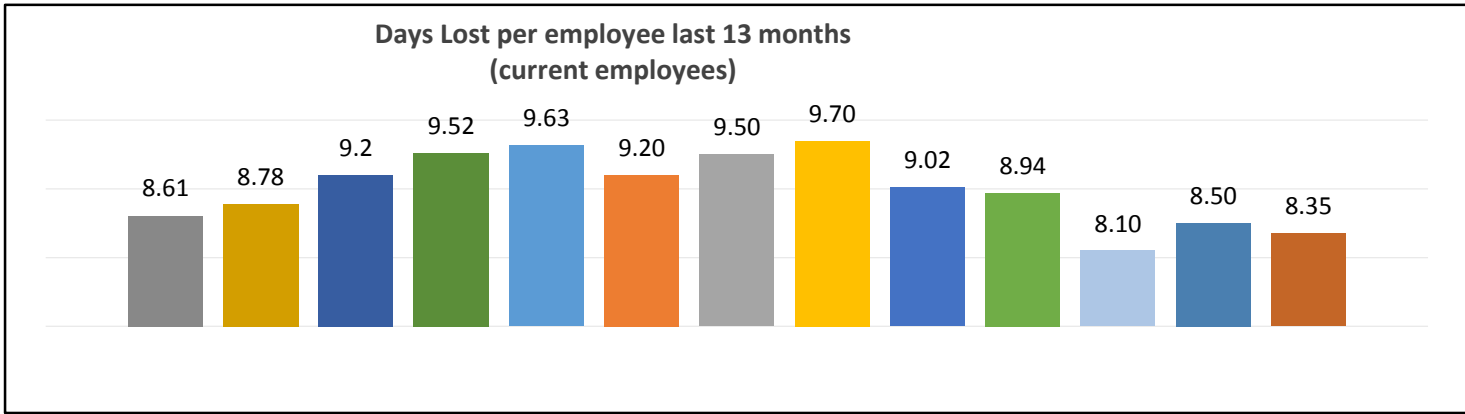


2.2 Monthly Sickness Information - Stress and Musculo Skeletal Categories since December 2014

70



2.3 Days Lost per employee - 12 Months rolling figures to November 2014 [Current Employees]



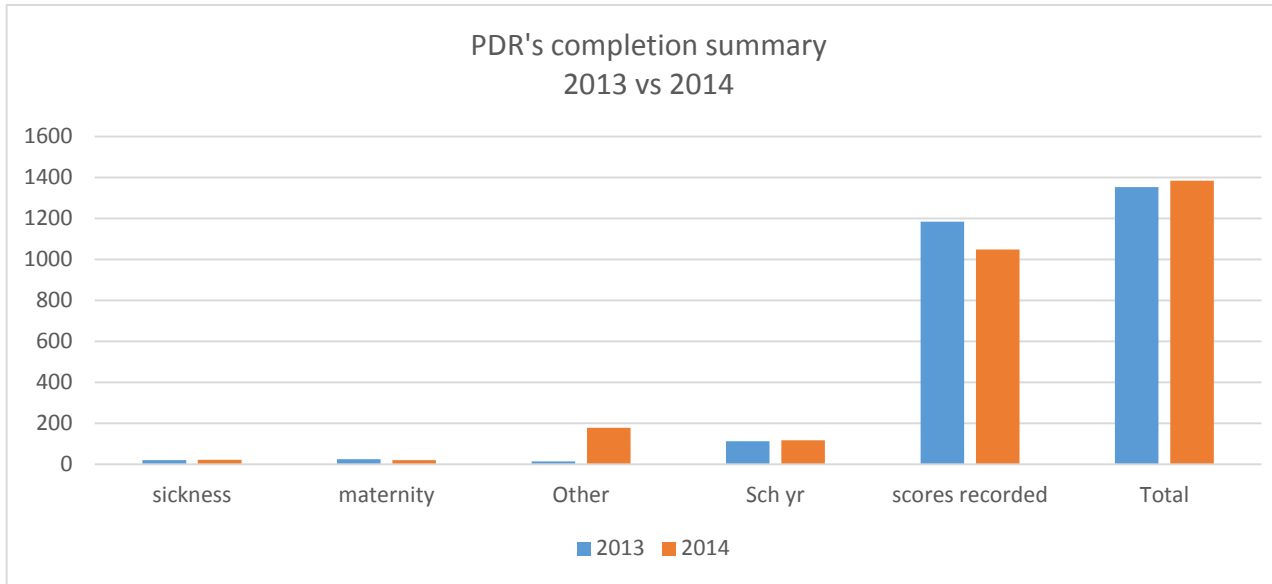
2.4 Absence Occasions and days by category - 12 Months to November 2014 [Current Employees]

Row Labels	Count of Occasions	% Occasions	Sum of WFTE Days	% Days Lost	FTE Days lost last report	Changes in days lost over 12 months
Stress, Depression, Anxiety, Fatigue	231	11%	2238	23%	2049.41	189
Other	224	11%	1734	18%	1226.81	508
Stomach, liver, kidney & digestion	334	16%	1218	12%	1500.36	-282
Infections inc. Colds And Flu	427	21%	1188	12%	1503.75	-315
Other musculo-skeletal problems	336	16%	1002	10%	2033.41	-1032
Back & Neck Problems	113	6%	675	7%	0	675
Eye, Ear, Nose, Mouth, Dental, Sinusitis	59	3%	409	4%	502.66	-94
Genito-urinary/gynaecological	35	2%	362	4%	228.81	133
Chest & Respiratory inc Chest Infections	71	3%	340	3%	487.85	-148
Neurological inc. Headaches & Migraine	143	7%	261	3%	266.08	-5
Pregnancy Related	41	2%	199	2%	158.2	40
Heart, Blood Pressure & Circulation	16	1%	153	2%	116.25	36
No Reason Given	10	0%	8	0%	32.78	-24
Grand Total	2040	100%	9788	100%	10106.37	-318

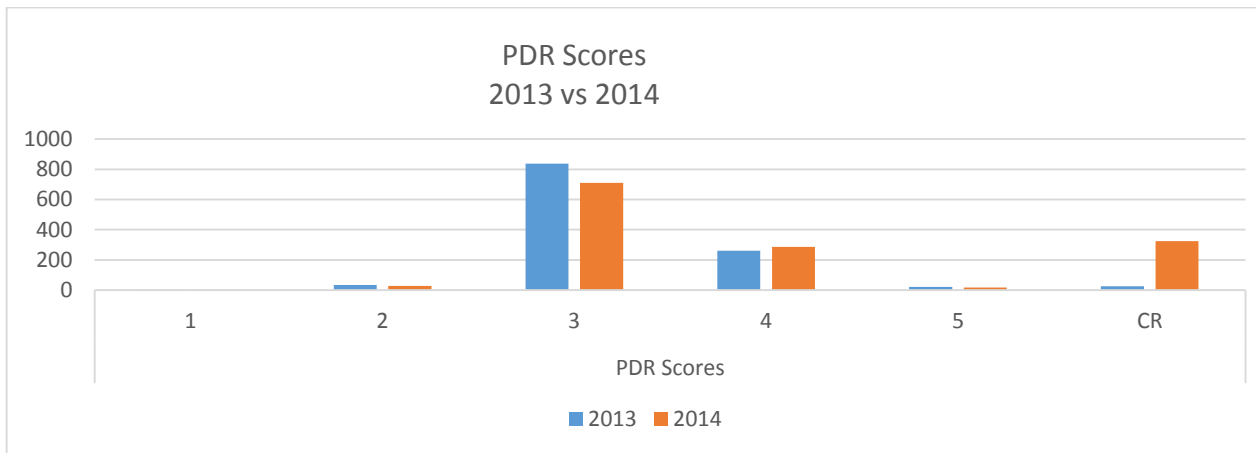
3. PDR Summary

3.1 PDR Monitoring Report Final for 2013/14 round.

73



3.2 PDR Scores



4. Employee Relations [cases]

4.1 Current Disciplinary, Capability and Grievance cases at November 2014

Directorate	Capability	Discipline	Grievance	Grand Total
Adult Social Care Health and Wellbeing	1	3		4
Childrens Services		1	2	3
Communities		7	2	9
Governance	1	1	2	4
Growth and Regeneration	1			1
Resources	1		2	3
Grand Total	4	12	8	24

[Includes cases that may be resolved informally]

4.2.2 Grievance

Outcome	Total
Employee Resigned	1
Not Found	4
Proceed to Formal	2
Resolved	5
Resolved Informally	5
Upheld	2
Grand Total	19

4.2.3 Tribunal

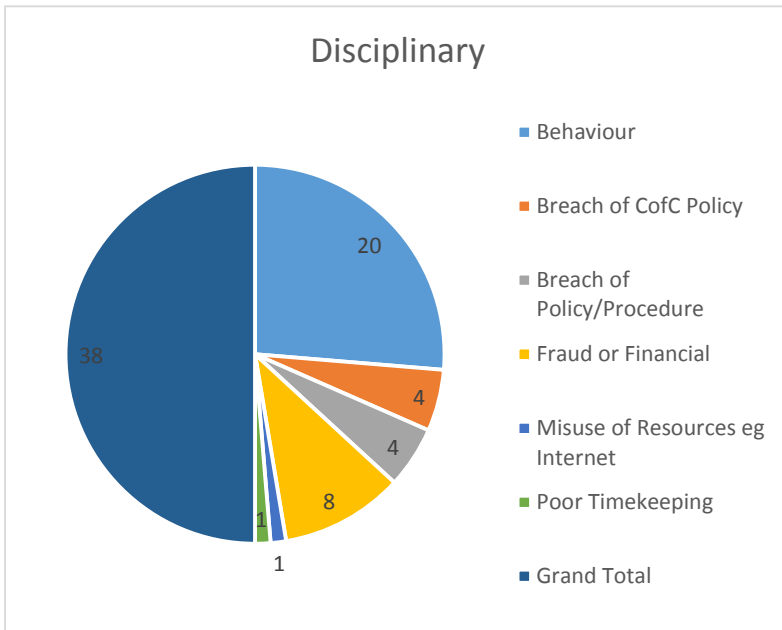
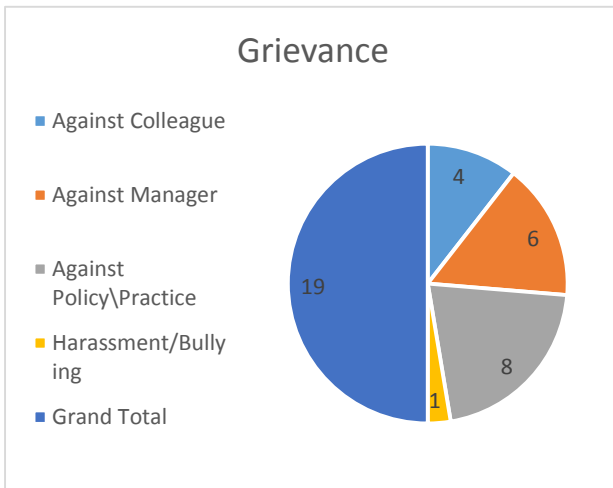
Tribunal	Total
Case Dismissed	1
Settled Out of Court	4
Grand Total	7

4.2 Outcomes of formal cases ended in the 12 Months to November 2014

4.2.1 Disciplinary cases [includes Capability]

Outcome	Total
	4
Appeal not Upheld	3
Appeal Upheld	1
Case not Found	5
Dismissal with notice	1
Employee Resigned	3
Final Written Warning Issued	4
Proceed to Hearing	4
Proceed to Investigation	2
Resolved Informally	11
Stage Letter Issued	3
Summary Dismissal	3
Termination by Mutual Agreement	1
Verbal Warning Issued	1
Written Warning Issued	4
Grand Total	50

4.3 Breakdown of cases ended in the 12 months to November 2014

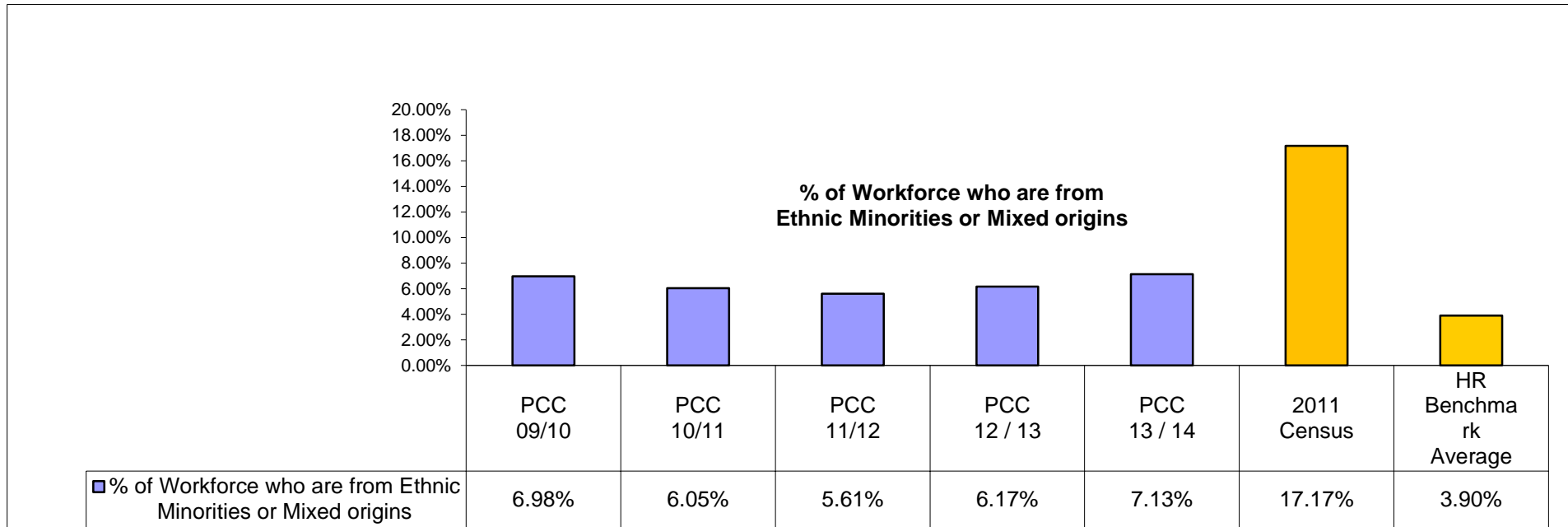
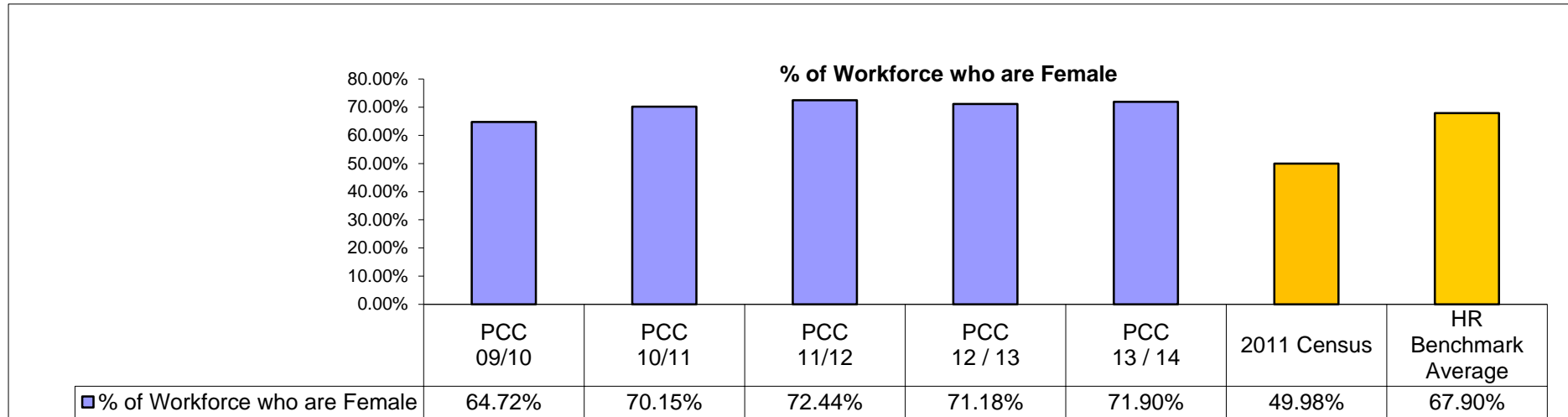


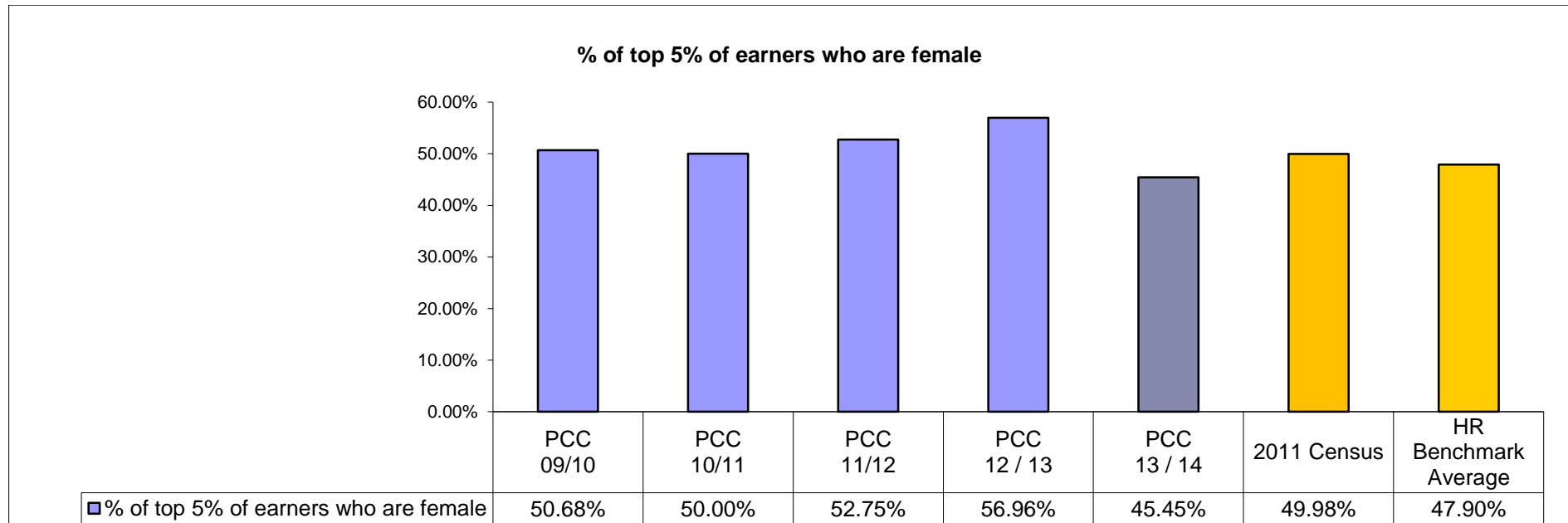
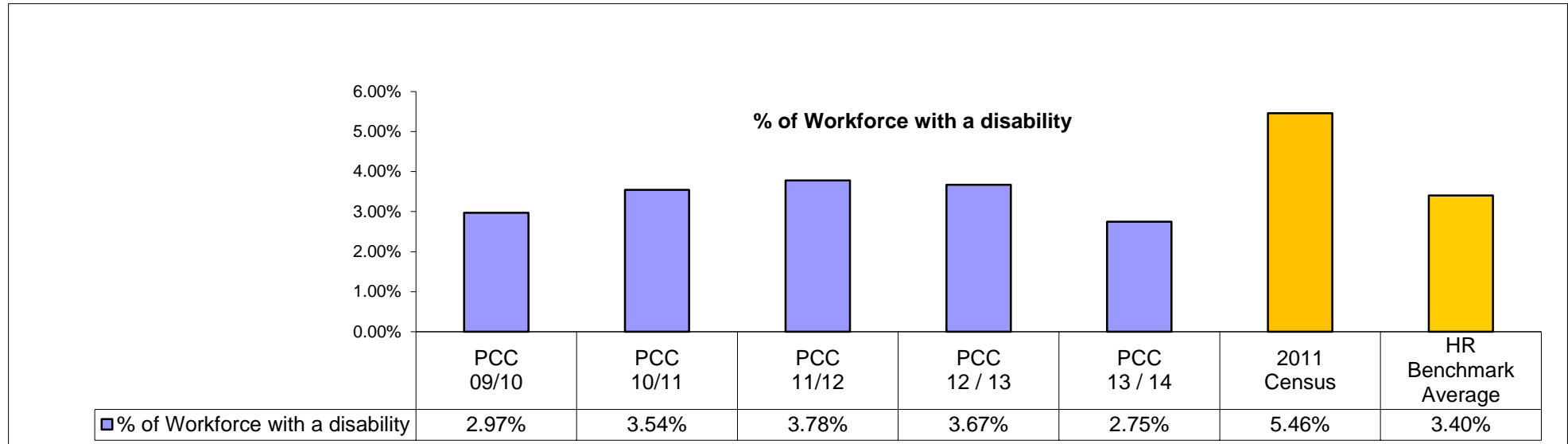
5. Workforce Diversity

