

CABINET

MONDAY 21 MARCH 2016
10.00 AM

Bourges/Viersen Room - Town Hall

Contact – gemma.george@peterborough.gov.uk, 01733 452268

AGENDA

Page No

- | | | |
|---|---|---------------|
| 1 | Apologies for Absence | |
| 2 | Declarations of Interest | |
| 3 | Minutes of the Cabinet Meetings held on: | |
| | i. 29 February 2016 | 3 - 8 |
| | ii. 7 March 2016 | 9 - 12 |
| 4 | Petitions Presented to Cabinet | |

STRATEGIC DECISIONS

- | | | |
|---|--|----------------|
| 5 | Armed Forces Community Covenant Grant Scheme | 13 - 16 |
| 6 | Peterborough Skills Strategy* | 17 - 58 |
| 7 | Leasing Council Owned Property to Start-Up and Fledgling Businesses | 59 - 62 |
| 8 | Future Delivery of Property Services* | 63 - 68 |
| 9 | Alternative Governance Arrangements - Executive Procedure Rules | 69 - 84 |

Circulation

Cabinet Members

Scrutiny Committee Representatives

Directors, Heads of Service

Press

*Any agenda item highlighted in bold and marked with an * is a 'key decision' involving the Council making expenditure or savings of over £500,000 or having a significant effect on two or more wards in Peterborough. These items have been advertised previously on the Council's Forward Plan (except where the issue is urgent in accordance with Section 15 of the Council's Access to Information rules).*



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MINUTES OF CABINET MEETING HELD 29 FEBRUARY 2016

PRESENT:

Cabinet Members: Councillor Holdich (Chair), Councillor Coles, Councillor Elsey, Councillor Hiller, Councillor North, Councillor Seaton and Councillor Serluca

Cabinet Advisors: Councillor Casey and Councillor Stokes

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Fitzgerald, Councillor Lamb and Councillor Maqbool. Councillor Stokes was in attendance, on a voluntary basis, in place of Councillor Maqbool.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE CABINET MEETING HELD ON 8 FEBRUARY 2016

The minutes of the meeting held on 8 February 2016 were agreed as a true and accurate record.

4. PETITIONS PRESENTED TO CABINET

There were no petitions presented to Cabinet.

STRATEGIC DECISIONS

5. SAFER AND STRONGER PETERBOROUGH MULTI-AGENCY PREVENTION AND ENFORCEMENT TEAM

Cabinet received a report which followed a recommendation from the Strong and Supportive Communities Scrutiny Committee meeting, held on 20 January 2016.

The purpose of the report was to outline detailed proposals to Cabinet for the introduction of a multi-agency Safer and Stronger Peterborough Prevention and Enforcement Team.

The Cabinet Member for Communities and Environment Capital introduced the report and advised that following on from Cabinet's approval in December 2015, the Integrated Single Enforcement Team was now in place. This team would be significantly enhanced by bringing together staff with similar functions from across the wider service sector in Peterborough and the proposals before Cabinet would lead to a wide multi-agency prevention and enforcement service. Furthermore, it was requested that Cabinet approve, as part of the recommendations, the transfer and exercise of powers between the Police to the Joint Enforcement Team and from the Council to the Police, as illustrated within the report.

The Corporate Director People and Communities commented that one of the main recommendations arising from the Strong and Supportive Communities Scrutiny Committee meeting, held on 20 January 2016, had been to ensure that communities were informed appropriately about the new arrangements. Assurances were given to Cabinet that if the decision was approved, a range of events would be held to inform the community.

Supt. Melanie Dales and the Council's Head of Communities were present to respond to questions. Cabinet debated the report and in summary, key points raised and responses to questions included:

- The public would be able to distinguish a difference in the service owing to Council staff and external organisations being brought together, including the Police, the Fire Service and Cross Keys Homes. All Officers would be recognisable because they would wear the same uniform and Officers would have the powers and remit to deal with a wider range of issues;
- It was stated within the report that the number of Officers and Police Community Support Officers (PCSO) remaining the same had had no direct or negative impact on crime. This was incorrect as although the levels of reported and serious crime had not increased, the levels of low level crime had increased within the last six to eight months, including graffiti, fly tipping and more issues with illegally parked cars;
- It was commented that reported incidents of anti-social behaviour had only risen by four cases in the last year;
- With regards illegal parking, the Police had started to work in conjunction with Neighbourhood Watch to delegate parking notices. If three parking notices were given out to an individual, by Neighbourhood Watch, then there was a guarantee that somebody from the enforcement team would attend and enforce the parking issue;
- The new approach would offer one control area which would manage issues and then feed them through to Officers in order to better target and deal with low level crime;
- Enforcement powers and court action had and would be used against people committing low level crimes, for example littering;
- Members commented that they welcomed the initiative and commended the joined up working approach; and
- Staff would remain as employees of the organisations that they worked for, however their line manager may be an individual within another organisation.

Cabinet considered and **RESOLVED** to approve:

1. The creation of a Peterborough-wide multi-agency Safer and Stronger Peterborough Prevention and Enforcement Team; and
2. To achieve that, the transfer of relevant functions to and from the Police and other Partners, subject to agreement by the Corporate Director People and Communities in consultation with the Cabinet Member for Communities and Environment Capital as to the relevant functions to transfer.

REASONS FOR THE DECISION

To provide approval for the formal creation of a multi-agency Prevention and Enforcement Team.

ALTERNATIVE OPTIONS CONSIDERED

To continue the status quo would continue with duplication of visits, the passing of responsibility between departments and organisations and not reduce costs or increase efficiency.

6. SELECTIVE LICENSING OF PRIVATELY RENTED ACCOMMODATION

Cabinet received a report following a referral from Councillor Peter Hiller, the Cabinet Member for Growth, Planning, Housing and Economic Development.

The purpose of the report was to outline detailed proposals to Cabinet for a Selective Licensing Scheme for the private rented housing sector within Peterborough following public consultation.

The Cabinet Member for Growth, Planning, Housing and Economic Development introduced the report and advised that this was the final proposal for the introduction of selective licensing following the public consultation which concluded on the 14 January 2016. Suggestions were outlined that the Selective Licensing Scheme would work most effectively alongside formal arrangements for a joint prevention and enforcement team.

The Chairman advised that there were two local residents and landlords who had been permitted time to speak on the proposals.

Mr Zaffer Iqbal, addressed Cabinet and in summary highlighted key points of concern as follows:

- Local authorities often viewed Selective Licensing as a cure for problem areas but that there was no evidence that it would bring about the desired changes;
- The proposal lacked robust and empirical data to support its aims; and
- The consultation should have been used to engage with people and take their opinions into account but it had been implemented as a means to an end.

Mr Azhar Hussain, addressed Cabinet and in summary highlighted key points of concern as follows:

- Fees for costs such as electrical testing and the Landlord Accreditation Scheme were not covered within the report;
- As there were already legal requirements enforced upon landlords for safety compliance, requirements for areas such as electrical testing and the need for carbon monoxide alarms should be removed from the proposal. It was further stated that these demands could however be enforced once the property had been visited;
- Room size requirements should be removed from the proposal because it may result in an increase in homelessness; and
- The Equality Assessment had not been completed correctly.

In response to points raised by the speakers, the Council's Head of Communities commented that:

- Peterborough City Council did not view the Selective Licensing Scheme as a panacea to the problems in the selected areas and complimentary policies would be introduced alongside;
- In general, Selective Licensing schemes were not intended to be long term fixtures within councils and were often not renewed at the end of their five year term because they had achieved their proposed goals;

- If no action was taken, it would be likely that house prices would stagnate and crime and antisocial behaviour would continue to rise in the areas which the Selective Licensing Scheme was proposed to cover;
- The seven drop-in sessions which had taken place throughout the consultation period had promoted effective dialogue and challenge;
- The Peterborough proposal promoted the biggest range of discounts of any national Selective Licensing Scheme;
- Landlords who were members of an accredited scheme would have to pay £50 per property over the whole five year period; and
- Although electrical testing and carbon monoxide alarm requirements were not prescribed by law, Peterborough City Council viewed these as being crucial to tenant safety.

Cabinet debated the report. In summary, key points raised and responses to questions included:

- Tenant welfare should be the first priority of a landlord;
- The majority of local landlords were not members of a registered association but consultations with the National Landlords Association had shown that there were 50 to 100 members attending local meetings;
- Some landlords would also have mortgages and/or agency costs on their properties so additional costs may affect profit margins;
- The enforcement strategy would be deliberately and robustly enforced against anybody purposefully avoiding registration or dishonestly answering questions as part of the registration process;
- The area boundaries were based around the Office of National Statistics Lower Super Output Areas; and
- Consideration had been taken to create a zero fee for accredited landlords but fees were needed to run administration and to pay for Officers to carry out licencing checks.

Cabinet considered the report and **RESOLVED** to approve the introduction of a Selective Licensing Scheme for the private rented accommodation sector within Peterborough, subject to Secretary of State approval, in the areas described in Appendix 4 to the report, the conditions of which were as set out in Appendices 1, 6 and 7 to the report.

REASONS FOR THE DECISION

In accordance with the Housing Act 2004, proposals for the scheme required submission to the Secretary of State for approval as the areas proposed for selective licensing covered more than 20% of the local private rented housing stock below which a local decision can be made. The proposals for the scheme as outlined within the report equated to 37.9% of the local stock.

ALTERNATIVE OPTIONS CONSIDERED

The multiplicity of issues faced by geographic areas of the City were complex and deep rooted. To do nothing would lead to further decline. As a result the status quo was not something that the Council considered appropriate.

The introduction of a voluntary scheme had been considered but it was not felt appropriate for Peterborough.

7. MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2016/17 - 2025/26

Cabinet received a report which formed part of the Council's formal budget process as set out within the Constitution and as per legislative requirements to set a balanced budget for 2016/17.

The purpose of the report was to consider budget proposals for recommendation to Council on 9 March 2016.

The Cabinet Member for Resources introduced the report and advised that it updated on the financial picture for the next year and beyond, it outlined the feedback from the budget conversation on the Phase 2 Budget Proposals and the relevant changes since the consultation began. A separate addendum document of all feedback received since the publication of the Cabinet agenda had been circulated prior to the meeting and the consultation would remain open until 7 March 2016 and a further update would be given to Cabinet and Council.

Cabinet debated the report and in summary, key points raised and responses to questions included:

- Peterborough City Council had one of the lowest Council Tax charges when compared to other unitary authorities; and
- The importance of increasing the Council Tax in order to support Adult Social Care was stressed.

Cabinet considered the report and **NOTED:**

1. The advice of the Chief Finance Officer per Schedule A, the continuing uncertainty of national public finances, and the risks surrounding forecasts and budget proposals.
2. The outcome of the Final Local Government Finance Settlement as outlined within the report and Schedule A.
3. The updates to the budget since 8th February 2016 as detailed within the report and Schedule A.
4. The feedback to date on the budget proposals from residents, staff and community groups as detailed in Schedule H.

And **APPROVED:**

5. To Schools budgets as set out within Schedule A, part 10.
6. The Street Lighting Business Case as set out within Schedule E (i), including the works to be delivered by Skanska.

And further **APPROVED AND RECOMMENDED TO COUNCIL:**

7. The draft Medium Term Financial Strategy 2016/17 – 2025/26 (including Phase 2 budget proposals and subsequent adjustments) as set out within the Schedules attached to the report which comprised of:
 - a) Report of the Chief Finance Officer
 - i. Adult Social Care Precept Briefing
 - b) Forecast Revenue Outturn 2015/16
 - c) Budget Proposals, Key Figures & Cash Limits
 - d) Treasury Strategy, Prudential Code & Minimum Revenue Provision

- e) Capital Strategy, Programme & Disposal 2016/17 – 2025/26
 - f) Asset Management Plan
8. The Fees & Charges proposals as detailed within Schedule C, part 13.
 9. A general Council Tax rise of 1.99% for 2016/17, with indicative increases of 1.99% for future years for planning purposes.
 10. A Social Care precept of 2.00% for 2016/17.

REASONS FOR THE DECISION

The Council must set a lawful and balanced budget.

The approval of the Phase 2 budget proposals would enable the Council to implement savings at the earliest opportunity, either under Director Delegation, Cabinet Member Decision notice or a further report to Cabinet.

ALTERNATIVE OPTIONS CONSIDERED

There were no alternative options considered as the Council was statutorily obliged to set a lawful and balanced budget by 11 March at the latest.

Chairman
10.00am – 10.58am

MINUTES OF CABINET MEETING HELD 7 MARCH 2016

PRESENT:

Cabinet Members: Councillor Holdich (Chair), Councillor Coles, Councillor Elsey, Councillor Fitzgerald, Councillor Hiller, Councillor Lamb, Councillor North, Councillor Seaton and Councillor Serluca

Cabinet Advisors: Councillor Casey and Councillor Stokes

1. APOLOGIES FOR ABSENCE

Apologies for absence were received Councillor Maqbool. Councillor Stokes was in attendance, on a voluntary basis, in place of Councillor Maqbool.

2. DECLARATIONS OF INTEREST

Councillor Holdich and Councillor Hiller declared that they were Directors of Peterborough Investment Partnership. They had taken legal advice and would not take part in the debate and vote on the item under consideration by Cabinet. They would however remain in the room to listen to debate, without having a conflict of interest.

Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health, took the Chair.

STRATEGIC DECISIONS

3. COUNCIL OFFICE CONSOLIDATION

Cabinet received a report which followed the 'Funding Peterborough's Future Growth' report which was approved in February 2014. This approved work to establish a new Joint Venture (JV) with the aim of securing regeneration of key city centre sites, and included a plan for Council office consolidation that would move office based functions to Fletton Quays if it was financially beneficial to do so. This report provided detail for how that consolidation would work in practice, and explained the business case for the move being financially beneficial.

The purpose of the report was to seek Cabinet's approval to:

- a) Proceed with consolidating the Council's back-office functions to Fletton Quays, authorising signing an appropriate agreement for lease and lease accordingly;
- b) Agree the principles of subsequently letting Bayard Place and the non-civic parts of the Town Hall (which would remain in Council ownership) for commercial use; and
- c) Associated decisions to deliver the project.

The Chairman commented that there was an exempt annex to the report and if any Member wished to discuss this annexe, the meeting would need to move into exempt session. The Legal Officer clarified that the annexe was exempt owing to the inclusion of sensitive commercial information.

The Cabinet Member for Resources introduced the report and advised that the area of land known as Fletton Quays had been a challenging site to regenerate. Development plans for the site had now been brought forward for the site and planning permission had been obtained. Work was underway to identify potential developers and the extent of the plans were outlined within the report.

Cabinet debated the report and in summary, key points raised and responses to questions included:

- It would be difficult to offer complete assurance as to whether the proposed scheme would result in the Town Hall and Bayard Place being rented to their full capacity but the Council were currently liaising with a variety of businesses;
- It was anticipated that the current Council buildings would be occupied for commercial use;
- The relocation of the Council to Fletton Quays would be beneficial for Bridge Street and the city centre because people would still be entering and leaving the Town Hall and connectivity through to Lower Bridge Street would be improved;
- There would be approximately 700 parking spaces on the Fletton Quays development and just over 400 of these would be available to the public;
- The assumptions within the reports had been assessed through internal and external expert opinions including consultation with experts in the market such as Barker Storey Matthews;
- The proposals de-risked some of the Medium Term Financial Plan because it would bring forward approximately £250,000 of Council Tax based income and would create nearly £8 million over a 27 year period;
- The remaining key risks of the proposals were regarding certainty of rental income and inflation;
- The proposals would create jobs but this was not specifically addressed within the report;
- The move would be necessary in order to improve the Customer Experience Programme and enable agile working as covered by the Council's Medium Term Financial Plan;
- It was hoped that the financial cost associated with improving the Council buildings for new businesses would be low. If the building was to be taken on by a single user then the buildings may be made to fit the purpose however it was anticipated that businesses would pay sufficient rental rates to acquire the office space that they wanted and to cover costs;
- Central Library was a very popular facility, was well used and there would be no operational benefit in relocating it to the Town Hall;
- The mural from the former Bridge House building would be refurbished and then placed in a prominent position on the Fletton Quays development;
- The Council, as an anchor tenant, would give the site investor confidence;
- It would cost approximately £3 million - £4 million to install a footbridge between the Embankment and Fletton Quays and this had made the proposals financially unviable. A commitment had been made to identify sources of funding for a long term plan to build a bridge;
- Under the scheme, the Council would keep a proportion of the business rates paid on the commercial premises on the site. The current business case assumed that 42% of business rates would be retained; and
- Action on the site would begin with the demolition of Aqua House and construction would begin in late summer or early autumn.

Cabinet considered and **RESOLVED**:

1. To approve the Office Consolidation outline business case, confirming the move to Fletton Quays and retention of the civic core to ensure that the Town Hall continues as the heart of democracy in Peterborough;
2. To delegate to the Corporate Director: Resources authority to conclude and sign an agreement for lease and lease for the new office development and associated car parking on Fletton Quays in conjunction with the Director of Governance;
3. To agree the principle of letting Bayard Place for commercial use as part of the Council's office consolidation plans, and delegate authority to the Corporate Director: Resources in conjunction with Director of Governance to progress legal agreements pertaining to these at the appropriate time in consultation with the Cabinet Member for Resources under paragraph 3.4.3 of Part 3 of the Constitution in accordance with the terms of his portfolio at paragraphs (j) in consultation with the Leader if appropriate and (m);
4. To agree the principle of letting the non-civic core areas of the town hall for suitable alternative commercial uses, and to delegate authority to the Corporate Director: Resources and Director of Governance to progress legal agreements pertaining to these at the appropriate time in consultation with the Cabinet Member for Resources under paragraph 3.4.3 of Part 3 of the Constitution in accordance with the terms of his portfolio at paragraphs (j) in consultation with the Leader if appropriate and (m);
5. To delegate to the Corporate Director: Resources authority to agree short term extensions to the lease for Manor Drive to support the timing of office moves, and the subsequent termination following those moves in conjunction with the Director of Governance.
6. To delegate authority to the Corporate Director: Resources, in consultation with Director of Governance, to take forward contracts and arrangements as necessary to deliver the office consolidation as outlined in the report, including project delivery and capital works to buildings.
7. To delegate authority to the Corporate Director: Resources, in consultation with the Corporate Director: Growth and Regeneration to further develop the business case, including reviewing options for commercial lettings of Council buildings, developing energy efficiency business cases and maximising income.

REASONS FOR THE DECISION

The Council, in previous decisions, had made its intention to consolidate back office functions to Fletton Quays clear, subject to the financial case being beneficial to the Council and the city. Taking this forward would help facilitate a landmark regeneration site, provide the Council with much-needed flexibility in its office portfolio, align to its current programmes for flexible working, and it would be financially beneficial over the long-term.

ALTERNATIVE OPTIONS CONSIDERED

Do Nothing

The Council's existing office estate was poorly suited to its current needs, something that was unlikely to improve as those needs evolved further over the short and medium term.

