

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE

TUESDAY 20 SEPTEMBER 2022
7.00 PM

Bourges/Viersen Room - Town Hall
Contact: Charlotte Cameron, Democratic Services Officer,
charlotte.cameron@peterborough.gov.uk, 01733 384628

AGENDA

Page No

1. **Apologies**

2. **Declarations of Interest and Whipping Declarations**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. **Minutes of Meetings**

3a. Minutes of the Joint Scrutiny of the Budget Meeting held on 9 February 2022 3 - 16

3b. Minutes of the Joint Scrutiny of the Budget Meeting held on 5 July 2022 17 - 26

3c. Minutes of the Joint Growth, Resources and Communities and Climate Change and Environment Scrutiny Committee Meeting held on 12 July 2022 27 - 32

3d. Minutes of the Growth, Resources and Communities Scrutiny Committee Meeting held on 12 July 2022 33 - 38

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

Did you know? All Peterborough City Council's meeting agendas are available online or via the modern.gov app. Help us achieve our environmental protection aspirations and view this agenda online instead of printing it.

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

5.	Independent Improvement and Assurance Panel Report	39 - 88
6.	Portfolio Holder Progress Report - Leader of the Council	89 - 94
7.	Social Mobility and Anti-Poverty Activity, including Household Support Fund	95 - 108
8.	Monitoring Scrutiny Recommendations	109 - 114
9.	Forward Plan of Executive Decisions	115 - 136
10.	Work Programme 2022-2023	137 - 142
11.	Date of Next Meeting	

Joint Scrutiny of the Budget Meeting – 11 October 2022

Growth, Resources and Communities Scrutiny Committee Meeting – 1 November 2022

Emergency Evacuation Procedure – Outside Normal Office Hours

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at:

<http://democracy.peterborough.gov.uk/ecSDDisplay.aspx?NAME=Protocol%20on%20the%20use%20of%20Recording&ID=690&RPID=2625610&sch=doc&cat=13385&path=13385>

Committee Members:

Councillors: I Yasin (Chair), G Casey, C Fenner, J R Fox, M Haseeb, M Jamil (Vice Chairman), K Knight, N Moyo, M Rangzeb, R Ray, and N Sandford

Substitutes: Councillors: I Ali, S Bond and M Perkins

Non-Statutory Co-opted Members:

Parish Councillor Neil Boyce, Independent Co-opted Member (non-voting)

Further information about this meeting can be obtained from Charlotte Cameron on telephone 01733 384628 or by email – charlotte.cameron@peterborough.gov.uk

**MINUTES OF THE JOINT SCRUTINY COMMITTEE
HELD AT 6.00PM ON
9 FEBRUARY 2022
AT THE ENGINE SHED, SAND MARTIN HOUSE, BITTERN WAY**

Committee Members Present: Councillors M Farooq (Chairman), Jackie Allen, R Brown, C Burbage, G Casey, A Dowson, S Farooq, John Fox, C Harper, T Haynes, S Hemraj, Ishfaq Hussain, A Iqbal, B Rush, L Robinson, S Lane, N Moyo, E Murphy, O Sainsbury, N Sandford, L Sharp, S Warren, C Wiggin, S Qayyum.

Independent Co-optee Members:

Sameena Aziz
Parish Councillor Neil Boyce

Officers Present:

Matthew Gladstone, Chief Executive of Peterborough City Council
Fiona McMillan, Director of Law and Governance
Dr Joyti Atri, Director for Public Health
Charlotte Black, Executive Director (People and Communities)
Sue Grace, Director, Customer and Digital Services
Cecilie Booth, Corporate Director of Resources - Virtually
James Collingridge, Head of Environmental Partnerships
Charlotte Palmer, Head of Service - Environment, Highways and Transport
Kirsty Nutton, Head of Corporate Finance
Jonathan Lewis, Service Director, Education
Nicola Curley, Director, Children's Services
Lou Williams, Service Director, Children's Services
Will Patten, Service Director, Commissioning
Adrian Chapman, Executive Director Place & Economy
Rachel Edwards, Head of Constitutional Services
Phillipa Turvey, Democratic and Constitutional Services Manager
Paulina Ford, Senior Democratic Services Officer

Also Present:

Councillor Fitzgerald, Leader of the Council and Deputy Mayor of the Cambridgeshire and Peterborough Combined Authority
Councillor Allen, Deputy Leader and Cabinet Member for Housing, Culture and Communities
Councillor Ayres, Cabinet Member for Children's Services and Education, Skills and University
Councillor Marco Cereste, Cabinet Member for Digital Services and Transformation
Councillor Walsh, Cabinet Member for Adult Social Care, Health and Public Health
Councillor Hiller, Cabinet Member for Strategic, Planning and Commercial Strategy and Investments

Councillor Coles, Cabinet Member for Finance
Councillor Simons, Cabinet Member for Waste, Street Scene and Environment
Councillor John Howard, Cabinet Advisor for Housing, Culture and Communities

The Senior Democratic Services Officer opened the meeting by welcoming everyone present and those members of the public and press who were watching the livestream of the meeting through the Council's YouTube page.

1. NOMINATION OF CHAIR

The Senior Democratic Services Officer advised the Committee that in accordance with *Part 4, Section 8 – Scrutiny Committee Procedure Rules, section 13, Joint Meetings of Scrutiny Committees* a Chair would be required to be appointed from among the Chairs of the Committees who were holding the meeting. Nominations were sought from those present who were Councillor Casey, Chair of the Communities Scrutiny Committee and Children and Education Scrutiny Committee and Councillor M Farooq, Chair of the Growth, Environment and Resources Scrutiny Committee. Councillor Farooq was nominated by Councillor Casey and seconded by Councillor Sainsbury. There being no further nominations, Councillor Farooq was therefore appointed Chair of this committee.

The Chair welcomed everyone present and explained that the purpose of the meeting was to provide an opportunity for all members of each Scrutiny Committee to scrutinise the Medium-Term Financial Plan 2022/23 Phase Two Proposals document as part of the formal consultation process before being presented to Cabinet on 21 February 2022 for approval and recommendation to Full Council on 2 March 2022.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ansar Ali, Barkham, Elsey, Fenner, Judy Fox, Haseeb, Over, Skibsted and Tyler.

The following co-opted members also submitted their apologies: Peter Cantley, Flavio Vettese, Parish Councillor June Bull and Parish Councillor Michael Samways.

Cllr Nawaz and Cllr Dowson substituted for Cllr Ali and Cllr Skibsted respectively.

3. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

No declarations of interest were received.

4. MEDIUM-TERM FINANCIAL PLAN 2022/23 PHASE TWO

The Cabinet Member for Finance gave a short introduction to the Medium Term Financial Plan 2022/23 Phase Two proposals for consideration. He wished to place on record his thanks to the officers involved in producing the report as well as the Finance Team, the Cross-Party Financial Sustainability Working Group and Cabinet colleagues.

The Cabinet Member for Finance highlighted the following:

- The budget was designed to maximise income, deliver efficiencies and manage demand, by achieving the required phase two savings of over £6.5 million, a total of £12.6 million. There would be a configuration of services, including libraries and other leisure services.

- The budget would be subject to careful monitoring and control over the next 14 months, with arrangements in place to spot any variances and combat risk. The risks were detailed in sections 6.3 and 8 of the report and also in Appendix D. Section 6.3 highlighted the main concerns of potential demand and inflationary pressures which were issues currently being considered by ongoing work from the Finance Team.
- There was a small surplus of £276,000, based on current proposals, though officers believe that these were subject to change. Current proposals were estimated to reduce the Council's current dependence on reserves by £5.5 million, compared to the previously budgeted position.
- The Capital Programme would be reduced by £28 million over the next 3 years, though there would still be a programme of £160 million to be spent on roads, housing, schools, and a range of infrastructure projects.
- There was a marked difference in this year's report compared to previous budget reports, with the focus on next year's budget, without the pretence of providing a genuine medium-term financial strategy at this stage.

The Joint Scrutiny Committee debated the report and in summary, key points raised and responses to questions included:

Section Of Phase Proposals	MTFS One	Questions / Comment from Members	Response from Relevant Cabinet Member / Executive Director
Presentation and Introduction of the Medium-Term Financial Strategy Phase Two Proposals Document		Members asked questions regarding the Improvement Plan and queried if there was still a commitment to a governance review as it had not been included in the Plan.	The Leader advised Members that the omission of the governance review was due to an error and omission in the document but assured Members that there would be a governance review. The Leader then later clarified that the Cabinet papers had been published before the information on the governance review had been confirmed.
		Members queried the Corporate Strategy and commitment to the Council achieving net-zero carbon emissions by 2030. Members sought clarification as to where this commitment was reflected in the budget	The Leader advised that no specific proposals had been put forward on this matter and would welcome alternative options at the next Financial Sustainability Working Group. The Leader confirmed that there was a lot of work being done with regard to climate change and achieving net zero carbon emissions.
		Members asked about proposals included for one off savings within the target savings and what ongoing savings would replace the one-off savings going forward.	The Head of Corporate Finance advised that there was a table on page 14 of the report with details of one-off savings and reoccurring savings. The Council would be looking to replace the one off savings going forward.

	A Co-opted Member asked for clarification regarding funding and Parish precepts and wanted to know where in the budget it detailed payment to the Parish Councils.	The Head of Corporate Finance advised that council tax was collected on behalf of the Parishes and was listed in Appendix A, under Planned Expenditure, under the resources line.
	<p>Members referred to the moratorium on capital spending and the reduction in tree maintenance and was concerned that this might cause bigger problems in the future.</p> <p>Members also sought clarification on whether future rises in the cost of living had been taken into account within the budget.</p>	The Cabinet Member for Finance advised that there were risks regarding the moratorium on capital spending and tree maintenance and that there was a risk that would require monitoring. Any health and safety matters with regard to tree maintenance would be dealt with immediately. In terms of petrol and the rising cost of living this was covered in the assumptions with regard to costs and increases in inflation.
	Members asked about the administration's current thinking.	The Leader advised that closures such as the Citizens Advice Bureau, the Museum, Flag Fen had been stopped by the administration and that it was a collaborative Council budget, not a Conservative budget, therefore everyone had the opportunity to contribute to it.
	Members asked the Cabinet Member for Finance if he had received any assurances from Central Government about fairer funding going forward.	The Cabinet Member for Finance advised that there was a much-delayed review already in place and that the Council was not in a position to make representations before the information became available. Assurance was given that representation would be made as soon as the fairer funding regime had changed.
	Members asked about investment in the local economy, what were the key risks from not making investments in the local economy now and what was being done to mitigate those risks.	The Cabinet Member for Finance advised that the Council had a strong reputation for bringing business and investment into the area and to improve financial sustainability the aim was to improve on that effort.
	Members queried if all judgements were based on 4.1% inflation going forward.	The Head of Corporate Finance advised that in terms of inflation, there was not one single percentage applied as a flat rate. The Council had

		looked at where increased costs were occurring such as utilities and other things like market sustainability in areas such as Adult Social Care.
	<p>Members queried the legal implications regarding the adoption of the budget, believing it to be the role of the Cabinet to create the budget and the council to approve it. Members referred to paragraph 14.3 in the report regarding Legal Implications which stated: <i>“In terms of the Council’s executive arrangements, the adoption of the Council’s Budget is a role shared between the Cabinet and the Council, whereby the Cabinet (Leader) is responsible for formulating the budget proposals and Full Council is responsible for then approving (or not) those proposals and setting the budget and council tax requirement”</i></p> <p>Members felt that the budget had not been formulated on a collaborative basis.</p>	<p>The Leader asked the Chief Executive to clarify the legality of the budget position. The Chief Executive advised that he had seen a collaborative approach since joining the Council. It was a Full Council responsibility to set the budget. All parties had to take responsibility for setting the budget as it was a whole Council issue and approach, and this had been made clear by Government to the Council several weeks ago.</p>
	<p>Members queried the title Medium-term Financial Strategy as it was mentioned several times in the report. The term strategy seemed contradictory as the plan was only for one year.</p>	<p>The Cabinet Member for Finance advised it was a semantic issue in the naming, adding that it could be called Medium-term Financial Plan for 2022/23. The Chief Executive advised that whilst it was a tactical plan for one year it did look beyond one year, so Medium-term Financial Plan was still an appropriate name. There were also references in the document referring to the next three years.</p>
The Joint Scrutiny Committee RESOLVED to note this section of the budget.		
<p>Appendix A Page 35 to 36 2022/23-2024/25 MTFS Detailed Budget Position Phase Two</p>	<p>There were no questions raised.</p>	
The Joint Scrutiny Committee RESOLVED to note this section of the budget.		

<p>Appendix B Page 37 to 66 MTFP Phase Two Budget Consultation Document</p>	<p>Referring to page 46, Members sought clarity on what the Adult Social Care Front Door reference to technology was and if it was different to technology enabled care. If it was different technology, had it been costed.</p>	<p>The Executive Director (People and Communities) advised that the Front Door was not a form of technology but was about making sure that when people come to the council to ask for help with a specific issue, they would come through what is called our 'Front Door' which was Adult Early Help. The proposal was that better technology could be used at that point rather than drawing people into the assessment process.</p> <p>In terms of the Lifeline personal alarms contract, there was a good evidence base to support the existing approach and to keep it as part of the Council's preventative strategy.</p>
	<p>Members referred to page 46 regarding Adult Social Care reablement and sought clarification as to which frontline workers were being referred to. Clarification was also sought as to whether the council were investing in more carers.</p>	<p>The Executive Director (People and Communities) advised that this was about developing the reablement service and by increasing capacity, which hopefully would enable the council to avoid costs further down the line.</p>
	<p>Referring to page 49, Members queried proposals to sell the Council's CCTV services to other companies and if there had been any interest.</p>	<p>The Executive Director, Place and Economy confirmed that there had been interest. Prior to the pandemic a number of contracts had been arranged with private companies but unfortunately had fallen by the wayside due to the pandemic. The Executive Director was however confident that the proposed target could be met.</p>
	<p>Members referred to page 50 remodelling the library service and sought clarification as to what this would entail.</p>	<p>The Deputy Leader and Cabinet Member for Housing, Culture and Communities advised that an in depth study and complete review of the library service was being undertaken which could include the closure of some libraries and the repurposing of others. This may also result in some staff changes. The Cabinet Member assured Members that there would be engagement with the relevant</p>

		ward councillors and that their input into the review would be important.
	Members referred to page 47, Children's Social Care and in-house fostering and sought clarification as to whether the savings stated were realistic.	The Service Director for Children's Services advised that it was challenging to recruit foster carers. A significant amount of work had been put into redesigning the recruitment strategy with the help of external partners to look at different ways of making the fostering offer more attractive. He added that a recruitment plan would be launched shortly.
	Regarding reunification, Members were concerned that the thresholds were being raised in terms of children slipping through the net and wanted to know how this could be prevented. Would this mean a change in policy, and referrals and training?	The Service Director for Children's Services advised that Peterborough had a very robust safeguarding arrangement in place for children and young people. This was about looking at the way children could be supported to return home. Performance data had shown that Peterborough had a much lower proportion of children returning home from the care system compared to other similar authorities. There were plenty of safeguards in place covering this area to make sure that children were not put at risk.
	Members commented that they were pleased that Cabinet were reviewing public libraries but raised concerns at the possibility that some public libraries could be shut. Members sought clarification as to whether there would be a detailed plan presented at Council providing information on the exact changes to the libraries including	The Deputy Leader and Cabinet Member for Housing, Culture and Communities advised that the answer was yes, and that the information would be presented in full. The Leader clarified that the information would not be available at the budget meeting of Full Council as the review would take six months to complete. Members would however have full input into any decisions made.
	Referring to Culture and Leisure, on page 49 Members noted that by exploring the benefits of having a charitable partner which if implemented	The Cabinet Member for Finance advised that he did not have the figures to hand. The Service Director, People and Communities added that they

	may release both VAT and business rate relief of between £500,000 and £700,000 a year. Members requested a breakdown of the figures.	were estimates based on available information and that the figures were a broad estimate which was subject to the partners obtaining charitable status which was a work in progress.
	Where was the net gain of these savings?	The Service Director, People and Communities, advised that this was the additional revenue that would be generated.
	Members referred to Peterborough Museum and Flag Fen archaeological site, how could we operate these sites with cuts and reductions in opening times?	The Cabinet Member for Finance advised it was a short-term plan to reach financial sustainability. The Service Director, People and Communities added that the vision for these facilities was ambitious as part of the Cultural Strategy and that reductions should be regarded as a worst-case scenario if an alternative did not materialise.
	Members referred to Clare Lodge, on page 56 and noted that there had been a loss of income, partly due to the recruitment of more agency staff. Was there any scope for the Council to work in partnership with Clare Lodge to advertise vacancies to avoid agency fees to fill the backlog?	The Service Director for Children's Services advised that the loss of income was against an overall income target of £1 million. Clare Lodge would still be making money but not as much as it had done in the past. Some of this was due to a change of clientele and type of referral which were becoming much more complex with much more challenging needs. This then reflected on pressures on staffing, compounded by the Covid-19 crisis where staff were on sickleave which meant that agency staff had to be brought in to cover the gaps.
	Members sought clarity regarding the impact of the reduction in management of trees? Would the budget saving also include not replacing trees that had been taken out?	The Cabinet Member for Finance advised that it was a short-term tactical budget and savings had to be made. Any matter that was an emergency or health and safety risk would be dealt with quickly. The Service Director, People and Communities added that the annual budget for tree maintenance was £900,000 and added that it was only a one-year saving. He would not expect new stock commitments

		to be affected by this temporary reduction.
	Members referred to page 49, unauthorised encampments. Clarification was sought as to why the report says that there had been a lower amount spent in recent years. Was this due to the pandemic and the lockdown or was it because the areas were well-defended?	The Service Director, People and Communities, advised that it was due to the latter. The city had had its fair share of unauthorised encampments. There were now fewer options for travellers who were not working with the Council to gain access to unauthorised sites. He added that Members should pay attention to relevant new legislation coming through in Parliament to assist further with unauthorised encampments.
	Members sought clarification as to what the plans were with regard to the bid for the City of Culture.	The Service Director, People and Communities, believed that the economic argument for the City of Culture programme was sound (tourism, inward investment) and that the Culture Strategy was a city strategy, not a council strategy. He added it was the aim to put in a bid for City of Culture status in 2029. The Leader added that 2029 was always the year desired for the City of Culture bid.
	Regarding reunification Members sought clarification as to whether the council were confident that the service had sufficient staff capacity to do this extra work in the shorter periods to enable reunification?	The Service Director for Children's Services advised it involved relatively small numbers of older young people and it was about Social Workers thinking sooner about whether it was time for the young person to return home.
	Members asked about the assumptions of achieving savings of £1.7 million and wanted to know what the assumptions were based on.	The Cabinet Member for Digital Services and Transformation advised that there were over 300 existing contracts in place, and it had been agreed that all of these would be reviewed. It was not clear at this point exactly how much would be saved and the figure of £1.7 million was a conservative estimate. The Corporate Director of Resources added that officers were working closely with Serco to review all procurement contracts and was confident that the £1.7m savings target could be met and probably more.

	<p>Members referred to the Aragon Direct Services savings of £41,000, and requested a breakdown of the intended savings?</p> <p>Members were particularly concerned at the proposed reduction in wildflower areas.</p>	<p>The Head of Environmental Partnerships advised that wildflower areas the Council were currently looking at were the annual ones at the side of the roads. These sites had to be weeded otherwise the weed species would overtake the wildflowers. The current cost of planting the wildflowers was £1.55p per square metre but a standard grass cut was about 0.5p a square metre. However ongoing work was being done with groups to put in other wildflower areas.</p>
	<p>Members referred to page 46, Adult Social Care reablement and sought clarification if savings would still be able to be made if the service was unable to recruit staff.</p> <p>Regarding interim beds, if some of these are being closed, what would happen if a patient required one and none were available?</p>	<p>The Service Director for Commissioning advised that there had been a review of beds and usage levels, which had shown evidence of underuse. As a result, some of them were being decommissioned.</p> <p>The reablement term was still six weeks and there was an ongoing active recruitment campaign for staff which was proving successful.</p>
<p>The Joint Scrutiny Committee RESOLVED to note this section of the budget.</p>		
<p>Appendix C Page 67 to 70</p> <p>Capital Programme Schemes 2022/23-2024/25</p>	<p>Referring to page 68, Members had been advised that the Community Leadership Fund had been terminated but noted that there was an amount of £60,000 listed against this fund.</p>	<p>The Cabinet Minister for Finance advised that the Fund has not been terminated but suspended and that the matter was still up for discussion.</p>
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>Appendix D Page 71 to 80</p> <p>Financial Risk Register</p>	<p>Members referred to page 78 and Climate Change on the City and if there was work being done to reduce carbon emissions.</p>	<p>The Cabinet Member for Finance advised that the information in the report was just a summary, and a full document could be provided with further detail.</p>
<p>The Committee RESOLVED to note this section of the budget, and the following action point was agreed:</p> <p>ACTION AGREED:</p> <p>The Cabinet Member for Finance agreed that any documentation relating to the Council's plan to reduce carbon emissions would be circulated to Members.</p>		

<p>Appendix E Page 81 to 88 Fees and Charges</p>	<p>Members commented that the Fees and Charges had not been presented to the Financial Sustainability Working Group.</p> <p>Members asked why car parking charges had not been increased.</p>	<p>The Leader advised that all recommendations were welcome but stressed the importance of providing specific details when making a recommendation.</p>
	<p>Members queried increases in cemetery fees and if work could be done to combat the waterlogging of graves.</p>	<p>The Leader empathised with regard to the waterlogging of graves but didn't believe it was a fees and charges issue. A longer-term solution would need to be sought.</p> <p>He believed that the increase in fees was due to the carrying out of the services and in line with inflation.</p>
	<p>Members referred to the disbanding of the Tourist Information Centre and redundancy costs and queried if alternative jobs had been found for the staff at the Tourist Information Centre.</p>	<p>The Cabinet Member for Culture, Housing and Communities advised that the post would end but the service would be maintained by the reception desk at the Town Hall and through the Central library. The Leader added that it was one member of staff, and that due process would have been followed with regard to redundancy.</p>
	<p>Referring to page 81, Members queried the Hackney Carriage Licensing fees and if there was any intention to increase the fixed-rate tariff for Hackney Carriage.</p>	<p>The Service Director, People and Communities, advised that the increase was due to a levelling-up arrangement. A briefing note would be prepared and circulated to Members. An allowance had already been made to support the trade.</p>
<p>The Committee RESOLVED to note this section of the budget, and the following action point was agreed:</p> <p>ACTION AGREED</p> <p>The Service Director, People and Communities agreed to circulate a briefing note to all members in relation to the Hackney Carriage licencing fee uplift, in particular on the fixed tariff rate.</p>		
<p>Appendix F Page 83 to 84 Reserves Commitments</p>	<p>There were no questions raised.</p>	

The Committee RESOLVED to note this section of the budget.		
Appendix G Page 85 to 120 Equality Impact Assessments	Pointing to the Impact Assessment on page 92 on library closures, Members asked if libraries were closed, what measures would be put in place to make sure older people and students were not adversely affected.	The Leader advised that this was up to Members to shape the future of library services, not the Cabinet. He added there were discussions about encouraging the increased usage of technology and mobile libraries. Members will be able to shape the future service of libraries.
The Committee RESOLVED to note this section of the budget.		
Appendix H Page 121 to 124 Carbon Impact Assessments	There were no questions raised.	
The Committee RESOLVED to note this section of the budget.		
Appendix I Page 125 to 156 Executive Summary of the Council's Improvement Plan	There were no questions raised.	
The Committee RESOLVED to note this section of the budget.		
Appendix J Page 157 to 168 Dedicated Schools Grant and the Schools Budget 2022-23	There were no questions raised.	
The Committee RESOLVED to note this section of the budget.		
Appendix K Page 169 to 198 Treasury Management Strategy	There were no questions raised.	
The Committee RESOLVED to note this section of the budget.		
General Comments, any overall recommendations and Conclusion of item 4.		
<p>The Leader reiterated the importance of setting the budget and that Members needed to come together to achieve a balanced budget. He added that if people had ideas of what should be in the budget, then they should come forward. He highlighted risks and that savings were necessary.</p> <p>Members commented that it was up to every Group to decide whether or not they supported the budget.</p>		

The Chair thanked everyone for their contributions and closed the meeting.