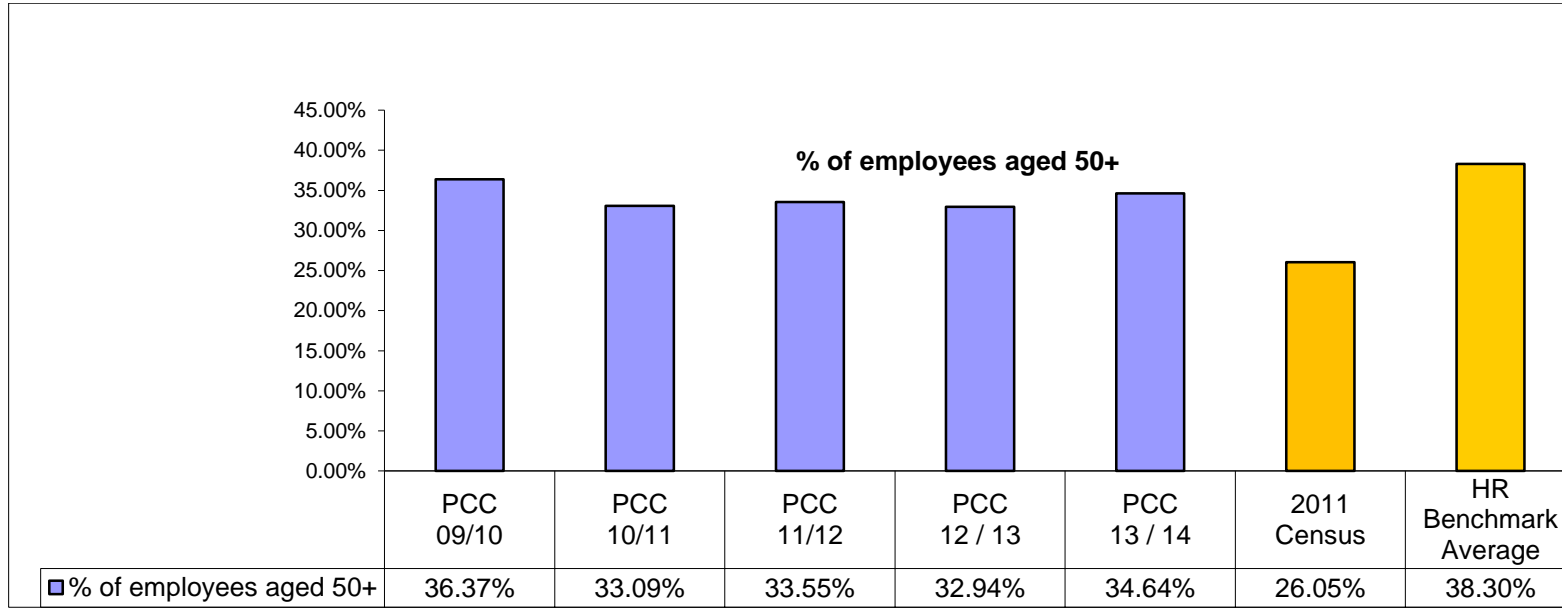
5.1 Directorates breakdown at November 2014

TEAM	All Staff	Minority/Mixed Ethnic	Self-Identified Disability	Females	Males	Over 50	% Minority Mixed Ethnic	% Disab	Females %	Over 50 %
Adult Social Care and Health & Wellbeing	259	5	7	212	47	121	7.46%	12.73 %	81.85%	46.72%
Chief Executive Department	2	0	0	2	0	1	0.00%	0.00%	100.00%	50.00%
Childrens Services	277	20	4	239	38	92	8.30%	1.84%	86.28%	33.21%
Communities	366	27	3	264	102	121	8.41%	0.97%	72.13%	33.06%
Governance	184	14	2	116	68	49	8.09%	1.32%	63.04%	26.63%
Growth and Regeneration	102	3	1	42	60	24	3.19%	1.06%	41.18%	23.53%
Resources	141	5	9	82	59	53	3.73%	7.20%	58.16%	37.59%
DIRECTORATES TOTAL	1331	74	26	957	374	461	7.13%	2.75%	71.90%	34.64%

5.2 Trends compared with Benchmark and Census 2011







HR Benchmarker Notes

<p>% Stability Index</p>	<p>The % of current employees, who were in the employment of the organisation at the beginning of the 12 month period covered.</p> $\frac{\text{Number of current employees with at least 12 months service}}{\text{Total Number of Employees (with more or less than 12 months service) during the 12 month period}} \times 100$
<p>% Voluntary Staff Turnover (Based On Actual Headcount)</p>	<p>Voluntary leavers only - exclude leavers arising from redundancy, dismissal, normal or early retirement and end of fixed term contract.</p> <p>To calculate % of Staff Turnover, Divide the Number of Voluntary Leavers by the average employee headcount for the 12 month period. Multiply by 100. For example :</p> $\frac{\text{Voluntary Leavers (during 12 month period)}}{\text{Average Number of Staff (employed for the 12 month period)}} \times 100$

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 7
17 MARCH 2015	Public Report

Report of the Corporate Director Resources

Contact Officer(s) – Mark Sandhu, Head of Customer Services – Tel: 296321
Belinda Evans, Customer Service Manager - Tel: 296324

COMPLAINTS MONITORING REPORT 2013 – 14

1. PURPOSE

- 1.1
- To provide a summary of complaints monitored between 1st April 2013 and 31st March 2014 which fall under the Corporate Complaints' Policy.
 - To provide an update on proposed changes 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
1. Members to note the information presented in this report regarding complaints received between 1st April 2013 and the 31st March 2014.
 2. Members to note the inclusion of the full detail of cases investigated by the Local Government Ombudsman as requested by Committee members.
 3. Members views are sought on the proposed change to a two stage 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. Failing to take customers concerns seriously would impact particularly upon the following priorities in the Sustainable Community Strategy:-

- Creating opportunities – tackling inequalities;
- Creating strong and supportive communities;

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

- There have been increases in complaint volumes this year within, Amey Peterborough, Serco partnership and the services delivered by Vivacity.
- A change to the complaints process from 3 stages to 2 is proposed.

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 more efficient and effective service delivery and will improve the Council's reputation and efficiency.

Financial

6.2

The report contains no financial implications

7. CONSULTATION

7.1 The report has been shared with relevant senior managers 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 2013-14

10. APPENDICES

10.1 Appendix 1 - Complaints Monitoring Report 2013-14

Appendix 2 – New Complaints Process

Appendix 3 - Local Government Ombudsman Investigations

APPENDIX 1

1. COMPLAINTS MONITORING REPORT 2013-14

- 1.1 This report will analyse the performance of the council's formal Corporate Complaints Procedure between 1st April 2013 and 31st March 2014. 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 One (Investigated by Team Manager)
 - Stage Two (Investigated by Head of Service)
 - Stage Three (Investigated by investigator from Governance team)
- 1.3 Table 1 below shows the number of Stage 1 complaints received for each department during 2013/14 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 1: STAGE ONE COMPLAINTS RECEIVED				
Department	2012/2013		2013/2014	
	Total complaints received	Logged by CCO	Total complaints received	Logged by CCO
Chief Executive's Dep't	13	3	14	9
Children's Services	29	14	25	15
Operations	92	65	59 (excludes 34 Neighbourhood complaints)	48
Strategic Resources	143	63	268	109
Adult Social Care & Public Health (since December 2013) – Corporate complaints only			1	1
TOTAL	277	145	367	182

- 1.4 Whilst the majority of services saw minimal increases or maintained the same volumes there was an increase in complaints within Strategic Resources – within the Serco Partnership area – almost all attributable to the local council tax support (LCTS) introduced in that year. In 2014-15 complaint volumes in this area have reduced to a lower level. There is more background in Section 10 – Partner Complaints including complaint volumes for Amey Peterborough and Vivacity.

2. CHANGE TO COMPLAINTS PROCESS

- 2.1 Complaints processing has been under review since 2010 in regard to reducing the number of stages of our corporate complaints process. This was due to new guidance issued by the Local Government Ombudsman.
- 2.2 The rationale for reducing the stages and the history of review and development of a new two stage process is fully documented in Appendix 2.
- 2.3 The new two stage process has been developed by the Complaint Manager in conjunction with the Governance team, and has been piloted for one year by Neighbourhood services.
- 2.4 In reducing our complaint stages from three down to two the aims are:-
- To ensure the customer has their complaint resolved as soon as possible
 - To ensure a final review by an independent service is still available
 - To reduce the amount of time a department has to investigate a complaint overall
 - To comply with the maximum of 12 weeks recommended by the Local Government Ombudsman for a Council to fully review a complaint.
- 2.5 This process has been robustly tested for over a year and the feedback from the department is very positive. I am confident in recommending this process for full implementation throughout the council.
- Overall more complaints will be resolved at the first opportunity
 - The customer will spend less time overall waiting for a response
 - Customers will be more likely to have personal contact from the department about their complaint leading to better understanding of their issues.
 - There will still be an independent review stage but this stage has been designed to be more efficient than the current stage 3 investigations
- 2.6 Members' feedback on the proposals is invited by the Chief Executive before a final decision is made.

3. STAGE ONE COMPLAINTS (FIRST CONTACT COMPLAINTS)

- 3.1 There have been some significant changes to complaints processing during the year, which include
- changes to directorates
 - the piloting of a new complaint process
- 3.2 The changes to Directorates include:
- the closure of the Operations Directorate
 - the creation of 3 new Directorates - Growth and Regeneration, Governance & Communities
 - The transfer of Adult Social Care from Health to the council in March 2012 followed by the amalgamation with Public Health to create the directorate now known as Adult Social Care & Health & Wellbeing.

- 3.3 The piloting of the new complaints process (which involved the Neighbourhoods department) also means some complaints have not been included in the figures above. The detail of Neighbourhoods complaints is shown in Appendix 2.
- 3.4 All complaints are classified into a category, the table below (table 2 on the next page) shows the breakdown by category for all stage 1 complaints logged for 2013/14.
- 3.5 'Delayed/failed service' remains the most common category with 64% of the total number of stage 1 complaints. It should also be noted that the increased volume of complaints can almost exclusively be contributed to this category. The second most common remains 'Staff Attitude/ Conduct' at 11.9% - which has shown a further drop from last year.

Table 2	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
Department												
Adult Social Care	0	0	0	1	0	0	0	0	0	0	0	1
Chief Executive	2	0	0	0	0	0	6	1	0	1	4	14
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Legal & Governance	0	0	0	0	0	0	6	1	0	1	4	12
Growth & Regeneration	0	0	0	0	0	0	0	0	0	0	0	0
Human Resources	2	0	0	0	0	0	0	0	0	0	0	2
Strategic Resources	6	2	0	34	0	7	195	6	13	4	2	268
Customer Services	4	2	0	27	0	2	33	4	0	0	2	74
Shared Transactional Services	1	0	0	7	0	5	159	2	13	3	0	190
<i>Incomes (inc Council Tax & Business Rates)</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>7</i>	<i>0</i>	<i>5</i>	<i>93</i>	<i>0</i>	<i>12</i>	<i>3</i>	<i>0</i>	<i>121*</i>
<i>Payments (inc Benefits)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>66</i>	<i>2</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>69*</i>
Business Transformation/ Strategic Property	0	0	0	0	0	0	3	0	0	1	0	4
Children's Services	0	0	1	2	0	2	7	1	8	3	1	25
Admissions/ School place planning & Assets	0	0	0	0	0	0	4	0	8	2	0	14
Attendance/ Ed Welfare	0	0	0	0	0	0	1	0	0	0	0	1
Education & Resources (inc Early Years)	0	0	0	0	0	0	0	1	0	0	0	1
SEN/ Inclusion/ Ed Psychology/ PRU	0	0	0	2	0	0	1	0	0	0	1	4
Childrens Social Care (corporate complaints)	0	0	1	0	0	1	1	0	0	1	0	4
Commissioning & Prevention (inc 8-19 service)	0	0	0	0	0	1	0	0	0	0	0	1

Operations	3	4	0	7	0	2	29	6	0	6	2	59
Planning Delivery Services	0	0	0	3	0	0	8	0	0	2	0	13
Commercial Operations (City Centre)	0	0	0	0	0	0	0	0	0	1	0	1
Environment, Transport & Engineering	3	4	0	1	0	1	10	3	0	1	1	24
Neighbourhood Services (to Sept 2013)	0	0	0	3	0	1	11	3	0	2	1	21
Overall	11	6	1	44	0	11	237	14	21	14	9	367

* subtotals for STS broken down into Payments & Incomes complaints

3.6 Table 3 shows the outcomes for all stage 1 complaints registered for 2013/14.

Table 3	Upheld	Not Upheld	Partially Upheld	Complaint withdrawn	Overall
Department					
Adult Social Care	1	0	0	0	1
Chief Executive	3	8	3	0	14
Communications	0	0	0	0	0
Legal & Governance	3	7	2	0	12
Growth & Regeneration	0	0	0	0	0
Human Resources	0	1	1	0	2
Strategic Resources	100	89	79	0	268
Customer Services	45	10	19	0	74
Shared Transactional Services	55	75	60	0	190
<i>Incomes (inc Council Tax & Business Rates)</i>	<i>27</i>	<i>54</i>	<i>40</i>	<i>0</i>	<i>121*</i>
<i>Payments (inc Benefits)</i>	<i>28</i>	<i>21</i>	<i>20</i>	<i>0</i>	<i>69*</i>
Business Transformation/ Strategic Property	0	4	0	0	4
Children's Services	4	17	2	2	25
Admissions/ School place planning & Assets	0	12	2	0	14
Attendance/ Ed Welfare	0	1	0	0	1
Education & Resources (inc Early Years)	0	1	0	0	1
SEN/ Inclusion/ Ed Psychology/ PRU	1	2	0	1	4
Childrens Social Care (corporate complaints)	3	0	0	1	4
Commissioning & Prevention (inc 8-19 service)	0	1	0	0	1
Operations	13	35	11	0	59
Planning Delivery Services	2	9	2	0	13
Commercial Operations (City Centre)	0	0	1	0	1
Environment, Transport & Engineering	7	11	6	0	24
Neighbourhood Services (to Sept 2013)	4	15	2	0	21
Overall	121	149	95	2	367

* subtotals for STS broken down into Payments & Incomes complaints

3.7 The number of cases which are Not Upheld has remained broadly the same at 41%. There has been a decrease in the number of cases being Fully Upheld, which has reduced from 37% last year to 33% this year and a corresponding increase in numbers classified as Partially Upheld which has risen from 21% to 26%.

4. STAGE TWO COMPLAINTS (SERVICE REVIEW)

4.1 Table 4 provides a breakdown of Stage 2 complaints by department, which has increased in volume since the previous year as the number of complaints received has increased. However it should be noted that the number of complaints escalating to Stage 2 has decreased slightly as a percentage of the Stage 1 complaints received (from 16% escalation in 2012/13 to 14% escalation this year). If the customer is able to accept the resolution which is offered at the first stage this leads to fewer escalated complaints.

Table 4: Stage Two Complaints By Dept	2012-13	2013-14
Chief Executive's Department	3	2
Children's Services	4	8
Operations	27	22
Strategic Resources	9	20
Overall	43	52

4.2 Table 5 gives greater detail of the business units who have had Stage 2 complaints during 2012/13 as well as which category the complaint was registered against. The table shows that Delayed/failed service is still the most common category with 52% of the stage 2 complaints falling into this category. For the third year the second highest category has been about policy at 21% this year. Staff attitude/ conduct was the third highest category (11%) which is an increase from last year.

Table 5: 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	1	0	0	2
Communications	0	0	0	0	0	0	0	0	0	0	0	0
Legal & Governance	0	0	0	0	0	0	1	0	1	0	0	2
Growth & Regeneration	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
Strategic Resources	2	0	0	2	0	0	10	0	0	6	0	20
Customer Services	0	0	0	0	0	0	2	0	0	2	0	4
Shared Transactional Services	2	0	0	2	0	0	8	0	0	4	0	16
<i>Incomes (inc Council Tax & Business Rates)</i>	2	0	0	2	0	0	5	0	0	3	0	12*
<i>Payments (inc Benefits)</i>	0	0	0	0	0	0	3	0	0	1	0	4*
Business Transformation	0	0	0	0	0	0	0	0	0	0	0	0
Children's Services	0	0	0	4	0	0	2	0	0	2	0	8
Admissions/ School place planning & assets	0	0	0	2	0	0	0	0	0	1	0	3
Attendance/Ed Welfare	0	0	0	1	0	0	0	0	0	0	0	1
Education & Resources (inc Early years)	0	0	0	0	0	0	0	0	0	0	0	0
SEN/Inclusion/Ed Psychology/PRU	0	0	0	1	0	0	2	0	0	0	0	3
Childrens Social Care (corporate complaints)	0	0	0	0	0	0	0	0	0	1	0	1
Commissioning & Prevention (inc 8-19 service)	0	0	0	0	0	0	0	0	0	0	0	0
Operations	0	1	1	0	0	0	14	3	0	3	0	22
Planning Delivery Services	0	0	0	0	0	0	8	2	0	1	0	11
Commercial Operations (City Centre)	0	1	1	0	0	0	1	0	0	0	0	3
Environment, Transport & Engineering	0	0	0	0	0	0	0	0	0	0	0	0
Neighbourhood Services (to Sept 2013)	0	0	0	0	0	0	5	1	0	2	0	8
Overall	2	1	1	6	0	0	27	3	1	11	0	52

* subtotals for STS broken down into Payments & Incomes complaints

4.3 Table 6 shows the outcomes for all stage 2 complaints registered for 2013/14.

A relatively small number of complaints have been upheld at Stage 2 – just 7.6%, with 65% not upheld and 25% Partially Upheld. If complaints are thoroughly investigated at the earliest stage it should be expected that the number upheld at the next stage will be low.

	Upheld	Not Upheld	Partially Upheld	Withdrawn	Overall
Table 6 : Department					
Chief Executives Department	0	2	0	0	2
Communications	0	0	0	0	0
Legal & Governance	0	2	0	0	2
Growth & Regeneration	0	0	0	0	0
Human Resources	0	0	0	0	0
Strategic Resources	3	14	3	0	20
Customer Services	1	1	2	0	4
Shared Transactional Services	2	13	1	0	16
<i>Incomes (inc Ctax & Business Rates)</i>	<i>1</i>	<i>11</i>	<i>0</i>	<i>0</i>	<i>12*</i>
<i>Payments (inc Benefits)</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>0</i>	<i>4*</i>
Business Transformation/ Strategic Property	0	0	0	0	0
Children's Services	0	5	3	0	8
Admissions, School place planning & Assets	0	1	2	0	3
Attendance/Ed Welfare	0	1	0	0	1
Education & Resources (inc Early years)	0	0	0	0	0
SEN/Inclusion/Ed Psychology/ PRU	0	2	1	0	3
Childrens Social Care (Corporate complaints)	0	1	0	0	1
Commissioning & Prevention (inc 8-19 service)	0	0	0	0	0
Operations	1	13	7	1	22
Planning Delivery Services	0	7	3	1	11
Commercial Operations (City Centre)	1	1	1	0	3
Environment, Transport and Engineering	0	0	0	0	0
Neighbourhood Services (to Sept 2013)	0	5	3	0	8
Total	4	34	13	1	52

* subtotals for STS broken down into Payments & Incomes complaints

- 4.4 Table 7 shows that there was a slight decrease in the number of Stage two complaints which were responded to within the target of 15 working days. Part of the reason for a review of the three stage complaints process is to reduce the overall time which a customer must spend proceeding through the complaints process and to ensure resolution at the earliest possibility.