Financially, the costs of operation and maintenance of these buildings would continue to rest with the Council, costs that were predicted to be substantial over the coming

twenty-five years. Coupled with the facilitation of the Council's long-term goal of regenerating Fletton Quays, these reasons made a compelling case for office consolidation, and so the option of doing nothing was rejected.

Consolidate Somewhere other than Fletton Quays

The Council had made its intention to consolidate to Fletton Quays clear in previous decisions and statements. Moving to a new office on that site was critical for ensuring the comprehensive regeneration of a landmark and all-too-long derelict city centre site, a regeneration highly unlikely to happen without the Council as a key anchor-tenant. This was because the work required to bring the Grade II Listed Engine Shed back into use was substantial, and a long-term pre-let provides the commercial confidence to make that commitment. Whilst other parts of the site could come forward without the Council's involvement, it would risk being a piecemeal and non-planning compliant regeneration, with the rear of the site likely to languish untouched.

Even were the Council to set this compelling commitment aside, there was a practical issue in that there was limited office space of the scale the Council needs – in the order of 90,000 square feet – available or likely to become available in the city, and especially in the city centre. Consolidating back-office functions in one location aligned with the Council's wider agenda on Customer Experience and flexible working, and required modern, adaptable office space to be successful.

Taking the lease on a new office that was being built as part of the Fletton Quays development provided the right office, in the right location, at the right time. This alternative was therefore rejected.

Chairman
10.30am – 11.00am

CABINET	AGENDA ITEM No. 5
21 MARCH 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Nigel North, Cabinet Member for Communities and Environment Capital	
Contact Officer(s):	Ian Phillips, People and Communities Policy Unit	Tel. 863849

ARMED FORCES COMMUNITY COVENANT GRANT SCHEME

R E C O M M E N D A T I O N S	
FROM : <i>People and Communities Policy Unit</i>	Deadline date : <i>N/A</i>
<p>Cabinet is recommended to note the close partnership working between the Council and RAF Wittering which has led to a number of successful projects to support the Armed Forces and Civilian communities.</p>	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet to seek endorsement for ongoing support for work involving the Armed Forces Community Covenant and associated grant scheme.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is for Cabinet to understand the success that the Armed Forces Community Covenant Grant has had in integrating Forces and Civilian communities.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.3 'To take a leading role in promoting the economic, environmental and social well-being of the area'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. ARMED FORCES COMMUNITY COVENANT GRANT SCHEME - ISSUES FOR CONSIDERATION

- 4.1 The Armed Forces Community Covenant Grant Scheme has operated nationally by the Ministry of Defence since 2013-14 and closed in September 2015. The scheme complemented the Armed Forces Community Covenant which sets out how Armed Forces and Civilian communities can recognise and support one other. It also recognises the sacrifice that members of the Armed Forces make and have made in protecting the country.
- 4.2 The grant scheme invited funding bids from Community Covenant partnerships that could bring Armed Forces and Civilian communities closer together. Bids could only be made from a community covenant partnership which had to include a local authority and an Armed Forces organisation.
- 4.3 Peterborough City Council and RAF Wittering have worked in close partnership (alongside other community organisations) to develop funding bids that could meet the Government's objective. The partnership has been highly successful in attracting funding from the grant

scheme which has resulted in six projects generating an investment of £125k for the community in Wittering. Further information regarding these projects is set out below.

- 4.4 **Wittering Families Centre** received £50k via Wittering primary school to continue to run services for parents and pre-school children following its closure as a Childrens Centre. Funding provided transitional running costs that allowed the centre to stay open and the costs have now been sustained by the school. The Families Centre is highly popular with families and provides a number of sessions and support for both pre-school children and their parents. The Families Centre employs a Family Support Worker who can work with families from both pre-school through to older siblings who attend the primary school.
- 4.5 **Community Learning Centre** were awarded £50k to refurbish a MOD building within the village in order to expand adult learning. Working in partnership with City College, the centre will deliver a range of training courses for both Armed Forces and the wider community and provide a particular focus on skills and employment. In addition, the centre will provide the only public internet facility within Wittering. It is expected that the building will be open in May 2016.
- 4.6 The new **Youth Drop in** building received £9.5k from the grant scheme and was match funded through the RAF Benevolent Fund, the RAF Wittering Children and Young People Board and the Parish Council making a total project of £60k. Whilst youth services have been provided by the RAF for over 10 years, the facilities were limited and out of date. This project will refurbish a larger facility and increase the amount of young people who can access the services.
- 4.7 Young people have been at the heart of developing this project and worked on all aspects of the building design and equipment. This has help teach young people new skills around budgeting, decision making and working together. This approach is a key part of the ethos of the project which aims to help prepare young people for adult life by teaching them key skills such as cooking, independence, leadership and socialising. The building is in the heart of the village and will be open to young people from Armed Forces families and the wider community. It is expected to be open in May 2016.
- 4.8 The **Flying Start Nursery** provides childcare services for pre-school children in the village and was awarded £12.5k for new outdoor play equipment. This is the only nursery within Wittering and is well used by both Armed Forces and civilian families helping to build integration between both. The project has provided outside play equipment, a new garden project and invested in sensory equipment to support young children with disabilities.
- 4.9 Two other projects have been funded through the grant scheme. **Kingscliffe Football Club** received £1,000 for new football kits. A member of staff employed at the RAF volunteers at the football club as a coach and trains local and Armed Forces children. The final funded project enabled a **village sign** to be erected in Wittering. The sign was developed by local school children and celebrates the heritage of the village and the RAF. The Parish Council worked closely with the school and RAF to co-ordinate and deliver this project.
- 4.10 In 2015, the Government revised the Community Covenant grant scheme. The scheme is now closed to new applications, but it is expected to open again later in 2016. Whilst details are still awaited, based upon the latest scheme applicants can either apply for a small grant of up to £20k or a larger grant of up to £500k providing that they can demonstrate that they meet at least one of the following outcomes:
- Community integration (creating strong links between Armed Forces and Civilian communities and how to overcome barriers)
 - The coordination and delivery of support to the Armed Forces community (such as financial, housing, mental and physical health, employability and social support.)
 - Former service personnel in the criminal justice system

- 4.11 Through the work of the Council's Armed Forces Community Champion, the council will work with RAF Wittering and voluntary and community groups across the city to identify any projects that may be eligible for future bids to the grant scheme.

5. CONSULTATION

- 5.1 None.

6. ANTICIPATED OUTCOMES

- 6.1 None.

7. REASONS FOR RECOMMENDATIONS

- 7.1 To ensure Cabinet is informed of the close partnership working between the Council and RAF Wittering which has led to a number of successful projects to support the Armed Forces and Civilian communities.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 There have been no alternative options considered, as not relevant to this report.

9. IMPLICATIONS

9.1 Legal Implications

There are no specific legal implications arising from this report.

9.2 Financial Implications

Cabinet may wish consider future opportunities to apply for funding that can support veterans and serving Armed Forces personnel.

10. BACKGROUND DOCUMENTS

None.

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CABINET	AGENDA ITEM No. 6
21 MARCH 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Holdich, Leader of the Council and Cabinet Member for Education, Skills and University	
Contact Officer(s):	Wendi Ogle-Welbourn, Corporate Director People & Communities Pat Carrington, Principal City College Peterborough	Tel. 863749

PETERBOROUGH SKILLS STRATEGY

R E C O M M E N D A T I O N S	
FROM : Councillor Holdich, Leader of the Council and Cabinet Member for Education, Skills and University	Deadline date : n/a
That the Cabinet approves the Peterborough Skills Strategy (Appendix 1) for implementation.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following a request from Councillor John Holdich OBE, Leader of the Council and Cabinet Member for Education, Skills and University..

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is for Cabinet to approve the Peterborough Skills Strategy.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.3 'To take a leading role in promoting the economic, environmental and social well-being of the area'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. Peterborough Skills Strategy Development

- 4.1 Since October 2014, the Head of Post 16 has been working to pull together a multi-agency and organisational approach to the City's skills agenda and at the end of 2014 the Peterborough Skills Partnership Strategic Group (PSPSG) was formed which consisted of senior leaders from organisations with an interest and investment in the City's skills agenda.
- 4.2 The aim of the board is to help drive the skills agenda in the City and to promote and support:
- Employment and Supporting Labour Mobility;
 - Social Inclusion and Help Combat Poverty; and
 - Education, Skills and Lifelong Learning.
- 4.3 In April 2015 the group commissioned a city skills report which has informed this Skills Strategy.
- 4.4 The research took into account the current situation in Peterborough's demography and economy, and projections for the medium and longer term, where available. Research enquiries were focused by the 'three tiers of skills' set out by PSPSG, namely:
- higher level and work-based training;

- mainstream education and skills, including Apprenticeships and retraining; and
- social inclusion and combating poverty, for those furthest away from the workplace.

4.5 The Skills Strategy

This Skills Strategy (Appendix 1) has been produced to give strategic intent and actions for developing the skills required locally to support the sustainable growth of the local economy, build stronger communities and promote social mobility.

The UKCES analysis of projected growth for the proportion of the workforce in the Eastern region shows a significant change in the need for higher-level qualifications: table 1 below shows there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast % change
	2012 actual	2022 projection	
QCF 7-8 (post-grad)	9.1	14.6	+ 73.6%
Masters and Doctorial level			
QCF 4-6	27.6	33.1	+ 29.1%
University degree level			
QCF 3	19.9	17.6.	- 5.0%
A Level			
QCF 2	22.1	19.9	- 3.3%
A-C GCSE level			
QCF 1	15.2	11.3	- 20.3%
D-F GCSE level			
No qualification	6.1	3.5	- 38.4%

(Table 1)

In addition to this, there is a need to bring in new development opportunities to help and support individuals to make life improvements, whatever people's circumstances, by promoting social renewal impacting on the social and economic well-being of individuals, families and communities, especially for people who are disadvantaged and least likely to participate, often people on low incomes with low skills. These opportunities should widen participation and transform people's destinies by supporting progression relevant to personal circumstances.

4.5.1 Strategic Intent

To develop a cross city post-16 targeted approach to skills development to help address the identified local need, reduce the skills gap, grow the economy, improve well-being and create strong, supportive and inclusive communities.

The targeted approach to consist of three strands:

- Employment and Supporting Labour Mobility;
- Social Inclusion and Help Combat Poverty; and
- Education, Skills and Lifelong Learning.

4.5.2 Goal

To develop a cohesive, city-wide approach to the wider skills agenda to meet the long term plans for the City and local residents and support career pathways from within schools on to sustainable long term employment with progression.

4.5.3 Aims

To:

- support partnership and collaborate on the collective vision and shared purpose;

- b) strengthen and build capacity;
- c) align skills development to local need;
- d) address business skills gaps;
- e) improve the social and economic well-being of local residents;
- f) improve health and well-being;
- g) reduce poverty; and
- h) nurture aspirations.

4.5.4 Objectives

Governance and Strategy (GS)

1. To set up appropriate governance and controls.
2. Through the already established Peterborough Skills Strategic Partnership Board (PSSPB), engage strategic partners across the City, develop strategic direction for skills in the City, working within and beyond their individual organisations to share and harness the best resources to bring about improvements, influencing thinking, policy and practice to have a positive impact.
3. To align and develop sub strategies and plans to support the strategy.
4. To develop a comprehensive data set to inform the group and set meaningful KPI's.

Employment and Supporting Labour Mobility (ESLM)

1. To take a sectorial approach to skills areas considered to be significant to Peterborough.
2. To engage with local employers to develop programmes to help fulfil current and future skills demands.
3. To provide support to local residents to enable them to meet labour market demands.

Social Inclusion and Help Combat Poverty (SIHCP) and support lifelong learning.

1. To identify need and appropriate skills interventions, including the upskilling of local residents
2. To identify and deliver cross city targeted interventions
3. To respond to local need as and when needed
4. To develop further high quality ESOL provision
5. To improve the English and maths skills of local residents

Education, Skills and Lifelong Learning (ESLL)

1. To embed skills and learning across all City Strategy's and initiatives.
2. To promote and increase apprenticeships, supported internships and traineeships across the City
3. To develop a local Higher Education offer.
4. To develop a PCC 16-19 Education Plan
5. To give support, advice and guidance to Area reviews and the devolution of the skills budgets and the wider travel to work area.

4.5.5 Partnership Working

In order to deliver the strategy multi agency, including health and partnership working will be imperative. The PPSG will be the driving force behind the strong partnership work that is needed to achieve the vision.

4.5.6 Controls

This strategy and delivery plan will be approved and monitored as described below:

- a. Cabinet
The strategy to be approved by Cabinet.
- b. Creating Opportunities & Tackling Inequalities Scrutiny Committee
The Strategy to be scrutinised annually by the committee.
- c. Health and Wellbeing Board

The action plan to be monitored at the Health and Wellbeing Programme Board.

- d. The Peterborough Skills Partnership Strategy Group
To review and update the action plan, at each meeting.

5. CONSULTATION

- 5.1 39 individuals were approached to participate in the research that was undertaken to inform this strategy. These included members of the PSPSG and those with relevant roles in employment, education and/or training in Peterborough, including a selection of employer contacts. One organisation from outside Peterborough was included to offer an external perspective, from the point of view of an Adult Skills and Learning provider. A list of those approached for interview is set out at Annex A of the report commissioned (Appendix 2).
- 5.2 32 interviews were conducted as part of the said research; one respondent declined the chance to be interviewed on the grounds of being about to change employment. All those interviewed brought an individual perspective and most commented on their observation of local employment/training activity from the viewpoint of their own employment sector. Several interviewees felt unable to offer more than a global view, based on anecdote rather than data or any analysis of factual intelligence.

6. ANTICIPATED OUTCOMES

- 6.1 This strategy has been produced to ensure a cohesive City wide approach is taken to the wider skills agenda and to meet the long term economic plans for the City and local residents.
- 6.2 The adoption of this strategy by the Cabinet will further ensure a City wide approach to this strategy and a delivery plan, to further build on the current initiatives for the implementation of the skills strategy, will be developed.

7. REASONS FOR RECOMMENDATIONS

- 7.1 It will assist in:
 - supporting partnership and collaborate on the collective vision and shared purpose
 - strengthening and building capacity
 - aligning skills development to local need
 - addressing business skills gaps
 - improving the social and economic wellbeing of local residents
 - improving health and wellbeing
 - reducing poverty

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 Not develop a Skills Strategy; this would not enable the City to focus attention on the need to increase skills levels in the city and this would adversely impact on the economic growth of the City.

9. IMPLICATIONS

- 9.1 Legal Implications
There are no specific legal implications arising from this report at this time. Equality Act and Human Rights legislation must be adhered to.
- 9.2 Financial implications
There are no specific financial implications arising from this report at this time.

10. APPENDICES

- Appendix 1 - Skills Strategy
- Appendix 2 - OHA Ltd Report to Peterborough Skills Partnership Strategy Group

DRAFT

Peterborough Skills Strategy

A strategy for post 16 and Adult skills

Pat Carrington, Head of Post 16

February 2012

The document gives the strategic intent and actions for skills required locally to support the sustainable growth of the local economy, to build stronger communities and to promote social mobility

Content

1.	Background	3
	The Challenge	
	The Peterborough Work Force	
2.	The Vision	4
3.	Strategic Intent	4
4.	Goal	4
5.	Aims	4
6.	Objectives	5
7.	Partnership Working	5
8.	Controls	6
9.	Supporting Strategies and Documents	6
	The Plan	8
	Appendix 2	13

1. BACK GROUND

1.1 The Challenge

Peterborough is the UK's second fastest growing city with a relatively young, ethnically diverse population. Our population is predicted to increase by 20%, to 220,700, between 2011 and 2021.

1.1.1 Skills are vital for our future both in terms of economic growth and wellbeing but also for us to grow our social capital. UKCES analysis of projected growth for the proportion of the workforce in the Eastern region shows a significant change in the need for higher-level qualifications: table 1 below shows there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and, correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast % change
	2012 actual	2022 projection	
QCF 7-8 (post-grad) Masters and Doctorial level	9.1	14.6	+ 73.6%
QCF 4-6 University degree level	27.6	33.1	+ 29.1%
QCF 3 A Level	19.9	17.6.	- 5.0%
QCF 2 A-C GCSE level	22.1	19.9	- 3.3%
QCF 1 D-F GCSE level	15.2	11.3	- 20.3%
No qualification	6.1	3.5	- 38.4%

Table 1

1.1.2 In addition to this, there is a need to bring in new opportunities and to help and support individuals to make life improvements, whatever people's circumstances by promoting social renewal impacting on the social and economic well-being of individuals, families and communities, especially for people who are disadvantaged and least likely to participate, often people on low incomes with low skills. These opportunities should widen participation and transform people's destinies by supporting progression relevant to personal circumstances.

1.2 The Peterborough workforce

1.2.1 Peterborough had seen an increase of more than 15% in the number of economically active members of the labour market in just three years (source: NOMIS) with around 65% of the local population actually of working age (16 to 64). In 2011, Opportunity Peterborough's analysis of local demographics and economic opportunity in the *Local Economic Assessment* indicated that the working age population was set to increase by 43% between 2008 and 2031, using central government statistics, census data and NOMIS data.

1.2.2 The city has an unemployment rate that is broadly comparable to that across the UK, but compared with the UK as a whole, employment in Peterborough is more concentrated in lower level occupations in process plant and machinery; elementary occupations; care; and in sales and customer service.

1.2.3 The city also has lower comparable concentrations of skilled, professional and technical people than in the UK as a whole. The highest proportion of businesses in the city is in the banking,

finance and insurance sector.

- 1.2.4 Around 55% of the local workforce is qualified at level 2, with a further 20% qualified at level 4. Some 14% of the local workforce, however, has no formal qualifications. (NOMIS 2011, referenced by Roxhill Development Gateway Peterborough).

2 THE VISION

- 2.1 To improve the City's skills base to support economic growth and social well-being to help deliver the City's vision of "A bigger and better Peterborough that is grown the right way and through truly sustainable development and growth:

- *improves the quality of life of all its people and communities and ensures that all communities benefit from growth and the opportunities it brings*
- *creates a truly sustainable Peterborough that is:*
 - o *the urban centre of a thriving sub-regional community of villages and market towns;*
 - o *a healthy, safe and exciting place to live, work and visit*
 - o *famous as the environment capital of the UK.*

The priorities to achieving this being:

- a) Drive growth, regeneration and economic development
- b) Improve educational attainment and skills
- c) Safeguard vulnerable children and adults
- d) Implement the Environment Capital agenda
- e) Support Peterborough's culture and leisure trust Vivacity
- f) Keep all our communities safe, cohesive and healthy
- g) Achieve the best health and wellbeing for the city"

3. STRATEGIC INTENT

To develop a cross City post-16 targeted approach to skills development to help address the identified local need, reduce the skills gap, grow the economy, improve well-being and create strong, supportive and inclusive communities.

The targeted approach to consist of three strands:

- a) Employment and Supporting Labour Mobility
- b) Social Inclusion and Help Combat Poverty
- c) Education, Skills and Lifelong Learning

4. GOAL

To develop a cohesive, City wide approach to the wider skills agenda to meet the long term plans for the City and local residents and support career pathways from within schools on to sustainable long term employment with progression.