CHAIR

The meeting began at 6.00pm and ended at 7:47pm

This page is intentionally left blank

**MINUTES OF THE JOINT SCRUTINY COMMITTEE
HELD AT 6.00PM ON
5 JULY 2022
COUNCIL CHAMBER, TOWN HALL**

Committee Members Present: Councillors S Barkham (Chair), C Burbage, G Casey, M Farooq, S Farooq, C Fenner, JA Fox, JR Fox, M Haseeb, S Hemraj, M Jamil, K Knight, S Lane, N Moyo, S Nawaz (Sub), D Over, M Perkins, M Rangzeb, R Ray, L Robinson, M Sabir, N Sandford, H Skibsted, B Rush, B Tyler and C Wiggin

Also present: Councillor Hogg, Group Leader of the Liberal Democrats

Officers Present: Fiona McMillan, Director of Law and Governance
Dr Joyti Atri, Director for Public Health
Charlotte Black, Executive Director People and Communities
Adrian Chapman, Executive Director Place & Economy
Cecilie Booth, Corporate Director of Resources
Julian Patmore, Head of Operational Services – Customer and Digital Services
Paulina Ford, Senior Democratic Services Officer
Charlotte Cameron, Democratic Services Officer

Also Present: Councillor Fitzgerald, Leader of the Council
Councillor Allen, Deputy Leader and Cabinet Member for Communication, Culture and Communities
Councillor Ayres, Cabinet Member for Children’s Services and Education, Skills and University
Councillor Marco Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport
Councillor Coles, Cabinet Member for Finance and Corporate Governance
Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health
Councillor Simons, Cabinet Member for Waste, Street Scene and the Environment

Councillor Ishfaq Hussain, Cabinet Advisor to the Cabinet Member for Communication, Culture and Communities
Councillor Gul Nawaz, Cabinet Advisor for Community Cohesion
Councillor Jackie Allen, Cabinet Advisor to the Cabinet Member for Climate Change, Planning, Housing and Transport
Councillor Oliver Sainsbury, Cabinet Advisor to the Leader

The Senior Democratic Services Officer opened the meeting by welcoming everyone present and those members of the public and press who were watching the livestream of the meeting through the Council's YouTube page.

1. NOMINATION OF CHAIR

The Senior Democratic Services Officer advised the Committee that in accordance with *Part 4, Section 8 – Scrutiny Committee Procedure Rules, section 13, Joint Meetings of Scrutiny Committees* a Chair would be required to be appointed from among the Chairs of the Committees who were holding the meeting. Nominations were sought from those present who were Councillor Barkham, Chair of the Adults and Health Scrutiny Committee and Councillor Robinson, Chair of the Children and Education Scrutiny Committee. Councillor Barkham was nominated by Councillor Robinson and seconded by Councillor Jamil. There being no further nominations, Councillor Barkham was appointed Chair of this committee.

The Chair welcomed everyone present and explained that the purpose of the meeting was to provide an opportunity for all members of each Scrutiny Committee to scrutinise the Medium-Term Financial Strategy Quarter One update document as part of the formal consultation process before being presented to Cabinet on 11 July 2022.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ansar Ali, Noreen Bi, Nicola Day, Alan Dowson, Gavin Eley, Chris Harper, Shabina Qayyum, Asif Shaheed and Ikra Yasin.

The following Children and Education co-opted members also submitted their apologies: Peter Cantley and Flavio Vettese.

3. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

No declarations of interest or whipping declarations were received.

4. MEDIUM-TERM FINANCIAL STRATEGY 2023-2026 QUARTER ONE UPDATE

The Cabinet Member for Finance and Corporate Governance introduced the report and highlighted the following:

- The Cabinet Member noted that this was a brief report and that the purpose of the report was to begin the development of the MTFS and 3-year financial strategy.
- It was noted that the key figures included the amount of money that the Council had and the budget gap it faced.
- Members were made aware that the Council would need to save £9.5 million, which has increased since the previously thought £5 million.
- Several assumptions were made to reach the shortfall figure which included the public sector pay award believed to be in the region of 3% per annum, the continued impact of the war in Ukraine, the cost of living and the acknowledgement that there would be some unknowns around interest rates.
- The Cabinet Member referred to the Census and noted that the population had increased more than expected. This would be a potential source of income for the Council through Council Tax but would increase the expenditure on statutory services.
- The Council would review the possibility of an increase in business rates but noted that there would be no further revenue support grants.
- It had been predicted that council tax would be increased by 2.99% per annum and it was recognised that this would be necessary going forward.

- The city had benefitted from the New Homes bonus but that would be reduced and there were no suggestions that there would be any additional funding.
- It was also noted that it was not expected that there would be any further support in the business rates pool funding, the improved better care fund, the social care grant and the services grant.
- The aim moving forward would be to develop the plans for a future sustainable council focused on 5 key areas of budget: vision and priorities, organisational resilience and capacity, governance and culture and economic growth.

The Joint Scrutiny Committee debated the report and in summary, key points raised and responses to questions included:

Section Of MTFS Phase One Proposals	Questions / Comment from Members	Response from Relevant Cabinet Member / Executive Director
Introduction of the Medium-Term Financial Strategy Quarter 1 Update	Members referred to the increase in the city's population and the positive and negative impacts that it would have on the Council's budget. Members asked whether Officers had taken those figures into account when writing the report.	The Cabinet Member noted that those impacts would be difficult to determine but that a review on cash limits in each department would be taking place.
The Joint Scrutiny Committee RESOLVED to note this section of the budget.		
Appendix A Page 7 to 8 Sections 1. Executive Summary and 2. Future Sustainable Council.	There were no questions received.	
The Joint Scrutiny Committee RESOLVED to note this section of the budget.		
Appendix A Page 8 to 12 Section 3. Detailed Assumptions	Members noted the pay award expenditure assumption of 3% and asked if there were any contingency plans in place if this were to change.	Members were made aware that every percentage point raised in inflation would increase a gap in the budget. This would require a constant monitoring process to review where funds would go. It was noted that if there were to be an increase on the bottom line, that would mean savings would need to be found.
	Members referred to page 9 and the savings which amounted to 4.4 million and sought clarification on what the underlining	The Cabinet Member advised the Committee that the factors were the provisions for adults social care where savings could be made but would be difficult to deliver.

	factors used to identify high-risk savings were.	It was also noted that there were some high-risk savings noted around procurement as contracts would need to be honoured.
	Members noted that the New Homes Bonus would be coming to an end and queried when the bonus would end and if there would be a new fund after a government review.	Members were advised that this would be the expectation, but no new fund had been confirmed.
	Members referred to page 11 and the bad debt non-collection loss of 1.2% of gross rates and queried what the underlining reasons were for this amount.	It was noted that the fundamental concerns were around adult social care payments where it had proved difficult to get the money back.
	Members noted that rural areas would be disproportionately impacted by proposed adult social care reforms and asked Officers what the effect would be if the reforms were to go ahead.	The Executive Director People and Communities responded and noted the implications on the eligibility for statutory support and the fair cost of care. It was also noted that the workforce element of the reforms would be small in comparison to other areas. However, an increase in social workers would be needed to cope with the increased demand of eligibility assessments.
	Members referred to page 9 and the reduction in the tree maintenance budget. Members sought clarification on whether there had been any budgetary pressures due to the decision to fell the oak tree in Bretton.	Members were reminded that police costs did not come at a cost for the council. The Executive Director Place and Economy followed up by noting that the core tree budget was unaffected by the felling of the oak and advised that the cost of the 100 trees that would be planted would not come from the core tree budget either.
	Members acknowledged the inflation risk reserve as a sensible move, but further clarification was sought on whether that had been set by the	The Corporate Director Resources and Section 151 Officer advised members that the budget assumptions had been made using the May Office for Budget Responsibility (OBR) forecast but due to

	<p>assumption in the inflation figures of 8.73%.</p> <p>A follow up question was asked regarding the likelihood that the council would use up that reserve given the councils financial situation.</p>	<p>inflation the forecast would be a little light to cover all increases.</p> <p>It was advised that the inflation risk reserve was there to curb the increases instead of over-inflating the budget and that the reserve would be there to help if necessary.</p>
	<p>Members referred to the previous question regarding Bretton Oak Tree and asked Officers what the total cost of the operation was to the Council.</p>	<p>The Executive Director Place and Economy reassured Members that police costs were not met by the Council.</p> <p>The Director advised that the total figure for the operation had not been determined but it would be shared with Members when it had.</p> <p>It was noted that a recommendation would be made to the Climate Change and Environment Scrutiny Committee to add to their programme work on an agreed tree policy framework.</p>
	<p>Members referred to the rise in inflation and asked if the Council would receive additional funding from national government to support statutory services.</p>	<p>Members were advised that it would be likely that the Council would have to manage with what it had.</p> <p>It was noted that additional demand would equal between 5 and 80 million pound over the next financial year.</p>
	<p>Members followed up and asked if Officers had done research into how councils have coped with high levels of inflation in the past.</p>	<p>The Cabinet Member noted that very few people who serving in Councils would have experienced levels of inflation at this rate and any data collected would likely be out of date.</p>
	<p>Members noted that the cost of debt finance equals 16% of net revenue expenditure and sought clarification on whether that had been assumed on a constant figure or on one that considered an increase in interest rates.</p> <p>A member followed up and asked whether the council had any loans maturing in the next 3-4 years.</p>	<p>The Corporate Director of Resources and Section 151 Officer advised that the Council borrowed at fixed rates and that the debt portfolio would not change.</p> <p>It was noted that the refinancing risk concerned the matured loans and highlighted the importance obtaining replacement loans at a lower rate. The aim would be to reduce the overall cost of the</p>

		<p>debt portfolio and limit borrowing to only the replacement of mature loans.</p> <p>The Officer advised that there were maturing loan that would be reviewed in line with asset disposal plans.</p> <p>Members were also advised that balancing the debt portfolio would be significant as it has influence on the revenue budget.</p>
	<p>Members referred to the cost-of-living crisis and energy usage over winter and asked if there had been work around what implications that would have on council tax receipts.</p> <p>A supplementary question was raised whether the decrease in self-employed individuals would affect the council's business rates pool.</p>	<p>Members were advised that there had not been any significant defaults in council tax payments.</p> <p>The Cabinet Member noted that the council is one of the best in the country for business rates and acknowledged that the council had been nominated for an award for collection rates.</p>
	<p>Members welcomed the commitment to limit excess borrowing and sought clarification on how capital spending would be controlled and how the council would limit capital spending related to other local authority organisations.</p>	<p>Members were advised that match funding would make sense and that business cases for revenue in the future would work best.</p> <p>The Cabinet Member noted that any excess borrowing would be unlikely unless there were substantial business cases where the benefit would bring in more money over time.</p>
	<p>Members referred to the intention to reduce the debt ratio and sought clarification on how much it would be reduced by over the next 3-5 years and where the funds would be coming from.</p>	<p>The Corporate Director of Resources and Section 151 Officer advised that repayment of some loans would come through capital receipts and the disposal of assets.</p> <p>Members were advised that loans can only be repaid as they mature otherwise there would be a premium to pay.</p>

		If there were any capital receipts left after the capital programme had been delivered; they would be utilised to pay back what would be left of the maturing loans.
	Members referred to the maturing loans due to expire and asked if the intention would be to repay them and what the figures for those loans were.	The Corporate Director of Resources and Section 151 Office advised that there were 15 million in loans maturing in the following 18 months. It was noted that those loans would be replaced unless there were excessive capital receipts. The Director also noted that the Committee would be advised on the exact cost of the loans and their maturities when the numbers were available.
The Joint Scrutiny Committee RESOLVED to note this section of the budget and requested the following:		
<ul style="list-style-type: none"> • That the Executive Director Place and Economy provide the committee with the total cost of the Bretton Oak Tree felling operation. • That the Corporate Director of Resources and Section 151 Officer provide the committee with the exact cost of the Council's maturing loans and their maturities. 		
Appendix A Page 12 to 14 Section 4. The Financial Challenge	There were no questions received.	
The Joint Scrutiny Committee RESOLVED to note this section of the budget.		
Appendix A Page 14 to 15 Section 5. Strategic Direction and Proposals for 2023/24 - 2025/26	Members noted that on page 15 the risks were selective and did not refer to the impact of Brexit and climate change. Members asked if they would be included in the MTFS going forward.	The Cabinet Member acknowledged the suggestion and agreed that they would be added into the strategy.

	<p>Members referred to page 14 and the Council's reserve policy.</p> <p>Members sought clarification on where the reserves policy was at and if there was an intention to increase reserves by the end of 2024.</p>	<p>The Corporate Director of Resources and Section 151 Officer responded and noted that the reserve policy was in draft form and would be presented to the Committee at a later date.</p> <p>It was advised that general reserves stood at 7.3 million which was 4% of the net revenue budget. It was noted that the reserves policy would aim to increase this to 5% of the net revenue budget by 2025/2026.</p>
	<p>Members referred to the proposed child safeguarding reforms on page 15 and asked what would happen if the reforms were to go through.</p>	<p>The Executive Director People and Communities noted that there had been 3 reports published relating to children's social care and protection.</p> <p>Members were advised that Officers were waiting to see what reforms turned into legislation before recommendations were made.</p>
	<p>Members referred to the shorter-term plan being called 'survive and save' and asked whether the statement 'suffice' meant the council's financial position was weaker than expected.</p>	<p>The Cabinet Member said that suffice was just a term and did not reflect weakness in the council's finances.</p>
<p>The Joint Scrutiny Committee RESOLVED to note this section of the budget and requested the following:</p> <ul style="list-style-type: none"> That the Cabinet Member for Finance and Corporate Governance include within the National Context and Risks section of the MTFS 2023-2026 Quarter 1 Update the impacts of Brexit and Climate Change. 		
<p>Appendix A Page 15 to 16 Section</p> <p>6. National Context and Risks</p>	<p>There were no questions received.</p>	
<p>The Joint Scrutiny Committee RESOLVED to note this section of the budget.</p>		

CHAIR

The meeting began at 6.00pm and ended at 6:45pm.

This page is intentionally left blank

**MINUTES OF THE JOINT MEETING OF GROWTH, RESOURCES AND COMMUNITIES
SCRUTINY COMMITTEE AND CLIMATE CHANGE AND ENVIRONMENT SCRUTINY
COMMITTEE
HELD AT 7.00PM, ON
TUESDAY 12 JULY 2022
COUNCIL CHAMBER, TOWN HALL, PETERBOROUGH**

Committee Members Present: Councillors I Yasin (Chair), N Bi, C Burbage, G Casey, N Day, M Farooq, C Fenner, JA Fox, JR Fox, M Haseeb, M Jamil, K Knight, N Moyo, M Perkins, R Ray, M Rangzeb, M Sabir, N Sandford, L Sharp, H Skibsted, C Wiggin and Co-opted Member Parish Councillor June Bull and Independent Co-opted Members Matthew Barber and Dr Esther Norton

Officers Present: Adrian Chapman, Executive Director Place and Economy
Lewis Banks, Transport and Environment Manager
Emma White, Transport Programme Manager for Cambridgeshire
and Peterborough Combined Authority
Paulina Ford, Senior Democratic Services Officer
Charlotte Cameron, Democratic Services Officer

1. NOMINATION OF CHAIR

The Senior Democratic Services Officer advised the Committee that in accordance with

Part 4, Section 8 – Scrutiny Committee Procedure Rules, section 13, Joint Meetings of Scrutiny Committees a Chair would be required to be appointed from among the Chairs of the Committees who were holding the meeting. Nominations were sought from those present who were Councillor Day, Chair of the Climate Change and Environment Scrutiny Committee and Councillor Yasin, Chair of the Growth, Resources and Communities Scrutiny Committee. Councillor Yasin was nominated by Councillor Jamil and seconded by Councillor Day. There being no further nominations, Councillor Yasin was appointed Chair of this committee.

The Chair welcomed everyone present and explained that the purpose of the meeting was to provide an opportunity for members of both Scrutiny Committees to scrutinise Peterborough's Local Transport Connectivity Plan.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Michael Perkins.

The following Climate Change and Environment Scrutiny Committee Co-opted members also submitted their apologies: Stuart Dawks.

3. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

No declarations of interest or whipping declarations were received.

4. **PETERBOROUGH CITY COUNCIL'S CONSULTATION RESPONSE TO THE CAMBRIDGESHIRE AND PETERBOROUGH LOCAL TRANSPORT AND CONNECTIVITY PLAN**

The Growth, Resources and Communities and the Climate Change and Environment Committees received a report in relation to the proposed consultation response to the Cambridgeshire and Peterborough Local Transport and Connectivity Plan.

The purpose of the report was to consider and make comments in respect of the Council's proposed consultation response to the Cambridgeshire and Peterborough Local Transport and Connectivity Plan.

The Transport and Environment Manager accompanied by the Transport Programme Manager for Cambridgeshire and Peterborough Combined Authority introduced the report and key points raised included:

The Combined Authority produced a new draft Local Transport and Connectivity Plan (LTCP). It was advised that the draft had been developed collaboratively and that Peterborough's priorities had been included to focus on supporting the local area.

The Officer identified that some of the priorities included in the Peterborough section were transformative. These included the Peterborough Station Quarter, the Fletton Quays Footbridge and work on a new location for a bus depot. The challenges of rolling out electric vehicle charging points were identified, with an acknowledgement that due to the lack of off-road parking in the city this would require private sector investment. Finally, walking and cycling strategies and their support to active travel were highlighted. The Officer referred to the Local Cycling and Walking Infrastructure Plan and the potential for the creation of a Cycling and Walking Task and Finish Group.

The Transport Programme Manager for Cambridgeshire and Peterborough Combined Authority added:

The LTCP would aim to bring the region closer together through a properly funded joined-up net zero transport system. The plan had 11 key objectives spread across 6 key transport targets. The plan would remain aligned with all relevant local, regional and national transport policies as it developed.

An engagement soft launch had been completed and 500 feedback forms were received. Of those responses, 95% understood that the transport plan needed to be updated, 65% believed that the update was the correct one and 25% felt the objectives listed were the right transport priorities for the region. Responses to this soft launch were used to inform the updated LTCP.

The Growth, Resources and Communities and the Climate Change and Environment Committees debated the report and in summary, key points raised and responses to questions included:

- Members noted the results of the 2021 census which showed that Peterborough had a population of 215,000 and was the 4th fastest growing city in the country. Members asked why Cambridge had 14 pages in the LTCP and Peterborough only had 5. The Officers advised that further information regarding Peterborough's transport plans would be added to the LTCP.
- Members referred to the issue of the Bus Depot on Lincoln Road and sought clarification on what had been done to resolve it. Members were advised that a proposal had been sent to the Combined Authority to approve a £40,000 feasibility study which would review the options around enhanced bus partnerships and franchising.

- Members sought further clarification on the role of Stagecoach in the negotiations for a new bus depot. Officers advised that the Combined Authority (CA) were in discussion with Stagecoach and that the CA had additional powers and greater access to finances for franchising.
- Members referred to page 92 where it stated that improvements in and around the city centre were expected soon and sought clarification on when and what those improvements would be. The Officer noted that several active travel improvement schemes would happen as a result of larger developments.
- The Transport and Environment Manager advised that the proposed new Cycling and Walking Task and Finish Group would help to review active travel schemes from a planning perspective.
- It was noted that there were no cycle routes available south of the river and a solution would need to be found.
- Members asked what percentage of the funds in the plan would be spent on active travel. Members were advised that nothing was stipulated but that several schemes were being looked at.
- Members noted the 6 key objectives of the LTCP and sought clarification on how they would be factored in and achieved for rural and remote areas. Members were advised that the LTCP was a strategic document and that there had been discussions around transport hubs aimed at connecting the rural and urban areas.
- Members referred to the information on page 6 about the work with the CA on bus routes and asked if there were any plans for a bus working group to be reinstated. Members were advised that the CA were working on bus operations and when there were firm plans for a bus strategy, they would be presented to scrutiny.
- Some Members emphasised the benefits of a bus working group and noted that it would be important for Members from across the CA to have an input on bus strategies in the region.
- Members were pleased at the comprehensive inclusion of cycling and walking strategies in the plan and their connection with rural communities. Members sought clarification on how the cycling plans would be achieved and connected with the rural areas. Officers acknowledged the importance of this area of work and noted that the work of the new Cycling and Walking Task and Finish would help to facilitate this.
- Officers advised that this work would collectively build into a rural cycle strategy which would connect the rural areas to each other and the city.
- Members referred to the Local Cycling and Walking Infrastructure Plan (LCWIP) on page 5 and sought clarification on the external support received. Members were advised that there were two types of funding; the Active Travel Fund which was capital money for infrastructure and the Capability Fund which was revenue funding from the Department of Transport.
- Members were advised that these funding streams would enable the Council to promote sustainable travel and look for further schemes of funding.
- Members referred to £600,000 in funding from Cycling UK and noted that the Council did not receive as much funding as others. Members queried whether the cycling plans could be more aspirational given the potential to lose out on funding in the future. Officers noted that getting the LCWIP approved would be vital in allowing the Council to bid for more funding.
- Members asked why the major schemes in the plan focused on roads and not solutions to deal with congestion. It was acknowledged that there were several road schemes and Members were advised that some individuals would not have a realistic alternative. Members were also advised that there were multi-modal schemes which included road, cycle and walking measures.

- Members were advised that the multi-modal schemes included work on dualling the A16 at the Norwood development site, additional cycling and walking infrastructure and a pedestrian/cycle footbridge over the A47.
- Members asked if there were any schemes focused on promoting public transport to those who travel into Peterborough from other counties. Officers advised that there were ongoing studies focused on reviewing rail connectivity to the surrounding areas.
- Officers noted that the response would be improved to include more references to the work around rail connectivity.
- Member referred to the public consultation and sought clarification on how elderly residents without access to the internet were able to respond. Officers advised that newspaper adverts, schools and businesses and public events were used to advertise the consultation.
- Members suggested the Cross Key Homes would be a good place to promote the consultation so that those without internet could be reached.
- Members sought clarification on the what the views of those who answered the consultation were. Members were advised that the in-person events had been well attended and the key themes raised included bus, rail and active travel links. Officers advised that a briefing note on the public feedback received would be provided.
- Members asked if retail parks had been targeted for the consultation as there were concerns those areas were being missed. The Officers noted that they had not been targeted and advised that this would be reviewed.
- Officers were advised that Tribute, a rural Peterborough magazine, would be a useful tool in reaching the rural areas.
- Members asked if Officers had determined a quantifiable financial benefit of the transport plan. Members were advised that the schemes within the plan allowed for larger sums of investment and an exact figure would be hard to determine.
- Members were concerned that the plan did not go far enough to improve the transport connectivity of the city and asked if the growth rate of the city had been considered. Officers noted that the plan needed to be more ambitious to support the growth in the city.
- Members noted that the response to consultation did not include reference to the proposed 15% decrease in motor vehicles by 2030 and queried how equipped the city was to deal with such a change. Officers advised that work with a consultant had been commissioned to review what that reduction would mean for the city.
- Members were advised that there would be child documents under the LTCP focused on specific schemes within the strategy.
- Members noted that bus prices were unaffordable and that bus timetables did not meet the usage needs of residents. Members were advised that work around the affordability and service of bus routes would be added to the response.

The following recommendation was made by Cllr Sandford and seconded by Cllr Knight, that Peterborough City Council's consultation response to the Cambridgeshire and Peterborough Local Transport and Connectivity Plan be rewritten to include relevant comments made by the Committee.

The Committee unanimously **AGREED** to the recommendation.