Table 7 : Stage 2 Complaints Responded To Within 15 Working Days		
	2012-13	2013-14
Chief Executive's Dep't	100%	50%
Children's Services	75%	75%
Operations	81.48%	90%
Strategic Resources	88.88%	75%
Overall	84.8%	81.3%

5. STAGE THREE COMPLAINTS (INDEPENDENT PERSON REVIEW)

- 5.1 In 2011/12 the outcome of complaints at Stage 3 indicated that there was a declining need for Stage 3 investigation with the outcome on only one case changing significantly from the Stage 2 findings. In 2012/13 and 2013/14 the number of complaints escalating to stage 3 has declined further which provides further evidence of the need to review the number of complaint stages that are necessary. Complaints at stage 3 are investigated independently by the Governance Team. In 2013/14 there were 12 cases where the complainant requested further escalation after stage 2.

- 5.2 Table 8 breaks down the stage 3 complaints by directorate.

Table 8: Stage 3 Complaints by Directorate		
	2012/13	2013/14
Chief Executive's Dep't	0	0
Children's Services	3	2
Operations	8	7
Strategic Resources	1	3
Overall	12	12

- 5.3 Of the 12 cases only 7 cases were passed for investigation by the Governance team Investigators. The Complaint Manager in consultation with the Chief Executive can decline to offer a Stage 3 investigation where it is considered there is no merit in continuing with further investigation, or where the complainant may have recourse to an alternative process such as an appeals process. In such cases the complainant will always be given the option of early referral of the matter to the Local Government Ombudsman. 5 cases were considered and given early referral rights to the LGO.

5.4 The 7 cases which were passed for investigation were

Childrens Services x 1
Operations x 4 (1 x case was withdrawn during the stage 3 investigation)
Strategic Resources x 2

5.5 Of these cases there were 3 where the outcome of the Stage 3 complaint investigation was different to the stage 2 outcome. This indicates some type of independent scrutiny is still required to ensure that issues are recognised and resolved from within the Authority before the case escalates to the LGO.

Of the 6 cases which were investigated only 2 escalated their concerns to the LGO.

5.6 One of these was a Planning complaint which had been Partially Upheld at both stage 2 & 3, the LGO agreed with this stance but recommended a higher compensation figure.

5.7 The other case was a School Admissions complaint, where the department did not uphold the complaint, but the independent investigation led to a decision to partially uphold the complaint. The complainant remained dissatisfied and approached the LGO who investigated and fully upheld the complaint. This case illustrates that there is still a need for a final independent review of a decision made by a service before escalation to the LGO. However it also illustrates that even independent review may not recognise a complex point of law, which is where the LGO's decision differed from the councils in this case. 5.8 The five complaints which were declined an investigation at Stage 3 related to the following departments:

Childrens Services x 1
Operations x 3
Strategic Resources x 1

One of these complainants did not take the matter to the LGO, this was an Operations complaint (Building Control)

Four of these complainants took their cases to the LGO who made the following decisions:

Strategic Resources x1	Out of Time,
Operations x 1	Not to initiate an investigation
Operations x 1	Maladministration but no injustice
Childrens Services x 1	No maladministration

5.9 Therefore only one case resulted in a finding against the council– this was a planning enforcement complaint, where the LGO investigator found that there had been a non-materiel breach in a planning condition which was not acknowledged fully to the complainant. There was no injustice to the complainant and no enforcement action was recommended by the LGO.

6. THE LOCAL GOVERNMENT OMBUDSMAN (LGO)

- 6.1 Each year the LGO provide an annual review to the Council. For both 2012/13 & 2013/14 the LGO's review letters only presented the total number of complaints received and not the more detailed analysis they had offered in previous years.
- 6.2 The reason for this is that the LGO changed their business processes during the course of 2012/13 and have recently been asking councils what detail they would like going forward. Due to the reduction in funding to the LGO they have now confirmed that it is unlikely that they will return to providing personalised letters to Authorities in the future.
- 6.3 There have also been changes in how the LGO categorise their findings which makes it impractical to compare this years information with previous years.
- 6.4 Since April 2013 the LGO provide a 3 tier system when assessing complaints received from the public.
- Intake – all general enquires from the public
 - Assessment – complaints passed to this team for initial assessment
 - Investigation – complaints the LGO decide they will investigate.
- 6.5 The LGO reported to the Council in July 2014 that they had handled the following complaint enquiries about Peterborough City Council in 2013/14.

Enquires to the LGO 2013/14	51
Closed After Initial Enquiries	16
Incomplete/Invalid	1
Referred back to LA for local Resolution	20
Investigated Upheld	10
Investigated Not Upheld	4

- 6.6 This shows that although the LGO had contact from the public about 51 separate complaints in 2013/14 they only actively investigated 14 of these cases. In 2012/13 the LGO investigated 19 cases, with 18 fully investigated in 2011/12. This shows a reducing level of complaints where the LGO feel an investigation is necessary.
- 6.7 The 14 cases investigated by the LGO are detailed in Appendix 3.
- 6.8 As the LGO do not become involved in a complaint until it has been through the Council's complaint process the cases that they investigate this year may sometimes be cases that the Council investigated in the previous year. So some of the cases reported in the Stage 3 category above will not be reported on fully until next year when the LGO have completed their investigations.

7. PERSISTENT COMPLAINANTS

- 7.1 The complaints policy contains provision to restrict customer's access in exceptional circumstances.
- 7.2 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.'***
- 7.3 During 2013-14 this was applied to three customers who had their access formally restricted in various ways.
- 7.4 A policy on when and why to restrict access is in place. The decision to place a customer on this register and restrict their access to the complaints process is taken as a last resort and following recommendation by the Complaint Manager this must be authorised by the Head of Customer Services.
- 7.5 The process involves a review every six months to ensure where the customer complies with the restrictions they can be removed from the register at the earliest possible point.
- 7.6 The policy includes a right of referral to the Local Government Ombudsman if the customer believes the policy has been applied to them unfairly.

8. SERVICE IMPROVEMENTS

- 8.1 It is important that where faults and system weaknesses are identified that improvements are recommended and implemented at a departmental level to ensure a service improves and future complaints may be reduced.
- 8.2 Service Improvements are identified during the course of investigating complaints and these are recorded by the Central complaints team who then contact the relevant department later in the year to ensure the service improvement has been delivered.
- 8.3 Below in Table 9 is the full detail of service complaints which have been delivered following complaints investigated in 2013/14.

Table 9

Reference	Description	Service Improvement	Feedback
C13/031	Failure to reply to correspondence and pay an invoice for a child placed with the home school (Childrens services)	Review how calls are handled/ redirected to officers who are not office based	All of the phones in SEN Team are now on a hunt group. This ensures if an officer is away from their desk their phone can more easily be answered by another team member
C13/033	Incorrect bidding number provided by Housing Needs (Housing Needs)	Ensure that correct bidding numbers are provided	Staff have received refresher training in Housing Needs to reduce the probability of this occurring again
C13/052	Unhappy with way in which case is being handled by Housing Needs (Housing Needs)	Ensure that copies of policies are made available to customers at the earliest opportunity	The Housing Allocations policy is now available on the PCC website and staff have been advised to ensure that printed copies are provided on request at the earliest opportunity
C13/136	Complaint regarding the lack of knowledge from the call centre regarding the Dog Warden out of hours service (Call Centre)	Call centre will be reminded of Dog Warden out of hours procedure	Internal Phone directory updated following complaint
C13/154	Failure to contact a customer within agreed timescales (Planning Department)	Officer will be advised of the need to keep customer informed of the progress of their enquiries	Best practice has been promoted that should an officer be unable to reach a customer they should, ensure a voice mail is left, if this is not possible to send an email, failing that a holding letter be dispatched to arrange a suitable time and date to make contact.
C13/162	Not happy that the Admissions team delayed in forwarding an out of area school application form to Lincolnshire resulting in the child now not having a school place (Childrens services)	In light of this complaint procedures for working with other Local Authorities will be reviewed to see if anything needs to be changed	The system of file exchanges between local authorities is a national system which generally works well. An enhancement was put in place to process such file exchanges at the time of processing the original forms rather than wait for nearer the time of the house move.

C13/175	Keeps receiving FPN (littering fines) addressed to other people to his address	Reinforce the issue of accurate data entry with the team. Where an offender gives an incorrect address it is likely that the postcode will not match the address. As in this case. Address and post code need to be checked for matching	Since the above incidents staff now have to double check that they are inputting the correct address and post code and that they match, if there is any discrepancy a check is carried out on the Royal Mail website and the officer who issued the ticket is informed and explanatory notes are placed on the record.
C13/194	Delays regarding hardship relief application (Business Rates)	Complaint highlighted an important training issue which will be followed up internally as a matter of urgency with the relevant officers	Relevant "training need" picked up with the team. Procedures also reviewed and automation introduced to ensure all post is allocated out in date order, taking into account priorities in place at the time
C13/208	Unhappy with delay in processing correspondence which resulted in a summons being issued. (Council Tax)	Implementing procedures to prevent accounts being picked up on the automated recovery runs where customer's correspondence is outstanding. If successful this should prevent this situation occurring again on any account	Matching report is now run prior to each summons run. This report identifies any cases which have an item(s) of work o/s and where this is the case, the a/c is put "on hold" resulting in no recovery action being initiated.

9. HOW COMPLAINTS ARE RECEIVED

- 9.1 Table 10 shows how complaints are received (Stage 1 complaint figures only)
The most popular contact method continues to be email, with telephone calls next and then letters.
- 9.2 This trend is repeated across all departments with the exception of Childrens Services who receive the majority of their complaints by letter.

Table 10: Department	Email/Online Form	Letter	Person	Telephone	Overall
Adult Social Care	0	1	0	0	1
Chief Executive	12	2	0	0	14
Communications	0	0	0	0	0
Legal & Governance	10	2	0	0	12
Growth & Regeneration	0	0	0	0	0
Human Resources	2	0	0	0	2
Strategic Resources	138	53	7	70	268
Customer Services	31	8	4	31	74
Shared Transactional Services	104	45	3	38	190
<i>Incomes (inc Council Tax & Business Rates)</i>	<i>74</i>	<i>24</i>	<i>2</i>	<i>21</i>	<i>121*</i>
<i>Payments (inc Benefits)</i>	<i>30</i>	<i>21</i>	<i>1</i>	<i>17</i>	<i>69*</i>
Business Transformation	3	0	0	1	4
Children's Services	10	13	0	2	25
Admissions, School place planning & Assets	2	12	0	0	14
Attendance/Ed Welfare	0	0	0	1	1
Education & Resources (inc Early Years)	1	0	0	0	1
SEN/Inclusion/Ed Psychology/ PRU	3	0	0	1	4
Childrens Social Care (corporate complaints)	3	1	0	0	4
Commissioning & Prevention (inc 8-19 service)	1	0	0	0	1
Operations	43	8	1	7	59
Planning Delivery Services	7	4	1	1	13
Commercial Operations (City Centre)	0	0	0	1	1
Environment, Transport & Engineering	23	1	0	0	24
Neighbourhood Services (to Sept 2013)	13	3	0	5	21
Overall	203	76	8	79	367

* subtotals for STS broken down into Payments & Incomes complaints

10. COMPLIMENTS

10.1 This data is captured by all Council departments and sent to the Complaints team to provide annual figures. The figures are very similar to last year (853 2012/13 and 852 2013/14). It is positive to note that Compliment figures are 43% higher than complaint figures.

10.2 As can be seen from table 11 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 11: Compliments	External	Internal	Overall
Chief Executives Department			
Communications	0	0	0
Legal & Governance	24	60	84
Growth & Regeneration	0	0	0
Human Resources	1	1	2
Strategic Resources			
Customer Services	156	25	181
Shared Transactional Services	24	0	24
<i>Incomes (inc Council Tax & Business Rates)</i>	9		
<i>Payments (inc Benefits)</i>	15		
Business Transformation/ Strategic Property	0	0	0
Children's Services			
Admissions/ School place planning & Assets	2	0	2
Attendance/ Education Welfare	0	0	0
Education & Resources (inc Early Years)	0	0	0
SEN/ Inclusion/ Ed Psychology/ PRU	0	0	0
Commissioning & Prevention (inc 8-19 service)	1	0	1
Operations			
Planning Delivery Services	188	28	216
Commercial Operations (City Centre)	6	0	6
Environment, Transport and Engineering	44	19	63
Neighbourhood Services (to Sept 2013)	273	0	273
Overall	719	133	852

11. PARTNER COMPLAINTS

Amey Peterborough

- 11.1 The following information in relation to complaint increases was provided by Amey.
- 11.2 'We have seen over the period 2013/14 a rise of 34% in complaints received by the Amey Peterborough, with a 52% increase in unjustified complaints.
- 11.3 Amey has a three stage complaints procedure and complaints are fully investigated to ensure in most instances an acceptable resolution for the resident. Before a complaint can be classed as unjustified it has to be fully investigated and all evidence to demonstrate this recorded.
- 11.4 Breaking down the data into the key service areas we have seen the following: -
- 11.5 Household waste collections** – whilst there has been an increase in complaints for this service, a greater percentage of the complaints have been found to be 'unjustified' (in 2012/13 82% of complaints for this service were recorded as justified, compared to 33% this year). Complaints typically relate to unhappiness about refuse crews adhering to policy – for example, if a recycling bin has the wrong material in it, it will be **stickered and not emptied** until the resident has removed the wrong materials. Amey will register a call about this as a complaint (for a missed bin) but this will be deemed 'unjustified' as crews are doing the right thing. We also saw a spike in complaints in the winter months when PCC had suspended the garden waste service. Late leaf-fall caused issues for residents – which were reflected in increased complaints and led to an additional collection being provided in December. The new (chargeable) service that is now in place provides for a year-round fortnightly service, with monthly collections in December and January.
- 11.6 Amey are working hard to reduce complaints in all areas across the service and notably for missed bins and missed assisted collection. This is being carried out through additional / further training of staff and regular management audits which involve spot checks of crews following collections. At this point they check bins have been replaced to the point of presentation, all bins have been emptied and that there has not been any spillages, this includes pictorial evidence of how the street is left following collection.
- 11.7 Parks Trees and Open Spaces and Street Cleansing** - There has been a decrease in complaints for this area by 28% against the previous year. There were 264 complaints received for this service. Also there has been a decrease in complaints being recorded as justified. In 2012/13 94 % of complaints for this service were recorded as upheld/justified. For 2013/14 this has reduced to 58% of complaints being recorded as upheld/justified. This has been due to Amey improving the way they are investigating complaints. The majority of all complaints are actually calls for service e.g. shrubs to be cut back further, litter in streets etc. as such this has increased the amount of unjustified complaints considerably. Overall we have seen a decrease in complaints in this service, this is also evidenced through the Key Performance Indicators and quality audits carried out by Amey and PCC.

11.8 The remaining services including building cleaning, transport and property have all seen a decrease in customer complaints. Passenger transport has seen complaints half over the period however this will mainly be attributed to the removal of the Local Link Service previously operated by Amey.

11.9 The data in Table 12 shows the complaints received by Amey in 2013/14

Table 12					Justified complaints/compared to customer interactions
Month	Total	Justified	Unjustified	Customer Interactions	
April	145	68	77	474,444	0.014
May	169	74	95	474,444	0.016
June	118	45	73	474,444	0.009
July	143	65	78	474,444	0.014
August	180	76	104	474,444	0.016
September	141	53	88	474,444	0.011
October	122	41	81	474,444	0.009
November	140	53	87	474,444	0.011
December	166	24	142	474,444	0.005
January	149	48	101	474,444	0.010
February	102	35	67	474,444	0.007
March	98	36	62	474,444	0.008
TOTAL	1673	618	1055		0.011

11.10 For comparison the total Amey complaint figures from 2012/13 are shown below in Table 13

Table 13					Percentage justified complaints/compared to customer interactions
2012-13	Total	Justified	Unjustified	Customer Interactions	
	1252	556	696	474,444	Not calculated

11.11 The report also includes the compliments received by Amey. It should be noted that these have continued to rise and have increased by 35% since 2012 /13.'

AMEY compliments 2013-14												
April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
13	12	12	20	13	14	16	16	22	22	18	17	195

Serco - Shared Transactional Services & Customer Services

- 11.12 As Serco are in Partnership with the Council their complaints are recorded under the Council's own corporate Complaints process. Therefore the full breakdown of data for these complaints are incorporated under the 3 stages of the process which begins at Section 4.
- 11.13 Serco provided the following information.
- 11.14 In Shared Transactional Services there were 190 complaints in 2013/14 against 90 in the previous year and over the same period recorded complaints in Customer Services increased from 49 to 74. In analysing the reasons for these increases it is clear that both services were subject to considerable change and increased demand over this period created by the introduction of the local council tax support (LCTS) scheme. A further analysis of the Shared Transactional Services complaints directly attributed 98 of the 190 complaints to the LCTS scheme.
- To put this into further context the Peterborough LCTS scheme when introduced meant that all those liable for council tax (except pensioners who were excluded) were now required to pay an amount of council tax themselves. In Peterborough the scheme was set at 30%. In other words a local resident who was previously in receipt of 100% council tax benefit and so did not have to pay any council tax was from 1 April 2013 now only entitled to claim a maximum of 70% of their council tax through the new LCTS scheme and would have to find the remaining 30% themselves from their other benefits, savings or income. This change impacted approximately 11,000 households in the City either paying council tax for the first time or paying more. In addition to the increased demand caused by LCTS other welfare reform changes were introduced including the benefits cap and 'the bedroom tax' which placed further demand on these services.
- 11.15 Central Government did provide financial support to local authorities to introduce these legislative requirements but it was insufficient to meet demand which had the consequential effect of increasing dissatisfaction with the service and hence the numbers of complaints. This is highlighted by the fact that 73% of complaints received across Customer and Transactional Services during this period were due to concerns about delayed or failed service.
- 11.16 Looking forward it is encouraging to note that the number of complaints received during 2014/15 (with only one month left in the year) have reduced significantly (currently 124 in Shared Transactional Services and 28 in customer Services) which has coincided with a slight reduction in demand as customers are more aware of the new scheme.
- 11.17 To put the number of complaints received into perspective it is useful to have an understanding of the number of contacts these services typically receive. For example, within customer services there were 579699 customer contacts during 2013/14 either via telephone or face to face. As customer services received 74 complaints during the year this equates to 1 complaint for every 7833 contacts. In Shared Transactional Services the volume of transactions was 149468 generated by incoming information leading to changes. There were 190 complaints for this department which equates to 1 complaint for every 786 transactions

Vivacity

11.18 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.11.19Table 14 below details the complaints for Vivacity during 2013/14:

Table 14: Department	Q1	Q2	Q3	Q4	Total
Sports Services	5	13	2	21	41
Libraries	5	7	4	4	20
Arts	1	0	4	1	6
Heritage	0	0	1	1	2
Total	11	20	11	27	69

11.19 This is an increase of 56% over the previous year where **39** complaints were received. Complaints about Sports Services and Libraries have increased, whilst complaints relating to Heritage services have decreased. The number of complaints about Arts has remained the same.