5. AIMS:

To

- a) support partnership and collaborate on the collective vision and shared purpose
- b) strengthen and build capacity
- c) align skills development to local need
- d) address business skills gaps
- e) improve the social and economic well-being of local residents
- f) improve health and well-being
- g) reduce poverty

h) nurture aspirations

6. OBJECTIVES

6.1 Governance and Strategy (GS)

1. To set up appropriate governance and controls.
2. Through the already established Peterborough Skills Strategic Partnership Board (PSSPB), engage strategic partners across the City to develop strategic direction for skills in the City, working within and beyond their individual organisations to sharing and harnessing the best resources to bring about improvements, influencing thinking, policy and practice to have a positive impact.
3. To align and develop sub strategies and plans to support the strategy
4. To develop a comprehensive data set to inform the group and set meaningful KPI's.

6.2 Employment and Supporting Labour Mobility (ESLM)

1. To take a sectorial approach to skills areas considered to be significant to Peterborough (See table 2 below).
2. To engage with local employers to develop programmes to help fulfil current and future skills demands.
3. To provide support to local residents to enable them to meet labour market demands

Areas for the sectorial approach	
1	Advanced Engineering and Manufacturing
2	Agri-tech food and drink
3	Digital and Creative
4	Energy and Environment
5	Financial Services
6	Health and Care Sector

Table 1, as identified in the Old Hall report June 2015

6.3 Social Inclusion and Help Combat Poverty (SIHCP) and support lifelong learning.

1. To identify need and appropriate skills interventions, including the upskilling of local residents
2. To identify and deliver cross city targeted interventions
3. To respond to local need as and when needed
4. To develop further high quality ESOL provision
5. To improve the English and Maths skills of local resident

6.4 Education, Skills and Lifelong Learning (ESLL)

1. To embed skills and learning across all City Strategy's and initiatives.
2. To promote and increase apprenticeships, supported internships and traineeships across the City
3. To develop a local Higher Education offer.
4. To develop a PCC 16-19 Education Plan
5. To give support, advice and guidance to Area reviews and the devolution of the skills budgets and the wider travel to work area.

7 PARTNERSHIP WORKING

In order to deliver the strategy multi agency, including health and partnership working will be imperative. The Peterborough Skills Partnership Board will be the driving force behind the strong partnership work that is needed to achieve the vision. The Peterborough Skills Partnership Board will be the driving force behind the strong partnership work that is needed to achieve the vision. The board already reflects the commitment of a wide range of strategic partners as evidenced by the membership below, which will be continually reviewed:

- Peterborough City Councils, Head of Service - Adult Skills (Chair)
- Peterborough Chamber of Commerce
- Disability Forum, the Chair of
- Cambridgeshire Skills Strategic Partnership, Cambridgeshire County Council, the Chair of
- City College Peterborough, Senior Manager
- Peterborough City Council, Post 16 Advisor
- Peterborough Homes Board, the Chair of
- Peterborough Local Commissioning Group (Health), Business Manager
- Peterborough Regional College, Principal
- University Centre Peterborough, Senior Manager
- JCP, Relationship Manager
- The LEP, Skills Lead
- NACRO, Senior Manager
- Opportunity Peterborough, Chief Executive
- Princes Trust, Senior Manager
- Professional Bodies, a member of
- Tackling Wordlessness in Peterborough (TWIP) Group, the Chair of
- The Voluntary Sector
- The Workbased Learning provider Network, the Chair of
- Unions, a senior member of
- YMCA, Senior manager
- Secondary Schools, Chair of the Principals forum
- The Peterborough and Cambridge Learning Partnership (Chair)

8. CONTROLS

This strategy and delivery plan will be approved and monitored as described below:

a. Cabinet

The strategy to be approved by Cabinet.

b. Creating Opportunities & Tackling Inequalities Scrutiny Committee.

The Strategy to be approved and monitored annually by the committee

c. Health and Wellbeing Board

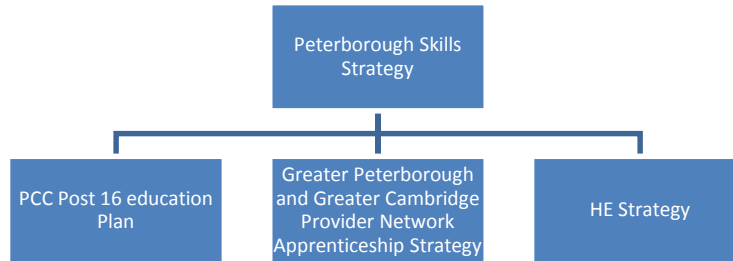
The action plan to be reported on at each health and Well-being Programme Board

d. The Peterborough Skills Partnership Strategic Group

To review and update, at each meeting, the action plan.

9. SUPPORTING STRATEGIES AND DOCUMENTS

This Skills strategy will be the overarching post 16 and Adult skills plan. It will be further support by the following local plans.



9.1 The production of this strategy has also been informed and based on the OHA Ltd report commissioned by Peterborough City Council and The Peterborough Skills Partnership Strategy Group (appendix A).

9.2 Other strategies supported or cross referenced by this document include (but not limited to):

- The Peterborough Local Plan 2016-2036, Draft currently out for consultation
- The Joint Strategic Needs Analysis (JSNA)
- Peterborough Sustainable Communities Strategy
- Peterborough Poverty Strategy
- Peterborough Visitor Economy Strategy
- The post 16 Education and Skills Plan and associated action plan.

Peterborough Skills Strategy Plan

Draft

The document gives the strategic intent and actions for skills required locally to support the sustainable growth of the local economy, to build stronger communities and to promote social mobility

To support sustainable growth of the local economy, building stronger communities and promoting social mobility

THE PLAN

Objective	Action	Timescale	Impact
The Board and Strategy To set up appropriate governance and controls.	To be approved by Corporate Management Team.	February 2016	
	To be approved by scrutiny and monitored annually	March 2016	
	To be approved by cabinet.	March 2016	
	Chair to report into Health and Well-Being Programme Board.	March 2016 and ongoing	
	Action plan to go to Health and Well-being Board	March 2016 and ongoing	
To align and develop sub strategies and plans to support the strategy	Review current groups and plans and identify any new plans, partner and sub groups as appropriate.	Ongoing	
Through the already established Peterborough Skills Strategic Partnership Board (PSSPB), engage strategic partners across the City develop strategic direction for skills in the City, working within and beyond their individual organisations to sharing and harness the best resources to bring about improvements, influencing thinking, policy and practice to have a positive impact.	Board to own, review and update strategy annually or as required. Board to update and monitor action plan at each meeting	March and ongoing March and ongoing	
To develop a comprehensive data set to inform the group and set meaningful KPI's.	To develop a data sub group.	September 2015 April 2016	

	Sub group to identify available data.	June 2016
	Data suite to be developed.	June 2016
	KPI's to be identified and agreed.	June 2016
Employment and Supporting Labour Mobility	To take a sectorial approach to skills areas considered to be significant to Peterborough (See table 2 below).	December 2016
	To engage with local employers to develop programmes to help fulfil current and future skills demands.	June 2016
	Set up and develop a sub group for better employer development and engagement. Set up an apprenticeship sub group to monitor and develop a local apprenticeship offer.	March 2016
	To provide support to local residents to enable them to meet labour market demands	September 2016
Social Inclusion and Help Combat Poverty to support lifelong learning	To identify need and appropriate skills interventions to include the upskilling of local residents.	April 2016 ongoing
	To identify and deliver cross city targeted interventions	As above
	To respond to local need as and when needed	As above
	To develop further high quality ESOL provision	May 2016 and Ongoing
	To work with the appropriate boards and communities to: <ul style="list-style-type: none"> Identify provision and gaps 	

<ul style="list-style-type: none"> • To develop an appropriate pathway for delivery and access • To build capacity and resource across the City <p>To improve the English and Maths skills of local resident</p> <p>To embed skills and learning across all City Strategy's and initiatives.</p>	<p>March 2016 ongoing</p> <p>March 2016 and ongoing</p>
<p>Education, Skills and Lifelong Learning</p> <p>To promote and increase apprenticeships, supported internships and traineeships across the City</p> <p>To develop a local Higher Education offer.</p> <p>To implement the vision articulated in the PCC 16-19 Education Plan</p>	<p>March 2016 onwards</p> <p>March 2016</p> <p>April 2016</p> <p>March 2016</p> <p>April 2016</p>

<ul style="list-style-type: none"> o Education plan. <p>To support the career pathways from within schools on to sustainable employment</p>	<p>To support and undertake the mapping of post 16 College provision and area reviews by:</p> <p>Setting up a shadow board for Area reviews and localism, LA led.</p>	<p>November 2016</p> <p>March 2016</p>
<p>To give support, advice and guidance to Area Reviews the devolution of the skills budgets and the wider travel to work area</p>	<p>To support schools in ensuring that young people leave statutory education with the employability skills needed for the labour market.</p>	<p>December 2016</p> <p>February 2017</p>
<p>Develop an employability curriculum for Peterborough which reflects the changing economic demands for Peterborough</p>	<p>Develop a clear understanding of what employers mean by employability and communicate this to schools and employers.</p>	<p>December 2016</p> <p>February 2017</p>

OHA Ltd Report to Peterborough Skills Partnership Strategy Group

1 INTRODUCTORY

Old Hall Associates Limited (OHA), an independent consultancy, was commissioned to research and provide recommendations for a Peterborough City Post-16 Skills Strategy for the short, medium and longer term. This report is based on the findings from fieldwork during summer term 2015 and relevant background research, including interviews with members of the Peterborough Skills Partnership Strategic Group (PSPSG), their stakeholders, partners and nominees.

Research has taken account of the current situation in Peterborough's demography and economy, and projections for the medium and longer term, where available. Research enquiries were focused by the 'three tiers of skills' set out by PSPSG, namely:

- higher level and work-based training;
- mainstream education and skills, including Apprenticeships and retraining; and
- social inclusion and combating poverty, for those furthest away from the workplace.

Purpose

The research sought to present a picture of Peterborough, its opportunities and strengths, as well as a view of current provision. The research identified gaps in provision, some of which it has been possible to indicate at course, programme, qualification and/or sector level skill, and some of which are more indicative of areas to explore further.

The findings are summarised as outline recommendations to indicate where Peterborough City could target its planning for the coming period from school to HE; adult learning; adult skills and upskilling for the working population. Where feasible, the recommendations suggest who might be best placed to undertake or to oversee a planning, leadership or training activity.

The research brief did not expect us to explore the funding or financial implications of the map of provision and what might be needed in future, nor have we presented estimated costs for any recommendation, should the Group agree it should be pursued.

Methodology

39 individuals were approached to participate in the research, and sent an outline interview prompt sheet and/or briefing note. These included members of the Strategy Group and those with relevant roles in employment, education and/ or training in Peterborough, including a selection of employer contacts. One organisation from outside Peterborough was included to offer an external perspective, from the point of view of an adult skills and learning provider. A list of those approached for interview is set out at ~~Annex A~~.

32 interviews were conducted as part of the research; one respondent declined the chance to be interviewed on the grounds of being about to change employment. All those interviewed brought an individual perspective, and most commented on their observation of local employment/training activity from the viewpoint of their own employment sector. Several interviewees felt unable to offer more than a global view, based on anecdote rather than data or any analysis of factual intelligence.

Desk-based research for this report covered recent relevant reports and available data; web searches for information on demographics, employment prospects and on the local context; and national policy. Our reference sources, with web-links, are listed in ~~Annex D~~.

We additionally looked at the OFSTED inspection report database to identify FE and Skills providers in the Peterborough area currently in receipt of public funding (see ~~Annex B~~): given the specialist or targeted nature of the provision so identified, we have focused our more detailed local enquiries on the provision offered by City College Peterborough and on the Peterborough Regional College (including University College Peterborough); we have ~~not~~ sought to make detailed examination of post-16 provision offered through schools and

academies, believing this to be well covered by parallel work being undertaken by the City Council in response to an OFSTED inspection of city-wide 16-18 arrangements.

Timing

Interviews, desk research and additional research took place between late April and late June 2015.

2 THE LOCAL CONTEXT

A post-16 skills strategy for Peterborough needs to be grounded in local demographic and economic data. It will be important for the PSPSG to update and maintain the data over the period of the strategy as it is likely that the picture will change rapidly and significantly each year, not least because of the already noticeable upswing in population numbers over a relatively short time. There may well be changes to immigration and migration patterns that would have an impact on local demography.

2.1 Demography

Peterborough is a city of 188,400 people (NOMIS data, 2013 figure), reputed to be England's fastest growing city by 2025 (McKinsey Report 2011). Note that the population of Peterborough increased by 2.1% in a period of just two years between mid-2011 and mid-2013. This exceeds growth experienced in the East of England (0.8%) and England (0.7%) as a whole. The increase is attributed to natural change, more births than deaths, and migration as a further factor (source: Peterborough City Council).

Demographic forecasts for the period to 2031 indicate that Peterborough's population will grow by almost 30% to 242,600. All age groups are forecast to show an absolute increase, although some age groups are predicted to grow more than others: of particular note is the projected level of growth in the school-aged population, and in all groups aged 65+. A recent Home Office report referenced during discussion highlights population churn as an additional factor: between 2001 and 2011, it is reported, for every one White resident who left the city, eight non-White people came to live in Peterborough. This increase in ethnic diversity is expected to continue, and may even be being exacerbated by various current global migration patterns.

City Council officers draw attention to deep-set historic cultural tensions in the Peterborough area with communities needing to gel more through a sense of place, reflecting pride in Peterborough and taking responsibility for making the city a better place to live and work. There are some very stark differences between parts of Greater Peterborough: for example, an average 25% of children living in poverty rises to 33% in parts of the city, while central wards have a markedly higher incidence of people with a life-limiting illness. Other discussions also emphasised, for example, concentrated areas of need for ESOL provision; "pockets" of culture-specific communities; a high incidence of homelessness/rough sleeping; and significant recent increase in the use of foodbanks. These observations all imply a need for **targeted action to address various aspects of disadvantage**.

Assumptions have been made that there will be a substantial increase in housing to accommodate the population upswing. The number of dwellings in Peterborough is predicted to grow by just over 31% by 2031: City Council officers cited a 25,000 growth target for new properties by 2026. This assumes that capital backing, town planning and construction skills are in place to begin immediately to try to accommodate population change.

By 2031, the East of England region is estimated to grow by 200,000 people (source: LEP).

2.2 Economic and workforce analysis

The East of England workforce

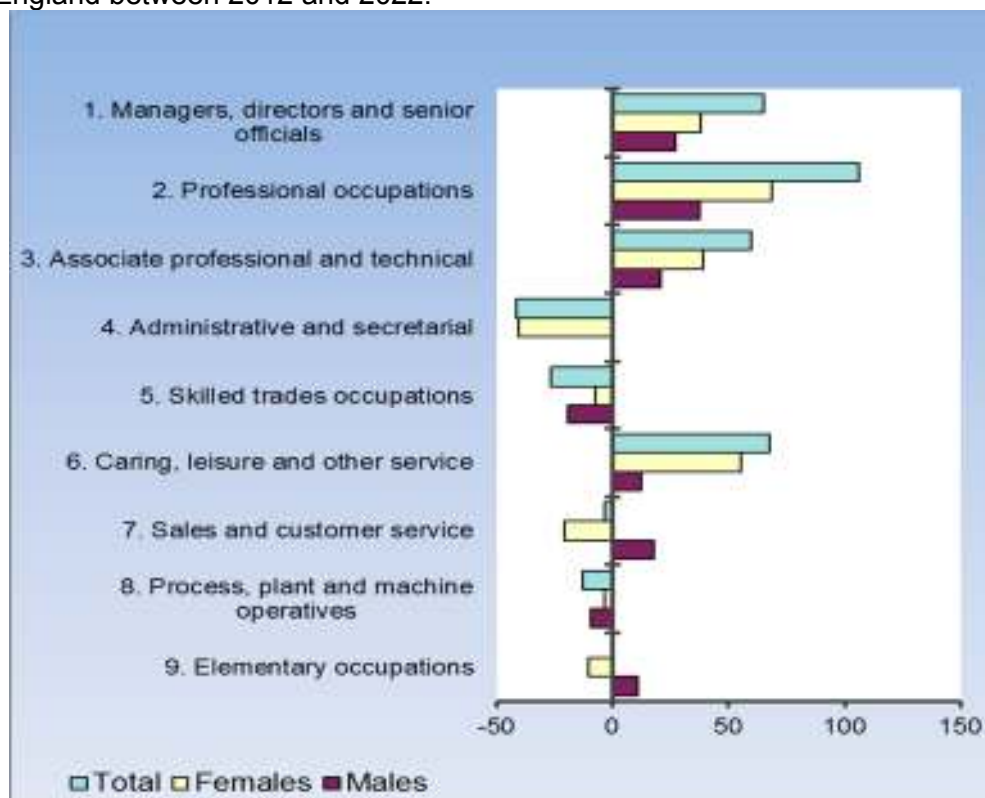
Databooks from the UKCES Working Futures programme published in February 2015 (see <https://www.gov.uk/government/statistics/labour-market-projections-for-the-east-of-england>) give detailed assessment of the workforce for the East of England from which it is possible to derive projections for the period 2012-2022. In summary, this shows percentage growth in six high-level occupational sectors as follows:

	% growth per annum
Primary sector and utilities (inc agriculture)	- 0.6%

Manufacturing (inc food production)	- 0.9%
Construction	+ 1.9%
Trade, accommodation and transport	+ 0.7%
Business and other services (inc digital and financial services)	+ 1.2%
Non-market services (inc public sector, health and social work)	+ 0.6%

Throughout this period, employment status in the region will remain fairly static: UKCES forecast a slight (1%) increase in the proportion of the workforce engaged on a part-time basis, and very slight (0.2%) drop in self-employment.

The chart below summarises data on forecast changes in occupational status in the East of England between 2012 and 2022:



This shows a strong increase in demand for those in professional occupations, those working in an associate professional and technical role, and employees with a caring, leisure or other service role. There will also be strong demand for additional managers, directors and senior officials. The region will however need fewer people working in administrative and secretarial roles, fewer skilled tradespeople, and fewer working as process, plant and machine operatives. Some of the gender-based projections are telling, and reflect traditional conceptions of the female workforce.

Given this analysis of projected growth in what may be considered higher-level occupational roles, UKCES projections for the proportion of the workforce in the region with higher-level qualifications show significant change: the table below very much supports the view of those contacted in Peterborough during our fieldwork – there will be a strong increase in demand for people with higher-level qualifications, including those with post-graduate qualifications; and, correspondingly, those with no or low-level qualifications will find it increasingly difficult to find employment.