RECOMMENDATION

The Committee considered the report and **RESOLVED** to **RECOMMEND** that Peterborough City Council's consultation response to the Cambridgeshire and

Peterborough Local Transport and Connectivity Plan be rewritten to include relevant comments made by the Committee and that the plan includes a more detailed section for Peterborough to take into account the following areas:

- Information on the connectivity between rural areas and the city
- Information on rail connectivity
- Additional information on bus routes and public transport connectivity
- Quantifiable GDP to represent the growth of the city
- The proportion of major schemes that will be Active Travel and;
- The long-term view for Peterborough.

AGREED ACTIONS

1. The Growth, Resources and Communities and the Climate Change and Environment Scrutiny Committees considered the report and **RESOLVED** to make comments in respect of the Council's proposed consultation response to The Cambridgeshire and Peterborough Local Transport and Connectivity Plan.
2. The Committee also requested that the Transport and Environment Manager:
 - Consider reinstating the bus working group
 - Provide the committee with a briefing note on the public feedback to the consultation.
 - Review the way in which the consultation is communicated and advertised to ensure public areas and such organisations like Cross Keys homes are included.

CHAIR

Meeting began 7.00pm and ended 7.55pm

This page is intentionally left blank

**MINUTES OF THE GROWTH, RESOURCES AND COMMUNITIES SCRUTINY
COMMITTEE MEETING
HELD AT 7.55PM, ON
TUESDAY 12 JULY 2022
BOURGES/VIERSEN ROOMS, TOWN HALL, PETERBOROUGH**

Committee Members Present: Councillors I Yasin (Chair), M Jamil (Vice-Chair), G Casey, C Fenner, JR Fox, M Haseeb, K Knight, N Moyo, M Rangzeb, R Ray, N Sandford, and Co-opted Member Parish Councillor Neil Boyce

Officers Present: Adrian Chapman, Executive Director Place and Economy
Matt Oliver, Head of Think Communities
Paulina Ford, Senior Democratic Services Officer
Charlotte Cameron, Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Michael Perkins.

2. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

Parish Councillor Neil Boyce expressed a non-pecuniary interest as the Chair of the Parish Liaison Working Group and Chair of Good Neighbours Rural Peterborough.

There were no whipping declarations received.

3. MINUTES OF MEETINGS

The minutes of the Extraordinary Growth, Environment and Resources Scrutiny Committee held on 15 February 2022 were agreed as a true and accurate record.

The minutes of the Growth, Environment and Resources Scrutiny Committee held on 1 March 2022 were agreed as a true and accurate record.

The minutes of the Communities Scrutiny Committee held on 8 March 2022 were agreed as a true and accurate record.

4. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISION

No call ins were received.

5. APPOINTMENT OF CO-OPTED MEMBERS 2022/2023

The Growth, Resources and Communities Scrutiny Committee received a report in relation to the appointment of Co-opted Members in accordance with the Council's Constitution Part 3, Section 4 – Overview and Scrutiny Functions.

The purpose of the report was to seek approval from the Committee to appoint Parish Councillor Neil Boyce as a Non-Voting Co-opted Member for the municipal year 2022/2023 and to approve the appointment of Parish Councillor Michael Samways as the substitute for Parish Councillor Neil Boyce for the municipal year 2022/2023 to the Growth, Resources and Communities Scrutiny Committee in accordance with Part 3, Section 4 – Overview and Scrutiny Functions.

The Senior Democratic Services Officer introduced the report and explained that the nominations for Parish Council Co-opted Members had been put forward by the Parish Council Liaison Committee and that the appointments would be reviewed annually.

The Committee unanimously agreed to the appointments of Parish Councillor Neil Boyce as a non-voting Co-opted Member and the appointment of Parish Councillor Michael Samways as substitute for the municipal year 2022/23.

The Chair welcomed the Co-opted Member who was in attendance and invited them to join the committee for the rest of the meeting.

AGREED ACTIONS

1. Appoint Parish Councillor Neil Boyce as a Co-opted Member with no voting rights to represent the rural area for the municipal year 2022/2023. Appointment to be reviewed annually at the beginning of the next municipal year.
2. Appoint Parish Councillor Michael Samways as the nominated substitute for Parish Councillor Neil Boyce should he be appointed as the non-voting Co-opted Member representing the rural area. Appointment to be reviewed annually at the beginning of the next municipal year.

6. COHESION AND COMMUNITY CHAMPIONS ENGAGEMENT – DEVELOPING THE APPROACH

The Growth, Resources and Communities Scrutiny Committee received a report in relation to the Cohesion and Community Champions Engagement work of the Council.

The purpose of the report was to report on the approach developed by the Think Communities Service to support cohesion in the city through participation, engagement, consultation and coproduction alongside its citizens.

The Head of Think Communities introduced the report and key points raised included:

The report set out the approach to the Community Champion work undertaken by the Council and highlighted the need to develop approaches that would face the challenges of Covid-19 and the cost-of-living crisis. It was also advised that report was written at a time where trust in authority was stretched.

The report targeted improvements in engagement to the changing population and new communities. The proposals in the report aimed to build on existing engagement streams within the community.

The Officer referred to the aims of the report in section 4.2 and the work undertaken during Covid-19 in section 4.3. Work which had been focused on translation and dissemination for key groups was highlighted and it was advised that some areas had been identified as targets for improving representation.

Government support around the Community Champion approach was referred to and linked to the proposals for a 12-month Community Champion Network trial. This would be

aimed at building a network of engagement which would put the champions in a position to reach out and engage with more residents.

Finally, the Officer emphasised the importance of the Committee's contribution to the Cohesion and Community Engagement approach.

The Growth, Resources and Communities Scrutiny Committee debated the report and in summary, key points raised and responses to questions included:

- Members queried if the funding received was for existing projects and if new projects would be affected if that funding were to be lost. Members were advised that the pandemic enabled the Communities team to review various ways of working, which had attracted numerous pots of funding.
- The Executive Director Place and Economy advised that the funding secured would not be financially sustainable but would present an opportunity to review and test new approaches to community engagement.
- Members were advised that Officers would bring recommendations to the Committee that would be focused on building a core funded budget to assemble a fit for purpose and permanent communities' team.
- It was acknowledged that the quality of community work conducted by Good Neighbours Rural and Parish Council Liaison Group highlighted the benefit of a good working relationship with the council.
- Members referred to page 36 and asked how Officers were working with the rural areas. Members were advised that work would be ongoing and completed work had allowed for the Good Neighbours Rural and the Parish Council Liaison Groups to do their work without Council interference.
- Members queried why page 37 of the report stated that there would be no rural implications of the report. Officers acknowledged that this was an oversight.
- Members referred to the Council's role in rural and urban areas and sought clarification on what mechanisms were in place to ensure changes were reaching residents. Officers acknowledged the importance of reaching all residents and advised that there were various forms of engagement used.
- Members referred to the translation element of the engagement strategy and queried whether communications from the council were monitored for the use of technical terms. The Officer highlighted that getting communication right was key to successful engagement and that Officers would work to reduce the technical language in communications.
- Members queried whether work had been done to focus engagement at the university students. Members were advised that a new Youth Voice Partnership had been started and strategies were being developed.
- Members noted that the Parish Council Liaison Group work had helped to reduce costs to the Council and expressed the need for the Community Champions to have a single point of contact.
- Members also referred to the work of the Peterborough Council Voluntary Service (PCVS) and asked if Officers had spoken to the team. Members were advised that Officers held regular meetings with PCVS which were focused on improving community engagement.
- Members asked whether work had been done to determine why residents distrust the Council. Officers noted that this was a national issue that increased throughout Covid-19 and that work would need to be done to find out what the trust issues locally were.
- Members sought clarification on who were part of the hard-to-reach groups mentioned in the report. Members were advised that these groups were hard to identify as they would be less likely to engage with the Council.

- Members asked how it was being ensured that underrepresented groups were being targeted. It was advised that engagement strategies were different for different groups and further detail could be brought back to the committee.
- The Officer also advised that the engagement strategy would need to be both appropriate for all residents and one that staff understood.
- Members queried if any gaps in the response to the Council's engagement strategy had been identified. Members were advised that the census data had highlighted some areas for improvement but that it would need to be reviewed further.
- The Executive Director Place and Economy noted that it was the team's job to reach those who were not being reached but that the right mechanism would need to be used. It was acknowledged that a workshop would be a suitable forum for the Committee to help identify areas where engagement could be targeted more efficiently.

The following recommendation was made by Cllr John Fox and seconded by Cllr Fenner, that Peterborough City Council recruit a liaison officer to work with the Parish Councils and other community groups.

The Committee unanimously **AGREED** to the recommendation.

RECOMMENDATIONS

The Committee considered the report and **RESOLVED** to **RECOMMEND** that Peterborough City Council recruit a liaison officer to work with the Parish Councils and other community groups.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Consider and endorse the approach to community champions engagement and the recommendations for developing this approach in line with best practice and to support the cohesion work of the council.

The Committee also requested the following:

- That the Head of Think Communities find ways of engaging with the urban areas of Peterborough so that they are included in any decisions made that influence how the Council engages with communities, ensure all communication used to engage with communities is made accessible to all and include the university in the engagement strategy
- That the Executive Director Place and Economy consider running a workshop with the Committee to have an in-depth discussion to help Officers identify ways of reaching individuals that the Council are not aware of but need to support.

7. REVIEW OF 2021/2022 AND WORK PROGRAMME FOR 2022/2023

The Senior Democratic Services Officer presented the report which considered the relevant items presented in 2021/2022 to the former Growth, Environment and Resources and Communities Scrutiny Committees and looked at the work programme for the new municipal year 2022/23 to determine the Committees priorities. Members also noted the Terms of Reference for the Committee.

The Committee discussed the work programme and points raised included:

- Members referred to the former Communities Scrutiny Committee and its responsibility to meet as the Crime and Disorder Committee and noted that the work programme lacked Crime and Disorder items.
- Members referred to the police presence at the felling of Bretton Oak tree and asked if policing priorities would be an eligible item for the Crime and Disorder Committee.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Consider relevant items which were presented to the former Growth, Environment and Resources Scrutiny Committee and the former Communities Scrutiny Committee during 2020/2021, which now fall within the remit of this committee, and make recommendations on the future monitoring of these items where necessary.
2. Determine its priorities and approve the draft work programme for 2022/2023 attached at Appendix 1.
3. Note the Recommendations Monitoring Report attached at Appendix 2 and consider if further monitoring of the recommendations made by the former Growth, Environment and Resources Scrutiny Committee and the former Communities Scrutiny Committee during the 2021/2022 municipal year, that now fall within the remit of this committee is required.
4. Note the Terms of Reference for this Committee as set out in Part 3, Section 4, Overview and Scrutiny Functions and in particular paragraph 2.1 item 2, Growth, Resources and Communities Scrutiny Committee and paragraph 3.4 Crime and Disorder as attached at Appendix 3.

The Committee also requested the following:

- Review if policing priorities are part of the remit of the Crime and disorder Scrutiny Committee.

8. FORWARD PLAN OF EXECUTIVE DECISIONS

The Senior Democratic Officer introduced the report which included the latest version of the Council's Forward Plan of Executive Decisions containing decisions that the Leader of the Council, the Cabinet or individual Cabinet Members would make during the forthcoming month. Members were invited to comment on the plan and where appropriate, identify any relevant areas for inclusion in the Committee's Work Programme.

- There were no points raised.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the current Forward Plan of Executive Decisions and **RESOLVED** to note the report.

9. DATE OF NEXT MEETING

The next meeting of the Joint Scrutiny Committee was noted as being the 13 September 2022.

The next meeting of the Committee was noted as being the 20 September 2022.

CHAIR

Meeting began at 8:00pm and ended at 8:55pm

This page is intentionally left blank

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 5
20 SEPTEMBER 2022	PUBLIC REPORT

Report of:	Chief Executive, Matt Gladstone	
Cabinet Member(s) responsible:	Cllr Wayne Fitzgerald, Leader of the council	
Contact Officer(s):	Jens Gemmel von Döllinger, Sustainable Future City Council Director	Tel.

INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL REPORT

RECOMMENDATIONS	
FROM: <i>Chief Executive</i>	Deadline date: N/A
It is recommended that the Growth, Resources and Communities Scrutiny Committee:	
1. Reviews the first report of the Independent Improvement and Assurance Panel and agrees with the actions and progress being made with the delivery of the Improvement Plan.	

1. ORIGIN OF REPORT

1.1 This report is submitted to the Growth, Resources and Communities Scrutiny Committee following Full Council on 22 June 2022 and Cabinet on 11 July 2022.

2. PURPOSE AND REASON FOR REPORT

2.1 Improvement Panel Comments:

The Council established the Peterborough City Council Independent Improvement and Assurance Panel (PCCIAP) on 16 December 2021 and updated the terms of reference of the panel to report to the Council on a six monthly basis. This report provides the Panel's first six monthly review of the work of the Council against the previously agreed Improvement Plan and the recommendations of the independent reports commissioned by the Department of Levelling Up, Housing and Communities.

PCC Response:

We accept and welcome the Improvement Panel's findings and will implement its' recommendations in full. We will continue to use the panel as a sounding board for matters related to the future sustainability of our city and its' administration.

2.2 This report is for Growth, Resources and Communities Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by the Council:

10. Strategic Financial Planning

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
---	-----------	----------------------------------	------------

3. BACKGROUND AND KEY ISSUES

3.1 Improvement Panel Comments:

On the 30th June 2021, the DLUHC announced an external assurance review of the Council's financial position and its wider governance arrangements. Government decisions on further exceptional financial support, and on any statutory interventions that might be necessary, would be informed by those reviews. The financial review was undertaken by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the governance review was undertaken by Andrew Flockhart. The governance review reported in September 2021, and CIPFA reported on the finance review in November 2021. Both reviews set out detailed findings, including conclusions, evidence and methodology used, and included recommendations for the future. Importantly, the governance review recommended non-statutory action. The Minister of State for Equalities and Levelling up Communities then wrote to the Council when the reports were published saying that, although she still had concerns, she agreed with the findings and that with the right support the Council should be able to respond to the challenges it faced.

3.2 Improvement Panel Comments:

The PCC IAP operates in the context of the statutory intervention framework of powers given to the Secretary of State in the Local Government Act 1999. The independent panel is at the lowest level of external intervention, it does not take any decision making away from the Council. The threat of some level of statutory intervention remains if there is any faltering in implementation of the improvement plan recommendations. Council officers and members of the Panel meet monthly with DLUHC officials to discuss the City Councils progress.

3. INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL

3.1 Improvement Panel Comments:

The purpose of the Panel as approved by Council is to:

- Provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of their Improvement Plan;
- Provide assurance to the Secretary of State of Peterborough City Council's progress on delivery of their Improvement Plan;
- Provide six monthly reports to the Council on the progress of the delivery of the Improvement Plan.

3.2 Improvement Panel Comments:

The Improvement Plan approved at Council on 21st December 2021 is a critical document, as the Panel will be holding the Council to account on the delivery of this plan, and on the extent to which the plan is meeting the recommendations, actions and outcomes envisaged in the finance and governance review reports.

3.3 Improvement Panel Comments:

The Councils Improvement Plan has three Improvement Themes as follows: -

- "Theme 1: Financial Sustainability. The recovery and improvement of Peterborough relies on us setting a balanced budget in 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer "core/can't afford" as we constantly challenge ourselves on how we spend every penny of the Council's money.
- Theme 2: Service Reviews. The Council has initiated a series of service deep dives starting in Adult's and Children's Services and Housing, we will continue this programme of review into mid-2023. The reviews will generate options and recommendations for doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. The Council has to have the ability to make change happen more rapidly.

- Theme 3: Governance and Culture: This section describes how we will manage the Improvement Plan with the support of the Improvement Panel and associated partners. We will refresh our Corporate Strategy and key policies. We will adopt stronger fiscal delivery disciplines where personal accountability will be at the heart of our new ethos. We will change the organisation if we are clear on what has to change, by when and to what standard.”

The IIAP operates as a collective body, bringing all of the expertise of the Panel to the challenges facing the Council. Four of the panel members lead on individual areas that are intertwined across the three themes of the Improvement Plan. This report covers those four lead areas of Finance/ Transformation/ Assets, Contracts and Companies/ Governance and provides the Panels view on the progress in the last six months. The latest position on the Improvement plan is attached at Appendix A.

4. CURRENT PCC IIAP VIEW ON THE CITY COUNCIL IMPROVEMENT PLAN PROGRESS

4.1 Financial Sustainability

Improvement Panel Comments:

There has been good cooperation from Council staff with the Panels Finance lead since the panel was appointed in December 2021. There has been regular contact and the Senior Finance staff have sought and taken on board advice, comment and challenge on the Finance proposals and their draft reports.

4.1.1 CIPFA Recommendations

Improvement Panel Comments:

The CIPFA report to the Council in November 2021 contained a number of recommendations on which the Council had to implement immediate action. These have been substantially completed or have been overtaken by events. The CIPFA recommendations were by definition short term and the Council now needs to focus on medium and long term issues in terms of service delivery remodelling and operating models to attain long term financial stability. The full set of recommendations, together with an up to date officer commentary, is attached at Appendix B.

4.1.2 2021/2022 Outturn and 2022/2023 Budget

Improvement Panel Comments:

As a first step the Council has approved a balanced budget for 2022/23 without the need for a capitalisation direction in either 2021/22 or 2022/23. The initial indications on the 2021/22 outturn position will be a revenue underspend of circa £4 million which will improve the Council's reserves position. The delivery of a balanced budget in 2022/23 is dependent upon the delivery of the agreed savings plan. As at mid-May £ 7.972 million out of £16.673 million has been delivered, leaving £8.701 million to be implemented of which £0.83 million is regarded as unlikely to be achieved. A further £3.92 million is regarded as at high risk and the procurement related savings are particularly at risk. There is therefore a high level of risk and uncertainty in the achievement of the agreed savings plan with some 28% of identified savings proposals being identified as at least high risk.

PCC Response:

In the current financial year, we had to close a budget gap of £27m to set a balanced budget, which we were able to achieve, largely thanks to our staff's hard work and support. Much hard work remains to be able to deliver all those savings in the current year.

Looking to future years, in 2023/24 we were predicting a budget gap of around £5m, however our current modelling shows that gap has now widened to £9.5m, largely down to rapidly rising rates of inflation.

This information has become public, as part of a report submitted to the Joint Scrutiny Committee on 5 July. You can read the agenda [here](#) (agenda item 4).

In 2024/25 this budget gap is estimated to rise to £12.9m, and then to £15.1m in 2025/26. To be able to make these predictions our finance team has conducted sensitivity analysis and made a number of assumptions, including rising inflation, which currently stands at 9%– the highest it's been in 40 years, increasing demand for services, a 3% pay award for staff and risk in delivering previously agreed savings.

This modelling allows us to plan so that we can work well in advance to reduce budget gaps in future years and links with what we said we would do in the Improvement Plan with the development of the Target Operating Model. Through this strategic planning, allocation of money will focus on outcomes rather than where resources sit in the organisation.

We ended the last financial year with a £4.5m underspend which has enabled the council to increase its general reserve balance by £1.3m to £7.3m, a positive step as it increases the amount of money we have for unforeseen events and helps strengthen our financial resilience – one of the issues CIPFA identified as a weakness.

An additional £3.2m has also been added to an inflation reserve which now stands at £4.7m, established to mitigate the financial risk resulting from rising rates of inflation. However, these reserves are one-off funds and can help in the short-term, but ultimately we should be better managing our increasing pressures so we don't need to use reserves.

4.1.3 **Savings Board**

Improvement Panel Comments:

The Council has set up a savings board to monitor the delivery of the savings and to provide a level of challenge where delivery is either delayed or doubtful. This internal challenge needs to be extremely robust as the non-delivery of savings will place in doubt the Council's ability to achieve its objective of being financially stable from 2024. As a direct result of the level of uncertainty, the Council must consider alternative plans to find cashable savings where delivery of the original proposals is in doubt. Officers have started the process of identifying suitable substitute or alternate actions.

PCC Response:

We are driving forward savings proposals in the current year and developing plans to meet the £9.5m forecast budget gap in 2023/24 rising to £15.1m by 2025/26. This will require input from all levels of the organisation. Over the summer months, we will further tighten the governance and reporting for our savings programme and will bring back an update on progress to cabinet in due course.

- Funding remains flat as per SR2022, with increases in Council Tax and NNDR built in to forecast
- Risk on the delivery of 2022/23 savings plans- £4.4m
- Inflation pressures of 10% by end of 2022 have been build into forecast, driving up costs (£4.7m inflation risk reserve also available to mitigate immediate exposure)
- Cost of Debt financing equates to 16% of NRE with interest rates expecting to rise.
- Demand led budgets. ASC & CSC represent 56% of NRE
- Therefore, a total of 72%_of our NRE is tied up in demand led services and debt costs.
- Further risks exist as a result of the Social Care Reforms & Fair Cost of Care

4.1.4 **Revenue Controls**

Improvement Panel Comments:

The Council has maintained a high level of control on revenue expenditure, these controls will be required to be continued for the foreseeable future to enable non-essential spending to be identified (and further curtailed if necessary) and to enable a culture of budget responsibility to take root and grow within the Council.

4.1.5 **Medium Term Financial Strategy**

Improvement Panel Comments:

The Council is in the early stages of preparing a medium term financial strategy (MTFS), which will include a number of key dates by which specific stages of the budget process will need to be completed. It is extremely important that this timetable is adhered to. The MTFS will require significant input from service heads across the whole Council and will require a view to be taken on the likely level of savings that can be achieved over the medium term in respect of service redesign. In common with all other Local Authorities, the Council faces a particular difficulty in establishing that view as at present it is difficult to predict with any degree of accuracy the likely budget gap for future years - due to uncertainty over inflation, the level of government support for 2023/2024 and the likely referendum limit for council tax for that year. In the absence of certainty, the Council will need to plan on a range of scenarios and produce corresponding proposals accordingly.

PCC Response:

A Programme Director (Sustainable Future City Council Director) has joined the Council to lead on the design, mobilisation and implementation of a number of transformation programmes and which will be structured around our emerging priorities and themes.

The Council is aware that due to its challenging financial circumstances, it needs to find a balance between delivering short, medium and long-term budget options to ensure the current year and 2023/24 is balanced. In addition to delivering a Medium Term Financial Strategy (MTFS), work has already commenced on the MTFS and the development of budget savings to ensure the Council remains within its financial envelope. The detailed design phase of our transformation programmes will start in September 2022, the scope of which will include service redesign (operating models) and finalising future service budget requirements.

Outline business cases including programme plans and budgets will be brought back to Cabinet for consultation and decision. The shaping of the Council's MTFS will form the backbone of these plans so that our corporate strategy and proposed changes can be delivered within a reduced financial envelope, over the medium and long term.

4.1.6 **Capital Finance**

Improvement Panel Comments:

The financing of the Capital programme has been an area of considerable concern for the Council. The need to service borrowing to fund the Capital programme reduces the Council's ability to spend on day to day services. The Council has already decided, for the immediate future, not to fund new capital schemes from borrowing but to use other resources such as grant and capital receipts. This means that difficult decisions will need to be made in prioritising capital project expenditure. The gap between the current capital programme and available non borrowing resources is in the region of £16 million. Schemes will have to be deferred or dropped out of the programme. Until that process is completed and the current funding gap addressed, the present moratorium on all new schemes will need to be maintained.

PCC Response:

Following the report published by the Chartered Institute of Public Finance and Accountancy (CIPFA) on behalf of DLUHC into the Council's financial position, a moratorium on Capital spend was implemented in 2021/22, and the revised Capital Strategy was approved to guide the way for revising the Capital Programme in accordance with the key objectives within the Improvement Plan.

Work is progressing on reducing the 2022/23 Capital Programme to ensure that no new borrowing is incurred, and that funding is only through the sales of assets or grant funded. The removal of borrowing in the current year is needed in order to deliver the £0.75m revenue saving that has been included within the budget.

The detailed capital financing modelling is anticipated to be completed over the summer months and given that the performance of the capital programme was £33m for 2021/22 compared to the budget of £79m a forecast underspend is expected.