11.20 The following information was provided by Vivacity

11.21 Members will note that the complaints received by Vivacity have increased. However, this has to be put into the context of a service that is dramatically growing. Last year Vivacity grew by 20 per cent and has a very high footfall with an annual attendance currently around 2.2 million. The percentage of complaints received by Vivacity are: 2012/13 = 0.0012% of customers and 2013/14 = 0.0031% customers, in other words a tiny proportion in both years.

11.23 To help measure customer satisfaction levels where movement in complaints is so small, Vivacity, this year, has adopted a quality measuring system used widely in business called the Net Promoter Score. Not all of its centres are as yet using this measure but those that are report performances superior to well known 'customer focused' organisations such as Apple and Google. The results of this Net Promoter Score are reported to the Strong and Supportive Communities Scrutiny Committee and are available on request.

11.22 Vivacity Compliment figures for 2013 – 2014 are detailed in Table 15.

Table 15: Department	Q1	Q2	Q3	Q4	Total
Sports Services	1	3	3	3	10
Libraries	1	0	0	0	1
Arts	3	5	1	0	3
Heritage	0	0	0	0	0
Total	5	8	4	3	20

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APPENDIX 2

Review of Corporate Complaint process

A review of the corporate complaints process has been conducted and the outcome is a recommendation to change the corporate complaint process from a three-stage process to a two stage process.

In 2009 the Local Government Ombudsman (LGO) issued best practice guidance for Local Authorities on the principles of good complaint management.

In 2010 our own process was reviewed by the complaints team to see if changes could be made to reduce the number of complaint stages. At that time the number of cases being reviewed at Stage 3 was higher and the decisions reached were often different than the decision at Stage 2. It was agreed that the complaints team would continue to monitor this each year.

The policy was reviewed again in 2012. It was decided that a two stage process should be developed to replace the existing three stage process due to the need to reduce the overall time taken on each complaint which was currently taking longer than the 12 weeks recommended by the LGO. Analysis showed that the volume of complaints proceeding to the third stage was reducing and these cases were not resulting in a different decision at Stage 3. Three stages was also involving the customer in delays in reaching a final outcome. We also identified that the LGO were in agreement with the Council's findings in most complaint cases which were escalated to them subsequently by the customer and therefore the third stage investigation was becoming increasingly unnecessary.

December 2012 – CMT approved the development of a new two stage review of the complaints process

July 2013 – Proposed new process passed to Heads of Service for feedback

Sept 2013 - New proposed process accepted by the Chief Executive as ready for testing

October 2013 – Neighbourhoods service began a pilot of the new process – agreed by Adrian Chapman

March 2014 – Agreement given by CMT to continue with pilot until further data available about Stage 2 of the process

October 2014 – Feedback received from Adrian Chapman and his senior managers about their experience of using the new process

Review of Pilot of Two Stage process

The Head of Neighbourhoods agreed that his department would pilot the proposed two stage process for 6 months. His team managers were briefed how to operate the new process and the pilot started.

The pilot was increased to 12 months as at the 6 month stage none of the complaints had escalated to the second stage. Although this was good news it meant that it was not possible to test the second stage to see if the process worked as expected.

Feedback from the senior managers in Neighbourhood Services and the Service Director of Adult Services and Communities is as follows

- A 3 day informal stage leads to more engagement with the public where customers are called to resolve their complaints – this has been well received by both customer and officer with over 40% of the complaints being resolved within 3 days.
- The department have more time to consider a more complex complaint but under the new process the department have only 4 weeks not the combined 5 weeks of Stage 1 and 2. This leads to a more considered approach by the department.
- Less complaints are escalating to the independent stage

The illustration below shows the timescales for the current process and the proposed process

Timescales for current three stage process

Stage	Action	Timescale
1	Investigated by team manager	10 Working Days
2	Investigated by Head of Service	15 Working Days
3	Investigated by investigator from Governance Team	30 Working Days

Timescales for proposed two stage process

Stage	Action	Timescale
1	The complaint will be investigated by the relevant manager and will be agreed by the Head of Service. Complaints which can be resolved verbally within 3 working days of receipt will not require a written response (will be classified as informal). For formal complaints the department will have up to 20 working days to respond.	20 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 can arrange a mediation meeting with the appropriate Head of Service, or an internal review by a member of the Governance Team on behalf of the Chief Executive.	20 Working Days

Neighbourhood Trial

	Cases	Informally Resolved	Stage 1 investigation	Upheld	Not Upheld	Partially Upheld	Escalation following Stage 1
Under the three stage process							
April 2012 – March 2013	43	Not Offered	43	7	26	10	30%
April 2013 – Sept 2013	23	Not Offered	23	4	18	1	30%
Under the new two stage process							
Oct 2013 – Sept 2014	45	18	27	8	14	5	7.4%

As can be seen by the table above there have been some encouraging outcomes from the new process.

- Due to the inclusion of an informal option a reasonable proportion of these complaints have been resolved within 3 working days. This option was not available before and feedback from the managers in the Neighbourhood department is that they are taking the initiative to ring customers to discuss their concerns at the earliest opportunity and this invariably leads to the customer being satisfied. Often these informal complaints are not being upheld but possibly hearing the same decision from a more senior officer has the effect of clarifying the council's position to the customer's satisfaction. The benefits are that the customer receives more interaction and the manager is more in touch with their customer concerns. The manager also has an incentive to respond quickly as the informal process saves them time.
- Although the number of complaints being received by the Neighbourhoods teams has remained constant the escalation rate to Stage 2 is significantly reduced. Partly this is because many of the complaints are being resolved informally but also under the new Stage 1 process the manager has more time to consider the complaint, gather information and consider it and must also get clearance from the Head of Service for their proposed response. It is likely that this leads to a more considered response at Stage 1 than was always the case before

The full new process document follows on over the next few pages.

Corporate Complaints Process 2015



Introduction

In December 2012 approval was given at CMT to revise the current corporate complaints process from the current three stage process to a two stage process.

This had been proposed due to a review of the effectiveness of the third stage which had increasingly resulted in no change to earlier decisions on complaints. The third stage had also resulted in a lengthy delay in finalising the complaint for the customer which was falling outside of the 12 week maximum complaint processing timescales for Corporate complaints recommended by the Local Government Ombudsman.

It was agreed that the complaints process would be revised to two stages - a longer more robust Stage 1 and an independent Stage 2 to provide a review outside of the department concerned.

The revised process was developed by the Complaints Manager and the Compliance Manger and was then reviewed by the Head of Customer Services and the Head of Governance.

A consultation exercise with Heads of Service was then undertaken to incorporate their feedback on the process document.

The final process draft was submitted to CMT in September 2013 for approval & agreement on an implementation date. The new process was piloted in Neighbourhoods department from October 2013 to September 2014 .

Stage 1 Complaints Process

Key Points

- The department will have up to 20 working days to respond.
- The complaint will be investigated by and response sent from a service manager or team leader.
- Complaints which can be resolved verbally within 3 working days of receipt will not require a written response (will be classified as informal)
- Complainants should have a telephone call or written acknowledgement sent within 3 working days to confirm receipt of the complaint and the next steps to be taken

When a complaint is logged at Stage 1 it will be passed to the relevant team manager to respond to. The manager should aim to contact the customer as soon as possible to discuss the complaint and ensure their understanding of the complaint issues. If the complaint can be resolved on the telephone within 3 working days the manager can record the complaint as informal and no written response is required. If the complaint cannot be resolved immediately then the customer should be advised of the timescale for a response and the investigation can proceed.

All complaints need to be logged on your departmental complaints log. If the complaint is received by the Central complaints office it will be logged on their database.

The Head of Service will be checking the response to ensure it meets the required standards, covers all the points raised and that he/she is in agreement with the stance taken.

In order for the standards to be reached you should follow the following steps:-

Understand the Complaint

Make sure that you understand the nature of the complaint.

There is an expectation that the complainant will be contacted in most cases to clarify what they are complaining about – this should be done at the earliest opportunity – by telephone in most cases. If there is a different process to review the customer's concerns they should be informed that the matter will be dealt with differently. For example if there is an appeals process. If the manager decides contact with the customer should not take place at this point then they should document why this decision was taken.

Investigate the complaint

To undertake a good investigation you must ensure that you address all of the issues contained within the complaint. You must identify a chronology of significant events and determine whether relevant policies and procedures were followed. To do this you will need to ensure that you gather evidence to support your decision. This should be obtained from a number of sources including interviewing relevant staff and accessing records.

Make A Decision

Once you have gathered all the relevant evidence you need to make a decision about whether the complaint is substantiated. It is important that you explain clearly why you have reached your decision, and support this with evidence that you have gathered. Your decision must show that you have considered all the facts and fairly interpreted the complaint.

Write a Response to the Complaint

It is expected that all Stage 1 complaints will receive a written response (this can be by email). In circumstances where the complaint has been dealt with by telephone a follow up letter containing the details of the conversation should be written and sent to the Complainant (unless it was within the informal timescales). When you write to the complainant it is important that your response is clear, concise and accurate. Use plain English, avoid using jargon and abbreviations. Your reply should include the following:

- A summary of the original complaint. Start the paragraph with “Following our telephone conversation my understanding of your complaint is.....”
- A summary of how you investigated the complaint
- A summary of your findings. Make sure all issues are covered.
- Your decision - although you can use the upheld/not upheld/partially upheld terms this may not be appropriate in all cases. Whatever words are used it should be clear to the customer, and the Head of Service if the service takes responsibility for the issues which have lead the customer to complain.
- Detail what actions you will take now (for example an apology, what you are going to do to resolve the complaint)

Finish your letter with the following standard paragraph:

I hope you are satisfied with my response.

If you are not satisfied, please contact the Central Complaints Office to discuss the next steps. They can arrange a mediation meeting with the appropriate Head of Service or an internal review by a member of the Governance Team on behalf of the Chief Executive.

The Central Complaints Office

Peterborough City Council

Bayard Place

Peterborough

PE1 1FZ

Telephone: (01733) 296331

Fax: (01733) 345090

complain@peterborough.gov.uk

Please ensure that you detail the specific points that you wish to be re-investigated and that you quote the complaint reference number shown above.

Complete the Stage 1 Complaint Response Checklist

The Stage 1 complaint response checklist should be used as a self-evaluation tool to ensure that the response to the customer covers all the points raised and explains what has been reviewed and what will happen next. Once completed please forward a copy of the initial complaint, the completed checklist and your response to your Head of Service. The checklist is attached as Appendix 1.

Head of Service Role

The Head of Service will review the response amend or authorise as necessary.

To make this process more efficient the Head of Service should be provided with a completed Stage 1 complaint response checklist and the proposed response to the customer as well as the customer's initial complaint.

The Head of Service is not checking for spelling and grammar issues or to ensure address or client details are accurate. This remains the responsibility of the author of the letter.

The Head of Service may make the decision to speak to the customer themselves or for the letter to go out in their name – anything which may help to resolve the complaint at this stage is permissible under this process.

When the Head of Service is satisfied with the response it should be sent out by the Team/Service manager. There may be exceptional circumstances where a formal written response is not preferable – a decision not to provide a written response must be agreed with the customer. A file note of the discussion/meeting with the customer detailing the agreement not to respond in writing should be clearly documented so it is available for review by the Governance team if the customer later decides to escalate their concerns.

Record Keeping

It is important that electronic copies of Stage 1 complaint responses and the associated checklists are kept in a central departmental folder where they can easily be accessed on request by Central Complaints on behalf of the Governance team or the Local Government Ombudsman. A record of the Head of Service approval to the Stage 1 response should be kept. In most cases this will take the form of an email endorsing the response and checklist at Stage 1.

Each service has a complaint log provided by the Central Complaints office and a nominated officer should be responsible for keeping it updated in each service including the monitoring of service improvements and their implementation. This will be requested by Central complaints on a regular basis to ensure a full picture of the Council's current complaint volumes and performance is maintained.

Stage 2 Complaints Process

To maintain a robust and fair corporate complaints process, there is a requirement to have an officer independent of the service complained about carry out a review or investigation. This process is detailed below in which the Compliance Team act as this independent reviewer/investigator.

This part of the process details the expectations from and of the Compliance Team in this process. It covers the receipt of a request, the initial review of the matter and the investigation along with timescales. Stage 1 complaints are assigned 20 working days from the 60 working days that the Local Government Ombudsman recommend as a maximum. This does not mean that Stage 2 matters will require 40 working days , but it does allow provision should the investigation be more complex than at first thought or matters are delayed.

Assessment by the Central Complaints Office

Requests to escalate a complaint post Stage 1 will normally be received by the Central Complaints Office. If this is received by a Service manager or Head of Service this should be directed to the Central Complaints Office upon receipt. The Central Complaints Office will be required to evaluate the request. If there is no indication that the customer was contacted by the department during the Stage 1 investigation the complaints team will contact the Head of Service to request contact is made to try to resolve the complaint. This can be in the form of a meeting or telephone call. If a conciliation meeting between the department and the complainant may help to resolve the complaint the Central Complaints team will advise the Head of Service to arrange this. If the matter is unresolved following contact between the department and the complainant the complaint team will escalate the complaint for review by the Compliance Team.

Receipt of request for Stage 2 investigation

The Chief Internal Auditor will be sent all the paperwork by the Central Complaints in a clear, chronological order with a summary of the complaint. It should have also been clarified why the customer wishes to elevate the matter to Stage 2. This should include service area being named along with the relevant head of service and a point of contact for the investigator should they require further documentation from the service. A template for this is shown at Appendix 2.

Review of request for Stage 2 investigation

The Chief Internal Auditor – Senior Corporate Compliance Officer in their absence – will review the complaint using the template shown at Appendix 3.

This first step ensures that:

- the Compliance Team receive and are able to review all the necessary documentation
- the customer has been contacted to ensure that their complaint has fully been identified
- the complaint has been fully addressed
- to ensure that service areas have had the opportunity to respond to all the customers complaints. If a new complaint has arisen following the Stage 1 response, the service area should be given the opportunity to respond

If the above criteria are not met then the Compliance Team will return the matter to Central Complaints.

The second step is to determine whether or not there is a statutory process which is the more appropriate way to deal with the complaint e.g. a benefits appeal or planning appeal. If so then the matter will be returned to Central Complaints with the appropriate advice. A complaints process cannot resolve a dispute of interpretation over benefits regulations or recommend that planning permission be refused. Furthermore, if a complaint has been raised about a matter where legal proceedings/prosecution have been commenced or are likely to then it would be inappropriate for a complaints investigation to take place.

The third step is to consider whether or not the matter can actually be resolved at Stage 2 by the Council. It may therefore be a recommendation that the matter is referred to the LGO. Any decision not to investigate must be clearly detailed and be referred to the Director of Governance for review.

The final step is for the Compliance Team to consider whether there is any conflict of interest such as the complaint concerning any service within the Internal Audit Team.

Once the above has been considered, a recommendation will be made. Any decision not to investigate, apart from anything missing from step one, will be referred to the Director of Governance.

The above will take place within five working days.

Investigation

If it is decided that the Compliance Team will investigate, the following will apply:

- The Chief Internal Auditor will allocate the case by day five to an investigator within the compliance team. Given that the service area should have contacted the customer, there will be no requirement for the investigator to do so.
- It is suggested that the investigation completion target should be **20 working days** from receipt including appropriate sign offs by departments
- The sign off requirements are **three days** for the Chief Internal Auditor and **five days** for the Chief Executive or their nominated officer.
- The Chief Internal Auditor will monitor complaints and ask for a report at 10 days and 20 days from the investigator to ensure that matters are on course for completion.
- If it becomes apparent that the investigation may not be completed within the agreed timescales, the investigator will inform The Chief Internal Auditor with reasons and a new completion date.
- Factors which could affect the timescales include the availability of officers or complexity of a complaint. It must also be considered that other investigations may take priority at times due to the seriousness or business need. In any event, the Chief Internal Auditor will inform the Complaints Manager of the reasons for the change of target date.

Upon receipt of the complete complaints file, the Investigator will:

- Read and establish an understanding of the complaint
- Review the target date to consider the feasibility of meeting the completion date
- Consider whether there is a need to interview an officer or whether there is sufficient information within the file to negate the need for an interview
- If appropriate, Identify the officers to the complaint who may need to be interviewed
- Produce a summary for each officer interviewed
- Produce a report in line with Appendix 4

This report will be signed off by the Chief Internal Auditor, or Director of Governance in their absence before being returned to the Central Complaints Office.

The Chief Internal Auditor will make a decision whether to recharge the appropriate department for the Stage 2 review – dependent on the findings of the review.

Any recommendations agreed as a result of a Stage 2 investigation should be monitored by Central Complaints to ensure that they are implemented.

Final Response by the Council

The finished report along with a draft letter of response will be sent by the Central complaints team to the Chief Executive's office for review. This letter will include referral rights to the Local Government Ombudsman.

The final response to the complaint will be sent by the Chief Executive or a nominated representative.

Five working days will be available for this part of the process.

Appendix 1

Stage 1 complaints checklist for response letters			
	Yes	No	Details
Does the response evidence that the Manager has a good understanding of the complaint?			
Is there evidence that the Complainant has been contacted prior to the complaint response being written?			
Has the complaint been investigated thoroughly enough to establish whether relevant policies and procedures were followed? If yes, please provide details of what evidence was gathered (reading files, interviewing staff etc)			
Does the response detail each of the issues contained in the complaint?			
Does the response detail what evidence was used to support the findings?			
Does the response make it clear whether the complaint is upheld?			
Are the next steps clearly stated (eg apology, corrective action, what will be done to resolve the complaint)			
Have any service improvements been identified?			
Has the standard Complaints paragraph been used as the closing paragraph			
Is the response clear, concise and accurate?			
Does the response use plain English and does not contain jargon or abbreviations?			
Have you passed the original complaint and your draft response to your Head of Service?			

Appendix 2

Referral for Stage 2 complaints review/investigation	
Service area	
Head of Service	
Point of contact for the complaint	
Date on which Stage 1 complaint was registered	
Copy of the Stage 1 complaint	
Date on which Stage 1 complaint was responded to	
Copy of the Stage 1 response	
Number of working days taken to respond	
Date on which service area contacted the customer	
Please list other documents being supplied	
Summary of complaint	
Reason for elevating to Stage 2	

Appendix 3

STAGE 2 COMPLAINT REVIEW

	Yes	No	Comments
Have we received all copies of the Stage 1 paperwork from Central Complaints? <i>If no then refer back to Central Complaints</i>			
Has the customer been contacted by the service area? <i>If no then refer back to Central Complaints</i>			
Has the customer's complaint(s) been clearly identified? <i>If no then refer back to Central Complaints</i>			
Have the customer's complaints been clearly responded to? <i>If no then refer back to Central Complaints</i>			
Has the customer raised any new complaints when requesting the matter proceeds to Stage 2? <i>If yes to above then should be referred back to Central Complaints to allow service area to addresses any new issues.</i>			
Is it inappropriate for the complaint to be dealt with at Stage 2 because the matter is:			
	Yes	No	Comments
<ul style="list-style-type: none"> • Subject to Council Tax Valuation Office appeal or should be • Subject to Housing Benefit appeals process or should be • Subject to Planning appeal or should be • Subject to an education appeal or should be • The matter is in legal proceedings or is likely to be e.g. a prosecution for a criminal offence 			
	Yes	No	Comments
Can this complaint be resolved via a complaints investigation? It may be that a referral to the LGO is more appropriate. Reasons must be considered			
	Yes	No	Comments
Is there any conflict of interest for an officer within the Internal Audit team to investigate?			

Recommendation:	Yes	Date	Comment
Returned to Central Complaints as outstanding issues to be dealt with by Central Complaints and service area			
To be investigated by Compliance Team			
Chief Internal Auditor agreement that Stage 2 investigation to be conducted by an officer external to the Audit/ Compliance Team due to conflict of interests			
Director of Governance agreement that Stage 2 investigation not appropriate due to a statutory appeals process needs to be followed			
Director of Governance agreement that Stage 2 investigation not appropriate as stage 2 will not resolve complaint and LGO referral more appropriate			
Other:			

Appendix 4



Stage 2 Complaints Report

Stage 2 Complaint Report into the complaint made by:	
Name	
Address	
On behalf of (if different):	
Name	<>
Address	<>
In respect of (service areas or teams):	
▪	
Head of Service	
Investigator	
Complaint reference	
Date complaint registered at Stage 1	
Date allocated to investigator	
Target completion date	
Date completed	

Section 1

1.1 Background to the complaint

This should be taken from the Stage 1 complaint, its response and any other supporting documentation provided

1.2 The complaint

List the complaints – these should be taken from the Stage 1 documentation.