Qualification level	Percentage share		Forecast percentage change
	2012 actual	2022 projection	
QCF 7-8 (post-grad)	9.1	14.6	+ 73.6%
QCF 4-6	27.6	33.1	+ 29.1%
QCF 3 (A levels)	19.9	17.6	- 5.0%

QCF 2 (GCSEs)	22.1	19.9	- 3.3%
QCF 1	15.2	11.3	- 20.3%
No qualification	6.1	3.5	- 38.4%

In 2014, Cambridge Policy Consultants (CPC) were commissioned by the LEP to survey local companies in order to find out their current skill requirements; potential skills gaps; and any barriers that might exist to prevent the use of training to meet future skills needs. Their survey covered all the key employment sectors in the Peterborough/Cambridge area. There are estimated to be almost 14,000 companies in this area (source: the MANTA business listing website). CPC contacted some 7% of that total number (1,015 companies surveyed), of which a third declined to contribute. Of those who did respond, some two-thirds reported they undertook training: these companies were more likely to be larger organisations, and based in the financial, construction and professional sectors. Lack of funding was often cited by those who did not train their staff, although some commented that they had a competent workforce that did not require training.

Skills areas where respondents to the CPC survey were most likely to identify gaps were construction, engineering and ICT. Within these sectors, specific needs were identified:

- construction – difficult to fill vacancies in areas such as digger driving and ground works
- engineering – design, mechanical, electrical control, process engineering, wood product technicians
- ICT – use of new technologies, development of responses to engage new customers.

Many of these vacancies were short-term or for immediate employment; and we also heard reference to seasonal variations in employment patterns, e.g. Amazon and DHL currently recruiting (during the summer) in preparation for “the Christmas rush”.

The Peterborough workforce

Peterborough had 97,500 economically active members of the labour market in 2014, reflecting an increase of more than 15% (from 82,900) in just three years (source: NOMIS). Note that around 65% of the local population is actually of working age (16 to 64). In 2011, Opportunity Peterborough's analysis of local demographics and economic opportunity in the *Local Economic Assessment* indicated that the working age population was set to increase by 43% between 2008 and 2031, using central government statistics, census data and NOMIS data.

The city has an unemployment rate that is broadly comparable to that across the UK, namely, just under 7%. Compared with the UK as a whole, employment in Peterborough is more concentrated in lower level occupations in process plant and machine; elementary occupations; care; and in sales and customer service. The city also has lower comparable concentrations of skilled, professional and technical people than in the UK as a whole. The highest proportion of businesses in the city is in the banking, finance and insurance sector. Around 55% of the local workforce is qualified at level 2, with a further 20% qualified at level 4. Some 14% of the local workforce, however, has no formal qualifications. (NOMIS 2011, referenced by Roxhill Development Gateway Peterborough)

In terms of the supply and demand for labour in Peterborough, a 2014 analysis undertaken by Kevin Taylor, a member of the PSPSG, is helpful in illustrating the broad picture (see Annex C for data tables on which this analysis is based). Taylor found that, for example:

- there are more 'jobs' per person for the 16-64 age population in Peterborough than in the Eastern region or in Great Britain
- the unemployment rate is higher in Peterborough than in the Eastern region or Great Britain.
- there are a greater percentage of people in full time employment in Peterborough than in the Eastern region or in Great Britain.
- Peterborough has a slightly lower rate of people who are self-employed than is the case for the East of England or for the UK as a whole

Taylor's analysis of the current position in Peterborough by sector shows some marked characteristics:

- Peterborough employs 5900 more people in the financial and other business services sector compared to the Eastern region or Great Britain.
- there are a higher percentage of people employed in the manufacturing sector than in the Eastern region or Great Britain. If Peterborough employed the same percentage of people in the manufacturing sector as Great Britain does, then there would be 876 fewer manufacturing jobs in Peterborough.
- Peterborough has a lower percentage of people employed in the construction sector compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in the construction sector as Great Britain, then there would be a further 2,000 jobs in this sector.
- Peterborough has a lower percentage of people employed in the accommodation and food services sector compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in this sector as Great Britain, then there would be a further 1,360 jobs in the sector.
- Peterborough has lower percentage of people employed in the public administration, education and health sectors compared to the Eastern region or Great Britain. If Peterborough employed the same percentage of people in this sector as Great Britain, then there would be a further 5240 jobs in the sector.

Peterborough job vacancies

As well as developing the potential of young people to enter the labour force and contribute to local communities and to the local economy, an examination of the local pattern of job advertisements provides, albeit in a limited way, a perspective on labour demand. Some sectors are less likely to openly advertise jobs, and there is the widely-cited anecdote saying that between a third and a half of jobs are never openly advertised but recruit by word of mouth, using existing networks to identify specific talent (see, for example, research by TheLadders online job match network, US, 2014). In the UK, the construction industry is cited as a sector where recruitment is often word of mouth, with jobs being allocated to those with a high reputation gleaned through experience, rather than evidenced in a written application form.

Notwithstanding these caveats, the LEP undertakes regular analysis of jobs advertised in local media and online, on the premise that advertised vacancies provide a snapshot of employer demand. Recent analysis by the LEP for the calendar year 2014 for the Peterborough area shows that highest numbers of advertisements were in:

- business and public service associate professionals
- science, technical, engineering and research professionals
- administration
- corporate managers and directors
- business, media and public service professionals
- health professionals
- sales
- skilled electrical and electronic trades
- teaching.

Attitudes to and information about work

Employers responding to the LEP-commissioned Cambridge Policy Consultants survey said that waiting for college courses to catch up with what they want, in terms of trained job entrants, takes too long. They also found that some recruits lacked a willingness to work, with both poor attitude and lack of mobility being cited. 27% of respondents to the CPC

survey said that young people were poorly or very poorly prepared for work, lacking preparation for the world of work during their school careers; immaturity and inadequate social skills were also highlighted as shortcomings in young job applicants. For Peterborough, it was often suggested that Cambridge and London have a greater pull for job candidates, due to higher wages being available and more opportunities for advancement or change. An ageing working population was also cited on several occasions, particularly in engineering.

CPC found those responding to their survey were suspicious of Apprenticeships, and reported fairly limited school-employer partnership working (up to 40% of employers responding to the survey had links with schools, this usually being limited to the provision of work experience). Our own fieldwork would support these findings to an extent, in that understanding of Apprenticeships is not universal; employers think the curriculum offer does not match their needs exactly enough; and school-employer partnerships appear to be fostered by individual energetic school or employer staff who take the initiative in setting up relationships but who are not necessarily possessed of current vocational training information. In Peterborough, there appears for example to be no consistent information on numbers of Apprenticeship vacancies, and associated skills shortage areas, shared routinely with schools. Schools lack awareness of these opportunities, so they tend to stick to the 'safer options' of advising students to go to university or follow traditional paths pursued by their recent peers. Interviews suggest the School Heads Association would be happy to include PSPSG items on their agenda for discussion (they meet twice termly); they would like to see a more consultative approach, for example being asked their views on what development needs there are in the city etc.

There are however some positive indicators in this regard. The Chamber of Commerce, for example, suggests schools are "increasingly likely to look outside the box", thereby prompting businesses to be more positively engaged in education links. The Chamber has, in association with Opportunity Peterborough, reportedly facilitated over 9,000 interactions between local businesses and schools over the past 12 months, and has plentiful anecdotal evidence of the positive outcomes from such activity. It is clear that Peterborough-based businesses – like those elsewhere – need to see a clear reason for their involvement; this is especially the case with SMEs, which form the significant majority of local enterprises, and who have difficulty in releasing staff time to give to activities that may not have an immediate impact on the bottom line.

Opportunity Peterborough also understands that young people need to be work-ready and often need help in preparing to join the workforce. For these young people, there are opportunities to familiarise themselves with business needs and the infrastructure of employers through the brokerage of the Skills Service (<http://www.theskillsservice.co.uk>) which helps connect education and training providers and business in the city. The brokerage delivered by Opportunity Peterborough is currently funded by the LEP to increase young people's knowledge of the local labour market, the opportunities available and the skills local businesses are looking for. It puts pre-16s into business settings and allows them chance to develop an understanding of the needs of that business, its functions and development opportunities. Employers including Barclays Bank, Caterpillar UK, Anglian Water, the NHS and the RAF have supported aspects of this venture by such means as providing professional input to school careers events, masterclasses, demonstrations, mock interview sessions and finance workshops. More than 1,100 named business volunteers have made themselves available to the Skills Service.

Nonetheless, the funding for this service is not secured for the medium or longer term so it is feasible that this opportunity may be lost unless it is valued by its users, sponsors and supporters. There should be scope for **employer sponsorship of aspects of the Skills Service** that could be explored if there is enough evidence that employers value the service and the opportunities it offers to enable them to develop the business understanding of young people. Engaging and utilising sponsorship is a time-consuming process, so in the

meantime (probably 12 to 24 months), it would in our view be helpful to have **staged reductions in the funding and current levels of support for the Skills Service from public funds**, rather than introduce a “cliff edge”. It also seems to us that there is opportunity for **closer co-ordination between – and systematic, consistent recording of – employer/school interactions** that are offered/brokered/facilitated by the varying business networks in the city.

2.3 Economic growth opportunities in Peterborough

The 2015 report *A Century of Cities* cites Peterborough as having more than doubled its employment over the last century, ranking it second for economic growth amongst the 64 largest cities in the UK. It is deemed to have a 'replicator economy', that is, an economy where there has typically been a historical concentration in lower-knowledge industries and one which has struggled to create jobs in knowledge-based industries. Other cities in this category are mainly coastal resorts and ports, such as Hastings, Liverpool and Portsmouth. Notably, however, Oxford and York also fall into this 'replicator' category.

The city is well-placed in terms of geography, with easy access to London and major motorways and traffic routes. The new distribution centre at Gateway Peterborough (J17, A1(M)) – “a prime distribution and manufacturing park in an established industrial location” according to developers Roxhill - can maximise this, as could the potential development of the site surrounding the LEP, at Alconbury. Gateway Peterborough opened in February 2014, and could have capacity for 8,000 jobs. A residential development adjacent to the distribution park is currently the subject of consultation (May 2015). If successful, it could house more than 600 residential properties and a small primary school. Our enquiries also pointed to significant planned development of new retail centres in Peterborough (Westgate Quarter, South Bank development, city centre foodcourt) which were identified as generating a range of additional employment opportunities, both during their development phase and once open for business – we were not however able to quantify projected job vacancies that may arise from these developments in the short- or medium-term.

The most recent Greater Peterborough Business Survey (findings published March 2015) indicates that almost 60% of respondents reported increased turnover over the previous year, up 12%; confidence would appear high, with 65% expecting growth in productivity and profitability in the 2015/16 period. 42% of companies responding are looking to take on more staff (up from 33% a year ago). The one area of apparent concern is the availability of skilled staff in the locality: 57% of manufacturing sector respondents, and 76% of those companies employing between 51 and 100 workers, reported worries about this, with some respondents linking the issue to the lack of mature university provision in the city, citing that as one of the reasons it was hard to attract the right calibre of staff.

Greater Cambridge Greater Peterborough Enterprise Partnership (the LEP) is supporting sub-regional initiatives to encourage improvements in the labour market through European funding. This includes encouraging those further from the labour market to regain confidence through projects supported by the European Social Fund (ESF) programme (2014-2020). The LEP is managing E35m working with, for example, DWP and the voluntary sector to promote mentoring and signposting for unemployed people. There is also support for upskilling those already in the labour market, for example funding for medium-sized enterprises to help with business planning and training staff up to level 4 qualifications. European Regional Development Fund (ERDF) and European Structural and Investment Funds (ESIF) monies are also being secured to improve specific targeted sectors such as ICT, research and innovation, and the low carbon economy.

There is also a social dimension to ESF funding, with tranches of activity targeted at those furthest away from the labour market. Discussion with the LEP – now managing European funding – indicated for example that in Peterborough, ESF monies have been used effectively to support programmes for troubled young people by equipping them with the qualifications, skills and confidence they need to get back into learning or training. Those

joining the Steps2Success programme offered by NACRO want to develop new skills, gain qualifications and progress into work, or Apprenticeships in sectors including mechanics, business administration and sport. Employers like Reed Recruitment have also had access to ESF, and in Peterborough have worked successfully with Cross Keys Homes on their ESF Families Programme to transform family lives. Support includes debt advice, help finding training and help finding work.

3 **TAKING A SECTORAL APPROACH**

Those interviewed for this research were asked, without prompting, to suggest the skill areas they considered to be of key significance to Peterborough. Despite these suggestions being based simply on perception, local knowledge and anecdotal evidence, there is some alignment of views: the following chart summarises responses which gave sufficient specificity, and is offered for illustrative purposes.

Skill area	Interviewees				
	A	B	C	D	E
IT/digital/creative					
Distribution/logistics					
Retail					
Health & social care					
Finance					
Construction					
Manufacturing/engineering					
Food processing					
Environment /bioform					

These assessments, coupled with information on how the City Council is planning to respond to OFSTED findings on 16-19 provision in Peterborough, lead us to suggest **the Strategy Group is likely to benefit from adopting a sector-based approach to a strand of its work going forward**. The rest of this section of our report highlights factors which would, we feel, merit further enquiry and should be linked into by the Strategy Group, perhaps working through a series of task-and-finish groups.

3.1 **Five business sectors: an analysis of recent investment/developments**

Opportunity Peterborough has assessed the local economy as having “five high performing business sectors” where there are particular employment opportunities:

- a) advanced engineering and manufacturing
- b) agri-tech, food and drink;
- c) digital and creative;
- d) energy and environment;
- e) financial services.

We have used these five occupational sectors as a focus for our desk-based research, and to extend our interviews beyond the listing originally suggested (though it has to be said we have experienced significant difficulty in sourcing direct employer comment). The following sub-sections summarise key observations: we also direct PSPSG members to the set of Opportunity Peterborough background sheets referenced (with hyperlinks) in Annex D.

Advanced Engineering and Manufacturing

Manufacturing in Peterborough employs around 11,000 employees in organisations that include well-known companies such as Perkins Engines (a subsidiary of Caterpillar), WS Atkins, Hotpoint and Wolseley UK. Perkins Engines has invested in a Learning Centre that provides training in robotics, and also provide apprenticeships and advanced apprenticeships in mechanical and electrical engineering. Peterborough is only the third site in the Perkins global grouping that has been selected to produce the new 1106A-70TAG ElectropaK engine, a cutting-edge development in diesel engines with higher power density than formerly available.

Arthur Mellows Village College recently opened its state-of-the-art design, technology and engineering facility providing CAD/CAM, electronics and associated technical and ICT skills and qualifications for young people up to age 18.

RPC is a leading plastic products design and engineering company for packaging and non-packaging markets. The Group has 91 manufacturing sites in 24 countries and employs more than 15,000 people. The Group develops and manufactures a diverse range of consumer products for a wide variety of customers, including many household names.

In Oakham, the site nearest Peterborough, there are around 3000 employees primarily engaged in producing paint tins, food product packaging and larger plastic packaging. Since 2013, there has been an Apprenticeships Academy on-site, housing 8 Apprentices a year. Other on-site training has included local providers such as Rutland Adult Learning, although recent funding changes have meant that the Rutland provision will cease. This was primarily the provision of basic skills for factory workers. English, maths and ESOL still have reasonably buoyant demand due to a recent influx of Eastern European workers, as well as local people who are unable to read and/or write. Ms Daughy commented that applicants for factory jobs often sign the application form but have had another family member complete the form for them.

At higher levels, the polymer engineering qualifications are lacking so RPC is working in collaboration with PRC and the British Plastics Federation to create a new level 4 qualification for use from September 2016. A small UK Graduate programme also operates managed by the Oakham HR team.

STEM subjects knowledge/experience are difficult to find at all levels and recruitment from abroad is often the resolution for this.

RPC use the Skills Service and value their links with schools but are sceptical of the quality of careers advice given to local pupils: 'locally driven not strategic enough'.

In 2012, Opportunity Peterborough created a manufacturing 'cluster' to help connect businesses and their direct supply chains in order to share best practice. This initiative has been absorbed into the Peterborough Bondholder Network to foster useful networking events and business contacts for organisations taking part. Across all occupational areas, the Bondholder Network (serviced by Opportunity Peterborough) currently has 1400 businesses and all schools in the city in membership, and attracts an average 160 people to its events. Companies sign up to the local 'Skills Vision' to underline their commitment to training and the development of their workforces.

Agri-Tech, Food and Drink

In 2013, the government responded to bids for funding for the development of the agri-tech industry in Peterborough, Cambridgeshire and Norfolk by offering £3.2m to support agriculture, food and life sciences in the sub-regional area. The bid, led by Greater Cambridge Greater Peterborough Enterprise Partnership, was backed by significant local agri-tech, food and drink companies and also attracted support from Cambridgeshire County Council, New Anglia LEP, Opportunity Peterborough, Norfolk County Council, District Authorities and business consultants WLP, with additional input from universities and specialised research centres. The funding is being disbursed as grants, with around two-thirds of the money now being committed to 24 projects. The projects include work in other parts of the sub-region, but in Peterborough itself one of the most recent grants was for £50,000 to local company Masteroast, which is one of the top five coffee roasting and packing companies in the country. Masteroast intends to use the funding to buy and install two important pieces of equipment. Part of the impact of this investment is the creation of 10 new jobs in the company, in both technical and administrative roles.

Digital and Creative

In spring 2015, Peterborough became the UK's first Gigabit City, enabling businesses to access 1000 megabits (1 gigabit) of pure fibre bandwidth, the fastest broadband connection in the UK. This gives Peterborough one of the best digital communication infrastructures available. The private investment company CityFibre has installed 90km of pure fibre network around Peterborough, linking businesses and public sector sites, including schools and Peterborough City Hospital. In terms of UK comparability, Coventry, York, Aberdeen and Edinburgh will soon have Gigabit City status, but in world-wide comparability, the recent advance is deemed to put Peterborough on a par with cities like Stockholm and Seoul for digital connectivity.

Discussion at City College Peterborough focused in part on trends in demand for ICT programmes, and the College's own contact with the digital industry. Key elements which are informing that provider's curriculum planning include the following observations:

- employers are finding it very difficult to source staff who can use social media
- there are specific shortages in app development, web design and programming (coders)
- cyber security is another area where employers are reporting acute recruitment difficulties
- even where industry recruits – eg ITM Systems – find prospective employees with appropriate training in software/system skills, they are often not current: this suggests there may well be need for adoption of approaches being promoted via the ETF “Two Way Street” initiative whereby industry-based staff are released to work with the FE system, and FE sector staff are given opportunity to work in industry to upskill
- with something like 82% of local businesses being small or micro, they are often unable to release staff
- ICT sector employers are not seeing job-readiness amongst the school-leaver cohort: the College has worked with 250 lower-level and multiply-disadvantaged 16-18 year-olds this year, but only 10 have progressed to sustainable employment
- as a provider of ICT courses, the College is itself experiencing difficulty in recruiting Assessors, in part because of its inability to offer competitive salary

The benefits of gigabit connectivity are estimated as a 2% improvement in GDP and the opportunity to create thousands of jobs. The costs of using the network are borne by businesses, typically around £450 a month, who can now interact with customers on the

internet for around 15p per transaction. This appears to compare favourably with an estimated cost of £8.62 per person where customer service is delivered face to face in a local authority setting, for example.