4.2 Medium to Long Term Transformation

Improvement Panel Comments:

There has been good contact and interaction with the Panels Transformation lead since the Panel was established, particularly with the Chief Executive.

As indicated in the Appendix to this report, CIPFA have assisted with a number of current service reviews. The Council is, however, also turning its attention to longer term financial and service delivery sustainability. This includes reviewing opportunities to deliver additional income, drive efficiency and in other ways reduce cost by adopting a longer term transformation perspective. The Panel welcomes this development. Not only does it enable the Council to think creatively about how it may balance its books over the medium term, but it also provides a vehicle for communicating a positive change to the organisation, to partners and the community. This work is in its early stage of and it is important that it is encouraged, sustained, nurtured and appropriately governed. The Chief Executive has brought into his team an experienced transformation director who is creating a Council transformation capacity. Their work is starting to build an internal understanding of where opportunities might exist for change and improvement. Early hypotheses being explored include the potential to exploit the commercial opportunities of growth, early intervention and prevention, customer service and wider modernisation and other opportunities for business process improvement. There are clearly close links to the development of the Medium Term Financial Strategy, the Corporate Strategy and review of contracts. The Panel will help to ensure that these connections continue to be made and exploited. Early indications on both intent and interaction across the Council are positive.

PCC Response:

We have started to articulate what our response to the City's challenges will need to look like. Our revised corporate strategy is the start of this process and will address a number of challenges the Council faces and the opportunities presented to us by the City (our City Priorities).

We are in the process of building a CEXs delivery unit team to design, test and agree with Cabinet a strategy for leadership, on the design and organisation of Peterborough so that it can deliver the administration's long-term vision for the City and its priority outcomes, a strategy and plan that invests into the City's future while creating the foundations of a sustainable future city council and that will address:

- 1) Challenges and Opportunities - why we believe there are opportunities that can address the challenges we face and what it means in practice to benefit from these opportunities.
- 2) A new model of leadership and service delivery - the changes we need to make inside the Council.
- 3) A new approach to officer governance - how we give Members and wider stakeholders confidence that we will deliver what we say we will deliver.
- 4) Making it happen – a comprehensive set of Business Cases, Org Design Structures and Plans that underpin a timely implementation of our proposals.

Cabinet and the wider member community will get early sight of our plans and we will seek cross-party engagement and support as the details of our proposals and plans develop.

4.2.1 Assets, Contracts and Companies

Improvement Panel Comments:

Although it was originally envisaged that actions under these workstreams would be addressed in the first six months of the Improvement Plan it has become clearer that they are dependent on the outcomes of the internal and CIPFA reviews that have been concentrating on the more pressing issues of governance, bringing revenue and capital budgets under control and of service

redesign. The Panel therefore understand and accept that they are running behind issues that were of more immediate concern.

PCC Response:

There is a dependency on all CIPFA reviews to be completed by the end of July. The reviews will then feed into the more detailed design of our programmes from September onwards. This will ensure that any recommendations from the reviews will be taken forward in a structured manner and delivered at pace.

4.2.2 **External review reports**

Improvement Panel Comments:

Despite the unavoidable slow start, progress has been made in each of these areas and draft reports have been issued to officers by CIPFA on Norfolk Property Services Ltd (NPS) and the Peterborough Improvement Partnership (PIP). These reports have not yet been shared with the lead Panel member. The next six monthly report of the Panel will therefore be able to comment on these reports, and subsequent actions taken. It is understood that a report on the Council's relationship with Serco is expected shortly by the Council, and the Panel would also welcome early sight of that report when it is completed.

Overall, management have put effort both into understanding the nature of these relationships and the risks that they pose to the Council as well as seeking to gain a degree of client control over strategy and operations of these companies. However, the burden of this is focussed on the Chief Finance Officer and it remains unclear how reform of these relationships will be managed over the two forthcoming years given the complexity of decision making and the considerable workload in bringing functions in-house or delivering improved governance.

In consideration of how it will undertake the 'shareholder' role, the Council has talked with other authorities and produced draft proposals for member consideration on future arrangements. Steps have been taken to embed good practice such as in limiting the role of members on companies and Joint Venture undertakings to reduce the likelihood and impacts of potential conflicts of interests and limitations on objectivity.

On NPS, we understand that CIPFA are recommending that 12 months' notice is given on the JV which will necessitate further consideration of alternative in-house delivery options to address the lack of a strong client function and combine overall responsibility for property issues including asset valuations, a robust asset management strategy and crucially a disposals strategy to support the reduction in overall levels of debt.

On PIP, the Council had distanced itself to the point of the Partnership taking its own governance, operational and financial decisions and the Council failing to appreciate the risks involved including those associated with offshoring. This needs to be urgently addressed and the CIPFA report is likely to recommend significant reform which the Chief Executive has indicated will be supported.

On Serco, the Council is making positive moves to build relationships with Serco management to explore options for terminating the £10m per annum arrangement providing a range of critical service. The Council may wish to talk with Birmingham City Council about their approach to terminating a similar arrangement with Capita in 2019.

PCC Response:

There is a dependency on all CIPFA reviews to be completed by the end of July. The reviews will then feed into the more detailed design of our programmes from September onwards. This will ensure that any recommendations from the reviews will be taken forward in a structured manner and delivered at pace.

4.2.3 **Asset Management group**

Improvement Panel Comments:

The Council has produced a capital strategy which is central to controlling capital spend and in bringing excessive levels of borrowing under control. As indicated above, considerable work is underway to reprioritise the programme against available resources.

A Capital Programme group has been established to drive the formulation of capital proposals and the management of the programme but work to establish an Asset Management group to oversee the rationalisation of assets and the disposal of under-utilised assets needs to be accelerated. These are both critical to the formulation of the capital proposals for 2022/24 and beyond. The fully formulated plan for the continuing reduction in debt will need to be in place shortly.

PCC Response:

Work is progressing on reducing the 2022/23 Capital Programme to ensure that no new borrowing is incurred, and that funding is only through the sales of assets or grant funded. The removal of borrowing in the current year is needed in order to deliver the £0.75m revenue saving that has been included within the budget.

The minimum revenue provision detailed calculation is anticipated to be completed over the summer months and given that the performance of the capital programme was £33m for 2021/22 compared to the budget of £79m a forecast underspend is expected.

4.2.4 **Asset Management Strategy and Disposals Plan**

Improvement Panel Comments:

Looking ahead, further work is planned on setting objective decision-making criteria for capital schemes and this, together with an Asset Management Strategy and Plan and a Disposals Plan are crucial in the short term to feed the MTFs process.

4.2.5 **Capital Project management**

Improvement Panel Comments:

The Council needs to improve capital monitoring to address serious concerns over slippage (more than 50% in 2021/22) to ensure that resources are being effectively utilised to meet the Council's objectives in its Council and Service Plans.

Finally, the Council is fully aware of the potential impacts of sustained high inflation on its capital proposals but needs to codify these as part of its programme approach to ensure that it manages contingencies effectively and does not stumble into a position where commitments become greater than available resources.

PCC Response:

Revised programme management and reporting disciplines will be introduced from September (grip). To ensure on time and on budget delivery, the revised framework will tighten our focus around 6 key areas: Design, Delivery, Finance, Change, Leadership, and Risks, Issues and Dependencies.

4.2.6 Improvement Panel Comments:

In conclusion on the three key strands above, it is the view of the IAP that the Council has made progress in the last six months towards the aim of financial sustainability, on transformation activity and on work around assets and contracting arrangements. There are, however, still significant risks to be managed. In addition, there are a number of areas of work that need to be undertaken that will involve the full engagement of all service directors and elected members in order to enable a sustainable future operating model for Peterborough post 2024.

4.3 **GOVERNANCE**

Improvement Panel Comments:

The overall governance of the City Council is a matter of concern to the Secretary of State as detailed in the letter to the Leader of the Council last year. The Council has accepted a series of

recommendations which require change in its governance. The Council has started to implement these. The Panel's overall view is that the City Council is making progress with the actions on governance and cultural change. However, there is much more to do especially when it comes to putting these changes into practice. Major risks remain and the Council is not "out of the woods" yet. The Panel will continue to seek assurance that the progress underway will continue. The handling of other items on the Council's agenda at this meeting will give an indication of the Council's commitment to genuine progress

4.3.1 **No overall control**

Improvement Panel Comments:

The results of the May 2022 local elections left the Council in an unchanged position of No Overall Control. Whilst there is a degree of continuity with the Conservative led minority administration still in place, a high degree of uncertainty remains about decision making in the Council chamber. There are no guarantees that the administration's policies will be accepted by Council. This situation reinforces the need for the engagement of all councillors in the deliberations of the Council. The onus is on the Leader and his administration to continue the efforts to engage the other parties in supporting delivery of the Improvement Plan as well as in key policy developments particularly the corporate strategy and the MTFs. Equally, the other parties in the Council chamber hold a responsibility to play their part in engaging with the administration on the many difficult issues and decisions to be made by the Council in the best interests of the community. There is probably insufficient trust between the political groups currently to support a high degree of shared understanding and cooperation in the best interest of the public. However, there is evidence of good cooperation developing between the political groups in the cross party Finance Strategy Working Group (FSWG). This is helping develop a shared understanding amongst councillors about the financial challenges the Council faces and the options that are available as solutions. The Council needs to build on this work. Good quality and timely information provided by officers in a transparent manner is essential and, if delivered, will contribute to the effective engagement of councillors of all parties in all aspects of governance including executive decision making, policy making, overview and scrutiny, and audit.

PCC Response:

In order to provide the tools for all councillors to engage, the PCC Member training programme is being strengthened. The LGA are meeting with the Director of Law & Governance to discuss how the LGA can support financially and/or with delivery and how the programme reads across into the member peer support they will be providing. This is a significant programme of support and the LGA will be allocating an LGA Programme Manager to oversee and coordinate the delivery.

Following the Growth, Resources and Communities Scrutiny reviewing the first report and Cabinet's response to the progress being made against delivery of the Improvement Plan, collective comments will be captured and the Leader will write to the Minister providing an update.

4.3.2 **Electoral arrangements**

Improvement Panel Comments:

It is vital that the Council gives proper consideration to the option of all out elections every four years. A report on this issue is presented elsewhere on the Council's agenda. A key part of this consideration is understanding why the matter is important for Peterborough. Of key concern is the creation of electoral arrangements which support and facilitate long term, strategic planning which is in the best interests of the city and is concomitant with the leadership and governance of a major city.

4.3.3 **The Chief Executive**

Improvement Panel Comments:

The appointment of a Chief Executive with sole responsibility to the Council is a key step forward. In the last few months Matt Gladstone has taken up the post, defined clear priorities and made good progress quickly in addressing these. It is clear to the Panel that he is demonstrating the

kind of officer leadership which is needed by the Council at this time. A number of the issues below are being progressed by him as priorities for improving the Council's governance.

4.3.4 **Council Delegations**

Improvement Panel Comments:

The Chief Executive and the Director of Law & Governance have brought forward proposals to update these and bring them into line with best practice in other unitary councils nationally. These will, if approved by the Council, improve corporate oversight and control of key decisions, particularly in relation to financial commitments over certain levels.

4.3.5 **Executive decision making**

Improvement Panel Comments:

Similarly, the Chief Executive and Director of Law & Governance have brought forward proposals to increase the corporate oversight and transparency of decisions made by the Executive, especially those made by individual members of the Cabinet. Putting these new systems into practice will improve the quality of governance overall.

4.3.6 **Audit Committee**

Improvement Panel Comments: Good progress has been made in reconfiguring the committee and, in doing so, appointing an independent chair. Progress needs to be made now in implementing a fresh approach to the committee's work and its reports to Council with a greater emphasis on the examination and identification of matters of concern.

4.3.7 **LGA Training and Support for Members**

Improvement Panel Comments:

A very good plan has been developed to support members in Peterborough. The key issues now are the delivery of the plan and the take up by Members. The onus now is on all councillors to take the opportunity to develop their skills and knowledge, and to learn ways in which they can work better and smarter for the benefit of the Council and the community. From our interactions with Members the Panel believe there is an appetite for training and development, and this will be confirmed or denied by evidence of attendance and take up of the offer.

4.3.8 **Management Structures and Systems**

Improvement Panel Comments:

The Chief Executive has made progress in considering the options for the structure of the corporate management team. It is very good progress that there is now a much clearer and stronger focus on Peterborough's priorities reflected in the revised structure. Equally, the introduction of a new management led boards (procurement, savings, capital programme, improvement) has increased the focus on and rigour with which programmes of work are planned, monitored, reviewed and controlled. It is important that a corporate overview of these arrangements is maintained. It is also important that a shared culture of responsibility across the whole Leadership Team is established, especially given the current position that a great deal falls on to the triumvirate of the Chief Executive, Director of Finance and Director of Law and Governance.

4.3.9 **Resourcing Change**

Improvement Panel Comments:

As noted elsewhere in this report, while it is vital that the Council is able to address a number of immediate financial and service improvement imperatives, it is also important that it does so in a manner that is sustainable into the long term. To this end the Panel welcomes the early moves by the Chief Executive to establish some dedicated transformation and programme management capability under his direct leadership. It is important that this resource is sustained over the medium term (at least the next 12-18 months) given that it will take at least this amount of time

to develop long term transformation proposals, develop the necessary business cases for change and then put in place the necessary leadership and governance arrangements to oversee delivery.

PCC Response:

We are in the process of building a CEXs delivery unit team to design, test and agree with Cabinet a strategy and plans for leadership, on the design and organisation of Peterborough so that it can deliver the administration's long-term vision for the City and its priority outcomes, a strategy and plan that invests into the City's future while creating the foundations of a sustainable future city council.

Plans that address capacity, programme governance and funding will be brought back to cabinet for consultation and agreement where these require additional investment on top of the already agreed earmarked funding for improvements.

4.4 Conclusion

Improvement Panel Comments:

The Council's commitment to the delivery of the Improvement Plan is essential for its long-term sustainability. It is the view of the IAP that the Council has made progress in the last six months towards the aim of financial sustainability, on transformation activity, on work around assets and contracting arrangements and on governance. There are, however, still significant risks to be managed. In addition, there are a number of areas of work that need to be undertaken that will involve the full engagement of, and recognition of shared responsibility for, all service directors and elected members in order to enable a sustainable future operating model for Peterborough post 2024. There is also much more to do especially when it comes to putting governance and culture change into practice, as that goes to behaviours as well as processes. Major risks remain and the Panel will continue to monitor, review and support the Council's work to deliver on the Plan.

5. CONSULTATION

5.1 The consultation strategy was approved by Council on 16 December 2021.

6. REASON FOR THE RECOMMENDATION

6.1 Reporting process in accordance with the governance review of September 2021.

7. ALTERNATIVE OPTIONS CONSIDERED

7.1 No alternative options considered.

8. IMPLICATIONS

Financial Implications

8.1 There is no change to the estimated financial implications presented to Council in December 2021.

Legal Implications

8.2 No change to previously reported.

Equalities Implications

8.3 No change to previously reported.

Carbon Impact Assessment

8.5 No change to previously reported.

Communications and Engagement

8.6 No change to previously reported.

9. BACKGROUND DOCUMENTS

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

9.1 Council report 'Financial Improvement Planning' 16 December 2021

9.2 'Governance Review: Peterborough City Council' Andrew Flockhart report 2021

10. APPENDICES

10.1 Appendix A – Improvement Plan

10.2 Appendix B – CIPFA Recommendations with Officer Commentary



Peterborough City Council

Improvement Plan

2021 - 2024

DRAFT V3.0 December 2021
www.peterborough.gov.uk

PETERBOROUGH CITY COUNCIL IMPROVEMENT PLAN

In August 2021, the Department for Levelling Up, Housing and Communities commissioned reviews of the Council's financial stability and its governance arrangements, and these reviews made a series of independent recommendations. This document describes our Improvement Plan, to confirm and provide assurance to the Government that Peterborough's response to the Non-Statutory Review (NSR) regarding Exceptional Financial Support is positive and being undertaken at pace.

This is our two-year Improvement Plan which is structured into six-month planning and delivery windows. Developing the plan using this approach allows us to plan in depth for the next six months, keeping focus on delivering the things that matter, whilst readying the organisation for the things that need to be delivered in the medium term.

As the Leader and Chief Executive, we recognise the seriousness of the financial, governance and operational challenges we face, and it is going to take a significant collective effort from all at the Council to address them and reach a sustainable position. The reviews raise serious issues which we must address and we remain determined and confident in our organisation's capacity and capability to change.

This will require the Council to be brave, innovative, and disciplined. We will refresh our Corporate Strategy and build on the vision for a safe, vibrant, and growing City. A place to live, work and visit where everyone can thrive and feel welcome. Our commitment to this long-term vision remains as strong as ever and our ambition for the City and its people is unchanged. We cannot afford to do everything today, so we will focus on a range of improvement themes that prioritise delivery of the right services for our citizens within the budget we can afford.

The size and scale of the challenge ahead of us is significant and will test us all, but working constructively with the Government, our partners, and the people of Peterborough, we are confident, that with the actions set out in this Improvement Plan, we will successfully deliver the fundamental changes needed for the Council.

We will be a well governed council which ensures delivery of the right services for those that need them in an efficient, cost effective and sustainable manner.



A handwritten signature in white ink, appearing to read 'Wayne Fitzgerald', written over a dark background.

Cllr Wayne Fitzgerald
Leader of Peterborough City
Council



A handwritten signature in white ink, appearing to read 'Gillian Beasley', written over a dark background.

Gillian Beasley OBE
Chief Executive,
Peterborough City Council



Contents

Chapter 1	Introduction	4 - 6
Chapter 2	Corporate Strategy	7-10
Chapter 3	Improvement Plan.....	11-12
Chapter 4	Financial Sustainability	13 - 17
Chapter 5	Service Reviews	18 - 24
Chapter 6	Governance and Culture	25 - 30
Chapter 7	Glossary	31

Introduction

Peterborough City Council is one of the councils that requested Exceptional Financial Support (EFS) from Government during 2020. A condition of this support was that the Department for Levelling-Up, Housing Communities (DLUHC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) would undertake reviews of the Council's governance and finances during the summer of 2021. The DLUHC-commissioned reports on finance and governance matters were published in early November 2021 and the Council has acted swiftly in setting-up an Improvement Panel whose composition reflects a wide range of skills and experience from across the sector.

This is a critical juncture for the Council. We consider financial stability, through the Council's own resources, must be the number one priority for the new administration for the next twelve months supported by a new Chief Executive who will create additional senior management capacity and lead the work on improvement, driving forward a culture of the Council living within its means and focusing on its priorities.

We need to achieve a sustainable balanced budget, in the context of a refreshed Council Strategy that will set the direction for the Council with transparent, effective, and efficient decision making and with regard to the limited resources that are available to us to deliver this on behalf of the people of Peterborough. Being more fiscally resilient is a key tenet to this improvement journey and the Improvement Plan is closely aligned to our short- and medium-term financial priorities.

We are committed to ensuring that we continue to deliver the quality statutory and day-to-day local services that help keep the City safe and clean, and that we work in partnership with the communities we serve to build a prosperous City that offers residents the opportunity to realise their potential. To do this we will set a balanced budget plan for 2022/23 in the next two months and will publish a multi-period Medium-Term Financial Strategy during 2022/23.

Delivering improvement and changes within a well understood and pragmatic financial framework is a non-negotiable part of this plan and financial grip and holding individuals to account will form the cornerstone of our new culture. We will expect managers, staff and Members to be open to scrutiny and challenge around what we do, how we do it and what it costs to deliver at all times. We will empower and resource the organisation to deliver against the Improvement Plan and will hold people to account if commitments to deliver are not met. We will drive culture change through a set of simple and measurable indicators.

This two-year Improvement Plan is structured into six-month planning and delivery windows: keeping focus on delivering the things that matter whilst readying the organisation for the things that need to be delivered in the medium term. We will weigh up potential changes on the basis of whether they improve outcomes and at what cost. We will not make change for change's sake. Equally, we will not rule out any options for change that could help improve outcomes. We will keep an open mind even where options might be uncomfortable.

The plan is built on three key themes which will be monitored, measured and reported within a rigorous programme management framework with a clear focus on delivery:

THEME 1: FINANCIAL SUSTAINABILITY

Achieving financial sustainability relies on us setting a balanced budget for 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer "core/can't afford" as we constantly challenge ourselves on how we spend every penny of the Council's money.

THEME 2: SERVICE REVIEWS

We need to urgently review all our activities, including statutory & key services, our contracts and our assets. We have initiated a series of service deep dives starting in Adult's and Children's Services and will continue this

programme of review into mid-2023. The reviews are focused on identifying opportunities for efficiencies using external challenge and the outcome of the reviews will generate options and recommendations for doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. We have to have the ability to make change happen more rapidly.

THEME 3: GOVERNANCE AND CULTURE

This section describes how we will manage the Improvement Plan with the support of the Improvement Panel and associated partners. We will refresh our Corporate Strategy and key policies. We will adopt stronger fiscal and delivery disciplines where individual accountability will be at the heart of our new ethos. We will only change the organisation if we are clear on what has to change, by when and to what standard.

To deliver against these themes, leaders throughout the organisation will have to demonstrate a high level of fiscal self-awareness, emotional intelligence, and subject matter expertise. We must all continue to challenge each other and the status quo, call out things that we think are wrong and be pro-active, seeking out opportunities to innovate and improve.

Officers and Members of the Council are committed to remaining transparent and welcoming of external challenge and scrutiny. We have been open about our financial situation and have worked hard to try and address the significant financial challenges we face. However, we know we need to do more. **We recognise that the capitalisation directive from national Government should only be agreed once we have exhausted all alternative actions to provide a balanced budget for 2022/23.**



In 2019, the Council started an extensive Financial Improvement Programme and specialist consultants were engaged to provide rigorous challenge to the Council's baseline position and forecast, and to bring in best practice examples of service transformation and savings. From this, we identified £11m of potential savings for 2021/22 against a £14m budget gap. The COVID-19 pandemic has delayed some activity. We know that with the assistance of transformational funding, reduced capital spending and the enhancement to reserves from a release of its remaining non-service delivery assets, Peterborough has the potential to be sustainable in the short to medium term.

Next year's budget will need to be tactical, addressing the immediate financial structural issues that we need to rectify. External expertise and internal capacity have been increased to develop transformation and budget options to deliver savings in 2022/23. Our improvement programme will also be supported with capacity from CIPFA which has started to examine all major areas of spend across the Council.

Beyond 2023, we expect our budgets (and our MTFs) to become sustainable.

Councillors have ambitious plans, including support for the new University and a programme of housebuilding and other growth-based activities. But these initiatives need time to make an impact, particularly in light of the impacts of the pandemic on our City and citizens. They will not solve the immediate financial challenges that the Council faces. Following the May 2021 elections, a new administration has been formed with a new determination and willingness to resolve the short- and longer-term financial situation by taking difficult decisions now.

To support the cross-party collaboration that is necessary for hard decisions to be made and key priorities to be agreed, we have established a cross-party Financial Sustainability Working Group which meets on a regular basis to review improvement opportunities. This group will also hold officers to account for delivery of the Improvement Plan and will report directly to the Improvement Panel and Full Council.

The whole organisation has worked incredibly hard through the pandemic and there are, unsurprisingly, signs of change inertia. To address this, we urgently need to change our narrative and reframe it to harness the motivation of staff to ensure the whole organisation has a renewed focus on addressing the significant financial challenges that lie ahead. The improvement and transformation journey will require a huge effort from the whole organisation - Members, senior managers, our workforce, and our delivery partners.

We have responded quickly to recent reports into governance and financial matters and have adopted a spirit of partnership working and collaboration with DLUHC to date. This dialogue will continue during the improvement period over the next two years. We look forward to receiving additional support from the non-executives who will form the Improvement Panel and CIPFA and the insights on best practice they will bring. We will identify and allocate the necessary resources from our own teams to take on this best practice and deliver the required recovery and improvement.