1.3 The desired outcomes of the customer

List any outcomes desired by the customer. Any outcomes which are out of scope then the customer should be advised by Central Complaints of this.

Section 2

2.1. The Investigation

In conducting this investigation I have *list actions taken*.

I have also spoken with the following officers of Peterborough City Council:

John Smith – Head of Services
Dave Evans – Services Manager

I have been provided with and viewed the following: *list documents*

Summarise interviews with officers

2.2. The Findings/Conclusion

List each complaint with a finding of complaint upheld, complaint not upheld or unable to make a finding.

2.3. Recommendations

Any recommendations for the service area should be listed here

Investigator	
Date	
Director of Governance	
Date	

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APPENDIX 3

Local government Ombudsman Investigations

Service area	Complaint description	Considered by LA	Final outcome by the LA	LGO complaint outcome	Recommendations made by LGO. - Delivered?
Adult Social Care	Complaint relating to changes in a care package	No	N/A	NOT UPHELD Investigation complete and satisfied with authority actions, not appropriate to issue report	No Recommendations made
Benefits & Council Tax	Complaint about the handling of a benefit claim & appeal	Yes	PARTIALLY UPHELD	NOT UPHELD Outside Jurisdiction	No Recommendations made
Benefits & Council Tax	Complaint relating to Council Tax & Benefits	Yes	PARTIALLY UPHELD £250.00 compensation paid for Time & trouble	UPHELD Investigation complete and satisfied with authority actions, not appropriate to issue report	The LGO investigator was satisfied with the outcome of the stage 3 report and payment already made by the LA
Education & Childrens Services	Complaint relating to the Child Protection process	Yes	PARTIALLY UPHELD £250.00 compensation offered in recognition of poor practice & distress	UPHELD Not to initiate an investigation	The LGO Investigator agreed with the decision made by the LA and the payment already offered Cheque for £250.00 paid
Education & Childrens Services	Concerns relating to a lack of action taken in response to concerns raised	Yes	PARTIALLY UPHELD Apology offered and £1000.00 offered for time and trouble and poor complaint handling	UPHELD To Discontinue investigation	The LGO Investigator agreed with the decision made by the LA and the payment already offered 2 Cheques for £500.00 (1 for the parents and 1 for the child) sent but returned by family
Education & Childrens	Complaint regarding delays	Yes	PARTIALLY UPHELD Outstanding Retainer	UPHELD Investigation complete and	The LGO Investigator agreed with the decision made by the LA

Services	in receiving back pay (fostering)		fees paid A further £6000.00 offered in settlement of complaint to cover the contested retainer fees – Not accepted by complainant	satisfied with authority actions, not appropriate to issue report	£6000.00 paid in full & final settlement of the complaint
Education & Children Services	Admissions – complaint that there was an administrative fault in the way the council considered a school application	No	N/A	NOT UPHELD Investigation complete and satisfied with authority actions or proposed actions and not appropriate to issue report	<u>Recommendations</u> Ensure child is offered a school place for the beginning of the January term. <u>Actions taken</u> Child was included in the first allocation in 2014.
Education & Children Services	Admissions Appeal – admin complaint	No	N/A	NOT UPHELD Not to initiate investigation	There was no fault in the way the appeal was conducted therefore the LGO cannot question the panel decision.
Education & Children Services	Complaint regarding actions taken by Childrens Social Care	Yes	PARTIALLY UPHELD £500.00 compensation offered to be used for family activities	UPHELD Local Settlement	The LGO Investigator agreed with the decision made by the LA and the resolution already offered. Family Merlin passes purchased & Two months family 'Big Sky' voucher purchased. To the total value of £500.00
Housing	Concerns regarding delays in being re-housed	Yes	PARTIALLY UPHELD	UPHELD Local Settlement	<u>Recommendation</u> Council to send apology letter and cheque for £2025.00. Housing Department to

	and band allocation				<p>introduce a policy to deal with personal property at risk in homeless situations</p> <p><u>Actions taken</u> Apology letter and cheque issued and received by complainant 'Protection of Personal property policy' introduced by Housing Needs service</p>
Housing	Complaint that the council failed to ensure works were completed to a proper standard	No	N/A	UPHELD Local Settlement	<p><u>Recommendations</u> Apology to be issued Install a new condenser pump as per the independent engineers recommendations or pay complainant a sum not exceeding its own estimated cost of works Pay an additional £750.00 to remedy the flood damage to his home and for the inconvenience and discomfort caused.</p> <p><u>Actions taken</u> Apology letter issued £750.00 paid to customer Repair works are being carried out by complainants contractor</p>
Planning & Development	Complaint relating to planning permission for development	Yes	Stage 3 report not issued	UPHELD To discontinue investigation	<p><u>Recommendations</u> Apology to be issued £100.00 compensation to be paid for maladministration in failing to complete an</p>

					independent investigation within an acceptable timescale <u>Actions taken</u> Apology letter sent and cheque for £100.00
Planning & Development	Concerns relating to a planning application	Yes	PARTIALLY UPHELD £250.00 compensation paid for the loss of some records and confusion caused by complaint	UPHELD Investigation complete and satisfied with authority actions or proposed actions and not appropriate to issue report	The LGO Investigator agreed with the decision made by the LA and the payment already made
Planning & Development	Joint complaint with above complaint. Concerns relating to a planning application	Yes	PARTIALLY UPHELD No payment offered to this complainant as they did not have the same injustice	UPHELD Investigation complete and satisfied with authority actions or proposed actions and not appropriate to issue report	The LGO Investigator agreed with the decision made by the LA and the payment already made Chief Executive offered to pay the same compensation to this complainant both before and after the LGO decision as a goodwill gesture (£250.00) but complainant refused payment.

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 8
17 MARCH 2015	Public Report

Report of the Corporate Director for Growth and Regeneration

Contact Officer(s) – Andy Tatt

Contact Details – andy.tatt@peterborough.gov.uk (01733) 453469

PETERBOROUGH HIGHWAY SERVICES ANNUAL REPORT 2014

1. PURPOSE

- 1.1 The Peterborough Highway Services Annual Report forms part of the contract between Peterborough City Council and Skanska. The Annual Report outlines the performance Peterborough Highway Services between January 2014 and December 2014, and makes reference to the key performance indicators, major transport schemes and projects that have been delivered, as well as detailing how the contract is considering the environment and creating efficiency savings.

2. RECOMMENDATIONS

- 2.1 The Committee is asked to note the content of the report and make comments and observations they have may have to the officer who will attend the meeting of the Committee on 17th March 2015.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Peterborough Highway Services contributes to the all the priorities in the Sustainable Community Strategy:
- Creating opportunities – tackling inequalities by improving access to health, skills, education as well as supporting vulnerable people
 - Creating the UK's environment capital by making Peterborough cleaner and greener as well as increasing the use of sustainable transport
 - Delivering substantial and truly sustainable growth by improving sustainable neighbourhood centres, increasing economic prosperity, building the sustainable infrastructure of the future and creating better places to live.
 - Creating strong and supportive communities

4. BACKGROUND

- 4.1 Peterborough City Council and Skanska formed a partnership in October 2013 and is responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. This partnership is Peterborough Highway Services.

The Peterborough Highway Services Annual Report 2014, details the performance of the contract under the following headings:

- Maintenance Activities
- Major Improvements
- Health and Safety
- Improving the Way We Work
- Efficiency Savings
- Contract Performance
- Good News Stories

5. KEY ISSUES

- 5.1 This report is providing Councillors with information on the performance of Peterborough Highway Services in 2014. Councillors are asked to note the report and make comments and observations they may have to the officer who will attend the meeting of the Committee on 17th March 2015.

6. IMPLICATIONS

- 6.1 This report is providing Councillors with information on the performance of Peterborough Highway Services in 2014.

7. CONSULTATION

- 7.1 There has been no formal consultation during the production of the Peterborough Highway Services Annual Report

8. NEXT STEPS

- 8.1 Officers will continue to monitor the contract on a monthly basis, and an Annual Report for 2015 will be published in early 2016. This will be brought to the Scrutiny Committee.

9. BACKGROUND DOCUMENTS

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

- 9.1 Contract Documentation between Peterborough City Council and Skanska – COMMERCIAL IN CONFIDENCE.

10. APPENDICES

- 10.1 Appendix 1 – Peterborough Highway Services Annual Report 2014

Peterborough Highway Services

Annual Report 2014



February 2015

Prepared by Peterborough Highway Services

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Executive Summary

Peterborough Highway Services is a partnership between Peterborough City Council and Skanska. The contract was awarded on 15th August 2013 and started on 1st October 2013. Peterborough Highway Services is responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. This report provides a summary of the performance of the contract between January and December 2014.

2014 was a year of change for the contract, staff from multiple organisations (Peterborough City Council, Atkins, Volker Highways and Ringway) were settling in to their new locations across the city; Dodson House; the Town Hall; and the Highways Depot. Reviews of existing processes commenced to identify actions to create improved processes and operational efficiencies. In addition a restructure of the Operations Team was undertaken to provide clear accountability with defined roles and responsibilities.

Over the past year, Peterborough Highway Services has delivered:

- 371 emergency call outs (where highway or street lighting needs to be attended to within a maximum of 2 hours)
- 1,381 Category 1 defects (which need to be repaired within 24 hours)
- 6,131 Category 2 defects (which need to be repaired within 7, 14 or 28 days or 3 months depending on the nature of the defect and the timescale given on the order raised)
- 58 winter service gritting runs
- 32 highway and structural maintenance schemes including Hundreds Road Bridge, Junction 47 Werrington Parkway resurfacing and Lime Tree Avenue Footway resurfacing scheme
- 20 highway improvement schemes including Nene Park Academy and provision of a new cycleway on London Road
- 4 Street lighting improvement schemes, including Junction 3a/4 on Frank Perkins Parkway and Eastfield Road

Peterborough Highway Services is also actively involved in the design and delivery of major highway schemes, including Bourges Boulevard and Long Causeway.

Innovation was also a key part of 2014, the Winter Service started using a liquid-salt mix to treat the highway. The liquid-salt mix has been proven to be up to 30% more effective than regular salt as the salt sticks to the carriageway rather than 'bouncing' off on to the verge as vehicles pass. The Swedish Pot Hole Machine (The Dragon) was trialled by Peterborough Highway Services, the trial was successful and Peterborough Highway Services has been allocated four weeks in quarter 2 of 2015 to use the machinery. This approach reflects the council's approach to asset management and preventative maintenance.

Health and Safety is an important part of the culture within Peterborough Highway Services. The partnership has adopted Skanska's Injury Free Environment (IFE) approach for managing health and safety within the contract. All staff work under the principle of IFE and it is mandatory for all new employees and supply chain partners to attend an IFE induction. In 2014, there were no RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations) incidents which required reporting to the Health and Safety Executive. However there were 4 lost time injuries, 6 service strikes and 21 near misses reported. Near miss reporting is encouraged to identify trends and reduce the risk of an incident occurring.

Environmental impact and performance forms a key component of the Peterborough Highway Services contract. During 2014, the strategy for determining our actions to improve our environmental impact and performance was developed and the ISO14001 (environmental management) accreditation was completed with no non-conformances. A One Planet Living Plan

was also developed.

To support our environmental principles, a travel plan has been developed with all staff receiving a personalised travel plan for their journey to work. This was supported by the provision of an electric pool bike and shower facilities at Dodson House to encourage walking and cycling to and from work, and for business journeys. An electric pool car was delivered in March 2014, which is available for all staff to use for business journeys.

Reporting to the Peterborough Highways Operations Team are a number of Performance Groups that focus on key areas for the partnership. One of these areas is the contract efficiencies. The Efficiency Group consists of representatives from across the partnership and meets monthly. The group captures efficiencies introduced since the previous meeting and plans target areas for future improvement. There are a number of areas that the group have seen success on during the year. In 2014, the Efficiency Group have tracked and logged a total saving of £118,686.

This includes:

- £2,993 as a fee on third party work delivered by Skanska
- £48,220 of cost savings have been generated via the co-ordination of traffic management with other providers
- £67,473 of credits in the monthly application

The performance of the Peterborough Highways Contract is monitored through a series of Key Performance Indicators (KPIs). The KPIs are split into four categories, Operational Delivery, Customer Service, Commercial and Financial and Added Value.

In a similar manner to the Efficiency Group, A KPI group was established to record, monitor and review the KPIs. The group reports directly to the Peterborough Highways Operations Team and consists of representatives from across the partnership.

The performance against each of the KPIs between January 2014 and December 2014 is detailed in Appendix 1. In 2014, performance on the majority of KPIs has remained consistent or has improved, with consistent good performance on the following KPIs

- OP2 – Percentage of emergency work instructions closed within agreed timescales
- CS5 – Number of commendations minus number of complaints
- CF1 – Percentage of accounts approved and paid within agreed period

In 2014, Peterborough Highway Services has been successful in winning a number of awards including the Contribution to the Environment Capital Award at the Peterborough Green Awards. This was awarded to Peterborough Highway Services due to the adoption of a ground breaking approach during the procurement of this contract. The city council challenged bidders to specify how they would deliver against each of the ten principles of Environment Capital throughout the contract. Throughout the process Skanska demonstrated a clear commitment to Peterborough's Environment Capital aspiration and since successfully winning the contract they have put this commitment into practice through embedding sustainability in to their day to day work.

Peterborough Highway Services has worked closely with the local community by supporting local initiatives and working with local partners, this has included sponsorship of the Peterborough Eco Education Awards by Skanska and a number of their key supply chain partners. In addition Peterborough Highway Services staff have supported events held by The Skills Service in Peterborough and the 'Smart' Supper held as part of Peterborough Innovation Week in October 2014. The event involved groups of young people from schools and colleges in Peterborough presenting their ideas on 'how to encourage people in Peterborough to use sustainable modes of travel'.

The event was very successful and demonstrated the enthusiasm of the young people in Peterborough to get involved in environmental issues facing the city. Since the event Peterborough

Highway Services are working with each of the groups to develop their ideas further without charge.

1. Introduction

- 1.1 Peterborough Highway Services is a partnership between Peterborough City Council and Skanska. The contract was awarded on 15th August 2013 and the contract started on 1st October 2013. Peterborough Highway Services is responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges.
- 1.2 The Peterborough Highway Services contract is now into its second year, and the partnership approach is now well embedded following a successful mobilisation period. The mobilisation period brought staff together from multiple organisations including the city council, Atkins, Volker Highways and Ringway, and relocated to three locations across the city, Dodson House in Fengate, the Town Hall in the city centre, and the Highways Depot also in Fengate.
- 1.3 The partnership has an ambition to move to a shared depot facility at Dodson House, this will be explored in 2015. The shared depot will accommodate both office and depot staff and will leave a legacy for Peterborough City Council.
- 1.4 The partnership operates a simple governance structure comprising the Peterborough Highways Strategic Board (PHSB) and the Peterborough Highways Operations Team (PHOT). The purpose of the Strategic Board is to provide strategic direction and monitor the performance of the contract. The Operations Team are responsible for leading and managing all aspects of service delivery and performance, influence and inform strategic direction and direct delivery teams.
- 1.5 Over the past year, Peterborough Highway Services has delivered:
 - 58 winter service gritting runs
 - 32 highway and structural maintenance schemes including Hundreds Road Bridge, Werrington Parkway Junction 47 resurfacing and Lime Tree Avenue Footway resurfacing scheme
 - 20 highway improvement schemes including Nene Park Academy and provision of a new cycleway on London Road
 - 4 Street lighting improvement schemes, including Junction 3a/4 on Frank Perkins Parkway and Eastfield Road
- 1.6 This report covers the 12 month period from January 2014 to December 2014.

2. Maintenance Activities

- 2.1 During 2014, Peterborough Highway Services completed 32 highway and structures maintenance projects and undertook 58 winter service gritting runs.
- 2.2 In addition, to improve the operation and performance of the highway maintenance delivery and the Winter Service, a number of improvements have been implemented along with a trial of innovative products.

Maintenance Schemes

- 2.3 During 2014, Peterborough Highways Services responded to
- 371 emergency call outs, where the highway or street lighting attended to within a maximum of 2 hours
 - 1,381 Category 1 (CAT1) defects which need to be repaired within 24 hours
 - 6,131 Category 2 (CAT2) defects which need to be repaired within 7, 14 or 28 days or 3 months depending on the nature of the defect and the timescale given on the order raised.
- 2.4 Peterborough Highway Services is also responsible for delivering routine and cyclic maintenance activities. During 2014 the following schemes have been delivered
- 3 footway schemes
 - 20 carriageway re-surfacing schemes
 - 3 specialist treatment schemes
 - 6 structures maintenance schemes

Changing Roles and Responsibilities

- 2.5 Following the TUPE transfer of employees at the start of the contract, there is a period of time required to assess roles, competencies and capabilities. During this period, the original pre-transfer structure was adopted as below. The basis of this approach was to avoid ill-informed decisions during mobilisation. Instead, changes would be driven by knowledge and understanding of the client's needs, the network and the operations team.
- 2.6 The depot organisational structure was established based on the staff who transferred following the tender award. The structure outlined below did not provide clear accountability and ownership of work and responsibilities were ill defined.
- 2.7 An Operations Manager role was created, and recruitment into this post enabled an assessment of the performance of the team including the organisation structure and competences and behaviours required for each of the roles. A review of the team structure was undertaken, and a Depot Manager position was created to provide leadership for the Depot in place of the three existing depot supervisors.
- 2.8 This new structure provides clear accountability with clearly defined roles and responsibilities. The new structure replicates the approach adopted by Skanska elsewhere and is proven to be successful.
- 2.9 The new structure was adopted in October 2014 and positive outcomes are already being realised with improvements to the performance of the relevant Key Performance Indicators (KPIs), as discussed in Section 7 of this report.

Winter Service

- 2.10 Peterborough Highway Services has the responsibility to provide the Winter Service for the Peterborough City Council area. The Winter Service is provided by six purpose built gritters which operate on 5 different routes across the city area and the car parks. Amey provides the Winter Service in the city centre on behalf of Peterborough Highway Services. As highlighted above, in 2014, 58 precautionary treatment runs were undertaken.



- 2.11 Traditionally crushed rock salt is used to melt ice or prevent it from forming on the roads. However using this method, salt must be spread on to the surface of the road before the road becomes icy or snow starts to fall, which can lead to too much of the salt being removed from the carriageway surface.
- 2.12 In 2014, a special liquid-salt mix or 'prewet' was introduced as opposed to the traditional crushed rock salt. The liquid-salt mix is more effective as the salt sticks to the carriageway where it is spread rather than 'bouncing' off the carriageway as vehicles pass over it.
- 2.13 The liquid-salt mix has been proven to be up to 30% more efficient than regular salt, this is because it reduces the amount of salt removed by vehicles passing over the surface and minimises the levels lost by the draught of the spreading vehicle, or by any potential strong cross winds.
- 2.14 Salt is often spread in advance of an impending weather front, however due to the reduced risk of salt bouncing off the carriageway surface with the liquid-salt mix, the salt spreading process can start well in advance of any wintery conditions.
- 2.15 The first year of using the prewet treatment was successful with no incidents or issues occurring.
- 2.16 On average, it takes four times less liquid-salt to prevent ice accumulation than to remove ice after it has formed, this provides a benefit in terms of cost, as less salt is required to treat the network. In addition to the economic benefits associated with the pre-wet treatment, it is also better for the environment as it used a lower level of salt and also ensures it stays on the surface it is spread on rather than the highway verges.

Innovation

- 2.17 During 2014, Peterborough Highway Services looked to be innovative with the products and methods which can be used to undertake maintenance activities.