In Peterborough, the City Council has recently (March 2015) connected its 107 public sites into a gigabit network that includes including administrative offices, data centres, schools and hospitals. Beyond this, some 1000 businesses in the locality have registered interest in using gigabit connectivity.

Environment

Peterborough is home to the UK's largest cluster of environmental businesses, almost 400, and with partners like IBM has developed the Peterborough Model, an internationally recognised system for visualising city-wide environmental performance." (LEP website 2015).

Peterborough is an environment city that attaches great pride to its sustainable credentials. It has developed an Environment Capital Action Plan that aims to provide a clear vision for how Peterborough will become UK Environment Capital and thematic headings under which this can be realised by 2050.

Many initiatives have been developed as a result of Peterborough's environmental status. These include 'Peterborough DNA', formed as a result of a successful bid to the former government Technology Strategy Board (now Innovate UK) under the Future Cities competition to demonstrate how cities could take a new approach to how they run. Glasgow won first place in the competition (£24m) and three other cities were awarded smaller prizes of £3m. Each bid had to focus on growth, innovation and sustainability aiming to develop and promote a 'smarter city'. Peterborough DNA was set up in 2012 to implement ideas and new systems to help transform Peterborough through economic and environmental sustainability. One strand of the Peterborough DNA strategy aims to ensure there is the right mix of skills to meet local business demand. The offer at University Centre Peterborough is seen as an essential part of this, with bursaries and graduate opportunities being available. In addition, there is emphasis on working to grow and retain local expertise to tackle sustainability challenges. Opportunity Peterborough is a sponsor of the DNA initiative.

Further initiatives include the new Future Business Centre which will focus on a particular environmental sector within the science, technology, engineering and mathematics (STEM) fields. The Centre is being set up to draw together experts, practitioners and businesses capable of bringing to market products and services, rooted in new technologies, that will have a positive impact on environmental sustainability in the city. The Centre will form the locus for knowledge exchange across partners, facilitated through the co-location of business, research and academic innovation. A key purpose of the Centre is to generate opportunities for young people aged 16 -19 to improve their skills and knowledge within the sustainable environment sector through co-located organisations offering apprenticeships, mentoring, work experience and master classes. The launch of the new centre was announced on 3 June 2015: see <http://investinpeterborough.co.uk/allia-announces-will-opening-new-future-business-centre-peterborough-encourage-businesses-environmental-social-mission/>

Peterborough has also seen digital infrastructure investment with CityFibre who has completed the construction of its 90km Gigabit City network in Peterborough, less than 11 months from starting construction. Known as the Peterborough CORE the network connects 107 public sector sites, including administrative offices, data centres, schools and hospitals, providing a future-proofed network for Peterborough Council and its IT services provider, Serco.

Another way in which Peterborough might work further to achieve its goal to become *the* cutting-edge city of environmental performance and bioform development might be to establish an Apprenticeship Trailblazer in developing the environment and environmental management. There are around 500 Apprenticeships in the sub-region and the Skills

Funding Agency consider that there is growth potential: they indicate they would in particular welcome some innovative thinking on what might best serve the local economy in terms of Apprenticeships from level 2 to higher education (HE). Such work would need to be progressed in close liaison with relevant local businesses, and be presented as an employer-led initiative.

Financial Services

Peterborough has a thriving financial services cluster made up of head offices and contact centres of insurance companies, multi-national banks and mortgage and insurance brokers. Together, these companies employ more than 27,000 people, which is 28% of the city's workforce. The sector has continued to grow in spite of the difficult economic climate (source: Opportunity Peterborough, 2015 financial sector sheet).

BGL is one of the largest insurance brokers in the UK and also one of the biggest employers in the region. It is familiar to people through the 'Compare the Meerkat' campaign. Its Peterborough offices employ around 2,400 employees. Their HR Director of Strategy would be willing to contribute thoughts and ideas to PSPSG on an occasional basis. At interview, BGL felt that there were 3 key strategic skills priorities that would improve post-16 provision in Peterborough/problem areas for recruitment:

- consumer digital – an emerging market for people who have a marketing/creative understanding and can forward-think what consumers will need; 'search engine optimisation'; and then have the technical skills to put this into practice – end up recruiting from London; do work with their Fusion Centre staff to try to build on raw talent identified; BGL tend to recruit and train from within. Lack of HE or similar courses that embrace this skill set
- data science – BGL had to recruit a Turk from the USA to fill their latest vacancy for a person who can mine data and analyse the results in ways that might benefit and expand the business. High salaries, very small pool of talent
- leadership capacity – this can be easier to deal with and can often be solved by bespoke training courses eg through Cranfield. Internal CPD programme also available.

Other substantial local finance and finance processing sector employers include Diligenta, Handelsbanken, Travelex, Norwich and Peterborough Building Society and Aldermore Bank.

3.2 Other observations

Much of the commentary we have recorded – prompted by standard interview questions – focused on how Peterborough might benefit from greater investment in higher level technical and professional qualifications, especially in the sectoral areas identified above. Various interviewees however pointed to the need to balance any attempt to attract “high-end business” with a continued focus on maintaining a breadth and diversity in the post-16 offer. One of our contacts spoke of “a big need at the lower end of the skills gap”. Another referenced the need for programmes which “address the whole package: qualifications, literacy and numeracy support, work experience, confidence building, job search skills, digital skills, and short courses needed for job entry such as forklift driving, or the CSCS card required to access most construction sites”.

Within this context, and more generally, various interviewees also spoke to us about volunteering being seen as an important adjunct to, or outcome of, learning. The Community Rangers Scheme co-ordinated by Cross Keys Homes is a case in point. Voluntary opportunities in befriending, mentoring, counselling and care roles with local organisations including the Alzheimer's Society, Age UK, the Salvation Army and the local prison and mental health hospital are sought by people of all ages, from as young as 14

years old. There is particularly high demand from these organisations for people with digital technology skills, especially those able to manipulate social media.

Enquiries have pointed us to the Do It website (www.do-it.org) which encourages people who wish to get involved in volunteering to register for local opportunities. In Peterborough, volunteer opportunities in befriending, mentoring, counselling and care roles with local organisations including the Alzheimer's Society, Age UK, the Salvation Army and the local prison and mental health hospital are sought by people of all ages, from as young as 14 years old. The Council for Voluntary Services (PCVS) receives between 50 and 100 enquiries a week from those registering on Do It: an adviser at PCVS typically deals with around 15 to 20 prospective volunteers each week, around 75% of whom are successfully placed and take up a volunteering opportunity. Of those who are unsuccessful in being placed, the reasons that prevent placement are most likely to include lack of reading skills; inadequate spoken English skills; and some mental health issues, such as anxiety and depression. For example, reference was made to a 40 year old Englishwoman sought voluntary work to help overcome anxiety and mix with people but she could not read. Various stakeholders highlighted specific groups as a priority target for more provision, but views on which groups were varied. Lone parents and carers on income support were identified as DWP priority groups, who also showed interest in supporting those out of work and aged 50+, including people in this age group with health conditions. Others referenced migrants living in poor conditions, while one commentator saw greatest need amongst "families who have never contributed economically". A provider representative interviewed also highlighted a need for "more people able to support low-skilled workers". We sense from these and other similar comments that there is no shortage of need to maintain and, where possible, expand an offer for those with no or low level qualifications, as suggested by the "second chance" concept discussed in the recent BIS *Dual Mandate* consultation paper. Rather, we consider a key task for the Strategy Group will be to **arrive at an agreed prioritisation of such programmes – rather than seek to sustain a "something for everyone" offer** – as public funding for such provision gets ever tighter. This is a task that could usefully be delegated to a working group comprising a subset of PSPSG members with a particular interest in this area.

There were conflicting views on the supply and demand for language skills, for example. English for speakers of other languages (ESOL) was considered to be in 'ample supply' by several interviewees, whilst City College's website states that '*Due to the popularity of our ESOL courses, we operate a waiting list and will contact you as soon as a place becomes available.*' Three representatives of the voluntary sector considered poor English language skills as one of the key reasons why local residents cannot find paid employment or voluntary work. Note that a lack of language skills was usually cited as one of multiple reasons for inhibiting successful employment. These barriers were common across the age range and for different genders, although there was a slightly higher likelihood of poor English language skills for migrants seeking voluntary work. For this group, being able to 'practice my English' was a predominant reason for undertaking volunteering. Examples of highly qualified people from other European countries were cited: a physics teacher from Lithuania, for example, who took English classes in the evenings and had part-time work in a packing factory also wanted to volunteer to work with English people to learn to speak English colloquially - he found voluntary work in a charity shop.

Here again, we detect no shortage of agencies active in Peterborough – including the Prince's Trust and YMCA – keen to expand skills and experience through volunteering. The Duke of Edinburgh Award Scheme was also mentioned in this context. Of particular note is a set of "Get into..." programmes offered by the Prince's Trust which include CV writing skills, basic English and maths, job-search skills, teamwork and motivation. These programmes – delivered to a national model – focus on occupational sectors (Get into retail, Get into construction, Get into health work etc) and, in cases, on a particular business (eg Get into Marks & Spencer). Given some of the new developments planned in Peterborough, **there may be scope here for greater co-ordination of volunteering under the aegis of**

the Strategy Group. One interview stressed that, if low-level programmes are to be more limited in future because of funding constraint – the ‘day opportunities’ at City College were specifically cited – the city is likely to see an increase in the number of people seeking volunteering opportunities.

Both stakeholders and providers made specific reference to the growing importance of the care and health sectors within Peterborough, both as areas of economic growth and as necessary support services for aspects of the resident population. Service providers reported difficulties in recruiting enough care workers, and expressed concerns about the quality of candidates for job opportunities: care homes were perceived as suffering from a poor public image, and the sector portrayed as one with relatively poor pay and terms and conditions of employment. We were told that a key criterion for appointment was “a caring attitude”, but childcare training providers also drew attention to the requirement of new Apprenticeship Trailblazer standards (the achievement of A*-C English and maths GCSEs) acting as a barrier to employment entry. Given that part of the Government’s wider policy is to expand free-of-charge childcare for working parents, it was suggested that concentrated action may need to be taken to meet future job opportunities.

Peterborough Hospital has in the past four or five months appointed a Widening Participation Officer, a post supported by funding from Health Education England which is mirrored by similar appointments in hospitals across the Peterborough/Cambridgeshire area. This role is primarily tasked with linking with the schools and colleges in Peterborough, going in to give careers advice and brokering work experience: the current postholder has spent much of the last fortnight out of the office doing just that, visiting a school a day. She works closely with the Skills Service, and highly values her links with their local staff. A specific target is to recruit young Apprentices to work in the Hospital.

That there are some 350 job roles within the Hospital: “it’s not just about nurses and doctors”, but a host of other work opportunities including medically-related jobs (eg medical photographers) and those which are needed in any large organisation (admin, IT, customer/client reception, porters and cleaners, catering staff etc). One of the main roles of the Widening Participation Officer is to make school- and college-leavers aware of this range of opportunities, and to regard the Hospital as a potential future place of work.

The Recruitment Manager in the HR section of the Hospital indicates that the primary skills shortage, and the area for a current proactive recruitment drive, is in fact nursing: “a national shortage”. We were told that it is not only difficult to recruit suitably qualified and experienced nursing staff; the Hospital has also seen a tailing off in the number of people coming through nurse training. This situation of skills shortage for nursing staff is seen as being not only current but “likely to be with us for years to come, certainly into the medium-term”.

We were also alerted to current difficulties in recruiting both health and care staff in social housing settings, and difficulties in recruitment to nurse training programmes. Although not at present as high a priority to the future Peterborough economy as the five sectors outlined above, we suggest a need for the Strategy Group to **keep an eye on health and care sector activity and maybe review its relative prioritisation in twelve months’ time**. This is underlined by Peterborough having been identified as one of eleven Challenged Health Economies nationally: the City Council are seeking to address this through service integration (“a shared front door”), which may give rise to increased demand for a multi-skilled workforce focused on both health and well-being.

4 WIDER OBSERVATIONS FROM RESEARCH

4.1 Vision for Peterborough

The economic pictures of Peterborough presented, and our research-based assessment of medium-term sectoral employment opportunities, complement the 'vision' for Peterborough as set out by the Peterborough Skills Partnership Strategy Group. The group's 'one vision for Peterborough' (August 2014) is to achieve:

A bigger and better Peterborough that grows the right way and through truly sustainable development and growth:

- *improves the quality of life for all its people and communities and ensures that all communities benefit from growth and the opportunities it brings*
- *creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns; a healthy, safe and exciting place to live, work and visit; famous as the environment capital of the UK.*

One Vision for Peterborough prioritises four areas in order to achieve the vision:

1. Creating opportunities – tackling inequalities
2. Creating strong and supportive communities
3. Creating the UK's environment capital
4. Delivering substantial and truly sustainable growth.

We see no need, at this stage, for the Strategy Group to revisit this vision statement.

5 PRIORITIES AND RECOMMENDATIONS

5.1 National policy context

In summary:

- public funding for provision for 18 year-olds has already been cut by 17.5%
- EFA has announced that in-year savings will not impact on already announced funding rates for 2015/16, but there is no commitment to protection of the 16-18 budget going forward
- there is clear and strong Government commitment to expanding Apprenticeship provision, and to enhancing employer control of both content (eg Trailblazer standards, specification of final assessment) and funding.
- English and maths provision is also currently prioritised: because of policy changes introduced in 2014, post-16 providers are already experiencing a high volume increase in the number of students required to continue study in these areas, and this is expected to accelerate when further policy changes come into force in September 2015

Level 3+ provision for those aged 24+ is subject to a loans, with no direct public subsidy to providers.

The Conservative manifesto gave a clear set of commitments to devolution of responsibilities and spending powers, as evidenced by the recent “Devo Manc” agreement which gives the Greater Manchester Combined Authority “the power to reshape and re-structure the Further Education provision within Greater Manchester”. This localist approach raises the possibility of flexing what available resources for further education and skills are spent on, and looks set to roll out at some pace. Primary focus, however, is on the “core cities”, where there are combined authorities, and where local residents agree to mayoral elections (a condition of the Manchester agreement). We do not consider it likely that Peterborough will benefit from any devolution in the short- to medium-term.

In terms of quality, OFSTED will be introducing a new Common Inspection Framework from September 2015: a final version and sector-specific inspection handbooks were issued in June. The new CIF will focus on four headline judgements, and will be applied to all providers, including sixth forms in schools and academies. It contains enhanced emphasis

on safeguarding, including adherence to the new Prevent duty. Even before introduction of what might reasonably be expected to be a more rigorous inspection regime, and more robust graded judgments, the current year has seen FE sector inspection grades drop nationally:

INSPECTION OUTCOMES (all England) – overall effectiveness grade				
	FE Colleges (Sept 2014 to 1 May 2015)		Community Learning and Skills (Sept 2014 to 17 June 2015)	
	<i>number</i>	<i>percentage</i>	<i>number</i>	<i>percentage</i>
Grade 1	1	2%	2	4%
Grade 2	17	35%	28	53%
Grade 3	23	48%	16	30%
Grade 4	7	15%	7	13%
Total inspected	48		53	

For Peterborough providers (City College Peterborough, and Peterborough Regional College), perhaps the most significant feature of the new inspection regime is the introduction of “short inspection” every three years for those with a Grade 2 (“good”) to ensure no drop in standards.

Discussion within and between PSPSG members has also highlighted pressures resulting from qualification reform. In the post-19 skills world the SFA is already well underway with a rationalisation of what qualifications should in future attract public funding. For those working with the 16-18 age-group, current revisions to the specification for A levels, and impending grading changes to GCSEs, would appear to be placing substantial short-term demands on provider capacity; such changes – all designed to add “rigour” to public qualifications – also seem likely to add to the difficulty of students achieving a level of attainment that qualifies them for job-entry and/or progression in their learning. This will in turn place additional pressure on the system.

Finally, in this brief review of the national policy context for post-16 skills, it is perhaps worth drawing attention to continuing BIS work (now being mirrored by DfE) to move towards a “wider basket of outcome-based success measures”, including matched data from HMRC to assess the impact of participation on earnings, together with progression into sustainable employment, and continuation with learning, in addition to qualification success rates. These wider measures are already being picked up by OFSTED, and suggest that providers will need to pay ever closer attention to the impact of participation in learning: not just a question of what is offered, and who comes, but what happens as a result.

5.2 Consultant’s assessment

This research has found strong commitment to working together, in an inclusive way, on the skills agenda in Peterborough. All agencies, providers, stakeholders and individuals interviewed speak positively of the work to date of the Peterborough Skills Partnership Strategy Group.

This should provide confidence that there is whole-hearted support for development of a single city-wide strategy, posited at a level which takes account of and underpins the planning of local agencies, providers and consortia/working groups. We however advise there may be a need to develop underpinning protocols for ways of working together, written and agreed, that can be enforced.

Various voices are as yet under-represented on the Strategy Group: we suggest consideration be given to extending membership to enable schools, independent training providers, HE and business interests to more readily involve themselves in Group activity.

The Group should feel comfortable in adopting a clear leadership role, but should guide and co-ordinate – rather than manage – the work already being undertaken by various partnership groupings within the city. It will also be important to recognise and respect the autonomy of individual organisations involved.

We detect strong interest in the 16-19 agenda, with many interviewees seeing (probably rightly) business/school links as a critical ingredient in raising expectations and fuelling continuing economic growth in the city. We caution, however, that there is a risk of underplaying adult skills; and in this context, we note we experienced considerable difficulty in accessing information about training in work, including that paid for (and delivered) in-company.

Greater synchronisation of available data and information is needed, and means should be found of sharing this so that common understandings of skills demand and supply can be developed, and thus facilitate agreement on priorities across the city. There is a particular concern about the lack of robust *forecasting* information: much planning is currently based on anecdote, and/or is guided by available funding, which is often short-term in nature. Analysis of occupational sectors, their composition and growth, locally and regionally (much of this work is already being done by the LEP) needs to be shared widely in the City through a common data hub, and updated regularly. This work should create an overview of occupations within sectors; anticipated growth locally and regionally; assess local wages/salary levels and opportunities for economic security and self-sufficiency; and look at workforce retention. Such analyses, informed by regular consultation with employers on their current and future workforce needs, is needed in order to plan training and upskilling to close existing or potential skills gaps.

We additionally envisage generation of an annual map of the local education and training landscape, from schools to colleges, adult learning and HE, and believe it desirable for partner organisations on the group to provide a summary overview of provision in their sector. Such work would be facilitated by access to the SFA Data Cube, and any corresponding database on school-based provision: failure to secure such data has meant that this research has been unable to undertake anything like full analysis of what is currently offered, and has therefore compromised our ability to identify gaps in provision in Peterborough.

There is clear support that learning for all ages should be linked with practical application via work experience and volunteering. Such arrangements require greater co-ordination than exists at present, and should be monitored and reported to the Group in terms of their outcome/impact rather than simply on throughput.

Given the national funding context, the Group should avoid over-reliance on public funds to drive forward its work. There is a need to consider how to pay for needed provision in the context of austerity, and close consideration should be given to sourcing alternative funding, including sponsorship and commercialisation. Aspirations should be tempered by a realistic assessment of what resources are available.