The Improvement Plan is a live document with the two-year plan being split into six-month planning windows, with the immediate six months being set out in detail, while maintaining a view of the longer-term planning horizon. We have finite resources, and we need to target them to focus on making changes to our delivery model where we can deliver the best return while continuing to live within our means.

Delivering this plan will lead to real and positive change, with lessons learned being applied to make Peterborough City Council a stronger and financially sustainable organisation.





Corporate Strategy

The council needs to refresh its Corporate Strategy for the period 2022-2025. This work will be developed in two parts. Part one, which is described here, will be an 18-month tactical strategy for the period January 2022 to July 2023 with a focus on reaching financial sustainability. This will underpin the Improvement Plan which will capture activity to deliver.

Part two will be developed during the first three to six months of 2022 and will set the longer-term ambition and vision for the council and City. This refreshed Corporate Strategy 2022-25 will replace the draft Corporate Strategy which has been in consultation since the spring of this year. Both parts of the refreshed strategy will respond to reports from CIPFA, DLHUC and the Local Government Association and in consideration of the context in which the Council must now operate.

The 2022-2025 Corporate Strategy is an opportunity for the Council to set out a positive vision for the area, with a longer-term revised policy framework that clearly articulates our priorities and purpose to citizens, businesses, partners, and other stakeholders. To develop this vision, the Council will work alongside partners, business and the residents of Peterborough to consider the priorities for the City and the contribution that everyone is able to make.

Both parts of the strategy will focus on the core and statutory services that meet the needs of citizens, particularly in light of the impacts of the pandemic. All service plans will be reviewed to ensure that activity and performance measures are directly related to delivery of priority outcomes laid out in the Corporate Strategy. Activity that is not directly related to the new Corporate Strategy will be stopped.

The strategy will pay careful attention to identifying and meeting the needs of residents now and in the future, acknowledging that Council may not always be the solution. There are huge strengths, assets and resources across Peterborough many of which sit in partner organisations, business and communities. The Council must play its part in bringing people together and leveraging these resources around the key priorities for the City.

“It is clear that we are a council that can achieve what we set our mind to do. We have been highly successful in attracting external funding and have worked tirelessly to support residents throughout the pandemic.

There is an exciting future ahead for the City and this two-part corporate strategy will help us with the decisions we need to make in the short term, so that we can be ambitious in the longer term and have the funding and tools we need to make future investments.

I have already started to establish a more ‘listening’ and collaborative culture inside and outside the council which has been welcomed by partner organisations and, together, we are already driving the strong recovery of our City, from the Embankment redevelopment to delivery of a new University.

You will see that this Council remains committed to ensuring that Peterborough is a place where residents are proud to live, work and grow up. “

Cllr Wayne Fitzgerald, Leader of Peterborough City Council.

Corporate Strategy **Part One**

Years of austerity measures, reduced funding from Central Government and rising demand for Council services, coupled with recent the COVID-19 pandemic has accelerated our already stressed finances to the brink.

The previous strategy set out a vision for a safe, vibrant, and growing City. A place to live, work and visit where everyone can thrive and feel welcome. Our commitment to this long-term vision remains as strong as ever and our ambition for the city and its people is unchanged. But we must immediately address the serious issues raised in these recent reports and adjust our plans over the next 2 years to ensure future sustainability.

We have developed an Improvement Plan to drive the work we need to do and the decisions we need to make to reach sustainability. The plan will also provide assurance to the Government that Peterborough City Council's response to the Governance and Finance Reviews of the Council is positive and being undertaken at pace.

We have also established an Independent Improvement and Assurance Panel which will provide external advice, challenge, and expertise to Peterborough City Council and hold us to account for the delivery of our Improvement Plan.

We recognise that, if we are to achieve our aims and live up to our aspirations for a successful Peterborough in the future, we must rethink what we do and how we do it today. This document sets out our ambition and our revised priorities.

We will be a well governed council which ensures delivery of the right services for those that need them in an efficient, cost effective and sustainable manner.

We remain committed in ensuring that **Peterborough is a place where residents are proud to live, work and grow up in.** We will act now to ensure that in the longer term we are a financially and environmentally sustainable council which is well positioned to make Peterborough a place where:

- We have a greener, cleaner City with safe, friendly and healthy neighbourhoods.
- There are first rate futures for our children & young people, with quality support for adults, older and disabled people.
- We support and enable people to do more for themselves, for each other and for their communities
- Our City grows in a sustainable and fair way to create job opportunities and address poverty. As we grow, we will invest in the quality and availability of housing.

We will review all our delivery, budgeting, resourcing and performance activities and focus on the best quality core services we can afford.

This first 18-month tactical strategy for the period January 2022 to July 2023, is at the heart of our Improvement Plan and will focus on three key areas: reaching a sustainable financial model by 2023, how we will deliver services now and, in the future, and strengthening our governance and culture.

FINANCIAL SUSTAINABILITY PRIORITIES

- That we manage our finances in a sustainable way to help us reach a strong financial position in the medium term, and continue to deliver the well-planned, modern, effective and value for money public services that local people expect.
- That we develop a four-year MTFs for 2023-27, reflecting the outcome of a root and branch review of all of our services, and the forecast resources available to the Council.
- That our budget process links clearly to outcomes for residents in Peterborough, rather than being based on the Council's existing structure and services.
- That we carefully manage our capital and investment programme, reduce external borrowing, and generate more capital receipts through disposing of assets that are no longer needed or by using assets to generate income.
- That our council-owned companies, have appropriate financial, governance and management arrangements which drive up quality and provide value for money.

TO DELIVER THIS, WE WILL

- Robustly manage our Capital programme and Investment programme, reduce borrowing and generate more capital receipts through disposal of assets that are no longer needed.
- Optimise the use of our assets to support service delivery to meet the needs of our residents and businesses and support the delivery of our outcomes
- Review our council owned companies to ensure appropriate financial, governance and management arrangements are in place
- Align our outcomes for Peterborough and the ambition of the Council with the resources available to us.
- Establish a planned and sustainable budget framework to ensure that the activities within it are affordable within the resources available to us in the medium to long term.
- Increase our commercial activity to ensure we are maximising revenue and minimising the cost to the taxpayer.
- Ensure that all external contracts we commit to get the best value for taxpayers' money.

OUR SERVICE PRIORITIES

- That the council services local people rely on can continue to be well planned and effectively delivered.
- That the council works with its partners and communities to make the best use of its limited resources and avoids unnecessary interventions and duplication.
- That we effectively deliver quality statutory services to ensure that vulnerable children are protected, and all children have the conditions for the best start in life.
- That our older and vulnerable adults can have a good quality of life and grow old with dignity.
- That the city works together as one to address the climate emergency, getting us on the path to net zero emissions by 2030.
- That our local services that help keep the city safe and clean continue to be delivered well, and that we work in partnership with the communities we serve to build a prosperous city that offers people the opportunity to realise their potential.

TO DELIVER THIS, WE WILL

- Undertake a comprehensive review of our services, including how we manage current demand, encourage independence and intervene early where we need to.
- Model future demand pressures and costs alongside a forensic review of expenditure.
- Focus on providing the best quality core services we can afford whilst continuing to target provision effectively, so that the right services reach the right residents at the right time.
- Deliver on our commitment to make the council's activities net-zero carbon by 2030 and to support the city to achieve the same.
- Organise ourselves so that our available resources are used effectively to meet need in a cost effective and sustainable way that improves the quality of life and reduces inequalities.
- Continue to build strong relationships and work in partnership with local people, communities, businesses and partners to ensure we work together effectively in our commissioning and delivery of services.

GOVERNANCE PRIORITIES

- That there is shared commitment by all Members in Full Council, strong and decisive leadership by Cabinet, constructive and well-informed scrutiny, and inquisitive and challenging audit, enabling the Council to fulfil its ambitions for the city and its duties to the public.
- That public funds are managed responsibly and used to respond to current needs and invest for the future.

- That there is cross party, collaborative work to reach a sustainable future for the Council and City.
- That the principles of good governance are well understood, accepted and put into practice routinely by all Members.
- That our Performance Management Framework provides clear accountability for the delivery of the outcomes in the Corporate Strategy and is effective in managing performance across the organisation.

TO DELIVER THIS, WE WILL

- Establish and embed a strategy for Member development particularly in relation to their roles on audit and scrutiny
- Review existing governance structures to see if improvements can be made.
- Ensure that the principles of good governance are shared, discussed and adopted.
- Undertake a workforce development programme to help our officers and councillors build on their strengths whilst also developing the new skills and experience needed to support the city council, citizens and city over the long term.
- Scrutinise 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators and progress on delivering service plans.
- Develop a longer-term revised policy framework that clearly articulates our priorities and purpose to citizens, businesses, partners, and other stakeholders.
- Use evidence and external expertise where needed to drive our decision making, ensuring the decisions we take are well-informed by a diverse range of views, with clear accountability for decisions, and made transparently and openly for the benefit of the public we serve.
- Strengthen good practices in transparency, reporting and audit to deliver effective accountability.

Focus and effort across these three areas will help us to address some of the biggest challenges the Council and the City faces, whilst continuing to deliver the modern, effective and value for money public services that local people need and deserve.



Improvement Plan - key deliverables in the first six months

Theme	Workstream	Key Deliverables	Milestone
Corporate Strategy	Part One	Short term, tactical Strategy informing development of two-year Improvement Plan, with a focus on reaching financial sustainability.	Consultation starts Dec '21
	Part Two	2022- 2025 Corporate Strategy, setting the longer-term ambition and vision for the Council and City	Consultation starts May '22
Financial Sustainability	Medium Term Financial Strategy	<p>Restrict expenditure in 2021/22.</p> <p>Set Revenue and Capital budgets for 2022/23</p> <p>Develop Medium Term Financial Strategy 2023-2027</p> <p>Develop and implement new Financial Operating Framework</p>	<p>Nov '21</p> <p>Nov '21 - Feb '22</p> <p>Dec '21 - Sep '22</p> <p>Mar '22 - Nov '22</p>
	Assets	<p>Assets Disposal</p> <p>Review of Assets Base</p> <p>Develop and implement refreshed Assets Strategy</p>	<p>Dec '21 - ongoing</p> <p>May '22 - ongoing</p> <p>Mar '22 - Jul'</p>
	Capital Programme	<p>Review of the existing Capital Programme</p> <p>Develop and implement refreshed Capital Strategy</p> <p>Balance Sheet management</p>	<p>Dec'21 - Mar'22</p> <p>Jan '22 - May '22</p> <p>Dec '21 - ongoing</p>
Service Reviews	Initial deep dives into areas identified by CIPFA benchmarking	<p>Adults</p> <p>Childrens</p> <p>Housing and Planning</p> <p>Communities</p>	<p>By Jan '22</p> <p>By Jan '22</p> <p>By Feb '22</p> <p>By Feb '22</p>
	Outcomes Based Service Reviews	Develop methodology and timeline for outcomes-based reviews	Feb '22
	Revised target operating model (TOM)	Create the structure for a new TOM, including assessment of the TOM design principles against revised/new service delivery options.	Feb '22
	Contract Reviews	<p>Complete the review of major contracts, bringing in subject matter experts where required.</p> <p>Ensure all contracts have a named contract holder, who is suitably trained in contract management</p>	<p>Dec '21 - Feb '22</p> <p>Dec '21 - Jan '22</p>

Service Reviews (continued)	Contract Reviews (continued)	Ensure a Commissioning Strategy exists for all services and sub-services the Council delivers, either through an external provider or in-house	Jan '22 – May '22
	Review of companies	<p>Review of existing Council companies</p> <p>Review and implementation of new group holding structure and Governance arrangements for company oversight</p> <p>New strategy for establishing service delivery arrangements and company creation</p>	<p>Dec '21 – Mar '22</p> <p>Jan '22 – Mar '22</p> <p>Feb '22 – May '22</p>
Governance and Culture	Governance and Assurance	Strengthening Audit committee including recruitment of independent members of the audit committee	Dec '21 – Jan '22
		Strengthen the skills and approaches of members of the Scrutiny Committees through additional training.	Dec '21 – Jan '22
		Make the necessary changes to our Constitution to incorporate the role of the Improvement and Assurance Panel in the Council's governance structures	Dec '21
		Develop proposal to change from elections by thirds to all-out elections every four year.	Dec '21 – Jan '22
		Review existing governance structures to see if improvements can be made.	Jan '22 – Mar '22
	Performance Management	<p>Develop and embed Business Assurance and Project Management Office function, with responsibility for monitoring, reporting and supporting deliver of this Improvement Plan</p> <p>Review performance management framework and embed individual accountability for delivery of this Improvement Plan.</p>	<p>Dec '21 – Jan '22</p> <p>Jan '22 – Mar '22</p>
Capacity and capability	<p>Review of organisational structure</p> <p>Six month delivery and resourcing plans delivered for all workstreams in this Improvement Plan</p> <p>Additional capacity to deliver first 6 months of plan secured</p>	<p>Feb '22 – May '22</p> <p>Dec '21 – Jan '22</p> <p>By Jan '22</p>	

THEME ONE Financial Sustainability

FINANCIAL SUSTAINABILITY WORKSTREAM 1 MEDIUM TERM FINANCIAL STRATEGY

The delivery of a realistic and robust Medium Term Financial Strategy (MTFS) is dependent upon a Council-wide commitment from Officers and Elected Members to a fundamental change in how we work, how services are provided, and how we engage with, and provide for, our residents. The status quo will not work and would inevitably lead to direct Government intervention given that the money will simply run out.

There are four key work streams in this section which are vital to the delivery of a sustainable financial future for the Council. These are:

1. RESTRICTING EXPENDITURE IN 2021/22

A moratorium has been introduced for the current year to ensure only essential expenditure is incurred in the remaining third of the year. This should produce an underspend which can either be used to roll forward as a one-off solution for 2022/23, or added to reserves, whichever is the greater assessed need.

2. REVENUE AND CAPITAL BUDGETS FOR 2022/23

Presenting a balanced budget for revenue that has a positive Section 25 assurance is a huge challenge. We will meet the challenge by:

- Fully establishing the unavoidable financial pressures our services will be facing, particularly as a result of the pandemic, and factoring those in the final budget
- Rigorously pursuing quick wins, including a review of our fees and charges
- Only including savings proposals that are rated Green or Amber for delivery on the traditional 'traffic-light' risk rating
- Using one-off monies as a last resort (e.g. capitalisation directive) unless for a very specific and one-off purpose (such as COVID-19 funding)
- Ensuring, wherever possible, that the need for short-term results for 2022/23 does not impede the opportunity for greater savings in future years
- The resulting proposals will be released for formal consultation on 21 January 2022, and will be considered by Cabinet on 21 February 2022, before being amended as appropriate and debated by full Council on 2 March 2022
- Financial Sustainability Workstream 3: Capital Programme, outlines the approach to the capital budget

3. MEDIUM TERM FINANCIAL STRATEGY 2023/24-2026/2027

Setting a genuine MTFS that will stand the test of time requires brave and innovative thinking. In our particular situation, it needs a root and branch review of everything we do, and how we do it. We will also need to consider how the fast-changing world of technology can play an increasing role in our engagement with residents, clients and customers. We accept that true and genuine transformation takes time, and money. Our MTFS will recognise that savings from transformation take several years to be fully realised, and so we may have to combine transformation savings with tactical savings in the shorter term. In order to arrive at a four-year strategy, by September 2022, we will:

- Learn from others; examine best practice in other local authorities across all service areas
- Follow-up on the forensic reviews that are already underway in service areas
- Set a range of financial health indicators across the four years, that will effectively set parameters for spending that optimises our use of resources

- Development of key lines of enquiry that will be the basis for the aforementioned 'root and branch review' of services. This will include capital and our company holdings
- Review our attitude to risk and investment. We need to be mindful of our affordability envelope as well as our insurance (mainly financial reserves) against any of our risks materialising

4. FINANCIAL OPERATING FRAMEWORK

We will review all of our financial and budget procedures for both revenue and capital, by September 2022. This will promote good financial management and ensure ownership and accountability for effectively managing the Councils budgets, is front and centre of the organisation's priorities. It is only with this attitude and approach that the Council's will achieve financial sustainability. This review will result in:

- Adoption of budget setting procedures, that will be built on the principle of a bottom-up approach
- Financial Sustainability Working Group (Cross-party member group) monthly briefings
- Appropriate, effective and efficient levels of control on spending
- Accountability being unambiguous, with clearly stated consequences of failure eg budget managers overspending their allocation
- Improved in-year monitoring and reporting, and agile decision making

KEY OBJECTIVES

- An underspend in 2021/22 in order to bolster reserves
- A realistic and achievable budget for 2022/23
- Reduced reliance on one-off funding solutions
- A brave, bold and ambitious MTFs for 2023/24-2026/27
- A greater focus on sustainability and the longer-term
- Greater engagement and accountability with budget managers across the Council
- An appropriate and affordable attitude to risk

KEY DELIVERABLES

- A revenue and capital budget for 2022/23
- A sustainable MTFs for 2023/24-2026/27
- A revised risk appetite
- New Financial Operating Framework and procedure

KEY RISKS

- An underspend in 2021/22 is not delivered
- The 2022/23 budget has an unacceptable reliance on one-off funding
- Genuine transformation in service delivery is not undertaken in a timely manner
- Government fails to fully fund changes in legislation, such as social care reform
- Mitigations against these risks include;
 - Real-time monitoring in 2021/22 of discretionary spend lines, with immediate actions taken
 - Working up for further budget savings that can be delivered in-year in 2022/23 that were not sufficiently worked-up for inclusion in the approved budget in March 2022
 - Issuing of a S114 notice

FINANCIAL SUSTAINABILITY WORKSTREAM 2 ASSETS STRATEGY

The CIPFA report recommended a review of assets to create a consolidated picture of all assets across the Council. At the moment, the Council holds a significant number of assets either on its own or through partners and a new and ambitious strategy is needed to drive inclusive growth and financial sustainability.

1. REVIEW OF THE ASSET BASE

Our updated Asset Management Strategy (AMS) will be based on asset rationalisation where there is no commercial, community or strategic case for retaining the property. In line with the MTFS theme the utilisation of assets will form part of the root and branch review of everything we do and how we do it. The changes to operating practices as a result of the pandemic have demonstrated the possibilities of reducing the use of physical assets while still providing services to residents, clients and customers. It is expected that the decision taken on changes to service delivery will make a number of operational assets redundant and this work will complement the Organisational Capacity and Delivery theme.

2. ASSET DISPOSALS

Receipts from asset disposals will be utilised to meet current commitments, provide additional cash flow into the Council to mitigate budget pressures of servicing past debts (in line with the key Financial Health Indicators referenced in the MTFS section), and if required to provide an alternative funding source for a transformational programme that delivers savings over the period of the MTFS subject to Government approval.

Any disposals must comply with the AMS and the Asset Management Plan. We cannot make short-term decisions that could harm future values. The sites which are recommended for sale will be disposed in accordance with Best Value to ensure the greatest value within the timescales set out in Workstream 1 – MTFS. This will ensure that only asset sales are ‘at the right price’ and will not be rushed into ‘fire sales’.

To achieve asset disposals we will:

- Complete a review of our Asset Management Strategy and Plan
- Bring in a subject matter expert to see how we can add value to the existing estate
- As a result of the above, compile a list of possible disposals, and consider and manage the implications of each potential disposal such as
 - revenue loss,
 - maintenance liabilities, and
 - current and potential future issues which may affect valuations
- Where option appraisals are required an external property advisor will be commissioned
- Set up an effective project management to manage all asset disposal activities in accordance with the timescales of this Plan and MTFS and reporting in accordance with the governance of the Plan
- Mitigate any risk in asset sale realisation by continually reviewing and expanding the list of assets recognised for disposals

KEY OBJECTIVES

- To have an asset strategy that ensures value is maximised over the short, medium and long term
- To commission a report that identifies how we can maximise the value of our existing estate
- Compile a list of assets for disposal between now and March 2023

KEY DELIVERABLES

- An asset strategy approved by Council in July 2022
- A target figure for asset disposals in 2022/23
- Reduced liabilities, both revenue and capital, as a consequence of the asset disposal programme

KEY RISKS

- Capital receipts are not realised in sufficient quantum for 2022/23
- Assets are sold before their values are maximised
- The wrong assets are sold
- Revenue income or potential income is lost and cannot be replaced
- Condition surveys adversely impact on purchase price

FINANCIAL SUSTAINABILITY WORKSTREAM 3 CAPITAL PROGRAMME

Peterborough Council has a high level of debt. The borrowing costs associated with that debt represent 16% of the 2021/22 revenue budget. This must and will be reduced over the medium term. The 2020/21 Statement of Accounts, including internal borrowing, shows total debt at £598m. Total realisable assets held by the Council are shown at £368m.

There are historic reasons for this position, such as investment in assets no longer on our balance sheet (academy schools) and investments in no-realizable assets (eg roads). This is not unusual, but it does mean that maximising our assets through service provision or disposals, is critical

Turning the debt to realisable assets ratio into a more positive and proportionate balance will take time. The following elements will be implemented:

1. REVIEW OF THE EXISTING CAPITAL PROGRAMME

This is already underway. The Section 151 officer has issued an instruction to the organisation that 'the Council must stop all capital expenditure that is not legally required that is funded by Council Resources'. Interim controls have also been introduced until this Improvement Plan is approved and will remain in place until a revised Capital Strategy, developed as appropriate with our partners and the voluntary sector, with associated controls, is approved.

2. CAPITAL STRATEGY

A new Capital Strategy will be presented to Council in March 2022 for approval. This will be based around six basic 'rules':

1. No new borrowing unless failure to do so would result in a breach of our statutory duties (see next bullet)
2. Borrowing for projects that will result in future savings with a payback period of five years or less
3. A two-stage approval process: approval to plan (which allows a project to be included in the capital programme) and approval to spend (required before a contract is entered into that commits the Council to expenditure)
4. A prioritisation process based on need and financial benefit.
5. A review of the current governance and control framework
6. A review of funding sources

3. BALANCE SHEET MANAGEMENT

The level of debt, the cost of debt repayment, and the negative equity shown in the balance sheet are a big concern. The Asset Review section sets out our objectives for asset disposals, which will be used in part to repay debt. Whilst any debt repayment from receipts will reduce the future debt repayment costs (which will be one of our key Financial Health Indicators referenced in the MTFs section) it is unlikely to improve the negative equity situation (unless assets are sold for more than their book valuation). We will therefore only sell assets 'at the right price' and will not be rushed into 'fire sales'. At this stage however, we cannot rule out needing to use some capital receipts to support the 2022/23 revenue spend, subject to Government approval.

KEY OBJECTIVES

- To review the existing capital programme to 'shrink to fit' affordability
- To reduce debt costs as an overall percentage of the revenue budget
- To have a Capital Strategy that reflects the perilous state of our balance sheet
- To have a capital programme that properly reflects the Capital Strategy
- To revisit the Asset Management Plan, to ensure we have the right assets in the right place, and that we have fully budgeted for lifecycle costs

KEY DELIVERABLES

- Propose a revised Capital Programme to Council in March 2022
- Propose a new Capital Strategy to Council in March 2022
- Ensure we have a fit for purpose process for agreeing and prioritising projects
- Present an updated Asset Management Plan to Council in March 2022, along with recommendations for an asset disposal programme (see Financial Sustainability Workstream 2 – Assets)

KEY RISKS

- Council does not adopt the March 2022 recommendations
- More debt is needed to meet our statutory obligations
- Inflation and supply adversely impacting on cost of materials and delivery of projects



THEME TWO Service Reviews

The purpose of this theme is to describe the Council's approach to examining its current service delivery and operating model.

SERVICE REVIEWS WORKSTREAM 1 DEEP DIVES

For the first six-month period of the plan, the focus will be on deep dives into the service areas which are highlighted through benchmarking in CIPFA's report. These deep dives will determine if there is scope to make savings quickly in these areas by applying best practice and learning from other councils. We have commissioned CIPFA to work with our service leads and practitioners to review these service areas.