Swedish Pot Hole Machine – ‘The Dragon’

- 2.18 Representatives of Peterborough Highway Services attended a Skanska maintenance event in Oxfordshire, examining alternative approaches to winter maintenance and pothole repair. The event was an opportunity to share working practices with teams from other countries in Skanska’s portfolio.
- 2.19 Teams from Sweden and Poland delivered presentations explaining how activities are carried out in their respective countries. As a result, Peterborough Highway Services were able to trial a pothole repair machine ‘The Dragon’ which is used in Sweden. This approach reflects Peterborough City Council’s approach to asset management and preventative maintenance. In 2015/16, £50k has been allocated to use this machinery. A launch event is planned for March with Peterborough allocated four weeks to use ‘The Dragon’ in quarter 2 of 2015.
- 2.20 A second workshop was held with all of Skanska’s UK highway clients to explore the challenges of the revenue budgets. The workshop shared good practices and the various approaches that each local authority was undertaking to address the budgetary challenges that they are facing.



Degafloor Degafill™

- 2.21 Degafill™ is an innovative new pothole repair solution being developed by a local company. Degafill™ enables the existing asphalt on the road to be re-used, and the resin technology is able to cope with the inevitable thermal movement of asphalt throughout the year, without compromising the strength and integrity of the bond to the area surrounding the pot hole. Traditional pothole techniques can cause the road structure to be weak where the pothole repair meets the existing carriageway.
- 2.22 Following a demonstration of the product to Peterborough Highway Services, a trial was undertaken at two locations in Dogsthope. The trial was successful and Degafill™ is now being

used at specific sites across Peterborough.

- 2.23 The use of Degafill™ for pothole repairs in Peterborough is cutting edge, as this product had not been used on the highway before. Previously the product had been aimed at sites which are generally concrete. Peterborough Highways Services will help promote this local product nationally.

3. Major Improvements

Introduction

- 3.1 Since the commencement of the contract in October 2013, Peterborough Highway Services has been actively involved in designing and delivering highway maintenance and improvement works across the city. Beneath are a few examples of Peterborough Highway Services major improvement works and scheme successes during 2014.

A1139 Fletton Parkway Junction 17 – 2 Improvement Works

- 3.2 The A1139 Fletton Parkway Junction 17 – 2 Improvement Works commenced in spring 2014, and are due for completion in the spring of 2015. The scheme will add a third lane in each direction along Fletton Parkway between the A1 (M) and Junction 2 (Orton Goldhay / Orton Malborne / Hampton).
- 3.3 The widening works will repair the existing carriageway surface that was beginning to fail, and build in much needed capacity along a heavily congested stretch of Peterborough's parkway network. The scheme will keep Peterborough's western gateway and primary link with the A1 (M) operating effectively, and ensure that the Peterborough can continue to meet its growth agenda, and attract new jobs and residents to the city.



- 3.4 The scheme was procured through the Midlands Highway Alliance (MHA) Framework, designed by URS and is being delivered by Balfour Beatty. Peterborough Highway Services involvement in this scheme is limited. Much of the early pre-scheme work was delivered through the preceding framework contract with Atkins. Peterborough Highway Services staff continue to offer support and specialist advice on the scheme where requested by Peterborough City Council.

Bourges Boulevard Improvement Works

- 3.5 The Bourges Boulevard improvement works commenced on site in May 2014, and the construction cost will be approximately £4.0m. Initial outline investigations commenced with the preceding highway contracts, with design being undertaken by Peterborough Highway Services staff who are currently responsible for site supervision and management. Construction work is being undertaken through a different framework (Midlands Highway Alliance) by Eurovia.
- 3.6 The purpose of the scheme is to break down the severance currently created by the dual carriageway, and improve connectivity between the City Centre and the Railway Station. The finished scheme will also give the area a much needed facelift, and improve the appearance of the City Centre's key gateways.
- 3.7 The scheme consists of landscaping and public realm works, the introduction of two pedestrian crossings on Bourges Boulevard and a Toucan crossing on Bright Street, as well as the creation of an all movement signalised junction between Bourges Boulevard and the Railway Station. The new junction will allow station traffic to make a direct right turn out of Station Road, and will remove the amount of traffic at Bright Street roundabout.



Parkway Street Lighting Strategy

- 3.8 The Peterborough Parkway Street Lighting Strategy involves the replacement of the entire street lighting infrastructure along approximately 44km of dual carriageway. Much of the existing infrastructure was installed in the 1970's and early 1980's and is beyond its design life, and failing in many places with a high number of cable faults.
- 3.9 To achieve energy saving benefits and reduce future maintenance liabilities, the strategy for lighting on the Parkway Network is to only light junctions and their approaches (for 100m) and sections on the where there is less than 400m between junctions.
- 3.10 The new lanterns use LED luminaries and offer a 28% energy saving over those being replaced. The new lights are also mounted on passive safe columns, removing the need for safety barriers along many sections of the parkway.

- 3.11 Design and installation of the scheme is being managed by Peterborough Highway Services Street Lighting Team, and all work to date has been completed on programme and within budget by Skanska's street lighting teams



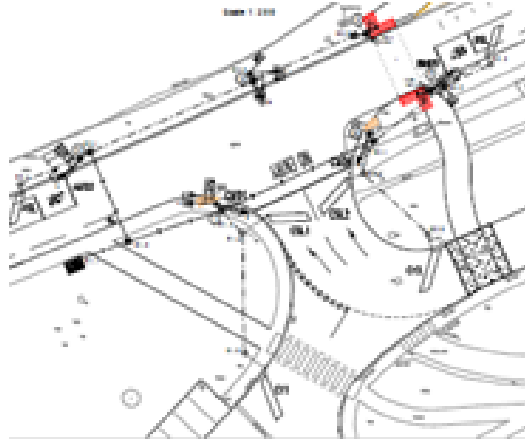
Long Causeway

- 3.12 The Long Causeway Improvement Works began in May 2014. The design was undertaken by Peterborough Highway Services with construction delivered by Eurovia under the supervision of Peterborough Highway Services.
- 3.13 The scheme will deliver approximately £2.0m+ of improvements to the city centre and will update Long Causeway to reflect the recent City Centre improvements and improve the City Centre's public realm. The street's current appearance is very dated and worn, and detracts from Peterborough's attractiveness as a shopping and leisure destination
- 3.14 The scheme consists of re-paving, landscaping and tree replacement, the provision of new street furniture and an interactive display board providing visitors with information about Peterborough's Environment Capital work, including a local food map that shows where we can walk in the city centre to enjoy locally sourced food, information about local public transport, live pictures of wildlife from sites across the city and information about the City's achievement

Nene Park Academy

- 3.15 During 2014, Peterborough Highway Services were approached by Peterborough City Council and Nene Park Academy to design and deliver improvement works to the schools accesses and car parking.
- 3.16 A number of problems were identified on the Academy site, including:
- Vehicles parking along footpaths and on verges creating safety concerns for pupils
 - Large numbers of secondary school pupils walking across the front of the Primary School
 - Difficulty for vehicles leaving site due to a busy main road

- 3.17 Design staff from Peterborough Highway Services worked closely with Nene Park Academy, St Botolph Primary School and governors from both to agree a solution to the problems, and the scheme was substantially delivered during the second half of 2014.
- 3.18 The scheme consisted of the re-design of the access roads within the Academy's land, the creation of additional parking spaces and the introduction of a signalised junction on the exit from the Academy. The improvements ensure that traffic can now leave the site safely, without compromising the traffic flow along Oundle Road.



- 3.19 Potential solutions were originally estimated at £2.5m, but Peterborough Highway Services have delivered an effective and successful solution for less than £400,000.

Intelligent Transport Systems

- 3.20 Peterborough Highway Services manages the intelligent transport systems used across the city including:
- traffic signals
 - real time passenger information
 - automatic number plate recognition cameras
 - urban traffic control system
 - CCTV – cameras on specific junctions
- 3.21 This management includes the inspection, maintenance, procurement and design of this infrastructure to assist with the efficient management of traffic and travel data across the city. This work consists of day to day maintenance along with large scale capital projects.
- 3.22 During 2014 a further 20 Stagecoach buses were equipped with tracking technology, bringing the total equipped fleet up to 100%, and all RTPI equipped bus stops were upgraded with new technology. This bus tracking information is fed directly through to display screens within bus stops and provides passengers with information on bus arrival times.



4. Health and Safety

Introduction

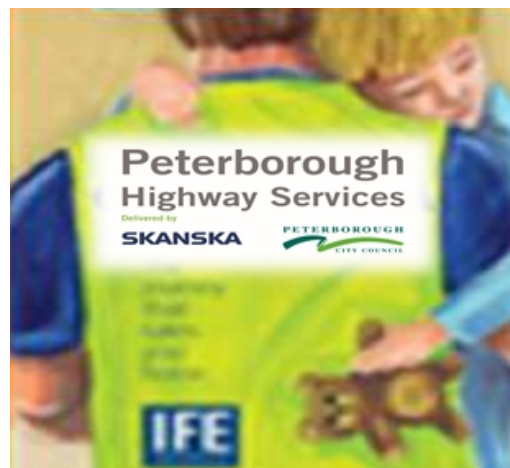
- 4.1 Peterborough Highway Services have adopted Skanska's Injury Free Environment (IFE), and this provides the culture and values through which health and safety is managed within the contract.

Injury-Free Environment

- 4.2 All staff within Peterborough Highway Services work under the principles of IFE, which is a concept that has been adopted from Skanska, and is defined as being:

"More than safety, a culture of care and concern for people, which encourages everybody to accept responsibility for their own and their colleague's well-being...The aim is to engage with the entire workforce and extend all of our behaviours such that we look out for one another to ensure that everyone returns home from work safely to their family and friends."

- 4.3 The IFE culture empowers staff to take personal responsibility for their own safety, and that of their colleagues, both in work and at home. The Values are shown below.



- 4.4 As part of the contract induction, it is mandatory for all Peterborough Highway Services staff and supply chain partners to attend an IFE induction in which they learn about the values and culture of IFE, and since commencement of the contract 95% of staff and supply chain partners have attended this induction. These workshops also provide a forum for sharing ideas and discussing safe working practices.
- 4.5 In addition to the inductions, 100% of the staff nominated have attended the IFE Supervisor Training. The total attendance at the IFE induction and IFE Supervisor training equate to 1,200 staff hours of training in the last half of 2014.
- 4.6 Monthly IFE cascades ensure that health and safety notices and information are shared with all staff, and provide the opportunity for ideas from staff to be fed back up to management. These include a recent suggestion from the Peterborough Highway Services contract for an IFE site induction on all sites which is currently being trialled at a regional level.

Accident Details

Between January and December 2014, there were no RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations) incidents which required reporting to the Health and Safety Executive. There were 4 lost time injuries and 6 service strikes. There have also been 21 near misses reported. Near miss reporting is encouraged to identify trends and reduce the risk of an

incident occurring.

- 4.7 The lost time injuries relate to staff who are injured and required to take a certain number of days to recover. One of the lost time injuries related to a site operative who was raking sub-base material off a lorry and felt pain in their back. The operative visited a physiotherapist who diagnosed a back spasm and was off work for 2 days.
- 4.8 The service strikes are when an operative strikes a utility cable under the highway. There has been a total of six service strikes, two of which have been serious, involving high voltage cables. Fortunately there were no injuries arising from the service strikes.
- 4.9 Near miss reporting is by all Peterborough Highway Services staff is encouraged. One of the key near miss incidents reported during 2014, was a scheme being undertaken at Hundreds Bridge which was deemed to have unsafe practices by a member of Peterborough Highway Services staff. All work at the site was stopped while an investigation was undertaken, and work resumed once personnel changes had been made and changes to the work practices have been documented. In addition, Peterborough Highway Services have now requested that all sub-contractors undergo a formal approval process before they can undertake work on the highway network.
- 4.10 When incidents do occur, a review is undertaken as to why it has occurred and what actions can be undertaken to prevent it occurring again. This information is communicated to all Peterborough Highway Services staff through regular staff briefings.

Media Campaign

- 4.11 In May 2014, Peterborough Highway Services led a campaign to highlight the physical and verbal abuse often encountered by our road workers. The campaign aimed to draw attention to the hazards of driving through road works and the risks faced by workers from poor driving. A press release was issued, drawing attention to three incidents where staff had been abused by members of the public, over the course of the last year.
- 4.12 The press release was enhanced by a radio campaign funded by Skanska urging drivers to consider the implications of erratic driving through road works.

5. Improving the Way we Work

Introduction

- 5.1 During the first year of the contract, Peterborough Highway Services has actively sought to introduce a culture of business improvements, where employees are empowered and promote improvements to daily activities. During 2014, we have implemented a systems thinking approach to a number of projects/processes within Peterborough Highway Services. The systems thinking approach helps to create efficiencies within the contract by improving processes, removing waste and also creating a culture of innovation and continuous improvements.

Systems Thinking

- 5.2 Systems thinking is a discipline that concerns an understanding of a process by examining the linkages and interactions between the components of that defined process. Systems thinking has been defined as an approach to problem solving by viewing problems as part of an overall system rather than reacting to a specific part or outcomes.
- 5.3 During the first six months of the contract, Skanska enrolled the management team and a number of representatives from across Peterborough Highway Services onto an Improvement Experience. This is a Skanska bespoke three day training programme introducing the concept of 'systems thinking' to the partnership.

Project Identification

- 5.4 The Peterborough Highways Operation Team went through an exercise identifying different processes within Peterborough Highway Services which could be improved. The projects considered comprised of areas where there were existing problems with the process, and also areas where there was an opportunity to further enhance a process and create efficiencies.
- 5.5 The three initial projects identified to undergo the systems thinking approach are the emergency call-out process, defect identification and repair process, and Street Lighting.

Emergency Call-Out

- 5.6 The emergency call-out process responds to any highway or street lighting issue that needs to be repaired immediately, ideally within 2 hours of being reported (1 hour for street lighting).
- 5.7 The current emergency response process was initially developed during the mobilisation of the contract, however it quickly evolved to include many of the steps from previous contracts and led to a fragmented and inconsistent approach which relied on individuals experience and 'know how' to ensure the 'job was done'. The current process also changed depending on what time of day the emergency call-out was raised, and could sometimes involve up to seven people passing messages on to each other before the gang were instructed to attend the call-out.
- 5.8 Through the systems thinking project, a number of actions were identified to improve the process:
- Definition of an 'emergency' – the project identified that some of the calls raised were not emergencies requiring action within 2 hours and could be repaired within the 24 hour process (Category 1 defects)
 - Remove the number of people involved – rather than seven people being involved before the work was issued to the gang, the Skanska Central Service Centre are now the first point of contact and they co-ordinate the works team to inform them what work needs to be undertaken, and where.

- 5.9 These action were then included within a new process for emergency call outs. The new process was trialled from early October to see how it worked 'in action' and it was reviewed on several occasions and minor revisions made. The revised process is now live and has been adopted as the process for emergency call-outs.
- 5.10 The data which monitors the performance for emergency call-outs shows that since the introduction of the new process, there has been significant improvements including reducing our average response time by 30 minutes. In addition by defining what an 'emergency' is, it has resulted in at least 1 in 10 highways emergency calls to be reallocated to the 24 hour process which delivers cost savings.
- 5.11 The new process has resulted in a reduction in the number of people involved and therefore on-call also reducing costs.

Defect Identification and Repair

- 5.12 The Defect Identification and Repair project considers the process undertaken to firstly identify defects on the highway network, secondly report these defects and set a timescale for repair, and finally programme and undertake the repair.
- 5.13 The current process for identifying a defect on the highway network is based on what has been done for several years, six highway inspectors are responsible for a given area within the city council area and undertake regular inspections to identify defects on the highway. Any defect identified can be classified as a Category 1 defect, which needs to be repaired within 24 hours, or as a Category 2 defect which can be assigned a timescale of 7, 14 or 28 days or 3 months depending on the nature of the defect.
- 5.14 Once the defect has been identified and recorded, the information is received by the highways depot to schedule the works for the gang to undertake.
- 5.15 Through the systems thinking approach, the following issues were identified with the process:
- The Category 1 defects, which need to be repaired within 24 hours, were not always being addressed
 - The flow of work to the depot can come in peak and troughs as a result of when the highways inspectors undertake there inspections - if all the highway inspectors undertake their inspections at the same time, it can result in a spike in resources introducing inefficiencies
 - The highway inspectors can sometimes experience difficulty in programming their monthly inspections due to other workload demands
 - Not using the appropriate repair timescale for the defect identified, which can cause issues, for example a new sign may be assigned a 7-day timescale for repair, but it can take approximately 28 days to order due to manufacturing constraints
 - Programming of work at the depot did not follow a process, and relied on individuals experience and 'know how' to ensure all work was undertaken within the assigned timescales

- 5.16 As a result of these issues, the following actions were identified in the development of a new process
- The Category 1 defects process to follow the process defined for emergency call outs
 - Dedicated time to undertake inspections, to ensure the flow of work is balanced and predictable
 - Training for staff to ensure they are assigning the correct timescales to defects identified
 - Review programming software or develop a new process to assist the highways depot to programme work.
- 5.17 The project team is currently refining the detail of these actions, and a trial of parts of the new process are to be undertaken in quarter one of 2015.

Street Lighting

- 5.18 The Street Lighting project has recently commenced, and the first few sessions have concentrated on outlining all the processes that are linked to Street Lighting such as the design of street lighting schemes, implementing street lighting schemes and fixing street lighting faults.
- 5.19 The first process within the Street Lighting project that will be examined under the systems thinking approach is looking at the process of repairing a faulty street light. The project will look at the whole process, starting when a fault is reported to the council to the street light being fixed and the order closed.
- 5.20 This project will undergo the same process as the previous two projects, highlighted above, to identify issues with the current process, and changes that can be made to formulate a new or revised process.

Environment

- 5.21 A key component in improving the way we work is consideration of our environmental impact on all activities undertaken. In 2014, Peterborough Highway Services has concentrated on developing our environmental strategy to determine our actions to improve our environmental performance throughout the life of the contract.

Environmental Performance

- 5.22 The Peterborough Highway Services contract has successfully completed an ISO14001 (environmental management) accreditation audit from Lloyd's Register Quality Assurance (LRQA) with no non-conformances against the implementation of the environmental management system. The ISO 14001 accreditation requires continuous improvement with regards to environment to ensure they accreditation is retained in future.
- 5.23 In addition, Peterborough Highway Services is currently applying for a green level accreditation (highest level) under the Investors in Environment scheme administered by Peterborough Environment City Trust. The Investors in Environment is a non-profit environmental accreditation scheme designed to help the business sector save money and reduce their impact on the environment. The final verification audit for accreditation is due in June 2015.
- 5.24 The implementation of the tender requirements for Peterborough Highways Services has been defined through embracing the ethos of the 'One Planet Living' strategy. All of our environmental added value commitments have been defined within the One Planet Living Plan for the contract and will be continued for the longevity of the contract.
- 5.25 New tools have been created to be used by the design teams to assist in the development of more sustainable projects. These tools include a biodiversity register, carbon assessment tool and waste forecast sheet. These tools will be rolled out over the next few months and will continue to be developed throughout the contract.

- 5.26 Baseline environmental performance data has been collected over a 12-month periods covering carbon, water, waste, transport, procurement, suppliers and employment. This data will be used to calculate reduction targets for year 2 of the contract and highlight areas to target for reduction.
- 5.27 The 'Deep Green Color Pallet™' is Skanska's internal measurement of how sustainable a project or contract is. The Peterborough Highway Services contract has been assessed for its performance against the Skanska Color Pallet™, and a plan has been developed for the contract to drive performance forward. (Note: 'Color' is Skanska's brand spelling).