Group planning should be couched in terms of outcomes, with targets set and timescales applied in a rigorous manner. We envisage a standard agenda item on each PPSG meeting where progress against planned objectives and targets is reported.

ANNEX A

Interviewees

Caroline Adams, DWP

Christina Alexander, Community Investment Manager, Cross Keys Homes

Steve Bowyer, Acting CEO, Opportunity Peterborough

Janet Bristow, City College Peterborough

Pat Carrington, PSPSG Chair

Andrew Cawthorpe, Prince's Trust

Adrian Chapman, Assistant Director for Communities and Targeted Services, Peterborough City Council

Gaynor Cooper, CPL Trust

Mark Cooper, Greater Cambridge Greater Peterborough Enterprise Partnership (the LEP)

Iain Crichton, Chamber of Commerce and Industry

Gillian Daughy, RPC Plastics

Nicky Davis, Widening Participation Officer, Peterborough Hospital

Michael Gardner, Skills Funding Agency

Lynsi Hayward-Smith, Head of Adult Learning & Skills, Cambridgeshire County Council

Claire Higgins, CEO, Cross Keys Homes

Cllr John Holdich, Peterborough City Council - Deputy Leader & Cabinet Member for Education, Skills, and University [now Leader of the Council]

Steve Howard, Secondary Heads Association

Karen Kelly, Skills Funding Agency

Liz Knight, University College Peterborough

Alan McMurdo, University Technical College

Tanya Meadows, City College Peterborough

Jo Moxon, BGL Group

Wendi Ogle-Welbourn, Peterborough City Council

Helen Price, Secondary Heads Association

Karen Prince, Axiom Housing

Alan Sadler, Business Manager, NHS

Ed Saunders, BGL Group

Allison Sunley, Peterborough City Council

Kevin Taylor CMI, freelance

Liz Telford, Peterborough Council for Voluntary Services

Bryan Tyler, Project Manager, Inspire Peterborough Disability Forum

Nikki Witham, Peterborough Regional College

ANNEX B

Other publicly funded 16+ providers in Peterborough

Sense College

Sense College is an independent specialist college (ISC) and is part of the national 'Sense' parent organisation, a registered charity and company limited by guarantee, for deafblind people. The college operates from eight resource centre sites across the east Midlands and the east of England. Five of these centres currently have learners funded by the Education Funding Agency (EFA), these are Dereham, Spalding, Kettering, Luton and Peterborough. All the learners are deafblind, hearing impaired or visually impaired. A high and increasing proportion of learners have profound learning difficulties and/or disabilities affecting their communication, emotional and behavioural development. Most learners also have physical disabilities and require mobility support. Two thirds of learners are male and a small number of learners are of minority ethnic heritage.

Last inspected June 2014 – Grade 2

18 learners, all at level 1 or below

Chapman Bennett Associates Ltd (trading as easytraining)

CBA, whose training provision is called easytraining, was set up in 2009, and was given its own contract to deliver apprenticeships in business in 2013. The company offers apprenticeships throughout the east and south east of England, including London. A few more learners are enrolled on intermediate apprenticeships than advanced. All apprentices are employed, and most are over 18 years old. The apprenticeships CBA offer reflect the employment needs for intermediate and advanced level customer service, administration and management in areas they serve.

Last inspected May 2015 – Grade 2

965 learners, all Apprenticeships

Thomas Cook Group UK Limited

Thomas Cook Group UK Limited (Thomas Cook) is one of the world's largest leisure travel groups, employing around 22,000 employees. Thomas Cook offers the travel services apprenticeship to learners who work in one of its 840 Thomas Cook or Co-operative stores. Since the last inspection, Thomas Cook has brought the assessment, off-the-job training, progress reviews, internal quality assurance and certification in-house and no longer subcontracts this. The programme is managed by the contracts and funding manager. The contracts and funding manager is supported by the assessor manager, who is responsible for a team of 11 assessors.

Last inspected March 2015 – Grade 1

336 learners, all Apprenticeships

National Farriery Training Agency

The NFTA is based in Peterborough where it has an operations manager and some 30 support staff, including three college administrators. The NFTA is a division of the FRC. The FRC receives funding from the Skills Funding Agency for apprentices training throughout England, Wales, Scotland and Northern Ireland. The NFTA manages the provision of the advanced apprenticeship in farriery and is the sole provider of this qualification. By law, all practising farriers must be registered with the FRC and the apprenticeship qualification is a requirement of this registration. All apprentices are employed by ATFs who provide the on-the-job training. No assessment takes place in the workplace. Off-the-job training and assessment is carried out by three specialist colleges during block release periods of between two and four weeks, every six months throughout the apprenticeship. A field officer visits the apprentice in the workplace between college blocks.

Last inspected February 2013 – Grade 4

537 learners, all Apprenticeships

Monitoring visit (October 2013) – “At the time of the visit the NFTA was in the process of handing the provision over to three land-based colleges; Herefordshire and Ludlow College, Myerscough College and Warwickshire College, who currently act as sub-contractors for the off-the-job training. The handover is due to be formally completed on 1 November 2013.”

Vogal Industrial Training

Vogal Training (Vogal) is part of the Vogal Group Limited, a privately owned electrical and mechanical engineering installation and maintenance company. Vogal Group was established 25 years ago and Vogal was started in 1997. The training centre is in a small village on the outskirts of Peterborough. Vogal provides training in electrical and mechanical engineering. The organisation has a contract to provide advanced apprenticeships in engineering. They also provide engineering training for programme led apprentices as part of a sub-contract with West Anglia Training Association, and for Train to Gain learners as part of a sub-contract with Boston college. Additionally Vogal provide commercial training and training for excluded schoolchildren through a local partnership. This work accounts for about 25% of their provision. Neither of these programmes were inspected.

Last inspected January 2010 – Grade 2

95 learners: includes 46 on Train to Gain and 25 on Apprenticeships

All other Peterborough-based providers listed on the OFSTED FE & Skills inspection database were last inspected before 2010, and are assumed to have ceased publicly-funded provision.

ANNEX C

Supply and Demand of Labour in Peterborough 2014

The data below, used in Kevin Taylor's 2014 analysis, was been taken directly from the NOMIS data and compares Peterborough with the Eastern region and Great Britain. See <http://www.nomisweb.co.uk/reports/lmp/la/1946157202/report.aspx>

Employment and unemployment (July 2013 to June 2014)

	Peterboro' (numbers)	Peterboro' (%)	East (%)	Great Britain (%)
All people				
Economically active	91,300	79.6	80.3	77.5
In employment	85,100	74.1	75.8	72.1
Employees	76,900	67.3	64.2	61.6
Self employed	7,700	6.5	11.3	9.9
Unemployed	6,800	7.4	5.4	6.8

Employment by occupation (July 2013 to June 2014)

	Peterboro' (number)	Peterboro' (%)	East (%)	Great Britain (%)
Soc 2010 major group 1-3	31,900	37.6	45.2	44.5
1 Managers, directors and senior officials	6,400	7.5	10.6	10.2
2 Professional occupations	13,700	16.2	19.3	19.9
3 Associate professional & technical	11,700	13.8	15.2	14.2
Soc 2010 major group 4-5	17,100	20.2	22.3	21.4
4 Administrative & secretarial	9,500	11.2	11.5	10.6
5 Skilled trades occupations	7,600	9.0	10.7	10.6
Soc 2010 major group 6-7	15,900	18.7	16.0	17.0
6 Caring, leisure and other service occupations	8,200	9.6	9.1	9.1
7 Sales and customer service occupations	7,700	9.1	6.8	7.8
Soc 2010 major group 8-9	19,900	23.4	16.5	17.1
8 Process plant & machine operatives	5,800	6.8	6.5	6.3
9 Elementary occupations	14,100	16.6	10.0	10.7

Job density (2012)

	Peterboro' (jobs)	Peterboro' (density)	East (density)	Great Britain (density)
Jobs density	107,000	0.89	0.77	0.78

Source: ONS jobs density

The density figures represent the ratio of total jobs to population aged 16-64.

Total jobs includes employees, self-employed, government-supported trainees and HM Forces.

Qualifications (Jan 2013 to Dec 2013)

	Peterboro' (numbers)	Peterboro' (%)	East (%)	Great Britain (%)
Individual levels				
NVQ4 and above	32,900	29.0	33.2	35.2

NVQ3 and above	55,500	48.9	53.6	55.8
NVQ2 and above	76,200	67.1	72.7	72.5
NVQ1 and above	89,900	79.2	85.8	84.4
Other qualifications	10,000	8.8	5.8	6.3
No qualifications	13,700	12.0	8.4	9.3

Employee jobs (2013)

	Peterboro' (employee jobs)	Peterboro' (%)	East (%)	Great Britain (%)
Total employee jobs	98,000	-	-	-
Full-time	69,200	70.6	65.3	67.7
Part-time	28,800	29.4	34.7	32.3
Employee jobs by industry				
Primary Services (A-B: agriculture and mining)	100	0.1	0.3	0.3
Energy and Water (D-E)	800	0.8	0.9	1.1
Manufacturing (C)	9,500	9.7	8.8	8.5
Construction (F)	2,300	2.4	4.8	4.4
Services (G-S)	85,300	87.0	85.2	85.7
Wholesale and retail, inc motor trades (G)	18,400	18.8	17.7	15.9
Transport storage (H)	4,100	4.2	4.7	4.5
Accommodation and food services(I)	5,500	5.6	6.3	7.0
Information and communication (J)	4,300	4.4	3.5	4.0
Financial and other business services(K-N)	27,300	27.9	22.2	21.8
Public admin, education and health (O-Q)	22,200	22.7	26.6	28.0
Other Services (R-S)	3,500	3.5	4.2	4.6

Source: ONS business register and employment survey

% is a proportion of total employee jobs.

Employee jobs excludes self-employed, government-supported trainees and HM Forces.

Data excludes farm-based agriculture.

ANNEX D

Reference materials

Peterborough demographics:

<https://www.peterborough.gov.uk/council/about-peterborough/population/>

Peterborough City Council Environment Capital Action Plan 2014:

<https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/council/campaigns/EnvironmentCapital-ActionPlan.pdf>

Peterborough Economic Assessment 2011:

<http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Peterborough-Local-Economic-Assessment-April-2011.pdf>

NOMIS labour market profile published data, Dec 2014: <https://Nomisweb.co.uk/reports/Imp>

Note: NOMIS data published May 2015 was made available to us late in the research: we have not had opportunity to update figures in the current report with this latest information

A Century of Cities, Swinney & Thomas, Centre for Cities (March 2015)

Business Skills Needs: a report by Cambridge Policy Consultants (June 2014)

City & County of San Francisco 2015 Citywide Workforce Strategic Development Plan,

Office of Economic and Workforce Development: Workforce Strategic Plan 2013-2017

<http://www.oewd.org/modules/showdocument.aspx?documentid=83>

Peterborough DNA: http://www.brainwaveinnovations.co.uk/upload/cmspage/peterborough-dna/10-09-14_11-58-35_peterborough_dna_online.pdf and

<http://www.peterboroughdna.com/skills-for-our-future/>

Peterborough Gigabit City (March 2015): <http://investinpeterborough.co.uk/peterborough-transformed-gigabit-city-core-build-complete/> and <http://www.cityfibre.com/gigabit-cities/>

Peterborough LEP and European Funding: <http://www.reedinpartnership.co.uk/latest-news/cross-keys-homes-video?isarchivenews=true> and

<http://www.gcgp.co.uk/?s=masteroast>

<http://www.gcgp.co.uk/?s=masteroast>

Opportunity Peterborough background sheets:

- Advanced Engineering and Manufacturing: http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Engineering-Sheet_Online.pdf
- Agri-Tech, Food and Drink: http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Agri-Tech-Sheet_Online.pdf
- Digital and Creative: http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Digital-Sheet_Online.pdf
- Energy and Environment: http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/03/Opportunity-Peterborough-Energy-Sheet_Online.pdf
- Financial sector : http://www.opportunitypeterborough.co.uk/wp-content/uploads/2015/05/Opportunity-Peterborough-Financial-Sheet_Online.pdf

OFSTED letter to Peterborough City Council (dated 1 September 2014) following a (pilot) review of the effectiveness of education and training provision for 16- to 19-year-olds in the city conducted May 2014: see

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/379230/Review_20_28pilot_29_20of_20the_20effectiveness_20of_20education_20and_20training_20provision_20for_2016-20to_2019-year-olds_20in_20Peterborough_20-20May_202014.pdf

UKCES Working Futures programme: databooks on the East of England workforce, published February 2015: <https://www.gov.uk/government/statistics/labour-market-projections-for-the-east-of-england>

Survey of councils on supporting 16-18 year old participation, LGA (June 2015): see <http://www.lgcplus.com/Journals/2015/06/04/n/s/e/Survey-of-councils-on-supporting16-18-year-old-participation---LGA-June-2015.pdf>

Heading for the precipice: can further and higher education funding policies be sustained? by Professor Alison Wolf, published by Kings College London (June 2015) as part of its Issues and Ideas series of occasional papers: see <http://www.kcl.ac.uk/sspp/policy-institute/publications/Issuesandideas-alison-wolf-digital.pdf>

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CABINET	AGENDA ITEM No. 7
21 MARCH 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor David Seaton, Cabinet Member for Resources	
Contact Officer(s):	Simon Machen, Corporate Director Growth and Regeneration	Tel.453475

LEASING COUNCIL OWNED PROPERTY TO START-UP AND FLEDGLING BUSINESSES

RECOMMENDATIONS	
FROM : Duncan Blackie – Interim Assistant Director Property Services	Deadline date : N/a
<p>1. That Cabinet agrees a scheme to let Council owned retail and industrial units to fledgling and start-up businesses for short periods on 'easy in easy out' rent free terms at the following locations:</p> <ul style="list-style-type: none"> a) Herlington Centre, Orton Malborne b) Pyramid Centre, Bretton c) Alfric Square, Woodston d) Saville Road, Westwood <p>2. That the Corporate Director Growth and Regeneration, in consultation with the Corporate Director Resources be given delegated authority to extend the scheme.</p>	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following approval of the Phase 2 Budget Proposals by Council on 9 March 2016 which included a proposal to use empty Council owned commercial properties to support new businesses.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to seek approval from Cabinet to implement a scheme to support new and fledgling companies to lease Council owned property for an initial rent free period, subject to the company paying normal business costs such as rates and utility charges.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No 3.2.3 To take a leading role in promoting the economic, environmental and social well-being of the area.

3. TIMESCALE .

Is this a Major Policy Item/Statutory Plan?	NO
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4. PROPOSED LETTING OF COUNCIL RETAIL AND INDUSTRIAL UNITS TO START UP AND FLEDGLING BUSINESSES

- 4.1 The Council has units within its ownership to let in retail and industrial locations across the city as part of its commercial investment portfolio.
- 4.2 This proposal would see premises let on a short term basis rent free to start-up and fledgling businesses in an effort to both support the growth of those businesses and bring units into use that can prove difficult to let. By doing so this would improve the vibrancy of the Council's assets and encourage other potential occupiers to consider taking space. We have worked closely with Opportunity Peterborough to bring forward this initiative, and they would provide wider support to the businesses concerned.
- 4.3 The four locations best suited to this are: Alfric Square, Saville Road, Herlington Centre and Pyramid Centre. These centres have historically proved problematic to let.
- 4.4 The table below shows the vacancies for each location for the years 2012-2015.

Location	Number of vacant units			
	2012	2013	2014	2015
Alfric Square (32 units)	3	4	9	11
Saville Road (19 units)	2	4	3	2
Herlington Centre (17 units)	4	5	3	4
Pyramid Centre (6 units)	2	1	1	1

- 4.5 The Council's Phase 2 Budget Proposals approved by Council on 9th March 2016 show the proposal as cost neutral as many of the units concerned are currently vacant and there is an allowance for this in the annual income forecast. The terms of letting will allow flexibility for both the Council as landlord and for tenants. For example, if the assets were approaching full occupation and demand was demonstrated then the Council retains the flexibility to review the tenant line up with the overall aim of maximising income for the Council in the long term.
- 4.6 Serco will work with legal services to prepare a lease which allows both landlord and tenant 'easy in easy out' terms thus allowing flexibility for both parties. The intention is to enable the tenant or the Council the ability to terminate the lease subject to an agreed notice period, but giving businesses the certainty of a minimum lease period. The tenant will be responsible for business rates, utility costs and any service charges.
- 4.7 If the Council identifies a full commercial letting and the short term tenancy is unable to match it, then notice could be served and the unit let to a full paying tenant. However, other options would be discussed with the existing tenant for alternative accommodation if available, and Opportunity Peterborough would help to identify an alternative solution.

5. CONCLUSION

- 5.1 Implementing the proposal will assist the Council in easing its financial liabilities on vacant units whilst at the same time supporting new and fledgling businesses in the city. The Council will work with Opportunity Peterborough to identify and support prospective tenants. The proposal supports the work of Opportunity Peterborough and Allia through the Eco Innovation Centre and the recently opened Future Business Centre around skills development, innovation, business start-up and business incubation.

6. CONSULTATION

6.1 The proposal was included as part of the Phase 2 Budget Proposals consultation process.

7. ANTICIPATED OUTCOMES

7.1 It is anticipated that adopting this policy will:

- a) Reduce the Council's liability for void rates on long term empty property;
- b) Assist new and fledgling companies to establish and grow;
- c) Improve the attractiveness of the Council's property asset by having more let units, thereby encouraging further commercial lettings and helping to retain existing tenants.

8. REASONS FOR RECOMMENDATIONS

8.1 These proposals will assist with letting of Council owned vacant commercial units and supporting new and fledgling businesses in their early stages.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Do nothing

9.1.1 The Council would remain financially liable for void rates and other property costs associated with void premises. The proposal recommended offers an opportunity to better manage the Council's ongoing liabilities on vacant premises.

10. IMPLICATIONS

10.1 Property Implications

10.1.1 The Council will continue to let commercial units, however by implementing the policy will have greater flexibility to agree terms with start-up and fledgling businesses.

10.2 Legal Implications

10.2.1 It will be necessary to prepare a new standard 'easy in easy out' terms lease.

10.3 Financial Implications

10.3.1 The Council's Phase 2 Budget Proposals approved by Council on 9 March 2016 shows the proposal as cost neutral as many of the units concerned are currently vacant.

11. BACKGROUND DOCUMENTS

The Council's Budget 2016/17 approved by Council on 9 March 2016.

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CABINET	AGENDA ITEM No. 8
21 MARCH 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor David Seaton, Cabinet Member for Resources	
Contact Officer(s):	Simon Machen, Corporate Director of Growth and Regeneration	Tel. 01733 453475

FUTURE DELIVERY OF PROPERTY SERVICES

RECOMMENDATIONS	
FROM : Corporate Director of Growth and Regeneration	Deadline date : 9 March 2016
<p>Cabinet is requested to:</p> <ol style="list-style-type: none"> 1. Approve the proposal to formally establish a joint venture company with NPS Property Consultants Ltd; 2. Delegate authority to the Corporate Director of Growth & Regeneration and Corporate Director Resources to conclude negotiations and set up a performance framework for managing the joint venture; 3. Delegate authority to the Corporate Director of Growth and Regeneration and Director of Governance the ability to finalise any individual matters within their remit; and 4. Cabinet is requested to recommend to Council amendments to the Constitution 'Appointments to external organisations' to include the joint venture company within the key partnerships category to enable to the Leader to make appointment to the governing body. 	