The key driver for the deep dives, over the next six months, is to challenge the service areas to determine how we could do things differently and save money. We will only be able to make the really tough decisions if we have the right mindset. Where we can make the case for change, we must then have the will and determination to stop doing things that (a) don't meet our statutory duties (b) are not core to our corporate priorities or (c) we simply cannot afford to deliver.

We need to reconsider everything we do and focus only on our priorities and on what we can afford. We have to change our mindset to focus on the things that are essential and important.

Initially and between now and April 2022, we will carry out service deep dive reviews into five key areas:

- PHASE 1:** Children's Services and Adult's Services (start November 2021, ends December 2021).
- PHASE 2:** Housing and Planning (starts December 2021, ends January 2022).
- PHASE 3:** Community and Leisure Services (starts and ends February 2022).
- PHASE 4:** Companies and other commercial interests (starts Dec '21 ends May '22)
- PHASE 5:** Is a cross-cutting theme and comprises assets and contracts. These will be reviewed on a service-by service basis as we conduct each of the reviews in Phases 1-4.

We will review services using external expertise and challenge from CIPFA and other partners. We will also draw on the wide range of experience from our Improvement Panel and we will "borrow with pride" by challenging our current thinking and being open about adopting new ways of working.

We aim to have reviewed and have key options and recommendations for the first phase of services within the next six months. This work will be undertaken on an iterative basis. For Children's and Adults' we expect to be having conversations about what we could do differently during December 2021 with a view to rapid implementation in early 2022.

The approach to the deep dives will be focused, direct and have a quick turnaround. Our deep dive methodology will comprise a fact finding and diagnostic phase, where we will conduct interviews with service leaders and experts. Our analysis and solution development will be based on reliable data points. We will only move forward to mobilisation and implementation once we have agreed that the proposed changes will deliver better outcomes and maximise efficiencies.

Existing performance data along with sector benchmarking data provided by external partners will be used to review the performance of our services and to help us focus where improvements are required.

We will apply a set of criteria in order to inform the next phases. These criteria will include (a) those services showing a benchmarked high spend, (b) services with a known high spend, (c) statutory then non statutory

based on total service spend, (d) services with significant reliance on support services including business support, contracts and other assets including borrowing.

SERVICE REVIEWS WORKSTREAM 2

OUTCOMES BASED SERVICE REVIEWS AND TARGET OPERATING MODEL

After the first set of deep dive reviews, we will take a more cross cutting view of outcomes and services, looking for opportunities for transformation and innovation. There will be a clear line of sight from strategic objectives to service delivery supported by a common business planning and business prioritisation approach; allocation of financial and people resources where they are most needed.

Underlying this, we will ensure that the linkages between service demand and volumes are aligned to our performance reporting framework. Strategic planning and the allocation of money will be done by focusing on the outcomes rather than by where resources sit in the organisation. We will be smarter at linking up finance information and service activity data to help us do this.

For each service review we will apply a standard set of design principles including the following:

- Protect areas of expertise and professionalism that underpin the current service operating models while at the same time challenging if the operating model is still fit for purpose.
- Explore the scope for productivity increases while also looking at whether demand/service consumption can be reduced. Where elements of services should be no longer continued, we will call these out.
- Every individual counts towards the whole and there is a need to ensure that we have the right skills and competency focus for delivering our services including the structure of teams and the make-up of the teams themselves.
- Enable cross functional working wherever possible appreciating that services are rarely delivered in organisational silos.
- Relating to the points above, thinking outside of the box by considering more radical ideas for service delivery including increasing the scope of our existing partners where they are better placed to deliver.
- Ensuring that the assets and other underlying infrastructure (eg, support services, the corporate centre, ICT, applications, data and information) are fit for purpose.
- That commercial activity should happen in one place eg, where the professional accountability for contracts lies within the Procurement function.
- Spans and layers are reviewed to ensure that controls sit at the right level and that unnecessary layers are removed where they don't add value to the service chain.

The service reviews (and taking account of the design principles) will enable us to reframe our view of the services we deliver and how we deliver them. We will gain a better view of how we want to deliver services in the future accepting that some of our new proposals may require further work in the form of business cases and stakeholder consultation.

In order to help us draw a more composite picture of what the future might look like, we will create a high-level target operating model (TOM). A TOM sets out the desired future state for an organisation. Articulating our future vision will help us to understand the journey we need to go on to get there and this will include key considerations such as:

- What a new TOM would look like for the Council.
- What its implications might be for staff, managers, stakeholders, partners and customers.
- What it might cost to implement and what the financial and non-financial benefits might be.
- How it would improve and indeed further the outcomes we need to achieve at Council and service level.
- How we need to change the way we work together and act together.

Many public sector organisations face significant financial issues and their financial constraints only increase year-on-year. There comes a point where salami-slicing services to save money takes these organisations into the laws of diminishing returns.

The organisations that tend to recover and survive on a more sustainable footing are those that take the brave decisions about focusing on the “minimum viable product”, allowing them to channel their resources into delivering the outcomes that have the greatest impact on those that they serve. This is why the creation of a TOM will allow the Council to see the relationship between the services that it must continue to deliver against the outcomes, the performance regime, the skills, competences and resources that it needs to deliver them.

KEY OBJECTIVES

- To maximise our ability to achieve our priority outcomes by increasing the efficiency of service delivery.
- To rationalise and simplify our modes of delivery and influence under a coherent strategy.
- Review shared service arrangements to ensure that they remain fit for purpose and where they are not, propose alternative (costed) ways of delivering services.
- Deliver a set of service-based reviews against the Council’s priorities and against a backdrop of what it can afford over a two-year programme, with the criteria for the remainder of reviews not detailed in this Plan, to be agreed by the Council’s management team during Q4 of the current fiscal year.
- Ensure that the outcomes from the deep dives described in this Plan are consistent with setting a deliverable budget for 2022/23 and a sustainable budget beyond that.
- Review high priority services with the first six months. Agree alternative options for delivery, new ways of working, highlight investments that need to be made (drawing on the capital programme where appropriate to fund transformation).
- Develop business cases for change/transformation focused on changes that will give us the best return on our investment and ones where we can deliver an improved set of outcomes.
- Focus on changes that can be designed, tested and delivered using an agile approach.
- Ensure that the underpinning infrastructure (capital, assets, contracts, commercial arrangements, support services, assets) are challenged to ensure they are fit for purpose and aligned with the services.

The result of this programme, starting now, will be a prioritised, more modern and open Council that acts together to serve its customers and deliver its outcomes in the most efficient way possible with the resources it has available to it. Iterative deep dives will become a common feature of delivering our services so that we constantly review what we do.

KEY DELIVERABLES

- Clear line of sight for the immediate reviews as detailed in this Plan.
- Development of prioritisation criteria for the remaining services.
- Clear scope of each review with key personnel from each service identified along with achievable but demanding start and end dates.
- Key findings and options for change supported by evidence, analysis of performance and financial data including benchmarking and data analysis.
- As the reviews deliver conclusions, ensuring there is close alignment to existing discussions and plans regarding the 2022/23 budget and being cognisant of existing and planned savings plans and initiatives.

KEY RISKS

- Lack of resources from the Council to participate in the deep dives
- Resistance to change or change fatigue leading to lack of new ideas from service areas

- Insufficient engagement from the service areas.
- Lack of resources to deliver the proposed changes.
- Difficulty in unlocking savings and changes in support services (e.g., assets, contracts etc.)

SERVICE REVIEWS WORKSTREAM 3 CONTRACT REVIEWS

The contracts that we have in place are many and wide-ranging. Our contracts support a whole raft of service delivery functions and almost no contract is the same i.e., different terms and conditions, different contractual clauses, different exit arrangements and payment terms etc. Our contracts portfolio fulfils varying functions in our day-to-day service delivery with some contracts acting as additional and supplementary support whilst other contracts are integral to the work of the service and are part of the “fabric” of a given service.

The purpose of this work stream is to review our contracts with a view to getting a common understanding of what contracts are of vital importance to the running of our services and which contracts could (with careful transition planning and service re-design) be terminated.

1. PROPOSED SCOPE

It is vital that our commissioning, procurement and contract management arrangements are commercially driven and result in value for money services whilst providing support to our service delivery operations. By May 2022 we will:

- Have reviewed those existing contracts that give us most cause for concern
- Ensure every contract has an assigned contract manager
- Provide refresher training to all contract managers and reinforce the interfaces between the services and Procurement including a clear understanding of respective roles and responsibilities.
- Refresh the Contract Management Manual to ensure managers are clear what is expected of them
- Ensure a Commissioning Strategy exists for all services and sub-services the Council delivers, either through an external provider or in-house
- Ensure that those commissioning strategies are supported by a detailed market analysis
- Work with key providers and potential providers on shaping the market, to meet our needs
- Develop procurement plans in line with the commissioning strategies
- Review the need to strengthen the head of profession role for commissioning and contract management

2. UNDERSTANDING THE IMPACT AND THE KEY INTERDEPENDENCIES

We will approach the review of contracts in two ways acknowledging that with the first service reviews in Children’s and Adult’s Services, we will review the key contracts that support these services. As we progress with the service reviews, we will review the specific contracts for these services as appropriate. We will also undertake a fundamental review of all contracts across the Council to assess a range of factors including but not limited to the following:

- Is the contract still required?
- Is the contract performing as it needs to?
- Could the services delivered by the contract be delivered in a more efficient and cost-effective way including the termination of the contract and transferring the contracts functions in-house?
- Are any contracts inhibitors to the transformational changes we need to make?
- Would transferring the contracts functions to another provider (potentially through competition) better support out priorities?

- How does changing the contract arrangements affect other elements of delivery including the impact on business support functions?

Getting the right balance of contracts, being delivered in the most cost-effective way with the right levels of management and control is just as important as getting the right commercial arrangements from the contracts themselves. As we progress the service reviews and the review of contracts, we need to maintain the right balance between the needs of the centre (commercial and financial) with the needs of the services.

KEY OBJECTIVES

- Ensure existing contracts are being effectively monitored and managed
- Ensure that there is a well understood strategy and approach to reviewing all contracts in line with financial, commercial and service delivery objectives.
- Contract management skills and roles and responsibilities are clear between contract management and service functions
- A programme of commissioning strategies is a fundamental part of our MTFS
- Procurement Plans are approved prior to any engagement with possible providers

KEY DELIVERABLES

- A review of specific contracts in line with the service reviews being conducted by CIPFA starting in Children's and Adult's
- Each contract will have a set of KPIs that will be reported against
- Large spend contracts that have a major impact on service delivery will be taken through Scrutiny Committees.
- The Contracts Register will be reviewed to ensure it holds the appropriate level of information
- Providers of services will be engaged in order to inform our strategies and planning

KEY RISKS

- We are paying for services that are not being delivered, or not delivered to the required standard
- We have entered into poor contracts, resulting in poor value for money
- We may not have the required penalty clauses in the contract for poor performance
- We are perceived as uninformed purchasers
- We are prevented from existing contracts due to onerous exit terms and conditions

SERVICE REVIEWS WORKSTREAM 4 REVIEW OF COMPANIES

The Council has a plethora of arrangements for service delivery in pursuing its aims and objectives and this includes a number of subsidiaries, joint ventures and associated companies. Over the years, the Council's interests have grown in an ad-hoc manner, with little attention paid to an overarching structure or strategy.

It is important that appropriate governance arrangements are in place in order that the Council has visibility on performance and risk and that the synergies between our interests are maximised.

In order to achieve this, by May 2022 we will:

- Carry out a review of existing companies (supported by CIPFA).
- Run an in-housing /outsourcing process for selected companies, reviewing the process used to create the initial justification and the objective justification (Business Case) for future commercial arrangements.

- On completion of each company review, an evaluation of divestment and disposal options and alternative delivery arrangements where these considerations are appropriate.
- Review of governance arrangement for oversight of the Council's portfolio of companies, including options for a new group holding structure.
- Review of internal governance and oversight arrangements from an officer and elected member perspective, ensuring there are no conflicts of interest and that all members and officers are appropriately trained to carry out their role.
- Review the frequency and content of the reporting arrangements for each entity to the Council and develop a standard report framework for Cabinet decision making for any future proposals to transfer in-house services to a new or existing entity, or for any new activity aimed at growth and/or commercial opportunity for the Council.

1. PROPOSED SCOPE

Over a number of years the Council has secured delivery of its services through a number of different arrangements. These have ranged from wholly owned companies of the Council, joint venture partnerships, and charities through to private outsourced arrangements. The list of companies in scope for the review are as follows:

- Peterborough Limited
- Blue Sky Peterborough
- Empower Peterborough
- Opportunity Peterborough
- Peterborough Investment Partnership LLP
- Medesham Home LLP
- NPS Peterborough Ltd
- Peterborough Museum and Art Gallery Trust
- The Mayor's Charity
- Peterborough HE Property Company Ltd
- Smart Manufacturing Alliance Ltd

2. COUNCIL OWNED COMPANY REVIEW

As part of this work we have commissioned CIPFA to undertake a review of our company and wider commercial portfolio. CIPFA will review each of the companies in turn according to a pre-determined priority based on a range of factors including risk. They will provide an independent analysis of each company including performance, financials, strengths and weaknesses, and the Council's exposure to risk. Where appropriate and where the documentation exists, CIPFA will also review the original business case and commercial and financial justification for the companies to ensure that the original tenet for establishing each company is based on a sound set of principles.

This work will inform individual decisions on whether to maintain, revise focus, in-house or divest from Council companies. The companies under review will form part of a work package agreed between the Council and CIPFA.

3. COMPANY GOVERNANCE ARRANGEMENTS

The Companies theme will focus on the development of Council policy with regard to executive and non-executive directors, establishing a clear role for senior officers through a Shareholder Unit function, ensuring all forms of parental support to companies within the group are subject to effective controls and clear decision making.

4. COMMERCIAL STRATEGY AND COMPANY RULEBOOK

Where Council companies offer reasonable levels of assurance of future financial returns, the Council will seek to maximise this benefit through the development and application of an overarching Commercial Strategy. This will include an assessment of directly delivered charging activity and the treatment of surpluses generated by the companies. Existing and future requirements for Council funding and capital will be evaluated using a combination of risk profile, return on investment and prevailing market conditions.

We will formalise the work of companies and other commercial interests through the development of a Company Rulebook. The Company Rulebook will:

- Provide guidance on the key considerations when the Council is looking to establish new commercial ventures including the creation of new companies.

- Provide officers with a series of guiding principles including reference to existing professional body guidance (e.g. the CIPFA Code) as part of managing the oversight of the companies' portfolio.
- Provide the Shareholder Unit with a set of principles enabling it to provide the checks and balances required of good company oversight and sound commercial management principles.

KEY OBJECTIVES

- Provide greater visibility of company performance and risk profile of the wider Council group.
- To reduce overall complexity and simplify the management and oversight of all core Council activities by reducing the number or alternative delivery vehicles. (This needs to be undertaken with close alignment to the customer services strategy/model being deployed by the Council.)
- To strip out duplication of overhead and management costs by bringing core functions in-house where there is no imperative to maintain externalised delivery vehicles.
- To identify opportunities to generate capital receipts to the Capital Programme through divestment of interests in profitable activities.
- To establish robust shareholder controls and assurance mechanisms for those companies the Council maintains.

KEY DELIVERABLES

- Overarching Commercial Strategy.
- Establishment of a link between individual company performance and the Council's wider performance management system and production of corporate key performance indicators.
- Decisions on the direction for each company/commercial interest.
- Options appraisal and potential creation of a new Shareholder Unit.
- Review of the effectiveness of the Shareholder Cabinet Committee.
- Following the Public Interest Reports into the London Borough of Croydon and Nottingham City Council's EnviroEnergy, review the interface between each company's governance and decision making and the Audit Committee and the Scrutiny Committee for Growth, Environment and Resources.

KEY RISKS

- Loss of opportunity for financial returns as a result of decision-making delays.
- Over financial exposure where companies are struggling financially post-COVID.
- Lack of oversight and governance with regard to companies, resulting in the potential for financial and reputational damage to the Council.
- Medium to long term company performance (based on an independent review of each company's financials and up-to-date Business Strategy and business plans).



THEME THREE Governance and Culture

Delivery of the Improvement Plan is dependent upon a number of interrelating factors, not least of all is having an organisational culture and strong governance that supports the need for the change, understands what is required alongside an absolute determination to succeed. Whatever plans are put in place can only succeed when everybody is determined to adopt the behaviours required and to live the new culture. The most pressing need is a culture that is focused on performance, delivery and accountability. Immediate work will concentrate on enabling the organisation to focus on this.

There is a positive base to start from, the External Governance Review led by Andrew Flockhart paid tribute to the political will of the Leader and Cabinet to take ownership in resolving the financial challenges. The Review also recognised the positive and open relationship between Councillors and Officers and the willingness to learn. However, the review recognised the past lack of challenge and scrutiny from members and officers alike has contributed to the financial situation being allowed to deteriorate.

All parts of the Council's system of governance (including Full Council, Cabinet, Scrutiny, Audit and regulatory committees) must play their part effectively, enabling the Council to fulfil its ambitions for the city and its duties to the public.

This will require a shared commitment by all Members in Full Council, strong and decisive leadership by Cabinet, constructive and well-informed Scrutiny, and inquisitive and challenging Audit. All the right parts of the machinery of governance exist - they need to work together better to help the Council get through this very tough period

GOVERNANCE AND CULTURE WORKSTREAM 1 MEMBER GOVERNANCE AND ASSURANCE

The external assurance review report on Governance asked us to commission and support a development/support programme for councillors, particularly the new Leader and Cabinet, the Chairs of the Scrutiny Committees and the Audit Committee and for the leaders of all the political groups of the Council. The report also highlighted the need for us to strengthen the leadership of our Audit Committee and to elevate the role of the Audit Committee's annual report to Full Council so that a considered discussion could take place regarding any concerns raised and a robust response given.

We are committed to ensuring members have the structures, knowledge and skills needed to effectively scrutinise and challenge the Council's financial decisions, governance and procedures. We will review existing governance structures to see if improvements can be made and work with CIPFA to conduct a skills analysis assessment of both the Audit and Scrutiny Committees in order to deliver a targeted and appropriate training and development programme.

1.AUDIT & ACCOUNTS COMMITTEE

The governance assurance report found that our Audit Committee was not currently scrutinising the Council's financial challenges with sufficient urgency or focus or paying sufficient attention to the strategic risks and issues facing the Council or the Council's MTFS processes.

CIPFA has been provided with details of the training that was provided in-house by the S151 officer and his team and the Internal Auditor for the Audit Committee after the May elections in 2021. Committee members have also all received the CIPFA handbook "Audit committees - Practical Guidance for Local Authorities and Police (2018 Edition)" which sets out best practice and helpful checklists when reviewing the effectiveness of audit committees.

The DLUHC Finance Review report recommended that the membership of our Audit Committee should be strengthened by the appointment of external independent members in order to improve its expertise and independence and this is in line with industry best practice of every local authority audit committee having at least one independent member. A report recommending the recruitment of independent members of the audit committee, one of whom would chair the Audit Committee, will go to the Special Council meeting on 16 December for approval. This will include draft job advertisement and amended terms of reference for the Audit Committee. CIPFA will be supporting the Council on the recruitment process.

If approved by Council on the 16 December 2021, the roles will be advertised immediately with a view to interview in the second week of January 2022. The induction process will then commence immediately, subject to ratification of the appointment at end of January 2022 at Full Council.

2. SCRUTINY COMMITTEES

The Council has four Scrutiny Committees – Adult’s and Health Scrutiny Committee, Children and Education Scrutiny Committee, Communities Scrutiny Committee and Growth, Environment and Resources Scrutiny Committee - which also meet jointly to scrutinise budget proposals.

The Governance assurance report found that the checks and balances that should be offered by the scrutiny role were not strong enough and did not focus enough on the strategic dimensions of our challenges, in particular the MTFS and annual budget plans. There needed to be a stronger willingness to challenge the assumptions and information presented to them.

CIPFA has been asked to consider how best to strengthen the skills and approaches of members of the Scrutiny Committees and are considering this against the training that has already been delivered.

We will make the necessary changes to our Constitution to incorporate the role of the Improvement and Assurance Panel in the Council’s governance structures, including reporting to Full Council every six months and the Cabinet’s response to its recommendations. The Growth, Environment and Resources Scrutiny Committee will review the Cabinet’s actions and report on progress directly to Full Council every six months.

3. CONSIDERATION OF MOVING TO “ALL OUT ELECTIONS” EVERY FOUR YEARS TO ADD STABILITY

The Governance Assurance report recommended that the Council formally consider a report on moving to all out elections every four years instead of electing by thirds by March 2023, via an evaluation process. The Council is also required to discuss the outcome of the evaluation with DLUHC. The report recommended this change in order to bring stability to our decision-making and encourage the development of more strategic long-term solutions. The timetable set out the Governance Assurance report states that the formal evaluation of the option of a four-year electoral cycle should be initiated by July 2022 and Full Council should consider a report outlining the results of the evaluation process by March 2023. Any such decision would require a two-thirds majority of members voting in favour.

A report is therefore due to come back to Full Council in 2022 asking it to consider the recommendation to commence an evaluation process on the proposal to change from elections by thirds to all-out elections every four years.

3. RISK MANAGEMENT

A good foundation for risk management exists, although the organisation has been traditionally risk averse. In order to deliver the Improvement Plan, we may need to embrace a higher level of risk appetite.

RISK APPETITE	DESCRIPTION
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Our risk management approach and methodology is articulated within the Risk Management Policy and overseen by the Risk Management Board. Key risks are recorded using the Council’s online project management tool (POWA) and the Risk Management Board provides formal oversight and challenge of corporate and departmental risk registers. There is good risk management representation across all Directorates and management engagement in the risk management process.

To oversee the delivery of the Improvement Plan, each Theme will have a series of actions which will be risk assessed and regularly monitored against. Based upon a standard 5 x 5 risk matrix we will ensure consistent treatment and identification of risk at all levels of the organisation. Links will be included if there are clear synergies between a risk in a department and the Improvement Plan so that they are recorded only once to avoid duplication.

Senior Responsible Officers (SROs) and delivery teams will be accountable for ongoing reviews ensuring that risks are identified early, and mitigating actions are developed at pace to get projects back on track. By using POWA as the central repository for all risks this will enable greater coordination and ability to produce regular reports to Officers and Members.

GOVERNANCE AND CULTURE WORKSTREAM 2 PERFORMANCE MANAGEMENT

Monitoring performance at an organisational and individual level is a vital component of delivering the Improvement Plan.

There will be appropriate mechanisms to recognise, applaud and share success whilst also recognising that there has to be consequences for under performance. Every member of the workforce has a role to play and is responsible and accountable for the work they do. This will be supported by consistent process, systems and messaging across the organisation.

The Independent Assurance and Improvement Panel will provide external advice, challenge, and expertise to us in driving forward the development and delivery of our Improvement Plan and they will provide assurance to the Secretary of State on our progress on delivering the plan.

To provide assurance to the Improvement Panel and the Council, that the Improvement Plan is on track to deliver the agreed outcomes, we will implement a robust monitoring process. Monitoring will focus on the successful achievement of key milestones, monitoring of financial implications, and the identification and management of risks and issues across each theme.

1. BUSINESS ASSURANCE AND PROJECT MANAGEMENT OFFICE

A Business Assurance Function will be established which will work hand in hand with each of the theme and action leads and other corporate functions like finance, assets and communications to ensure the delivery of the Improvement plan. It will:

- Act with the authority of the Chief Executive, the Cabinet and the Improvement Panel.
- Bring together, in one place, a high level plan of all improvement activities with focus on improving the immediate financial stability of the Council within the next six months and consequently holding “one version of the truth”.
- Act as a ‘critical eye’ by providing scrutiny and proactively challenging risks, issues and variations from plans across Improvement Plan activity.
- Provide organisational wide support on governance, project portfolio management best practices, tools and standardised processes.
- Provide regular reports to Leadership team and Independent Improvement Panel.
- Work with senior responsible officers (SROs) to develop six monthly delivery and resourcing plans and the necessary support to secure appropriate resources required to deliver.
- Track benefits, ensuring that activity delivers to the intention of the Improvement Plan.