Environmental Measures

- 5.28 A travel plan for staff has been developed to encourage the use of sustainable travel modes for travel to work or for business journeys. As part of the travel plan, all Peterborough Highway Services staff received a personalised travel plan for the journey to work detailing walking, cycling and public transport options as well as car share opportunities.
- 5.29 From March 2014, an electric pool car was available for Peterborough Highway Services staff for work journeys. The electric car has been used to undertake many of the highway inspections across the city by the highway inspectors.
- 5.30 An electric pool bike was delivered to Dodson House in June 2014, this bike is available for all staff to use for work journeys. To complement the delivery of the pool bike and to encourage walking and cycling to work, a shower and changing facility was installed at Dodson House.



6. Efficiency Savings

Introduction

- 6.1 Reporting to the Peterborough Highways Operations Team are a number of Performance Groups that focus on key areas for the partnership. One of these areas is the contract efficiencies. The Efficiency Group consists of representatives from across the partnership and meets monthly. The group captures efficiencies introduced since the previous meeting and plans target areas for future improvement. Every quarter, the group is expanded to include a wider number of employees from the partnership to assist in the culture of contract efficiencies. These efficiencies are identified on the contract efficiency route map that determines where the potential savings can be generated and then records actual savings achieved against this target. The route map is owned by the Operations Team and monitored during the monthly management meetings and presented to the Supervisory Board in the quarterly Board Reports.
- 6.2 There are a number of areas that the group have seen success on during the year. In 2014, the Efficiency Group have tracked and logged a total saving of £118,686.
- 6.3 This includes:
- £2,993 as a fee on third party work delivered by Skanska
 - £48,220 of cost savings have been generated via the co-ordination of traffic management with other providers
 - £67,473 of credits in the monthly application
- 6.4 An area that will generate fees to Peterborough City Council is for the partnership to deliver work and services to other authorities or third parties generating a fee directly back to Peterborough City Council. We have forecast the volume that can be delivered to third parties through the current maintenance contract and have a probablised volume of approximately £652,000 for 2015, £890,000 for 2016 and £643,000 for 2017 returning a fee of £42,000, £48,000 and £38,000 respectively.

Delivering to other authorities/third party work

- 6.5 During 2014, Peterborough Highways Services have undertaken work for other local authorities who have contracts with Skanska, and also for third parties within Peterborough. This work has included the following
- Undertaking street lighting design work for other local authorities
 - Under taking street lighting design and implementation for a number of private developers across Peterborough
 - Transport planning studies for other local authorities
 - Transport planning advice for private developers in Peterborough
 - Transport planning advice, scheme design and implementation of highways improvements at Nene Park Academy

Co-ordination of Programme

- 6.6 When implementing a scheme or undertaking inspections, traffic management is often needed to enable the work to be undertaken and protect the workforce. Traffic management can be very expensive, and often forms a significant part of the costs for a scheme.

- 6.7 A number of efficiency savings realised are due to the co-ordination of our delivery programme to ensure any schemes requiring traffic management in the same area are undertaken at the same time. Co-ordination of our delivery programme has also been undertaken with other contractors (such as Amey) so we are able to deliver schemes using traffic management provided by them, which in turn results in a efficiency saving.

7. Contract Performance

Introduction

- 7.1 The performance of the Peterborough Highways Contract is monitored through a series of Key Performance Indicators (KPIs) and customer feedback surveys.
- 7.2 The performance of the contract is reviewed by the Peterborough Highways Strategic Board. Regular reviews of contract delivery are undertaken by the Peterborough Highways Operation Team in order to monitor progress, capture lessons learned and support continuous improvement of the process.

Key Performance Indicators

- 7.3 Prior to the commencement of the contract a series of 27 KPIs were established, to be monitored and reported on a monthly basis. These KPIs were split into four categories, Operational Delivery Customer Service, Commercial and Financial, and Added Value. The current set of contract KPIs in Table 5.1, note that this list is currently under review.
- 7.4 Targets have been set for each of the KPI's and these are reviewed annually. The KPI dashboard operates a Green / Amber / Red system, which represents:
- Green – The KPI is at, or exceeding the target;
 - Amber – The KPI has dropped beneath the target for the first month;
 - Red – The KPI is beneath the target for the second month or longer.
- 7.5 The performance against each of the KPIs between January 2014 and December 2014 is detailed in **Appendix 1**. In 2014, performance on the majority of KPIs has remained consistent or has improved, with consistent good performance on the following KPIs
- OP2 – Percentage of emergency work instructions closed within agreed timescales
 - CS5 – Number of commendations minus number of complaints
 - CF1 – Percentage of accounts approved and paid within agreed period
- 7.6 OP4 (percentage of CAT 2 instructions closed within agreed timescales) has been the most challenging to achieve in 2014. However a number of measures have been put in place, including a restructure of roles and responsibilities at the depot which along with the system thinking project improvements should ensure that the target of 95% continues to be met.
- 7.7 Performance against OP3 (percentage of CAT1 instructions closed within agreed timescales) has fluctuated between the high 70s and low 90s during 2014. Over the last four months of 2014 performance stabilised in the low-mid 90s. The improvements identified through the systems thinking project will seek to further improve the performance against this KPI.
- 7.8 In a similar manner to the Efficiency Group, A KPI group was established to record, monitor and review the KPIs. The group reports directly to the Peterborough Highways Operations Team and consists of representatives from across the partnership.

Table 7.1 – Current Contract KPIs

Domain	Reference	KPI
Operational Delivery	OP12	% of schemes delivered to the agreed programme
	OP13	Defined cost within percentage of target cost per scheme
	OP2	Percentage of emergency work instructions closed within agreed timescale
	OP3	Percentage of CAT1 instructions closed within agreed timescale
	OP4	Percentage of CAT2 instructions closed within agreed timescale
	OP5	Winter Maintenance - Precautionary treatment runs completed within the durations scheduled
	OP10	Volume of remedial works (right first time)
	OP11	Certainty in cost - Audit failures. Audit failures in Open Book Costing Mechanism (OBCM) % of incidents where audit discovers an error
Health and Safety	OP6	Lost time incident frequency rate (LTIFR) To measure the employee time lost following an incident per 100,000 hours worked
	OP7	Accident Frequency Rate (AFR) to measure the number of reportable accidents per 100,000 person hours worked. Reportable accidents are those as defined in
	OP8	Number of near misses reported
	OP9	Number of service strikes
Customer Services	CS1	Number of automated responses to requests raised by the public
	CS2	Number of public requests for information reported to within 10 days
	CS3	Number of satisfaction surveys completed for (a) client (b) Members and (c) the public
	CS4	Satisfaction scores for (a) Client, (b) Members and (c) the public
	CS5	Number of commendations minus number of complaints
Commercial and Financial	CF1	% of accounts approved and paid within agreed period
	CF3	% of cashable efficiencies compared to turnover
	CF5	Value from other revenue streams
Added Value	AV1	Carbon Management Plan – reduce carbon
	AV2	Water Management Plan – reduce portable water use
	AV3	Diversion of waste from landfill
	AV4	Sustainable and Local Procurement
	AV5	Employment / Engagement of local SMEs
	AV6	Travel Plan - single occupancy car journeys
	AV7	Recruitment Numbers

Customer Feedback Surveys

7.9 The performance of the contract and Peterborough Highways staff is also measured through a series of feedback surveys. These are undertaken with the following groups:

- The Client – feedback surveys are conducted with Peterborough City Council staff to gauge satisfaction and identify opportunities for improvement;
- Council Members – regular meetings are conducted with the Cabinet Member for Planning Services, Housing and Rural Communities, Councillor Hiller to provide the opportunity to discuss the contract and provide feedback.
- Members of the Public – during 2015, Peterborough Highway Services will leave feedback cards with local residents following completion of a scheme. These cards provide the public with the opportunity to comment on all aspect of the scheme, including the standard of the work, the safety of the site and the way in which the staff conducted themselves.

8. Innovation & Good News Stories

Introduction

- 8.1 During 2014, Peterborough Highway Services has had success in winning a number of awards and worked on a number of projects with the local community.

Local Sustainable Transport Funding

- 8.2 Peterborough Highway Services secure £900k of revenue funding from the Department for Transport to deliver projects and events to encourage people living and working in Peterborough to consider changing their travel mode. Match funding of £100k was received from local partners to bring the total budget to £1m. The funding for 2015/16 will build on the previous work undertaken in Peterborough over the past 10 years to encourage use of sustainable travel modes.
- 8.3 The Local Sustainable Transport Fund will enable projects, such as travel planning, to be undertaken at schools, workplaces and leisure destinations across the city, as well as including a residential travel planning initiative which will target 4,000 homes close to the city centre.

Winning Awards

- 8.4 Peterborough Highway Services won the Contribution to the Environment Capital Award at the Peterborough Green Awards. This award was given to the organisation which had the most significant impact in Peterborough.
- 8.5 The award was won due to the adoption of a ground breaking approach during the procurement of this contract. The city council challenged bidders to specify how they would deliver against each of the ten principles of Environment Capital throughout the contract. Throughout the process Skanska demonstrated a clear commitment to Peterborough's Environment Capital aspiration and since successfully winning the contract they have put this commitment into practice through embedding sustainability in to their day to day work.
- 8.6 John Birkenhead, Operations Manager for Peterborough Highways Services won the Green Hard Hat Award at the Skanska UK Awards 2014. The award recognised John's commitment to social and community sustainability issues to make a difference to businesses, communities and people. John has been instrumental in developing Skanska's approach to delivering the 'One Planet Living' strategy for the Peterborough Highway Services contract.
- 8.7 Craig Campbell, Senior Drainage Engineer, was awarded an Excellence Award by Peterborough City Council in November 2014. The Excellence Awards reward staff for sustained or outstanding contribution within their role.
- 8.8 Craig's nomination outlined how he is constantly striving to reduce flood risk across the city, and his friendly, polite manner with our customers and councillors has gained him much praise. From helping design the drainage for a park in Eye to investigation works throughout the city.
- 8.9 Craig understands the need of the community of Peterborough by making sure our surface water systems work as they should and not just responding to reactive issues. He makes the effort to explain in a non-technical way, to residents and councillors alike, how the systems work and the issues that can surround them, where these issues aren't ours he will then contact and follow up with the appropriate body.



Recruitment

- 8.10 In 2014, Skanska appointed two graduates to work in the highway and bridge design teams in Peterborough Highway Services, An apprentice was also appointed to work at the highway depot.
- 8.11 As part of the Peterborough DNA project, a Peterborough Graduate Scheme was set up to enable local businesses to employ a graduate for 6 months. All placements were linked to sustainability. Skanska offered an Assistant Graduate Environmental Advisor role as part of this project to assist with the development of the environmental strategy for Peterborough Highway Services. A graduate was appointed in September 2014 and has contributed to the environmental strategy for the contract.
- 8.12 Peterborough Highway Services is also working with 'The One Service' which is a project to reintroduce ex-offenders in to the workplace. By working in partnership, Peterborough Highways Services is hoping to recruit suitable candidates to work at the highway dept.

Working with the Local Community

- 8.13 Skanska and a number of their key supply chain partners sponsored the Peterborough Eco Education Awards which aims to raise awareness and encourage schools across the city to develop projects that improve the environment. The scheme runs over a number of months and culminates in an award ceremony where each school presents their project and they are judged with associated awards given out. Skanska and their partners provided financial funds and several staff members attended the awards ceremony and acted as judges for the event.
- 8.14 Funded by the Greater Cambridge Greater Peterborough Local Enterprise Partnership and delivered by Opportunity Peterborough, The Skills Service's fundamental role is to provide a brokerage service which allows effective partnership working between education and training providers and businesses. Working alongside the skills service, Skanska has participated in a number of events over the last year involving 22 different members of the highways staff. The aim was to encourage skilled careers and offer support to young people from the Peterborough area.
- 8.15 In November 2014, representatives from Peterborough Highway Services attended the inaugural 'Smart Supper' along with a number of other organisations from across Peterborough.

- 8.16 The event, organised as part of Peterborough Innovation Week in October 2014, included groups of young people from schools and colleges in Peterborough presenting their ideas on 'how to encourage people in Peterborough to use sustainable modes of travel'.
- 8.17 The event was very successful and demonstrated the enthusiasm of the young people in Peterborough to get involved in environmental issues facing the city. Since the event Peterborough Highway Services are working with each of the groups to develop their ideas further without charge.



Events in Peterborough

- 8.18 Peterborough Highways Services provided sponsorship for the two Christmas trees in Peterborough City Centre. Travelchoice sponsored the Christmas tree in Cathedral Square, whilst Skanska sponsored the Christmas tree at the City Market.
- 8.19 Peterborough Highway Services provided support and advice for two major events in Peterborough – the Pearl Izumi Tour Series in May 2014 and the Great Eastern Run in October 2014.

9. Conclusion

- 9.1 Peterborough Highway Services, a partnership between Peterborough City Council and Skanska. Commenced on 1st October 2013. Peterborough Highway Services is responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. This report provides a summary of the performance of the contract between January and December 2014.
- 9.2 The past year has been a period of change for the contract, staff from multiple organisations (Peterborough City Council, Atkins, Volker Highways and Ringway) were settling in to their new locations across the city; Dodson House; the Town Hall; and the Highways Depot. Reviews of existing processes commenced to identify actions to create improved processes and operational efficiencies. In addition a restructure of the Operations Team was undertaken to provide clear accountability with defined roles and responsibilities.
- 9.3 Over the past year, Peterborough Highway Services has delivered:
- 371 emergency call outs (where highway or street lighting needs to be attended to within a maximum of 2 hours)
 - 1,381 Category 1 defects (which need to be repaired within 24 hours)
 - 6,131 Category 2 defects (which need to be repaired within 7, 14 or 28 days or 3 months depending on the nature of the defect and the timescale given on the order raised)
 - 58 winter service gritting runs
 - 32 highway and structural maintenance schemes including Hundreds Road Bridge, Junction 47 Werrington Parkway resurfacing and Lime Tree Avenue Footway resurfacing scheme
 - 20 highway improvement schemes including Nene Park Academy and provision of a new cycleway on London Road
 - 4 Street lighting improvement schemes, including Junction 3a/4 on Frank Perkins Parkway and Eastfield Road
- 9.4 Peterborough Highway Services is also actively involved in the design and delivery of major highway schemes, including Bourges Boulevard and Long Causeway.
- 9.5 Innovation was also a key part of 2014, the Winter Service started using a liquid-salt mix to treat the highway. The liquid-salt mix has been proven to be up to 30% more effective than regular salt as the salt sticks to the carriageway rather than 'bouncing' off on to the verge as vehicles pass. The Swedish Pot Hole Machine (The Dragon) was trialled by Peterborough Highway Services, and following the successful trial, Peterborough Highway Services has been allocated four weeks in quarter 2 of 2015 to use the machinery.
- 9.6 Health and Safety is an important part of the culture within Peterborough Highway Services. The partnership has adopted Skanska's Injury Free Environment (IFE) approach for managing health and safety within the contract. All staff work under the principle of IFE and it is mandatory for all new employees and supply chain partners to attend an IFE induction. In 2014, there were no RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations) incidents which required reporting to the Health and Safety Executive. However there were 4 lost time injuries, 6 service strikes and 21 near misses reported.
- 9.7 Environmental impact and performance forms a key component of the Peterborough Highway Services contract. During 2014, our environmental strategy was developed and the ISO140001 (environmental management) accreditation was completed with no non-conformances. A 'One Planet Living Plan' was also developed.
- 9.8 To support our environmental principles, a travel plan has been developed, and Peterborough

Highway Services staff received a personalised travel plan for their journey to work. This was supported by the provision of an electric pool bike and shower facilities at Dodson House to encourage walking and cycling to and from work, and for business journeys. An electric pool car was delivered in March 2014, which is available for all staff to use for business journeys.

- 9.9 Reporting to the Peterborough Highways Operations Team are a number of Performance Groups that focus on key areas for the partnership. The Efficiency Group captures efficiencies introduced since the previous meeting and plans target areas for future improvement. There are a number of areas that the group have seen success on during the year. In 2014, the Efficiency Group have tracked and logged a total saving of £118,686.
- 9.10 This includes:
- £2,993 as a fee on third party work delivered by Skanska
 - £48,220 of cost savings have been generated via the co-ordination of traffic management with other providers
 - £67,473 of credits in the monthly application
- 9.11 The performance of the Peterborough Highways Contract is monitored through a series of Key Performance Indicators (KPIs). The KPIs are split into four categories, Operational Delivery, Customer Service, Commercial and Financial and Added Value.
- 9.12 In 2014, performance on the majority of KPIs has remained consistent or has improved, with consistent good performance on the following KPIs
- OP2 – Percentage of emergency work instructions closed within agreed timescales
 - CS5 – Number of commendations minus number of complaints
 - CF1 – Percentage of accounts approved and paid within agreed period
- 9.13 Peterborough Highways Services has been successful in winning a number of awards in 2014, including the Contribution to the Environment Capital Award at the Peterborough Green Awards. This was awarded to Peterborough Highway Services due to the adoption of a ground breaking approach during the procurement of this contract. The city council challenged bidders to specify how they would deliver against each of the ten principles of Environment Capital throughout the contract. Throughout the process Skanska demonstrated a clear commitment to Peterborough's Environment Capital aspiration and since successfully winning the contract they have put this commitment into practice through embedding sustainability in to their day to day work.
- 9.14 Peterborough Highway Services has worked closely with the local community by supporting local initiatives and working with local partners, this has included sponsorship of the Peterborough Eco Education Awards by Skanska and a number of their key supply chain partners. In addition staff have supported events held by The Skills Service and the 'Smart' Supper held as part of Peterborough Innovation Week in October 2014. The event involved groups of young people from schools and colleges in Peterborough presenting their ideas on 'how to encourage people in Peterborough to use sustainable modes of travel'. Since the event Peterborough Highway Services are working with each of the groups to develop their ideas further without charge.