1. ORIGIN OF REPORT

- 1.1 The Phase One Budget Proposals approved by Council on 17 December 2015 included a proposal to transfer property services into a joint venture with NPS Property Consultants Ltd (NPS), including estate management, asset acquisition, disposals and rent collection.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of the report is to seek Cabinet's approval to formally establish a joint venture property services company with NPS Property Consultants Ltd (NPS), following approval of the Phase One Budget Proposals by Council on 17 December 2015.
- 2.2 This report is for Cabinet to consider under its Terms of Reference Part 3, Section 3.2 paragraph 3.2.6 To lead the delivery of Business Transformation within the Council.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. THE PROPOSED JOINT VENTURE

- 4.1 In 2013 East of England LGA undertook a health check of asset management practice in Peterborough and subsequently in January 2015 issued a follow up report. In summary the report stated that although asset management services were functioning within the Council, there were problems with the service being fragmented leaving the authority operating sub-optimally in terms of its property and asset management service.
- 4.2 Taking the East of England LGA report and building upon its proposals, a review of property services was undertaken and responsibility for asset management services has been transferred to the Corporate Director of Growth & Regeneration. This includes client responsibility for property services provided by Serco and Amey.
- 4.3 The Council now plans to start a joint venture with NPS Property Consultants Ltd (NPS) which is part of the Norse Group. This is a substantial property services company owned by Norfolk County Council that has been operating for over 10 years in both the public and private sectors. The NPS joint venture model with local authorities is tried and tested across the market with 23 joint venture companies under the group at present. The benefits of a joint venture include the ability to better access robust and quality property specialisms at short notice, as well as generating additional income by the joint venture trading its services to other organisations within the limit of the procurement regulations. Any trading profits would be split 50:50. Services proposed to be transferred into the joint venture include estate management, asset acquisition, design, disposals and rent collection. We expect that this proposal will make savings of up to £100,000 in 2016/17 and 2017/18, rising to £150,000 in subsequent years.
- 4.4 NPS Property Consultants Ltd is one of three companies in the Norse Group, which is fully owned by Norfolk County Council. NPS provides a full range of property services and operates 23 public sector joint ventures across the country, including Norwich, Humber, Leeds, Wigan, Devon, Herefordshire and Waltham Forest.
- 4.5 The joint venture will initially undertake those services currently provided by Serco under the Strategic Property contract [estates management, commissioning, facilities management and energy billing] together with internal technical expertise and agency staff supporting property services & strategic projects. The agreement/service arrangement is that the joint venture will manage all of the Council's property services with the exception of education project/advice and will either:-
- a. Undertake services directly, or
 - b. Commission and manage services and works undertaken by third parties
- 4.6 The proposal recognises that the joint venture will need to address the service deficiencies and the recommendations identified in the EELGA report. The management arrangements will therefore include a full service review and improvement plan for implementation, in advance of 'going live', anticipated to be by 1 July 2016.

5. CONSULTATION

- 5.1 These proposals have been developed from the approved Phase One Budget for 2016/17, which included the future delivery of Property Services.
- 5.2 As referred to above, NPS Property Consultants Ltd already have similar arrangements in place with a number of local authorities across the country. Officers

have consulted with public sector colleagues in relation to the services provided by NPS Property Consultants Ltd elsewhere.

6. ANTICIPATED OUTCOMES

- 6.1 Should Cabinet agree to the recommendations, it is anticipated that the joint venture company will be operational by no later than 1 July 2016. This will necessitate changes to the contract with Serco under additional services, Strategic Property, and will require agreement in relation to the transfer of staff [including pension arrangements] and resources from Serco to the new entity, the provision of Council office space, together with ICT and support services by Norse Group.

7. REASONS FOR RECOMMENDATIONS

- 7.1 This report seeks to implement the approved Phase One Budget proposals to enter into a joint venture with NPS Property Consultants Ltd, including access to robust and quality property specialisms at short notice and the ability to generate income, thereby contributing toward closing the budget gap.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The following options were considered:-
1. Do nothing – this option was ruled out for the reasons set out in the EELGA report, relating to the sub-optimal way that property services are currently provided.
 2. Bring the service in house to address the issues set out in the EELGA report. This has a number of disadvantages related to cost and the management resource required to establish the significant team required to specify, procure and manage appointments of a wide range of property service providers. It would also run counter to the commissioning council model and would not provide significant income generation opportunities.

9. IMPLICATIONS

9.1 HR & staffing implications.

- 9.1.1 A number of staff within the Corporate Property Team and Serco's Estates Management Team may be affected by these proposals and this will be dealt with in accordance with the Council's (and Serco's) normal employment policies and procedures, in consultation with those staff and the trade unions.

9.2 Financial implications

- 9.2.1 Further to the initial financial information included in the Cabinet and Council reports, further work has been undertaken to refine the high level business case. The main income streams for the JV include:

- Direct funding from the Council
- Charges to Peterborough City Council projects e.g. capital projects, on a fee basis for works undertaken
- Income for works undertaken for customers other than Peterborough City Council.

The costs include the staff employed, running costs and any other services or support brought in.

- 9.2.2 At this stage the indicative level of surplus for the Council is approaching the level outlined above, but further work will be needed in the next three months to ensure the

full target is achieved. The increase in later years is predicated on further income being generated from the JV.

- 9.2.3 It should also be noted that whilst the expectation is for the JV to make a surplus, and the high level business case indicates that it will, it is possible for the JV to make a loss. If this were to happen, then the Council would take a share of this. However as the Council plays a key role in the management of the JV, action would be taken well in advance of such an event.

9.3 Legal implications

- 9.3.1 This section contains the legal implications in the following 4 main areas:

- power of Cabinet to approve the proposal
- procurement and other statutory considerations
- heads of Terms
- property implications

9.4 Power

- 9.4.1 The Council has a statutory power, normally known as a General Power of Competence (GPC) under Section 1 Localism Act 2011 to enter into the proposed joint venture (JV) arrangement. In simple terms, the GPC gives local authorities a broad power to do anything that an individual can do, provided it is not prohibited by legislation.

- 9.4.2 The Council may use the GPC to decide to create a JV company with Norse Property Consultants Limited (NPS), and seek to rely on an exemption under Regulation 12 of the Public Contract Regulations 2015 (PCR). The exemption is more commonly known as the 'Teckal exemption', which is now codified under Regulation 12 of the PCR.

9.5 Procurement

- 9.5.1 Under Regulation 12, the PCR will not apply to an arrangement between two or more contracting authorities to form a separate legal entity such as a JV company, provided the conditions of the 'Teckal exemption' are met.

- 9.5.2 Briefly, the 3 key conditions of the 'Teckal exemption' are:

- the majority (more than 80%) of the JV's company essential work goes back to the contracting authorities;
- the contracting authorities control the JV company similar to that which they exercise over their own departments; and
- there is no private ownership of the JV company. Any private ownership will negate the Teckal exemption.

- 9.5.3 The proposal is for the JV company to provide property services back to the Council which will form the main work of the JV company. It is not the intention of the Council to use the JV company to trade on a commercial basis with its owners or third parties in excess of the permitted 19% limit.

- 9.5.4 The Teckal exemption also requires the owners of the JV company to be public authorities or entities which are wholly public owned so that the public authorities can jointly control the JV company.

- 9.5.5 The proposal for the JV company is to be a company limited by shares whereby NPS is to hold 80% of the shares with the Council holding 20% of the shares. NPS Property

Consultants Ltd is wholly owned by Norse Group Limited and Norse Group Limited is wholly owned by Norfolk County Council (NCC). There is no private sector ownership of NPS Property Consultants Ltd.

- 9.5.6 Therefore the controlling authorities for the JV company will be two public authorities - NCC and the Council.
- 9.5.7 The board of the JV company will comprise of 5 directors, 2 of which will be appointed by NCC and 2 appointed by the Council, and an operations director to be jointly appointed by NCC and the Council. The chairman of the board will rotate.
- 9.5.8 In effect, the JV company will be wholly owned and jointly controlled by NCC and the Council collectively. This arrangement would satisfy the condition of control of JV company by the contracting authorities under the Teckal exemption.
- 9.5.9 For the above reasons, there are no procurement implications because the proposed arrangement for the Council to create a JV company with NPS Property Consultants Ltd satisfies the Teckal exemption. As such, the Council will be able to pass work to the JV company without having to put the work out to competitive tender. The Council will monitor the ongoing control and work of the JV company to ensure that the JV company operates within the limits of the Teckal exemption.

9.6 State Aid

- 9.6.1 There is no unlawful state aid implications on the basis that the PCR do not apply to the proposed JV arrangement so no EU competition required, provided the JV Company remains Teckal compliant.

9.7 Other statutory considerations

- 9.7.1 The Council has a general duty to have regard to the Equality Act 2010. The Council has in accordance with its statutory obligations considered the impact on equalities arising from its proposal. From its initial assessment, the Council considers that there is no equalities impact which requires action or any adverse qualities impact on any protected group. The Equality impact Assessment is listed in the section 'Background Documents'.
- 9.7.2 There are a number of other statutory considerations (Human Rights Act 1998, Crime and Disorder Act 1998 - as modified) which are considered not to have any implications for this proposal.

9.8 Heads of Terms

- 9.8.1 The Council and NPS have been in discussions regarding a draft Heads of Terms (HOTS) to outline the key terms of the JV arrangement and the legal agreements to be entered into by NPS and the Council to create and govern the operation of the JV company. The HOTS is agreed in principle subject to Cabinet approval. The HOTS, if entered into are not legally binding, and the legal agreements referred to in the HOTS are subject to written agreements to be formally executed.

9.9 Property Implications

- 9.9.1 It is proposed that staff employed by the JV and based in Peterborough will be based in Council accommodation. The JV will be a separate legal entity and as such the Council will need to enter into lease or licence arrangements with the JV for occupation

of Council buildings. The exact details of the arrangements will be agreed between the JV and the Council if the proposal receives approval from Cabinet.

9.10 ICT implications

9.10.1 Based on the information available at this time the impact on ICT from this proposal are considered minimal.

10. BACKGROUND DOCUMENTS

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

None.

CABINET	AGENDA ITEM No. 9
21 MARCH 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor John Holdich, Leader of the Council and Cabinet Member for Education, Skills and University	
Contact Officer(s):	Kim Sawyer, Director of Governance	Tel. 452361

ALTERNATIVE GOVERNANCE ARRANGEMENTS – EXECUTIVE PROCEDURE RULES

RECOMMENDATIONS	
FROM : Alternative Governance Design and Implementation Group	Deadline date : n/a
<p>The Cabinet are asked to:</p> <ol style="list-style-type: none"> 1. Approve the proposed changes to the Executive Procedure Rules (Part 4 - Section 7) as set out in Appendix 2, and 2. Request that Council ratify these at the Annual meeting of Council on 23 May to take effect upon introduction of the new governance model. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following the Council’s decision on 27 January to adopt an alternative form of governance to take effect from the Annual Council meeting in May 2016 and to approve amendments to those sections of the Constitution relating to overview and scrutiny.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to obtain Cabinet’s approval to the amended executive procedure rules set out in Appendix 2 for ratification by Council. These amendments reflect the changes in the Council’s governance model from Annual Council 2016.

2.2 This report is for Cabinet to consider under its terms of reference 3.2.5 to review and recommend to Council changes to the Council’s Constitution, protocols and procedure rules.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
Date for relevant Council meeting	23 May 2016

4. BACKGROUND

4.1 The background to the changes to the governance arrangements were reported to Council on 27 January 2016. Council agreed a hybrid model of executive decision making to take effect from its Annual meeting in May. Council also agreed the following key changes to the Constitution to

implement the alternative model to take effect from the Annual meeting of the Council in May 2016.

- (a) Article 7 – Overview and Scrutiny – included the role of scrutiny under a hybrid model
- (b) Section 4 - Overview and Scrutiny Functions and Terms of Reference – set out the revised functions for the proposed scrutiny committees aligning Cabinet Portfolios with the scrutiny structure
- (c) Section 8 – Scrutiny Committee Procedure Rules –set out the proposed arrangements for scrutinising executive decisions before they are made.

4.2 In order to implement the revised arrangements, Cabinet will need to review its Executive Procedure Rules. The proposed changes are set out in Appendix 2. Paragraph 8 Pre-Scrutiny of Executive Decisions sets out the proposed executive procedures to implement the hybrid model and cross references to the Scrutiny Procedure Rules.

4.3 In summary, the proposals agreed by Council and recommended in this report are as follows:

- (a) Every 4-6 weeks before a Cabinet meeting, the forward plan will be published and the Chairman of the relevant Scrutiny Committee in consultation with the relevant Cabinet Member will call forward any executive decisions that should be taken to a scrutiny committee before a particular executive decision is made. At this forward plan meeting, the relevant Chairman will decide:
 - 1) matters where scrutiny would like to have early involvement at the policy development stage, for example major policy documents, and
 - 2) those reports coming before a Cabinet Member (CMDNs) that month or before the next Cabinet meeting that the relevant Scrutiny Committee wishes to see before the decision is made.
- (b) On the matters selected under 2), the executive report with recommendations will be put on the agenda of the appropriate Scrutiny Committee the week before it goes to Cabinet or to the Cabinet Member for decision.
- (c) To ensure Scrutiny Committees are aligned to Member and Officer portfolios, the following three Scrutiny Committees will be established:
 - (a) Children and Education Scrutiny Committee
 - (b) Adults, Communities and Health Scrutiny Committee
 - (c) Growth, Environment & Resources Scrutiny Committee
- (d) Scrutiny Committees will need to meet at least 8 times a year, more frequently than they do now to shadow Cabinet meetings. Although Cabinet meets 10 times a year, two of these relate to the budget for which there is a separate consultation process.
- (e) Each of the three Scrutiny Committees will meet on Monday, Tuesday and Wednesday the week before Cabinet. (See attached calendar – Appendix 1).
- (f) At their meeting, the relevant Scrutiny Committee will consider the report and make recommendations to the Cabinet, and in the case of Cabinet Member Decisions, to the relevant Cabinet Member.
- (g) To enable this to happen, the Cabinet agenda will be published in two parts. Part 1 will include all reports selected for pre-scrutiny and will be published the week before the normal cabinet publication date to enable these matters to also go on the scrutiny committee agenda. Part 2 – All other executive reports will be published 5 clear days before the Cabinet as now.
- (h) The Scrutiny Committee will discuss the report and the Officer recommendations. The Director submitting the report, or his/her representative, and the relevant Cabinet Member will attend the Scrutiny Committee to answer any questions. The Scrutiny Committee will then

decide if it agrees with the Officer recommendations or if it wishes to make alternative recommendations. The Scrutiny Committee will need to give reasons if they make alternative recommendations. The Officer report will then either go to the Cabinet Member to make the decision for Cabinet Member Decision Notices (CMDNs), or to the next meeting of Cabinet if the decision is to be made by the Cabinet. At that time they will also take account of the Scrutiny Committee's recommendations.

- (i) Where the Scrutiny Committee agrees with the Officer recommendations, Cabinet/Cabinet Member note this. Where they disagree a "reference-up" process ensures that Cabinet takes account of this as follows:
 - i. For CMDNs, if a Cabinet Member does not agree with the Scrutiny Committee recommendations, he or she will refer the Officer report to the Cabinet to decide. If the matter is considered by Cabinet and the Cabinet does not agree with the Scrutiny Committee's recommendations, it will give reasons.
 - ii. Provision is made for minority reports where a minority of members on a scrutiny committee disagrees with the majority on the committee. If a minority of voting members on the Scrutiny Committee do not agree with the majority's views/recommendations, they may put forward alternative recommendations, known as minority reporting. The minority report will be considered by the Cabinet before it makes its decision. For CMDNs, if the Cabinet Member receives a minority report, he or she will refer the matter to Cabinet for decision. The Chairman of the Scrutiny Committee and any Members submitting a minority report will be able to speak in support of their views at the Cabinet meeting.

IMPLICATIONS

- 4.4 There are implications for the timeliness of executive decisions selected for pre-scrutiny, in particular CMDNs. If it is decided to call forward a CMDN, the Cabinet Member will need to wait for the outcome of the scrutiny committee meeting to establish whether he has the power to make the decision under the new arrangements. There are three possible outcomes following a scrutiny meeting:
 - (a) If the Scrutiny Committee agrees with the recommendations and there are no minority reports, the Cabinet Member can take the decision.
 - (b) If the Scrutiny Committee agrees with the recommendations and there is a minority report, the report will need to be referred up to Cabinet
 - (c) If the Scrutiny Committee proposes changes to the recommendations and the Cabinet Member does not agree with them, the report will need to be referred up to Cabinet.
- 4.5 However, as part 2 of the cabinet agenda will have already been published, the report will need to be referred to the following Cabinet meeting which could be about 6-8 weeks away, unless urgent.
- 4.6 Alternatively, as a safeguard, the Cabinet Member could decide to put it on the Cabinet agenda as soon as it is decided to call forward the item at the forward plan meeting with the Chairman and Cabinet Member, or at this stage, they could decide that the matter is urgent and should not be subject to "pre-scrutiny".

OTHER AMENDMENTS TO THE EXECUTIVE PROCEDURE RULES

- 4.7 The opportunity has also been taken to correct other matters in the rules. In summary, amendments have been made to the following sections:

OTHER AMENDMENTS

1.7 – Public and Private Meetings of Cabinet – This section has been amended to comply with the Localism Act and subsequent regulations to give 28 days' notice of private meetings.

2.4 – The Executive Agenda – It removes the requirement for the Monitoring Officer to place an item on the agenda of a cabinet meeting at the request of a Member. It is for the Leader to decide the cabinet agenda, subject to any reports submitted by a scrutiny committee or full Council. Members may ask the Leader to put an item on the agenda.

4 - Forward Plan - This section has been amended to comply with the Localism Act and subsequent regulations in relation to key decisions.

Question Time: The previous executive procedure rules made provision for Cabinet to hold quarterly question time meetings. As this has not been used, it is proposed to delete this section.

5. CONSULTATION

5.1 Members were represented on the Design & Implementation Working Group which recommended the model to full Council.

6. ANTICIPATED OUTCOMES

6.1 The proposed changes to the Constitution will ensure Council implements a hybrid model suitable for Peterborough City Council after the Annual meeting in 2016 as agreed by Council. It will assist officers in preparing for implementation of the chosen model from now until May. This will include

- a) reviewing procedures, and modelling the proposed changes prior to May
- b) reviewing other parts of the constitution affecting by the changes,
- c) communicating the proposed changes to the public, in accordance with the Council's statutory duties
- d) communicating the proposed changes partners, staff and providing any training.