The Business Assurance Function will produce a report for each meeting of the Improvement Panel which will contain the following:

- Summary of the key deliverables and milestones against the plan.
- Things that have been achieved early – things that are late with explanation.
- Key risks and mitigating factors/status of risks etc.
- A financial summary explaining achievement of financial performance in the last period and a forecast outlook for the next period.
- Plans for the next period.
- Other matters arising to be brought to the attention of the Panel.

2. INDIVIDUAL PERFORMANCE AND ACCOUNTABILITY

In order to bring about the requisite culture change individual goal setting and performance management will be scrutinised and altered as necessary. This work will be underpinned by a cultural transformation programme, jointly delivered with partners. This will be designed around driving the behaviour change essential to delivering the Improvement Plan and foremost, making the Council more financially sustainable and will include:

- A clear set of organisational goals which hold the Chief Executive and senior officers to account for their delivery and which are embedded throughout the organisation, so everybody is clear what they are and their role in achieving them.
- A performance management framework has recently been introduced that focuses on outcomes. The governance of the framework will be reinforced to ensure that it is consistently applied and is focused on both outcome and delivery. The performance framework will focus on the key priorities and should be updated on an annual basis.

- On the appointment of the new CEO, developing a culture of individual accountability and a more forensic focus of what we do and why we do it. We need the whole organisation to have “change conversations” in order that we can progressively change the way we work.

GOVERNANCE AND CULTURE WORKSTREAM 3 CAPACITY AND CAPABILITY

The impact of this plan and the level of change on the organisation must not be underestimated and it will place capacity strains in areas of the Council that are already resource constrained. Such issues will have to be managed and additional skills and experience brought in if and as required. A key outcome from this stream of work will be to equip the Council’s officers with the experience and toolkit to deliver change within their teams, using external resources as and when required.

Delivery of the plan is heavily dependent on the organisation having the capacity and capability to both deliver it and to ensure it is sustainable. The Council will critically review its structure to ensure it is able to meet the demands of the plan, has the appropriate skills deployed in the right places and where skills are deficient has a plan to close the gap.

1. ORGANISATIONAL STRUCTURE

There has been significant change in leadership across the Council – for both Members and officers – which will continue into 2022. To ensure that the council is well equipped for the change and improvement it will undertake over the next two years, a review of senior roles and their portfolio of accountabilities has been agreed in phase one of the budget.

With the arrival of the new chief executive in February 2022, the organisational structure will be rigorously examined to ensure it is best suited to deliver the plan. Changes will be made where necessary and, in part, will be influenced by the outcomes of the service reviews.

The review will examine resources, spans of control and layers within departments to ensure that it can work in the most effective manner, be staffed at a level which allows for focus on the key deliverables, avoids duplication and ensures that accountability is clear and understood.

The structure must be continually evaluated against the Improvement Plan and assurance given that it will deliver the plan, whilst balancing this with the resource consumed by continuous structural change. As with other areas of the plan, change will only be made where it has a positive impact on outcomes and delivery of the Improvement Plan.

2. SKILLS AND CAPABILITY

The skills requirement falls into two groups, firstly the skills that are needed immediately to ensure the plan can be met, most significantly within the first six to twelve months, ensuring that financial stability is achieved. Secondly the skills for the slightly longer term to close the gaps identified further on in this Improvement Plan and to ensure the future is sustainable.

The scale and breadth of the work now needed to deliver the Improvement Plan is significant and will require a review of capacity, skills and delivery options, some of which will be addressed by the service reviews. Urgent prioritisation of outcomes and activity through the new Corporate Strategy will be undertaken and a clear resource plan against these priorities will be developed. This resource and delivery plan will be considered in six-month cycles, so that capacity is developed and used as it is needed - not too early or too late.

Against this resourcing plan, we will determine if we have the right skills, experience, and attitudes in the right numbers to sustain the delivery of the plan. Gaps, where identified, will be accompanied by a plan to close them. We recognise that this is likely to be a two phased: the requirement to bring in short term resource to provide support to deliver the plan, followed by the need to grow skills for the future.

Not immediately, but over time, a skills development programme will be put in place and will include a succession planning exercise, which will give additional information on skills strength, future needs and recruitment priorities.

3. IMMEDIATE CAPACITY DEMANDS

Over the last three years, the focus of much of the Council's corporate resources has been on creating governance and systems to strengthen financial performance and control and on fixing some foundational issues in IT contracts and systems. Work on the Financial Improvement Programme has consumed what limited change capacity the Council has.

Services have put forward proposals for incremental improvement and, overall, these have been delivered. However, as noted in both the LGA Peer Review and DLUHC reports, the organisational capacity to deliver fundamental transformational change is very limited – both in service teams and in corporate services.

The LGA and DLUHC reports identified some key areas where additional capacity is needed urgently. The first of these was the appointment of a single Chief Executive to focus on Peterborough City Council. This recruitment has been successfully completed, with the new Chief Executive starting in January 2022.

The LGA Peer Review also highlighted the need for a greater strategic focus on place shaping, engagement with communities and work with partners across the city and system. The report recommended that additional strategic capacity was required to link inclusive growth and economic development with people services, demand management and community work. The accountability and skills required to strategically link place and people will be considered as part of the review of the corporate management team.

There is currently no internal resource for business assurance, programme and project management, policy development, transformation, business analysis, design or behaviour change as these functions sit within outsourced arrangements. It is well understood that this contract no longer meets our needs and urgent work is required through the contracts theme to release the funding to build internal capability to deliver transformation and improvement.

The final area highlighted in all reports is the need to carefully consider and plan for the impacts of the pandemic, making sure that the new Corporate Strategy, Improvement Plan and service plans capture additional skills and activity required to respond to increased and new demand.

KEY OBJECTIVES

- Strong governance and assurance from Members, Officers and the Independent Improvement Panel
- Risk appropriately identified and managed
- All stakeholders from public through to DLUHC can transparently see performance against the Improvement Plan.
- Clear ownership and accountability of delivery, performance and risks
- Assurance that the overarching Improvement Plan is being delivered against the stated commitments, milestones, outcomes and that benefits realised in each programme are monitored
- Ensuring the current structure can meet the plan
- Addressing existing capacity and capability gaps to deliver the Improvement Plan

KEY DELIVERABLES

- Training for Members and Officers
- Business Assurance and Project Management Office (PMO) function established
- An organisational structure fit for the task to deliver the key outcomes of the Plan in the next six months
- Detailed delivery and resourcing plans developed with skills needed identified and secured

KEY RISKS

- Unable to engage the skills needed
- The organisational review is unsettling, and some key skills and experience leave the organisation
- Underestimating the amount of resource required to deliver the plan
- Lack of clarity on what is required, who is accountable for delivery and when it has to be delivered by
- Ineffective monitoring of performance and risk leads to plan slippage and potential additional expense

GLOSSARY

TERM	DESCRIPTION
RIT	Rapid Implementation Team is an officer led group which ensures all budget related initiatives are implemented and effective including: savings and income generating initiatives, capital programme, HR and finance controls, debt management and risk.
CMT	The Council's Corporate Management Team, is otherwise known as the CMT. This structure chart outlines the Council's management team
FSWG	Financial Sustainability Working Group is a cross party member working group, established to review the Council's financial position, develop sustainable budget proposals and consider the types of decisions that must be taken. In order to achieve financial sustainability. This will include Involvement of all parties, and will play a vital role in the delivery of financial sustainability for the Council.
CPF	Cabinet Policy Forum is an unofficial (non-public) meeting of Cabinet which reviews the Council's financial position, develops sustainable budget proposals and considers the types of decisions that must be taken In order to achieve financial sustainability.
DLUHC	The Department of Levelling up, Housing, and Communities is the government department that sets policy on supporting local government; communities and neighbourhoods; regeneration; housing; planning, building and the environment; and fire and rescue, in addition to a wider levelling up agenda. It has an important role in supporting local development and promoting economic growth and aspires to create great places to live and work, and to give more power to local people to shape what happens in their area.
CIPFA	CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance, which issues a code of practice and guidance and advice to finance professionals.
MTFS	Medium Term Financial Strategy (MTFS) is a key strategic document which expresses the delivery of the corporate strategy in monetary terms. It takes account of all the various factors and influences that may impact the Council over a multi-year period. An MTFS ensures that we have a clear policy framework to enable us to allocate funds in accordance with our priorities as we go through the service planning and budget setting process.
MTFP	Medium Term Financial Plan is a short term, financial plan, usually covering a one year period.
BUDGET	A statement which reflects the Council's policies in financial terms and which sets out its spending plans for a given period. The revenue budget (spending other than capital spending) is finalised and approved in March before the start of the financial year on 1 April. Actual spending is monitored against the budget each month as part of the Budgetary Control Report (BCR) Process and reported to the Corporate Management Team and Cabinet.
BCR	The Council's Budgetary Control Report (BCR) is the name of the revenue budget monitoring process. This is there the Council's financial performance is monitored and reported on by the finance team and the Budget Manager, on a monthly basis.
FINANCIAL REGULATIONS	The regulations outlining the officer's responsibilities relating to financial matters. https://shorturl.at/epvIJ
THE COUNCILS CONSTITUTION	The Council's constitutional document which;- allocates powers and responsibility within the Council;- sets out delegations for its Executive including the cabinet members and delegation to officers;-sets out the rules of procedures, codes and protocols. http://shorturl.at/czUW8
CPCA	Cambridgeshire and Peterborough Combined Authority.
POWA	The Council's online project management tool (POWA) Microsoft Project Online is a cloud-based Project Management service product that is delivered through Office 365.
TOM	Target Operating Model.
TA	Temporary Accommodation, used to provide short term housing when a family or individual has presented as homeless to the Council.



Review of Cipfa Recommendations and progress to date:

CIPFA recommended that the Council should:

CAPITAL / ASSET MANAGEMENT:

- **Determine on a disposal of assets programme designed to generate a capital receipt within the 2022/23 financial year that avoids the need for a further capitalisation directive and makes a significant contribution to the Council's reserves.**

Action taken: The asset disposal programme was halted by the Interim Director of Resources in January 2022 pending a full review. The Interim Head of Property Services identified sufficient capital receipts to meet the 2021/22 requirements, and a plan to generate the required capital receipts for 2022/23 and beyond. A new Asset Management Strategy and Plan will be developed by the end of May 2022, incorporating a new Asset Disposal Schedule. The aim is to ensure the Council invests in the assets required to support the Capital Programme and disposal of those that don't. The schedule will include a phased disposal of Council owned farms.

- **Fully detail the business case for the Transformational Capitalisation including reviewing the intentions for the earmarked reserves before any further support is agreed and as part of this the Council needs to engage an independent body to provide robust challenge and focus on the development of that plan.**

Action taken: A capitalisation direction was not required for 2021/22, and no application has been made for 2022/23. We do not intend to use the facility of flexible use of capital receipts for Transformation in 2022/23. This recommendation can therefore be closed.

CHILDREN'S AND ADULT SERVICES:

- **Undertake a comprehensive review of the Children's service in relation to:**
 - o **The approach to demand management**
 - o **Linked to the above, comprehensive modelling of future demand pressures and costs (or a full review of the detail provided for the MTFS)**
 - o **Forensic review of expenditure**

Action taken: CIPFA and Peopletoo have carried out detailed Services Reviews in both adults and children's and the outcome of those reviews has fed into the MTFS process and areas for cost avoidance or savings have been identified and are being worked upon and fed back through the savings board, IIP Board and IIP Panel.

Areas identified for children were more in-house foster care, reunification and children's social care income. CIPFA are currently undertaking further work on these. Children's services are currently red and we are still working on these with Cipfa.

We have also identified further stretch targets in ASC, such as Direct Payments. We are carefully monitoring the bottom line in terms of P & C forecast outturn as with a demand led budget there are many factors that impact. We have also identified further stretch targets in ASC, such as Direct Payments. Adult Social Care current has a target of 300,000 in this area. ASC did over deliver on this target last year but this was partly a result of the pandemic and people not being able to access

APPENDIX B

support. Therefore a stretch target of an additional 500,000 has been set. This will be monitored through the People and Communities Delivery Board and the Savings Board.

The reviews and deepdive exercise concluded that Children's Services were maximising opportunities to contain cost and demand, and this is shown in the relatively low levels of spend and children looked after compared to other Councils. PCC could not generate any further savings in this area. A forensic review of expenditure was also completed as part of this process and will continue on a case by case basis. Whenever a placement or care package is requested, this goes through a comprehensive panel process which CIPFA/ Peopletoo had the opportunity to observe and complete a desk top review of.

It is recognised that there is a need for a much more targeted focus on Fostering. The ambition is to significantly increase in-house fostering to the point where it can really impact on placement sufficiency and availability for children with additional needs; older young people and young people stepping down the care continuum - and thereby budgets. We will be bringing a business case forward shortly around this issue and would see this as a significant area to focus on going forward.

Areas identified for adults were direct payments, front door, hospital discharges, reablement, technology enabled care and adult's social care income. Adult's social care income has been verified by CIPFA as an area where there is no potential for saving, leaving a £500k shortfall in savings delivery. All other areas of adults are currently amber. Alternative plans to cover the shortfall will be presented to the June Savings Board meeting.

The reviews and deepdive exercise in adults concluded that opportunities to contain cost and demand were being maximised and this is evidenced in the relatively low levels of spend, including well below average placement costs, e.g. domiciliary care. However, further opportunities to maximise cost avoidance were identified. This included increasing the use of prevention and early intervention services, e.g. Technology Enabled Care (TEC) and reablement to reduce, delay or prevent the onset of more costly levels of care. This included a targeted focus in areas of hospital discharge and early help.

HOUSING, PLANNING AND DEVELOPMENT AND CENTRAL SERVICES:

- **Undertake Service reviews of Housing, Planning and Development and Central Services where there is over average spending and Adult Care services to establish the extent of the demand pressures.**

Action taken: A Cipfa-led deepdive into our housing services has concluded its first phase, identifying three broad areas of focus and a proposed new ambition for the service. Two internal officer workshops have been held to socialise these findings, and subsequent sessions are being arranged with Members and external partners. The deep dive has helped to shape our thinking around future structural arrangements and the strategic role the council should play as a housing authority. The short-term financial pressure that has been included in the 2022/23 budget linked to a housing restructure have now been. The amount the council spends on temporary accommodation is still too high, and the review sets out headline arrangements for how this might be dealt with. Critically, the council will be developing a new Local Plan and Housing Strategy and will adapt its role to become an enabler rather than a provider. These changes will help us to ensure we are in greater control of our spend and commissioning arrangements.

The review of the Planning service is progressing at pace, following receipt of the LGA Peer Challenge report into the service. Six broad recommendations were identified in that report with multiple sub recommendations, and a delivery plan has been developed and is being implemented to drive these and other changes forward. An interim assistant director for planning has been recruited to lead the

Cecilie Booth, May 2022

APPENDIX B

work and to reunify the service which is currently split across two departments. All funded and established vacant posts have been filled, and immediate changes have been made in those parts of the service which the LGA report described as being in crisis. A development team whole-council approach to major schemes is being piloted alongside a review of our use of Planning Performance Agreements, both to ensure we identify the true costs of supporting growth and regeneration from a Planning perspective and drive up our income. We are also establishing a more resilient way to identify and secure external grant and other investment funding, including that available via the Combined Authority or direct from Government. The overall aim of this review and change programme is to ensure the end-to-end Planning service is able to enable and facilitate the level of growth, regeneration and inward investment necessary to support our long-term financial sustainability.

All of the above to be undertaken within 6 months (i.e. April / May 2022), although appendix to report indicates earlier date.

FINANCIAL MANAGEMENT:

• The Council should continue its expenditure controls - Timescale immediate

Action taken: A revenue and capital spending moratorium was implemented with immediate effect. The revenue moratorium, combined with improved external funding, resulted in a significantly improved financial position and the requested capitalisation direction in 2021/22 was therefore not needed. At Month 10, the projected overspend position reduced to £0.7m. As at 31st March, the financial position has improved significantly; the outturn position is a £4.6m underspend and there is no gap to be funded from reserves.

Tight revenue budget controls remain in place for 2022/23, however, a formal moratorium is not in place at this stage. These controls include:

- An employment panel reviews all recruitment and agency requests.
- Business case requirement for all expenditure in excess of £10k - providing additional scrutiny and challenge with regular review from the Heads of Finance for the directorates. Signed off by the S151
- All Agresso approvals over £1k signed off by the DS151. This will soon be transferred to the Procurement Team as part of the roll out of the Agresso Procurement module.
- All controls recognised as part of the Improvement Plan
- Departmental Management Teams (DMTs), together with the Corporate Leadership Team (CLT), review the revenue and capital position monthly, including debt management and risks. Appropriate action is taken to address budget variances and reported in monthly Budgetary Control Reports to Cabinet.
- Enhanced officer budget governance, with a new Capital Programme Board, Savings Board and Procurement Board, overseeing delivery and monitoring savings.
- Enhanced member governance structure, in particular around the Financial Sustainability Working Group (FSWG) to ensure involvement and engagement from all political parties, with a common goal of achieving financial sustainability for the Council.

The controls will be reviewed in due course as part of the work on the Improvement Plan.

The Capital Moratorium remains in place. In early April, the S151 Officer issued a reminder of this instruction to Directors and their key Heads of Service that any capital expenditure that is not legally required, and that is funded by Council Resources must come through the Capital Programme Board

Cecilie Booth, May 2022

APPENDIX B

for consideration. This is to limit capital expenditure funded from borrowing and will limit new expenditure whilst a full review of the capital programme is completed. This review is required as part of the savings target identified in the MTF5 as part of both Phases 1 and 2, as well as delivering the revised Capital and Treasury Management Strategies.

A new Capital Strategy was approved as part of the 2022/23 budget setting process. The strategy says that capital expenditure should be funded from grant / capital receipts wherever possible, and new borrowing should only be undertaken in exceptional circumstances. The capital moratorium remains in place while a full review of the capital programme is undertaken, to ensure all schemes and projects are current and essential.

- **Undertake a review of the Council's external commercial relationships and in particular a review of the need for and future role of a corporate shareholder. – Timescale 6 months**

Action taken: Cipfa are undertaking a full review of commercial relationships, we are currently awaiting reports.

- **The membership of the Council's Audit Committee should be strengthened by the appointment of external independent members to improve its expertise and independence - Timescale 3 months**

Action taken: Three new independent audit committee members have been appointed, including an independent chair. The strengthened audit committee has met twice, and the new members have provided robust challenge to the Audit Plan, the structure and remit of the internal audit team and the Treasury Management Strategy Statement (TMSS)

ASSETS AND COMMERCIAL:

- **Immediately halt spend any capital spend funded by borrowing for which there is no legal commitment and there should be a detailed review process of all schemes. – Timescale immediate**

Action taken: Fully implemented, as set out above. The capital moratorium remains in place for 2022/23, as confirmed by corporate communication. The Interim Head of Property Service is currently reviewing all assets and preparing a new asset disposal programme to generate capital receipts to repay debt and fund future capital expenditure, expected to be completed by the end of May.

- **Verify valuation of assets individually, including rural estate, and carry out detailed options and market appraisal of all assets to establish asset disposal list. - Timescale 1 month**

Action taken: Fully implemented as set out above. There are currently no proposed asset disposals pending a full review of all assets, including the rural estate. A new and independent valuation was obtained for the Northminster deal, which significantly improved the proposed price from £1.5m to £4.1m

- **Investigate difference in valuation data of £118m and develop consolidated list of assets with property details, current valuations and income to enable a disposals strategy to be developed. – Timescale 1 month**

Action taken: NPS have been notified of the Council's concerns around the quality of the valuations for accounting purposes, and the overall relationship between PCC and NPS is under review. No disposals will be undertaken without an up to date professional valuation.

- **Complete valuations on the 2023/24 disposal list so the receipts planned can be established. - Timescale 1 month**

Cecilie Booth, May 2022

APPENDIX B

Action taken: As above – this is work in progress and an updated disposal list for will be completed by the end of April 2022.

- **Sign no new Farm Business Tenancies, so that agricultural land can be sold free of tenancies where possible. - timescale immediate**

Action taken: No new farm tenancies are signed.

- **Make no further capital investment in farms such as new grain stores. - timescale immediate**

Action taken: No new capital investment in the farms will be approved.

- **Assess current values of retail assets and options for income potential and/or alternative uses. - timescale two months**

Action taken: This is part of the overall review of the asset base.

- **Investigate the commercial basis for Peterborough Investment Partnership (PIP) to establish the value of assets held by the joint venture, future capital requirements and options for realising value for the Council. – timescale one month**

Action taken: Cipfa are currently looking at the PIP and we are awaiting the report. Two members have stepped down as directors of the PIP Board and replaced by two officers. Further work is being undertaken.

- **Verify valuation of assets individually, including rural estate, and carry out detailed options and market appraisal of all assets to establish asset disposal list. - Timescale 1month**

Action taken: Fully implemented as set out above. There are currently no proposed asset disposals pending a full review of all assets, including the rural estate. A new and independent valuation was obtained for the Northminster deal, which improved the valuation from £1.5m to £4.1m

- **Complete valuations on the 2023/24 disposal list so the receipts planned can be established. - Timescale 1 month**

Action taken: As above – this is work in progress and an updated disposal list for will be completed by the end of May 2022.

- **Investigate the commercial basis for Peterborough Investment Partnership (PIP) to establish the value of assets held by the joint venture, future capital requirements and options for realising value for the Council. – timescale one month**

Action taken: Cipfa are currently looking at the PIP and we are awaiting the report.

MEDESHAM HOMES:

The housing joint ventures of Meacham Homes and Medesham Homes should be reviewed to understand the potential for realising capital receipts.- timescale three months

Action taken: Cipfa are currently reviewing the governance arrangements for MH and the links with other Council related companies, e.g. PIP. The review will assess the extent to which Medesham has delivered against its primary objectives, and consider the viability and options for MH going forward based on a realistic assessment of potential funding streams.

AGILE WORKING:

Cecilie Booth, May 2022

APPENDIX B

- **Implement agile working policy to reduce office space required at Town Hall and Sand Martin House by 30%- timescale three months.**

Action taken: Continuation of the laptop roll out to support staff to work more productively in a hybrid manner.

Meeting rooms have been checked to ensure the correct equipment to facilitate hybrid meets is in place.

Engagement with managers continues to ensure we reduce the office space where appropriate, understanding that there isn't a one fits all approach, and the needs of the services are met within the buildings. We have moved away from applying desk ratios, replacing this with agreements with teams to reduce desk space where possible.

The buildings are currently being mapped out to reduce the office space required allowing staff more collaborative areas to work from as requested in the team charters.

Work is being commissioned to improve ventilation etc at the Town Hall to ensure Council meetings can resume.

GROWTH, RESOURCES & COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 6
20 SEPTEMBER 2022	PUBLIC REPORT

Report of:	Cllr Wayne Fitzgerald, Leader of the Council	
Cabinet Member(s) responsible:	Cllr Wayne Fitzgerald, Leader of the Council	
Contact Officer(s):	Adrian Chapman, Executive Director for Place & Economy	Tel. 07920 160441

PORTFOLIO HOLDER PROGRESS REPORT – LEADER OF THE COUNCIL

RECOMMENDATIONS	
FROM: Cllr Wayne Fitzgerald	Deadline date: N/A
<p>It is recommended that Growth, Resources and Communities Scrutiny Committee:</p> <p>Considers and scrutinises this report and endorses the approach being taken under the portfolio of the Leader of the Council relevant to this Committee.</p>	

1. ORIGIN OF REPORT

1.1 The report is presented at the request of the Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 This report is being presented to the Committee to allow them to scrutinise the work relevant to the Committee's remit that falls within the portfolio of the Leader of the Council.

2.2 This report is for Growth, Resources and Communities Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by the Council:

- 3. Equalities;
- 8. Economic Development and Regeneration
- 12. Digital Services and Information Management.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	NA
---	-----------	----------------------------------	----

4. BACKGROUND AND KEY ISSUES

4.1 The following aspects of the Leader's portfolio fall within the remit of this Committee:

- Equalities and Diversity
- Economic Development and Regeneration
- Digital Services and Information Management

The following sections set out progress and priorities against these themes.