Peterborough Highway Services

Appendix 1 – KPI Performance January – December 2014

Score Card	Ref	KPI	Proposed Council Target	Jan-14	Feb-14	Mar-14	Apr-14	May-14	June-14	July-14	Aug-14	Sept-14	Oct-14	Nov-14	Dec-14	Comments	
Operational Delivery	OP12	% of schemes delivered to the agreed programme														Definition of this measure is challenging to ensure that it acts as an effective KPI. The performance group is looking to review this KPI	
	OP13	Defined cost within percentage of target cost per scheme	95%			20%	20%	20%	22%	22%	22%	22%	50%	0%	100%	Definition of this measure is challenging to ensure that it acts as an effective KPI. The performance group is looking to review this KPI	
	OP2	Percentage of emergency work instructions closed within agreed timescales (1hour for street lighting and 2 hours for highway orders)	100%	94%	98%	94%	100%	100%	100%	100%	100%	100%	78%	98%	97%	Performance has consistently been in the mid-high 90s. Through the improvements made as part of the systems thinking project, the KPI should stabilise in the high 90s.	
	OP3	Percentage of CAT1 instructions closed within agreed timescale (24 hour orders)	100%	97%	91%	92%	78%	78%	80%	79%	78%	93%	91%	98%	96%	Performance has fluctuated between the high 70s and low 90s but in recent months this has stabilised at 93% and 91%. A trial for an improved process will start in early 2015 to further improve performance against this target	
	OP4	Percentage of CAT2 instructions closed within agreed timescale (7,14, 28 days or 3 month orders)	95%	86%	61%	17%	46%	58%	42%	28%	65%	82%	96%	97%	95%	This KPI has been the most challenging but has seen steady improvement recent months. In October the target of 95% was achieved for the first time and there is confidence that the changes implemented at the depot should continue to produce high performance levels.	
	OP5	Winter Maintenance - Precautionary treatment runs completed within the durations scheduled	98%	98%	92%	88%	100%	N/A	N/A	N/A	N/A	N/A	100%	80%	92%	One of the routes is particularly long, and this impacts on the performance of this KPI. The routes will be altered and this will ensure that the target is met	
	OP10	Volume of remedial works (right first time)															Definition of this measure is challenging to ensure that it acts as an effective KPI. The performance group is looking to review this KPI
	OP11	Certainty in cost - Audit failures. Audit failures in Open Book Costing Mechanism (OBCM) % of incidents where audit discovers an error															Awaiting information regarding PCC Audit Schedule to enable performance against target to be agreed.
Health and Safety	OP6	Lost time incident frequency rate (LTIFR) To measure the employee time lost following an incident per 100,000 hours worked		0	0	0	0	0	0	0.87	1.75	1.75	1.75	1.75	1.75		
	OP7	Accident Frequency Rate (AFR) to measure the number of reportable accidents per 100,000 person hours worked. Reportable accidents are those as defined in		0	0	0	0	0	0	0	0	0	0	0	0		
	OP8	Number of near misses reported		0	1	5	2	3	2	1	1	0	2	3	1		

Peterborough
Highway Services

	OP9	Number of service strikes		0	0	0	1	1	2	1	1	0	0	0	0	There have been a small number of service strikes over the past 12 months, but no strikes for the past 4 months
Customer Service	CS1	Number of automated responses to requests raised by the public														Placed on hold until due to roll out of PCC;s own customer service system 'Public Stuff'
	CS2	Number of public requests for information reported to within 10 days														Placed on hold until due to roll out of PCC;s own customer service system 'Public Stuff'
	CS3	Number of satisfaction surveys completed for (a) client (b) Members and (c) the public														Template for client satisfaction surveys developed and approved, surveys commenced in January 2015.
	CS4	Satisfaction scores for (a) Client, (b) Members and (c) the public														Pre-paid feedback postcards for public/member feedback been agreed and are awaiting printing by PCC. Once available they will be used on agreed schemes.
	CS5	Number of commendations minus number of complaints		1	2	2	4	0	0	3	5	5	4	2	3	Number of compliments continues to outstrip small number of complaints
Commercial and Financial	CF1	% of accounts approved and paid within agreed period		98%	100%	99%	99%	100%	98%	100%	96%	100%	97%	100%	95%	
	CF3	% of cashable efficiencies compared to turnover				1%	1%	1.5%	0.9%	1.2%	1.5%	2.3%	0.7%	0.7%		
	CF5	Value from other revenue streams					£16,460	£8,370	£0	£0	£0	£21,803	£6,757	£17,270		
Carbon	AV1	Carbon Management Plan – reduce carbon				24034	21745	22960	24332	24434	25339	22036	20744	14301		Monitoring Kilograms of CO2 emitted per month. Figures from 2014 will be used to create a baseline. Target is for a 5% year on year reduction
Water	AV2	Water Management Plan – reduce portable water use				80	80	80	51	51	51	78	78	78		Monitoring metres ³ of potable water used at Dodson House and the depot. Figures from 2014 will be used to create a baseline. Target is a year on year reduction of potable water used
Waste	AV3	Diversion of waste from landfill	95%													Performance has been consistently high, with the target being achieved each month
Procurement	AV4	Sustainable and Local Procurement							55% of procured orders from companies within the LEP							Figures from 2014 will be used to create a baseline. Definition of measure and target to be agreed by KPI group in early 2015
Suppliers	AV5	Employment / Engagement of local SMEs							63% of suppliers come from within the LEP							Figures from 2014 will be used to create a baseline. Definition of measure and target to be agreed by KPI group in early 2015
Sustainable Transport	AV6	Travel Plan - single occupancy car journeys				13358	7168	8587	10949	28484	10200	15277	8423	10039		Monitoring total travel miles per month. Figures from 2014 will be used to create a baseline. Definition of measure and target to be agreed by KPI group in early 2015. Single occupancy of all journeys currently running at 9%
Economy and CSR	AV7	Recruitment Numbers				2	0	0	0	0	1	4	1	1		Monitors the number of graduates, technicians, apprentices and work placements appointed each year. Definition of measure and target to be agreed by KPI group in early 2015

**Peterborough
Highway Services**

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 9
17 MARCH 2015	Public Report

Report of the Director of Governance

Report Author – Paulina Ford, Senior Governance Officer, Scrutiny

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

FORWARD PLAN OF EXECUTIVE DECISIONS

1. PURPOSE

- 1.1 This is a regular report to the Sustainable Growth and Environment Capital Scrutiny Committee outlining the content of the Forward Plan of Executive 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 Forward Plan of Executive Decisions is attached at Appendix 1. The Forward Plan contains those Executive decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new Executive decisions to be taken after 3 April 2015.
- 3.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these Executive decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the Executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 3.4 As the Forward Plan is published fortnightly any version of the Forward Plan 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 Forward Plan of Executive 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 – Forward Plan of Executive Decisions

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PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS

PUBLISHED: 6 MARCH 2015

FORWARD PLAN

PART 1 – KEY DECISIONS

In the period commencing 28 days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below in **Part 1**. 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, this too is shown against the decision and its members are as listed below:
Cllr Cereste (Leader); Cllr Elsey; Cllr Fitzgerald; Cllr Hiller, Cllr Holdich (Deputy Leader); Cllr North; Cllr Seaton; Cllr Serluca and Cllr Scott.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Gemma George, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to gemma.george@peterborough.gov.uk or by telephone on 01733 452268.

PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan 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, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also 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).

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

For complete transparency relating to the work of the Executive, this Plan also includes an overview of non-key decisions to be taken by the Cabinet or individual Cabinet Members, these decisions are listed at **Part 3** and will be updated on a weekly basis.

You are entitled to view any documents listed on the Plan, 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 Gemma George, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to gemma.george@peterborough.gov.uk or by telephone on 01733 452268. 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 Plan, 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 Plan.

PART 1 – FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS FROM 3 APRIL 2015

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
<p>Grant to Opportunity Peterborough for Peterborough DNA – KEY/03APR15/01 To approve continuation of the ‘Peterborough DNA’ programme in to the 2015/16 financial year following receipt of a grant to the value of £3m from Innovate UK (formally the Technology Strategy Board) in March 2013; and delegate authority to the Governance Board to authorise the award of grants of up to £440,000 for accumulated and prospective projects under the Peterborough DNA programme to Opportunity Peterborough Limited.</p>	<p>Councillor Marco Cereste Leader and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement</p>	<p>April 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Charlotte Palmer Environment Strategy and Future City Manager Tel: 01733 453538 richard.hodgson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
PREVIOUSLY ADVERTISED DECISIONS						
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11</p> <p>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. For Cabinet to consider future options for service delivery.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2015</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 documents other than the report and relevant appendices to be published.</p>
<p>Sale of the Herlington Centre - KEY/21MAR14/03</p> <p>Delivery of the Council's capital receipts programme through the sale of the Herlington Centre, Orton Malborne.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Simon Webber Capital Projects Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER
<p>Peterborough City Council Customer Strategy 2014 - KEY/21MAR14/06 To approve the Customer Strategy. The vision is to provide a range of high-quality services whilst maximising customer satisfaction and delivering these services through different channels at the lowest reasonable cost, whilst also reducing or diverting demand.</p>	Cabinet	June 2015	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Adrian Chapman Assistant Director for Communities and Targeted Services Tel: 01733 863887 Adrian.chapman@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>Formalise Integrated Community Equipment Service Funding and Commissioning Arrangements - KEY/18APR14/01 To formalise integrated community equipment service joint funding arrangements.</p>	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2015	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Nick Blake Head of Commissioning for Older People, Physical Disabilities and Sensory Impairment Tel: 01733 452406 nick.blake@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER
Award of Contract for Build of a Waste Transfer Station - KEY/18APR14/02 To award a contract for the build of a waste transfer station.	Councillor Gavin Elsey Cabinet Member for Street Scene, Waste Management and Communications	March 2015	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Paul Robertson Waste Project Officer Tel: 01733 864740 paul.robertson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Award of Contract for Provision of a Household Recycling Centre - KEY/18APR14/03 To award a contract for the provision of a household recycling centre.	Councillor Gavin Elsey Cabinet Member for Street Scene, Waste Management and Communications	March 2015	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Paul Robertson Waste Project Officer Tel: 01733 864740 paul.robertson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Print Managed Services - KEY/13JUN14/01 To enable Council officers to be able to print, copy and scan.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital	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 documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER
Southfields Primary School Expansion - KEY/05SEP14/01 To authorise the construction of an extension to accommodate the expansion of Southfields Primary School.	Councillor John Holdich Cabinet Member for Education, Skills and University	March 2015	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Emma Everitt Project Support Officer Tel: 01733 863660 emma.everitt@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Fit to Rent Scheme – KEY/17OCT14/01 To improve standards and management of properties in the private rented sector.	Cabinet	September 2015	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders	Belinda Child Housing Strategic Manager Tel: 01733 863769 Belinda.child@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Residential Care – KEY14/19NOV14/01 To seek authority for the Director of Adult Social Care to make residential care placements outside of the Council's contract regulations whilst a long term solution to purchasing residential care is developed.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2015	Strong and Supportive Communities	Relevant internal and external stakeholders	Rob Henchy Commissioning Manager Tel: 01733 452429 Rob.henchy@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Extra Care Housing – KEY/12DEC14/02 To approve the award of contracts to provide personal care and support at five extra care schemes.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2015	Scrutiny Commission for Health Issues	Residents and carers, housing providers, care providers and relevant internal departments.	Nick Blake Head of Commissioning Tel: 01733 452486 Nickolas.blake@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHOR	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER
Advocacy Services – KEY/12DEC14/03 To approve the award of contract for the adult social care advocacy services.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2015	Scrutiny Commission for Health Issues	People utilising the services, partnership boards and relevant internal departments.	Nick Blake Head of Commissioning Tel: 01733 452486 Nickolas.blake@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Hampton Gardens Secondary School – KEY/12DEC14/04 To approve the award of the contract for the design and build of the school.	Councillor John Holdich Cabinet Member for Education, Skills and University	June 2015	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Emma Everitt Project Officer (Schools Infrastructure) Tel: 01733 863660 Emma.everitt@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Council Server Estate - KEY/26DEC14/01 To approve the move of on-site Council servers to an off-site provider.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Richard Godfrey ICT Strategy, Infrastructure and Programmes Manager Tel: 01733 317989 richard.godfrey@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Nene Park Academy – KEY/06JAN15/01 Novation of the Design and Build Contract from PCC to Cambridge Meridian Academies Trust (CMAT).	Councillor John Holdich Cabinet Member for Education, Skills and University	March 2015	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Brian Howard Head of Schools Infrastructure Tel: 01733 863976 Brian.howard@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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Turning Point Extension Contract – KEY/06JAN15/03 To approve the supported living contract that permits for another one year extension for 2015/16.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	April 2015	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
S75 Learning Disabilities (Renew with CPCCG) – KEY/06JAN15/04 To approve the new S75 agreement.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	April 2015	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Day Opportunities Under 65 Transformation (In House) – KEY/06JAN15/05 To approve proposals following consultation.	Cabinet	20 March 2015	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Day Opportunities Under 65 Tender (Independent) – KEY/06JAN15/06 To approve the tender for the services.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	August 2015	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 Mubarak.darbar@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p>West Town Primary School - KEY/06JAN15/07 To authorise payment of the Council's contribution to the rebuild of West Town Primary School under the Priority Schools Building Programme.</p>	<p>Councillor John Holdich Cabinet Member for Education, Skills and University</p>	<p>March 2015</p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 Alison.chambers@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Peterborough Visitor Economy Strategy 2015-2020 (Draft) – KEY/06JAN15/13 To approve the strategy and recommend that Council adopt as a major policy document.</p>	<p>Cabinet</p>	<p>June 2015</p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Douglas Gyte Strategic Tourism Manager Tel: 01733 453490 Douglas.gyte@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Developer Contributions Supplementary Planning Document (SPD) – KEY/06JAN15/14 For Cabinet to approve the supplementary planning document.</p>	<p>Cabinet</p>	<p>April 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brendan Troy Principal Infrastructure & Monitoring Officer Tel: 01733 863773 Brendan.troy@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>Extension to the Adult Community Drug Services and Alcohol Misuse Services Contract (Crime Reduction Initiatives) – KEY/06FEB15/01 To extend the contract for a further 12 months.</p>	<p>Councillor Nigel North Cabinet Member for Communities and Environment Capital</p>	<p>March 2015</p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders.</p>	<p>Oliver Hayward Head of Business Management Tel: 01733 863910 Oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Extension to the Public Health Services Contract (Cambridgeshire and Peterborough Foundation Trust) – KEY/06FEB15/02 To extend the contract to 31 March 2016.</p>	<p>Councillor Marco Cereste Leader and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement</p>	<p>March 2015</p>	<p>Scrutiny Commission for Health Issues</p>	<p>Relevant internal and external stakeholders.</p>	<p>Oliver Hayward Head of Business Management Tel: 01733 863910 Oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Street Scene Services – KEY/13FEB15/01 To approve investment in a number of areas in order to move to a more efficient and cost effective service.</p>	<p>Councillor Gavin Elsey Cabinet Member for Street Scene, Waste Management and Communications</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital Scrutiny Committee</p>	<p>Proposals formed part of Phase 1 budget document public consultation.</p>	<p>James Collingridge Amey Partnership Manager james.collingridge@peterborough.gov.uk 01733 864736</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>Parks, Trees and Open Spaces – KEY/13FEB15/02 To approve the changes to the way services relating to the city's parks, trees and open spaces are provided.</p>	<p>Councillor Gavin Elsey Cabinet Member for Street Scene, Waste Management and Communications</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital Scrutiny Committee</p>	<p>Proposals formed part of Phase 1 budget document public consultation.</p>	<p>James Collingridge Amey Partnership Manager james.collingridge@peterborough.gov.uk 01733 864736</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Classroom Extension and Associated Works Heltwate School - KEY/06MAR15/01 To authorise the construction of an extension at Heltwate School and give authority to the Executive Director of Resources to award the construction contract within the approved budget.</p>	<p>Councillor John Holdich Cabinet Member for Education, Skills and University</p>	<p>March 2015</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal and external stakeholders.</p>	<p>Alison Chambers Assets and School Place Planning Officer Tel: 01733 863975 Alison.chambers@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Cardea Community Pavillion – KEY/06MAR15/02 Award of contract for the construction of a Community Pavilion on the Cardea site, including the approval of property, legal and financial arrangements for various enabling agreements with third parties.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brian Howard Head of Schools Infrastructure Tel: 01733 863979 Brian.howard@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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Future Model for Peterborough Libraries – KEY/06MAR15/03 To approve the future model for libraries.	Cabinet	20 March 2015	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Lisa Roberts Culture and Partnership Manager Tel: 01733 452386 Lisa.roberts@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Amey Phase 2 Budget Savings – KEY/06MAR15/04 To confirm the Phase 2 budget savings.	Councillor Gavin Elsey	March 2015	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Dominic Hudson Strategic Partnerships Manager 01733 452384 Dominic.hudson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Serco Phase 2 Budget Savings – KEY/06MAR15/05 To confirm the Phase 2 budget savings.	Councillor David Seaton	March 2015	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Dominic Hudson Strategic Partnerships Manager 01733 452384 Dominic.hudson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Vivacity Phase 2 Budget Savings – KEY/06MAR15/06 To confirm the Phase 2 budget savings.	Councillor Lucia Serluca	March 2015	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Dominic Hudson Strategic Partnerships Manager 01733 452384 Dominic.hudson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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St Michaels Expansion – KEY/06MAR15/07 Award of contract for the expansion of St Michaels Church School to a 2FE, including the approval of property, legal and financial arrangements for various enabling agreements and third parties.	Councillor David Seaton Cabinet Member for Resources	March 2015	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Brian Howard Head of Schools Infrastructure 01733 863976 Brian.howard@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Fletton Quays – KEY/06MAR15/08 Disposal of Fletton Quays land and property assets to Peterborough Investment Partnership.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Pleasure Fair Meadow – KEY/06MAR15/09 Disposal of Pleasure Fair Meadow Car Park to Peterborough Investment Partnership.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Wirrina Car Park – KEY/06MAR15/10 Disposal of Wirrina Car Park to Peterborough Investment Partnership.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Richard Hodgson, Head of Strategic Projects 01733 384535 Richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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<p>Section 75 Agreement Better Care Fund – KEY/20MAR15/01 To approve the Section 75 Better Care Fund agreement with the CCG.</p>	<p>Councillor Marco Cereste Leader of the Council and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement</p>	<p>March 2015</p>	<p>Scrutiny Commission for Health Issues</p>	<p>Relevant internal and external stakeholders.</p>	<p>Will Patten</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE

KEY DECISIONS TO BE TAKEN IN PRIVATE

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
NONE AT THE CURRENT TIME						

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

NON-KEY DECISIONS

<i>DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER</i>
<p>Peterborough Investment Partnership Plans To approve the Peterborough Investment Partnership Plans.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Leader of Council and relevant senior officers.</p>	<p>Simon Machen Corporate Director Growth and Regeneration Tel: 01733 453475 Simon.machen@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Compliance with Regulation 13 European Waste Framework Directive 2008 To approve the report indicating compliance with Regulation 13 of the European Waste Framework Directive 2008 as transposed into English Law by the Waste England and Wales Regulations 2011 (as amended in 2012).</p>	<p>Councillor Gavin Elsey Cabinet Member for Street Scene, Waste Management and Communications</p>	<p>March 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Richard Pearn Waste Partnership Manager Tel: 01733 864739 Richard.pearn@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Flood Risk Management Strategy To approve the Strategy and recommend its adoption to Council.</p>	<p>Cabinet</p>	<p>7 April 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Julia Chatterton Flood and Water Management Officer Tel: 01733 452620 Julia.chatterton@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

<p>Peterborough Community Infrastructure Levy Charging Schedule For Cabinet to approve the Community Infrastructure Levy Charging Schedule and recommend its adoption by Council.</p>	<p>Cabinet</p>	<p>7 April 2015</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Brendan Troy Principal Infrastructure & Monitoring Officer Tel: 01733 863773 Brendan.troy@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Personal Budgets in Peterborough To agree to adopt Peterborough's Personal Budget Policy Statement as part of the revised statutory duties that apply to the Council as part of the SEND reforms, under the Children and Families Act 2014.</p>	<p>Councillor John Holdich Cabinet Member for Education, Skills and University</p>	<p>March 2015</p>	<p>Strong and Supportive Scrutiny Committee</p>	<p>Relevant internal and external stakeholders</p>	<p>Carrie Gamble Commissioner Tel: 01733 863931 Carrie.gamble@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Post 16 Transport Policy To approve updates to the Post 16 Transport policy.</p>	<p>Councillor John Holdich Cabinet Member for Education, Skills and University</p>	<p>March 2015</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Relevant internal and external stakeholders</p>	<p>Sara Thompson Team Manager (Passenger Transport Operations) Tel: 01733 317452 Sarah.thompson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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Sale of Greenwood House Delivery of the Council's Capital Receipt Programme through the sale of Greenwood House, South Parade.	Councillor David Seaton Cabinet Member for Resources	March 2015	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Simon Webber Capital Projects Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

DIRECTORATE RESPONSIBILITIES

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

Strategic Finance

Internal Audit

Schools Infrastructure (Assets and School Place Planning)

Corporate Property

Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

PEOPLE AND COMMUNITIES DEPARTMENT Director's Office at Bayard Place, Broadway, PE1 1FB

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services)

Children's Services and Safeguarding (Children's Social Care Operations, Children's Social Care Quality Assurance, Safeguarding Boards – Adults and Children's, Child Health, Clare Lodge (Operations), Access to Resources)

Education, People Resources and Corporate Property (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure)

Business Management and Commercial Operations (Commissioning, Recruitment and Retention, Clare Lodge (Commercial), Early Years and Quality Improvement)

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

Legal and Democratic Services

Human Resources (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

City Services and Communications (Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls, Marketing and Communications, Tourism and Bus Station, Resilience)

Performance and Information (Performance Management, Information Governance, Systems Support Team, Coroner's Office, Freedom of Information)

GROWTH AND REGENERATION DEPARTMENT Director's Office Stuart House, St Johns Street, Peterborough, PE1 5DD

Development and Construction (Development Management, Planning Compliance, Building Control)

Sustainable Growth Strategy (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment)

Opportunity Peterborough

Peterborough Highway Services (Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads, Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

Peterborough Investment Partnership

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