7. REASONS FOR RECOMMENDATIONS

7.1 The proposed changes will ensure the Cabinet Procedure Rules are aligned with the scrutiny procedure rules agreed by Council. The Constitution needs to be amended to enable the arrangements to be put in place following the Annual meeting in 2016

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 If the Executive does not agree with the proposals, it would not be possible to implement them without the approval of the Leader who has statutory responsibility for executive decision making and delegations of executive functions as set in the Local Government Act 2000 as amended.

9. IMPLICATIONS

9.1 Legal Implications

The Leader has responsibility under s.9E of the Local Government Act 2000 to set out the arrangements for executive decision making. The Executive Procedure Rules detail the manner in which the Leader proposes to make decisions, largely through the Cabinet process. The Council cannot interfere or change the Leader's arrangements and for this reason, Council is only asked to ratify these procedure rules for inclusion within the Constitution.

9.2 Financial Implications

There are no specific financial implications arising from this report.

10. BACKGROUND DOCUMENTS

Report of the Design and Implementation Working Group

11. APPENDICES

Appendix 1 Calendar
Appendix 2 Executive Procedure Rules

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Timetable for revised process (modelled on March 2016 Cabinet meeting)

	Mon	Tues	Wed	Thurs	Friday	Sat	Sun
	February						
	8 Day 43	9 Day 42	10 Day 41	FF Day 40	12 Forward Plan published (for Cabinet in March) (At least 28 clear (calendar) days) Day 39	13 Day 38	14 Day 37
	15 Day 36	16 Chairman of Scrutiny & relevant Cabinet Members with officers present to discuss items for pre scrutiny Day 35	17 Day 34	18 Day 33	19 Day 32	20 Day 31	21 Day 30
	22 Day 29	23 Day 28	24 Day 27	25 Day 26	26 Day 25	27 Day 24	28 Day 23
	March						
	29 Day 22	1 Day 21	2 Day 20	3 Day 19	4 Cabinet agenda (part 1) and CMDNs published and included on the agenda of the relevant Scrutiny Committee Day 18	5 Day 17	6 Day 16
	7 Day 15	8 Day 14	9 Day 13	10 Day 12	11 Statutory deadline for publication of Cabinet agenda (part 2) Day 11	12 Day 10	13 Day 9
	14 Scrutiny Committee meeting Day 8	15 Scrutiny Committee meeting Day 7	16 Scrutiny Committee meeting Day 6	17 Scrutiny Recommendations circulated Day 5	18 Day 4	19 Day 3	20 Day 2
	21 Cabinet Day 1	22	23	24	25	26	27

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Section 7 - Executive Procedure Rules

1. POWERS AND DELEGATIONS

1.1 Power to make executive decisions

The Leader may provide executive functions to be discharged by:

- (a) the Cabinet as a whole;
- (b) a Committee of the Cabinet;
- (c) an individual Member of the Cabinet;
- (d) an officer;
- (e) joint arrangements; or
- (f) another local authority.

1.2 Delegation by the Leader

The Leader will present to the Annual Meeting of the Council a written record of delegations to be made by him or her for inclusion in the Council's Scheme of Delegation as set out in Part 3 to this Constitution. The document presented by the Leader will contain the following information about Executive functions in relation to the coming year:

- (a) the names, addresses and wards of the people appointed to the Cabinet;
- (b) the extent of any authority delegated to Cabinet Members individually, including details of the limitation on their authority;
- (c) the terms of reference and constitution of such Executive Committees as the Leader appoints and the names of Cabinet Members appointed to them;
- (d) the nature and extent of any delegation of Executive functions to any other authority or any joint arrangements, and the names of those Executive Members appointed to any joint Committee for the coming year; and
- (e) the nature and extent of any delegation to officers with details of any limitation on that delegation, and the title of the officer to whom the delegation is made.

1.3 Sub-delegation of executive functions

1.3.1 Where the Cabinet, a Committee of the Executive or an individual Member of the Cabinet is responsible for an executive function, they may not delegate further to a sub-Committee or officer without the consent of the Leader.

1.3.2 Even where Executive functions have been delegated, that fact does not prevent the discharge of delegated functions by the person or body who delegated.

1.3.3 Where the Cabinet or a Cabinet Member delegates to a Committee, or joint arrangements, it or they shall make known publicly the terms of reference and constitution of the committee. Likewise, when delegating to an officer, it or they shall make known the nature and extent of the delegation, together with details of any limitation on that delegation.

1.4 Amendments to Delegations

- 1.4.1 The Leader may amend the scheme of delegation relating to Executive functions at any time. To do so, the Leader must give written notice to the Monitoring Officer and to the person, body or Committee concerned. The notice must set out the extent of the amendment to the scheme of delegation, and whether it entails the withdrawal of delegation from any person, body, Committee or the Cabinet as a whole. The Monitoring Officer will present a report to the next Ordinary meeting of the Council setting out the changes made by the Leader.
- 1.4.2 Where the Leader seeks to withdraw delegation from a Committee of the Cabinet, notice will be deemed to be served on that Committee when he or she has served it on its Chairman.

1.5 Conflicts of Interest

- 1.5.1 Where any Cabinet Member has a conflict of interest this should be dealt with as set out in the Council's Code of Conduct in Part 5 of this Constitution.
- 1.5.2 If the exercise of an Executive function has been delegated to a Committee of the Cabinet, an individual Member or an officer, and should a conflict of interest arise, then the function will be exercised in the first instance by the person or body by whom the delegation was made.

2. PUBLIC AND PRIVATE MEETINGS

- 2.1 Executive decisions which have been delegated to the Cabinet as a whole will be taken at a meeting convened in accordance with the Access to Information Rules in Part 4 Section 5 of the Constitution.
- 2.2 Where Executive decisions are delegated to a Committee of the Cabinet, the rules applying to Executive decisions taken by them shall be the same as those applying to those taken by the Cabinet as a whole.
- 2.3 All Cabinet meetings or any sub-committees where executive decisions are to be made will be held in public except when the Leader or Cabinet has resolved to:
- (a) exclude the press and public from all or part of a meeting in accordance with the Access to Information Rule or
 - (b) exclude a member or members of the public in order to maintain orderly conduct or prevent misbehaviour at the meeting in accordance with Council's standing orders.
- 2.4 Where the Cabinet or a sub-committee will need to meet in private to take a decision which involves exempt or confidential information, the meeting may only take place if:
- (a) notice has been published at the Town Hall and on the Council's website giving the reasons for holding the meeting in private at least 28 clear (calendar) days before the meeting. This notice will be included in the forward plan.
 - (b) a further notice is published at the Town Hall and on the Council's website at least 5 clear days before the meeting giving the reasons for holding the meeting

in private and any representations received. This will form part of the Cabinet agenda.

2.5 Where the date of a private meeting of Cabinet or its sub-committees makes compliance with (a) and (b) impractical, the meeting may only be held and any decision taken if agreement is obtained from:

- (a) the Chairman of the relevant Scrutiny Committee
- (b) If there is no Chairman or he/she is unable to act, then the Mayor or
- (c) in his/her absence, the Deputy Mayor

that the meeting is urgent and cannot reasonably be deferred.

2.6 A notice setting out the reasons why the private meeting is urgent and cannot reasonably be deferred must be published at the Town Hall and on the Council's website as soon as reasonably practicable after agreement has been obtained.¹

3. CABINET MEETINGS

3.1 Frequency of Cabinet meetings

The Cabinet will meet up to 10 times per municipal year at times to be agreed by the Leader. The Cabinet shall meet at the Council's main offices, at the Town Hall or another location to be agreed by the Leader.

3.2 Quorum

The quorum for a meeting of the Cabinet, or a Committee of it, shall be three Members.

3.3 Chairman

The Leader will preside at any meeting of the Executive or its Committees at which he or she is present, or may appoint another person to do so.

3.4 Business to be transacted

At each meeting of the Cabinet the following business will be conducted:

- (a) Apologies for absence from Members
- (b) Receive the minutes of the previous meeting.
- (c) Declarations of interest, if any
- (d) To receive any petitions
- (e) Consideration of business on the Forward Plan

¹ *(The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)*

- (f) Matters considered by a scrutiny committee prior to Cabinet making a decision, together with recommendations from the scrutiny committee (pre-scrutiny of executive decisions)
- (g) Any individual Cabinet Member Decision Notice referred to Cabinet (pre-scrutiny of executive decisions - reference up and minority reports)
- (h) Matters referred to the Cabinet by a scrutiny committee or by the Council for reconsideration by the Cabinet
- (i) Consideration of other reports from a scrutiny committee
- (j) Urgent Items of business with the consent of the Leader provided the rules under paragraph 4 to 8 below have been followed. The Leader will explain why the matter is urgent and the reasons given will be recorded in Cabinet's minutes.

3.5 Consultation

All reports to the Cabinet from any Cabinet Member or an officer on proposals relating to the Budget and Policy Framework must include details of the nature, extent and outcome of consultation with the Scrutiny Committees and with stakeholders. Reports about other matters will include details and outcome of consultation as appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

3.6 The Executive agenda

- 3.6.1 The Leader will decide upon the schedule for the meetings of the Cabinet. He or she may put on the agenda of any Executive meeting any matter which he or she wishes, whether or not authority has been delegated to the Cabinet, a Committee of it or any Cabinet Member or officer in respect of that matter. The Monitoring Officer will comply with the Leader's requests in this respect.
- 3.6.2 The Monitoring Officer will ensure that an item is placed on the agenda of the next available meeting of the Cabinet where a scrutiny committee, or the full Council have resolved that an item be considered by the Cabinet.
- 3.6.3 Any Member or Committee may ask the Leader to put an item on the agenda of an Executive meeting for consideration. If the Leader agrees, the Monitoring Officer will put an item on the agenda. The item will give the name of the Member or Committee that asked for the item to be considered.
- 3.6.4 The Monitoring Officer and/or the Chief Financial Officer may include an item for consideration on the agenda of a Cabinet meeting and may require the Proper Officer to call such a meeting in pursuance of their statutory duties. In other circumstances, where any two of the Head of Paid Service, Chief Financial Officer and Monitoring Officer are of the opinion that a meeting of the Cabinet needs to be called to consider a matter that requires a decision, they may jointly include an item on the agenda of a Cabinet meeting. If there is no meeting of the Cabinet soon enough to deal with the issue in question, then the person(s) entitled to include an item on the agenda may also require that a meeting be convened at which the matter will be considered.
- 3.6.5 The Chief Executive and Directors may include an item on the agenda of a Cabinet meeting and shall be entitled to attend that meeting, speak on the item in question and have his or her views recorded in the minutes of the meeting.

4. PROCEDURE BEFORE TAKING KEY DECISIONS

- 4.1 Subject to paragraphs 6 (urgency) and 7 (special urgency) below, a key decision may not be taken unless:
- (a) the Forward Plan of Executive Decisions has been published and includes the matter in question for a period of at least 28 clear (calendar) days;
 - (b) at least five clear days have elapsed since the publication of a report; and
 - (c) where the decision is to be taken at a meeting of the Cabinet or its Committees, notice of the meeting has been given in accordance with Access to Information Rules Part 4 Section 5 of the Constitution.

5. THE FORWARD PLAN OF EXECUTIVE DECISIONS

- 5.1 The Forward Plan of Executive Decisions will contain all matters subject to an executive decision to be taken by the Cabinet, a Committee of the Cabinet, individual Cabinet Members, officers, or under joint arrangements in the course of the discharge of an Executive function during the period covered by the Forward Plan. It will describe the following particulars in so far as the information is available or might reasonably be obtained:
- (a) that a key decision is being made on behalf of the local authority
 - (b) the matter in respect of which a decision is to be made;
 - (c) where the decision taker is an individual, his or her name and title, if any and where the decision taker is a body, its name and details of membership;
 - (d) the date on which, or the period within which, the decision will be taken;
 - (e) the identity of the principal groups whom the decision taker proposes to consult before taking the decision;
 - (f) the steps any person might take who wishes to make representations to the Cabinet or decision taker about the matter in respect of which the decision is to be made, and the date by which those steps must be taken; and
 - (g) a list of the documents submitted to the decision taker for consideration in relation to the matter.
 - (h) the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed is available.
 - (i) that other documents relevant to those matters may be submitted to the decision maker; and
 - (j) the procedure for requesting details of those documents (if any) as they become available.

- 5.2 Exempt information need not be included in the Forward Plan and confidential information cannot be included.

6. GENERAL EXCEPTION - URGENCY

- 6.1 If a matter which is likely to be a key decision has not been included in the Forward Plan, then subject to paragraph 7 below, the decision may still be taken if:

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next Forward Plan and until the start of the first period to which the next forward plan relates;
 - (b) the Monitoring Officer has informed the Chairman of the relevant Scrutiny Committee, or if there is no such person, each Member of that Committee by notice in writing, of the matter to which the decision is to be made;
 - (c) the Monitoring Officer has made copies of that notice available to the public at the offices of the Council; and
 - (d) at least five clear days have elapsed since the Monitoring Officer complied with paragraphs 6.1 (b) and (c) above.
- 6.2 Where such a decision is taken collectively, it must be taken in public subject to these provisions.

7. SPECIAL URGENCY

If by virtue of the date by which a decision must be taken the provisions in paragraph 6 above cannot be followed, then the decision can only be taken if the decision taker (if an individual) or the Chairman of the body making the decision, obtains the agreement of the Chairman of the relevant Scrutiny Committee that the taking of the decision cannot be reasonably deferred. If there is no Chairman of the relevant Scrutiny Committee, or if the Chairman is unable to act, then the agreement of the Mayor, or in his or her absence the Deputy Mayor will suffice.

8. QUARTERLY REPORTS ON SPECIAL URGENCY DECISIONS

The Leader will submit quarterly reports to the Council on the Executive decisions taken in the circumstances set out in paragraph 7 (Special Urgency) above in the preceding three months. The report will include the number of decisions so taken and a summary of the matters in respect of which those decisions were taken.

9. PRE-SCRUTINY OF EXECUTIVE DECISIONS

- 9.1 The Chairman of each Committee will liaise regularly with the relevant Cabinet Member(s) in order to identify items for pre-decision scrutiny by the relevant scrutiny committee. Where an executive decision has been identified for scrutiny before the decision is made, the process set out in Part 4 Section 8 of the Scrutiny Procedural rules will be followed.
- 9.2 Each scrutiny committee will meet prior to Cabinet. For matters that are to be scrutinised before the Cabinet makes a decision, the officer report will be placed on the agenda for the relevant Scrutiny Committee. Where an individual cabinet member decision has been selected for pre-decision scrutiny, it will be put on the earliest available meeting of the Scrutiny Committee.
- 9.3 Where an executive matter is to be considered by a scrutiny committee, the relevant Cabinet Member will attend either on behalf of the Cabinet or in their individual capacity where the matter relates to a cabinet member decision notice within their portfolio.

- 9.4 Following the meeting of the relevant Scrutiny Committee, a record of the recommendations from the Scrutiny Committee and any minority reports will be published no later than 12 noon on the day following the meeting. The recommendations will also be circulated to the relevant Cabinet Member or Cabinet as appropriate,
- 9.5 For Cabinet decisions, the officer report will be published with the Cabinet agenda. The recommendations of the Scrutiny Committee and any minority reports will be published as a supplementary report to the Cabinet agenda and will be considered at the Cabinet meeting at which the matter is being considered.
- 9.6 The Cabinet meeting will consider the recommendations of the Scrutiny Committee before making a decision and the Chairman of the relevant Scrutiny Committee, or his or her nominee may speak in support of their Committee's recommendations subject to the Leader agreeing. A Member of the Committee who has submitted a minority report will also be permitted to speak, subject to the Leader agreeing.
- 9.7 For individual cabinet decisions, the relevant Cabinet Member will consider the recommendations of the Scrutiny Committee before making a decision. Where a Cabinet Member does not agree with the recommendations of a scrutiny committee or where he or she has also received a minority report from the Committee, the Cabinet Member will refer the matter to the next meeting of the Cabinet unless the matter is or has become urgent.
- 9.8 Where a decision is urgent or has become urgent during the "pre scrutiny process", the Cabinet Member in consultation with the Chairman of the relevant Scrutiny Committee, shall agree to exempt any pre-scrutiny of executive decisions for reasons of urgency. Where an individual cabinet member decision had been identified for pre-scrutiny but could not be scheduled for a scrutiny committee, the Cabinet Member shall take the decision in consultation with the Chairman.

10. RECORD OF DECISIONS

After any meeting of the Cabinet or any of its Committees, whether held in public or private, the Monitoring Officer or, where no officer was present, the person presiding at the meeting, will produce a record of every decision taken at that meeting as soon as practicable. The record will include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.

11. NOTICE OF MEETING OF THE CABINET

Members of the Cabinet or its Committees will be entitled to receive five clear working days notice of a meeting to which they are summoned, unless the meeting is convened at shorter notice as a matter of urgency.

12. ATTENDANCE AT MEETING OF THE CABINET

- 12.1 **Cabinet Members:** All Cabinet Members will be served notice of all meetings of Committees of the Cabinet, whether or not they are Members of that Committee.

All Cabinet Members are entitled to attend any meeting of any Committee of the Executive.

- 12.2 **Officers:** Directors with an item to be discussed at a public meeting of the Cabinet shall be able to attend the meeting and speak to that item and to have their views recorded.
- 12.3 **Ward members:** Ward Members shall be served notice of meetings of the Cabinet where the Cabinet will discuss an item which affects that Member's Ward. Ward Members shall have the right to address the Cabinet and make representations or ask questions on behalf of their constituents who will not be entitled to participate or ask questions themselves. This includes when exempt matters are under discussion, where the matter relates to the member's ward, subject to the same conditions as apply to attendance at committee or sub-committee meetings set out in Part 4, Section 1, paragraph 7.5.
- 12.4 **Members of Scrutiny Committee:** See Pre-Scrutiny of Executive Decisions above.

13. DECISIONS BY INDIVIDUAL MEMBERS OF THE CABINET

13.1 Reports intended to be taken into account

Where a Cabinet Member receives an officer report which he or she intends to take into account in making any key decision, then he or she will not make the decision until at least five clear days after receipt of that report. Where the Member subsequently receives recommendations from a scrutiny committee they will be published as a supplementary report as soon as they become available. See also paragraph 8 above relating to pre-scrutiny of executive decisions. .

13.2 Record of individual decision

By no later than 5.30pm on the second working day after an executive decision has been taken by a Cabinet Member or a key decision has been taken by an officer, he or she will prepare, or instruct the Monitoring Officer to prepare, a record of the decision, a statement of the reasons for it and any alternative options considered and rejected. The rules set out in Section 5 – Access to Information Procedures will also apply to the making of decisions by Cabinet Members. This does not require the disclosure of exempt or confidential information or advice from a political or Mayor's assistant.

14. CABINET WORKING PARTIES

The Leader, the Cabinet or a Cabinet Member may only appoint a working party to advise about a particular issue if the matter cannot be referred to a Scrutiny Committee. The Leader, Cabinet or Cabinet Member will decide how many Members and officers the working party will have, and whether Members from more than one political group should be represented. The working party will not have any decision-making powers, but will make recommendations and reports to the decision-maker that appointed it.