4.2 Equality & Diversity

4.2.1 There has been considerable movement forward on equality, diversity, and inclusion (EDI) within the council:

- The EDI Action Plan was agreed and signed off by the EDI Member Working Group and has been published on the intranet and council website. The plan can be found at this link: [Equality, Diversity, and Inclusion Action Plan - Peterborough City Council](#)
- A dedicated space on the council's intranet has been created, with all Members and staff having access
- Regular 'EDI Conversations' continue and cover many subjects such as faith awareness at work and reporting and responding to discrimination at work. The conversations are all-staff briefings held virtually
- An EDI Business Partner has been appointed who will be responsible for taking EDI further both internally and externally, ensuring that the action plan is carried out and for setting the strategy for the council
- An EDI Staff Network has been set up, which is a place for staff and Members to join and promote equality and inclusion within the workplace

4.2.2 The EDI Member Working Group is chaired by the Cabinet Adviser to the Leader, and, following recent staffing changes, the senior officer support for the group will be jointly provided by the council's Assistant Director for HR (Human Resources) and the Executive Director for Place and Economy.

4.3 Economic Development and Regeneration

4.3.1 Promoting Peterborough

Inward investment activity this year has predominantly focussed on supporting existing investors and developers with their ongoing growth projects; working with investment funds and developers who have expressed interest in strategic city centre sites; and supporting a small number of potentially large occupiers interested in establishing offices in the city.

The quantity of enquiries received so far has been lower than in previous years. This may be down to a combination of the current economic climate as well as reduced availability of development land and vacant properties in the city.

Visit Peterborough promotional activity continues to improve with growing audiences and a recent focus on low cost summer holiday activities. Facebook followers have increased 10% to c.2,600 since April and website visits have increased to 170,000 for the April-August period this year compared to 99,000 for the same period last year.

Positive relationships were developed with LPH Concerts who staged large performances on the embankment in early summer. Discussions with influential stakeholders regarding sponsorship and the membership scheme continue positively. Work is ongoing to establish a Visitor Information Centre in the city centre and discussions regarding the city's Christmas programme have begun.

4.3.2 Smart Manufacturing Alliance

The Smart Manufacturing Alliance, a joint venture between Opportunity Peterborough and the Cambridgeshire and Peterborough Combined Authority, was officially launched in October of 2021. This is a new networking organisation tasked with supporting manufacturing businesses across Cambridgeshire and Peterborough to improve productivity, innovation, and sustainability, and create a world class manufacturing cluster. The Alliance has so far secured 23 members with a further 15 in the pipeline and has hosted a number of events for existing and prospective members. This includes hosting a manufacturing sector marquee at the recent Cambridgeshire County Day celebrations at Newmarket Racecourse.

4.3.3 **ACMI4.0**

Advanced Capacities for Manufacturing – Industry 4.0 (ACMI4.0) is an ERDF (EU) funded business support and grant funding programme being delivered by Opportunity Peterborough and the Smart Manufacturing Alliance. Manufacturing SMEs (Small Medium Enterprises) and businesses in their supply chains can benefit from 12hrs support and up to £20,000 funding to support investment into industry 4.0 technologies such as 3D printing, AI (Artificial Intelligence), automation, sensors, and much more.

To date, 19 manufacturing businesses have received world class analysis and support regarding their Industry 4.0-readiness with a further 12 scheduled, and two have had grant funding applications approved with a further 10 applications being developed.

4.3.4 **Strategy**

Opportunity Peterborough continues to represent the city's interest in the development of strategic work such as the development of the CPCA's Economic and Skills Strategy, and as a member of the East Anglian Productivity Forum, part of a national programme run by The Productivity Institute.

4.3.5 **Towns Fund**

The eight Towns Fund projects in the programme are progressing well. Seven of the eight projects have been submitted to DLUHC (Department for Levelling Up, Housing and Communities) for approval and funding, with the following progress:

- Two were approved and funding received in Autumn 2021 (representing £320k). These are the Embankment Masterplan Feasibility and The Digital Incubator; these are both complete. Any future work and next steps are outside of the scope of the original funding, although an application to the Shared Prosperity Fund to develop the next stage of the Digital Incubator project has already been made.
- The two projects led by third party partners, Green Technology Centre, and The Activity Centre, both received approval from DLUHC representing funding of £3.5m in total, and the first stage of the grant funding was received in August.
- Three projects were submitted to DLUHC in July. These are the River Nene Pedestrian Bridge, Lincoln Road regeneration, and Peterborough Station Quarter. Confirmation has been received that the projects have passed the DLUHC internal review processes, and they have now entered the payment stage subject to finance checks. This will represent funding of £6.0m in total.
- All three of these projects are subject to public consultations. The Lincoln Road public consultation ran from July to August, with over 300 survey responses and about 180 people engaged face to face at the consultation events. The project stakeholders will be updated through September on the outputs. The public consultations for the Bridge and Station Quarter will take place in the Autumn of 2022.
- The eighth and final project in the programme is the Vine. The Vine project is to provide a library, culture, and community hub in the City Centre. A Vine Operators Model for RIBA stages 1-3 has been commissioned. Furthermore an estimated cost has been provided by an architectural consultancy for the structural refurbishment of the former TK Maxx building. The Operational model and structural design and costs are being scrutinised and challenged by officers and a summary report and next steps is expected in Autumn 2022.

4.3.6 **Peterborough Station Enhancements**

A Levelling Up Fund bid for around £48million for the first phase of redevelopment of the area around Peterborough Train Station – known as Station Quarter – has been submitted. If successful, the project will involve creating a new western entrance to the station with a car park – to create a double-sided station, with a new wider footbridge over the train lines. This will alleviate pressure on city centre roads, making it easier and safer to travel around the city by bicycle. Green areas with biodiversity, community spaces and better connections to the city centre will make it safer and more attractive for bikes and pedestrians. The enhancement of Peterborough Train Station will improve rail passenger journeys and encourage more rail travel, which will have a positive economic impact on the city and regionally, as the city is

already well connected to key areas of Eastern England and the rest of the UK. In addition, it will support Peterborough in attracting more knowledge-intensive and high-level employers through its transport links.

The bid was submitted in early August, and we expect to hear back from DLUHC in Autumn 2022 to find out if it has been successful.

4.3.7 **Physical Regeneration**

University

The University Phase 1 has been completed. Officers from the Council were involved in the snagging process and handover of the building to ARU with practical completion being signed off in August, on time and on budget. An open day was held at the end of August which was attended by around 2000 potential students. Over 40% of applicants for the 2022/2023 entry have been from PE postcodes. Phase 2 is well underway and Phase 3 is being prepared for planning. This is a remarkable achievement for Peterborough and partners ARU and will help enhance the reputation of the City on a national and international stage.

Middleholme

The Middleholme site is part owned by the council and part owned by the Milton Estate. The combined land area is in excess of 42 acres and provides a huge opportunity to develop a mixed use, residential led development with high quality housing located riverside. The site requires significant remediation as there are potentially toxic materials in the ground. Reports outlining the strategy for site remediation have now been received by officers and a grant of £500k has been secured to contribute to the cost of works to clean the site so it is ready for development. This development presents a significant opportunity to secure benefits for the Council in terms of financial income and providing quality jobs and homes for new and existing communities. A monthly project meeting has been set up between the council and Milton Estates to develop a strategy to bring the site forward and to explore options for development partner procurement.

Homes England

Officers from the Council and Homes England have met to explore opportunities to accelerate housing development in the city. Regional representatives from Homes England will be visiting the city in September to tour large strategic sites such as Middleholme, Fletton Quays and North Westgate as well as potential housing infill sites. This tour of sites will be followed up with a workshop with Homes England in October to develop a plan to bring sites forward through enabling grant funding.

Developers

Developer interest in City Centre development remains strong despite the current challenging economic conditions, with a number of city tours of sites arranged over the autumn.

4.3.8 **Growth and Regeneration Function**

Work has been progressing within the council to build leadership capacity and technical expertise via a new economic growth and regeneration function. Working closely alongside a transformed planning service, this team will help to drive forward good growth in our city whilst ensuring appropriate links are made right across the council and into other partners services to ensure we are planning well for the future and that all our residents benefit.

Part of this work is the implementation of the decision made by Cabinet earlier this year to transfer Opportunity Peterborough into the Council (subject to staff consultation). While Opportunity Peterborough has functioned well independently the move will ensure that the work is more strategically aligned with the Council's priorities for the development of the local economy. The service will keep the brand Opportunity Peterborough as this is well established and recognised by local business leaders. Although the process is complex, work is underway to consult with affected staff, and a desktop audit of commercial agreements, staff contracts and finances has started.

4.4 **Digital Services**

4.4.1 At the Scrutiny meeting on 6 January 2022 the key aspects of the IT strategy were set out for review along with a summary of the work done to date. The following is an update on project activity since that meeting.

Some key updates since January are shown below:

- Vivacity and City Culture – during March, the digital services project team supported the transition of services to Peterborough Limited.
- Chromebook replacement - this project is progressing well. 129 devices were issued in June. Roll out has slowed over the holiday period but is on track to complete by February 2023.
- HR System (Resourcelink) – the system has been migrated to Cloud which enables staff to access the HR management tool via the web. Work is progressing to implement the timesheet and expenses module during the second half of 2022/23.
- IT Service Desk Management (Hornbill) implementation – the new IT Service Desk Management tool has been deployed and is working well and has received positive feedback.

4.4.2 **Organisational change**

Another key strategic aim was the restructure of the IT & Digital Service shared with Cambridgeshire County Council and the final phase of the work has now concluded with the new structure live from 1st September. Transitional activities are now underway to implement this fully.

4.4.3 **IT & Digital Strategy**

As noted in January the IT & Digital strategy that was initiated and approved in 2019 is being reviewed and updated in line with the ongoing work that is being undertaken on the Corporate Strategy and Priorities for the Council.

The overall themes that have emerged from this review are below:

- Communities
- Partners
- Sustainability
- Workforce
- Inclusion

These themes are underpinned by the related strategies of Data, Security & Technology.

The next stages of work will include Member engagement sessions.

4.4.4 **Cyber Security**

Cyber security is an increasing area of risk mainly due to the fallout of the invasion of Ukraine and heightened tension with Taiwan. A cyber security programme has been set up to encapsulate all aspects of cyber security that needs covering, overseen by a monthly strategic Cyber Security Board and a monthly Cyber Security Group meeting.

Peterborough City Council received a Cyber Grant from DLUHC, and mandatory staff and Member training is being rolled out.

A Phishing test has been performed and has informed that further training is required.

4.4.5 **Support for the wider organisation**

Work continues to deliver the financial savings that have been identified within IT budgets. In some instances, there are wider implications of work that require changes to working practices for staff across the organisation. These are being progressed with strong support from senior management. Support is also being provided for directorates as they review their transformational opportunities.

5. CONSULTATION

- 5.1 Consultation relevant to each aspect of the portfolio has been carried out as part of 'business as usual' operations.

6. ANTICIPATED OUTCOMES OR IMPACT

- 6.1 Following debate and discussion at committee, it is anticipated that Members will be fully informed as to the progress and priorities of the portfolio holder, and the portfolio holder will be able to consider suggestions that come forward during that debate.

7. REASON FOR THE RECOMMENDATION

- 7.1 Scrutiny committees in Peterborough receive an annual report from all portfolio holders, as part of their responsibility to scrutinise key areas of work.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 NA

9. IMPLICATIONS

Financial Implications

- 9.1 None

Legal Implications

- 9.2 None

Equalities Implications

- 9.3 None

Rural Implications

- 9.4 None

Carbon Impact Assessment

- 9.5 This report contains no proposals for changes to service delivery and therefore there is no decision to take which may impact carbon emissions of the council or the city.

10. BACKGROUND DOCUMENTS

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

- 10.1 None

11. APPENDICES

- 11.1 None

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 7
20 SEPTEMBER 2022	PUBLIC REPORT

Report of:	Rob Hill – Service Director Communities (Acting)	
Cabinet Member(s) responsible:	Cllr Steve Allen, Cabinet Member for Communication, Culture and Communities.	
Contact Officer(s):	Matt Oliver – Head of Service Think Communities Esther Baffa-Isaacs - Social Mobility and Cohesion Manager	Tel. 07919 213962

SOCIAL MOBILITY AND ANTI-POVERTY ACTIVITY, INCLUDING HOUSEHOLD SUPPORT FUND

RECOMMENDATIONS	
FROM: Acting Service Director	Deadline date: N/A
<p>Growth, Resources and Communities Scrutiny Committee are recommended to:</p> <ol style="list-style-type: none"> 1. Review, scrutinise and comment upon the information provided in this report 2. Suggest additional ways to be considered to enhance our work in this area 3. Endorse the proposals as set out in section 4.1.6 (Social Mobility), and 4.2.4 (Anti-Poverty) 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Growth, Resources and Communities Scrutiny Committee following a request from Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to update Committee on the latest national and local context of the Social Mobility (section 4.1) and Anti-Poverty (section 4.2) agenda, and to seek Committee support for the proposals contained within.

2.2 This report is for the Growth, Resources and Communities Scrutiny Committee Meeting to consider under its Terms of Reference No. No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by the Council:

1. Neighbourhood and Community Support (including cohesion and community safety);
2. Equalities

2.3 *How does this report link to the Corporate Priorities?*

This is linked to priorities focussed on prevention.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	NA
---	-----------	----------------------------------	-----------

4. BACKGROUND AND KEY ISSUES

4.1 SOCIAL MOBILITY

4.1.1 *National Strategic context*

The Social Mobility Commission is an independent body sponsored by the Cabinet Office, and it has a duty to assess progress in improving social mobility in the UK and to promote social mobility in England.

The Commission’s aim is to create a United Kingdom where the circumstance of birth does not determine outcomes of life, described as follows:

“If our circumstances at birth strongly determine where we end up, mobility is low. But if people from all starting points and backgrounds have a good chance of achieving any outcome, then mobility is high.”

The Commission manages an Index to monitor upward mobility across the nation, using categories of occupational background to group the population into three categories (‘professional and managerial’, ‘intermediate’ and ‘working class’), based on the occupation of the main earner in the respondent’s household when the respondent was aged 14.

This paper updates how key aspects of the new national strategy can be applied locally.

4.1.2 *National social mobility trends*

Current inequalities

The Social Mobility Commission notes that currently inequalities exist between the occupational outcomes of the following groups, and they may widen due to the current economic challenges:

- different areas of the country (North and South of the UK)
- the majority and ethnic minority groups
- disabled people and those without disabilities
- the highly educated and those with low qualifications

At a national level, there are some disparities that have been reduced between 2014 and 2021, some that continue to exist and some that have increased:

Reduced Disparity	Educational Outcomes	<ul style="list-style-type: none"> • The gap in educational performance between disadvantaged and non-disadvantaged children aged 11, reduced by 13% between 2011 and 2019 • The gaps between professional and working-class backgrounds for both university participation and degree attainment have also narrowed between 2014 and 2021.
	Not in employment, education or training (NEET)	<ul style="list-style-type: none"> • The rate of young people from working-class backgrounds not in employment, education or training (NEET) has decreased since 2014 and was the lowest reported on record in 2021 at 12.4%. • The gap between NEET outcomes for individuals from different class backgrounds has also narrowed. People from working class backgrounds were twice as likely to be NEET as someone from a professional background in 2014, but in 2021, they were only 1.2 times more likely
	Occupational Levels	<ul style="list-style-type: none"> • In 2014, men aged 25 to 29 from a professional background were 1.9 times more likely to be in a professional job than men from a working-class background. By 2021, this dropped to 1.6 times more likely. For women, the drop was from 2.3 times more likely to 1.6 times more likely.

Ongoing Disparity	Class Pay Gap	<ul style="list-style-type: none"> In 2021, men from a professional background earned an average of £15.18 per hour, while men from a working-class background earned about 76% of this (£11.55). This compares favourably to 2014, when the ratio was only 70%.
	Educational Outcomes	<ul style="list-style-type: none"> In the 2020 to 2021 academic year, only 31.7% of disadvantaged pupils achieved a grade 5 or above in GCSE English and Maths, compared with 59.2% of all other pupils. Two-thirds of disadvantaged pupils and more than a third of all other pupils failed to achieve a strong pass in both English and Maths at GCSE.
	Career Progression	<ul style="list-style-type: none"> People from professional backgrounds are more likely to ‘bounce back’ from having a lower occupational class at age 25 to 29 years, to a professional position at age 35 to 39 years, than people from other backgrounds – 38% achieve this from professional backgrounds, compared to 22% from intermediate backgrounds and 23% from working class backgrounds.
	Class Pay-gap	<ul style="list-style-type: none"> For professional occupations, men from a professional background earn 18% more than men from a working-class background. Women from a professional background have 23% higher pay in professional jobs than women from working-class backgrounds.
		<ul style="list-style-type: none"> For intermediate occupations, men from a professional background earn 4% more than those from a working-class background. Women from professional backgrounds earn 8% more.
		<ul style="list-style-type: none"> For working-class occupations the class pay gap is 6% in favour of men from a professional background. Women from professional backgrounds earn 7% more
Salary Progression	<ul style="list-style-type: none"> The higher a person’s income at age 25 to 29 years, the more likely they are to be in the top income quintile by the age of 35 to 39 years. For those starting in the bottom quintile at age 25 to 29 years, only 13% were in the top quintile 10 years later 	
Exacerbated Disparities	Class Pay Gap	<ul style="list-style-type: none"> For women, the gap has slightly widened. Women from a professional background earned on average £14.23 per hour in 2021, compared with £10.05 per hour for women from working-class backgrounds, or 71%. Yet the ratio in 2014 was better, at 79%. As this gap opened up in 2021, this seems related to the pandemic.

Key challenges

The data that is gathered currently relies on surveys and is less comprehensive than standard administrative data, moreover certain types of relevant data aren’t gathered systematically across the nation at all. In fact, the lack of national data is one of the key gaps to monitoring the trends in social mobility, and consequently it is harder to accurately capture the impact of high-level interventions in this area.

The most significant data gaps exist in the following areas:

- Socio-economic background of children in school* – the only measure is eligibility for free school meals (FSM) - the poorest 15% of students, with completely different eligibility criteria

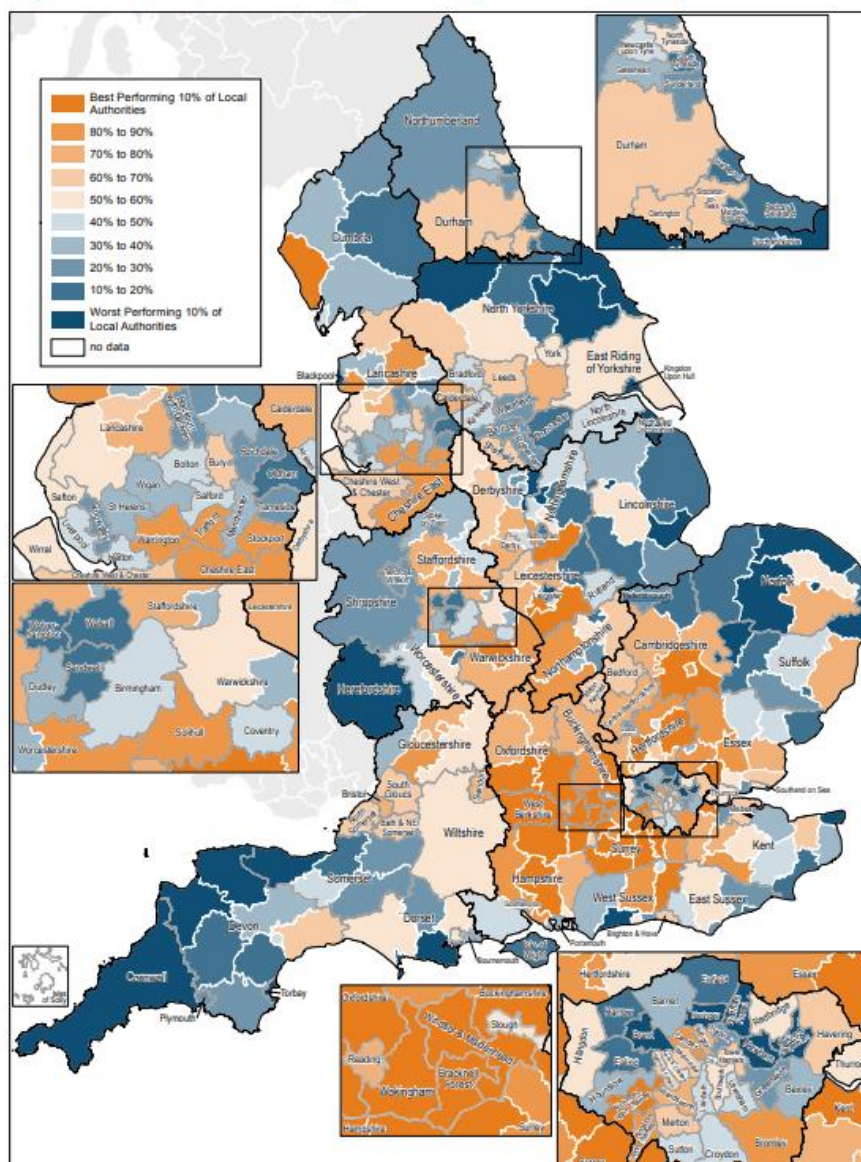
across the UK. This also doesn't allow for nuance such as identifying the outcomes of the most deprived students, or those just above the FSM threshold

- *Family income* - no administrative dataset giving a family-based picture of income, as children are not linked with their parents in the existing data
- Occupational data - limited administrative data on occupations, so occupational mobility has to be calculated from surveys
- *Parent-child linking of income* - the tax records of parents and children are not linked,
- *Lack of recent data* - We also have a lack of recent data on this subject, with updates to some national data sets not being released since 2017.

4.1.3 **Local context and statistics**

Peterborough sits in the middle of the national social mobility index ranking (119 of all local authorities). Our early years outcomes are better than average in terms of social mobility, but we perform less well in working age social mobility:

Figure 5.1: Map of performance against working lives social mobility indicators



4.1.4 **New national approach to promoting Social Mobility - June 2022**

In June of this year the Social Mobility Commission announced a new approach to promoting intergenerational social mobility. This term refers to the difference between a person's life outcomes, and those of their parents. The current focus of the Commission is on building on previous strategies in the following areas:

1. **Education**- specifically early years, schools and universities, further education and apprenticeships.
2. **Employment** – new focus on small businesses of all types generating opportunity and the impact that certain qualifications have on social mobility
3. **Enterprise and the economy** – enabling the creation of opportunities, their geographical spread and the role of enterprise, focussing on neighbourhoods where educational and economic opportunities are poor across generations.

This body will review data capturing: conditions of childhood, educational opportunities and quality of schooling, work opportunities for young people – (e.g., vacancy rate at entry level, youth unemployment, type of employment taken by young people) and social capital and connections. This will be complemented by the local data that is gathered by Opportunity Peterborough (see 4.1.5).

Key areas that diverge from previous strategies are:

- *The new approach to data collation* – measuring social mobility over shorter intervals of time (circumstances at birth, then in thirties and fifties), using the standard academic measures of occupational and income mobility and therefore taking a wider view that captures progression to university, at work and financial progression. Data considered includes mobility outcome of occupational class, income, wealth, education and housing
- *New factors considered*-considering new drivers for social mobility such as family values, parenting and culture and evaluating the role that they play
- *Considering diversity of talent* – expanding the definition of ‘success’ from solely traditional professions

4.1.5 **Peterborough approach to promoting social mobility**

Within Peterborough, with the context of high deprivation levels and areas in which there has been low educational attainment over generations, social mobility has been a growing area of focus for the city. The Communities Service works with partners to address the most severe areas of need, complemented by the work of the HR and IT service addressing key enablers such as apprenticeships and digital exclusion respectively.

To date our approach to promoting social mobility has centred on the following areas:

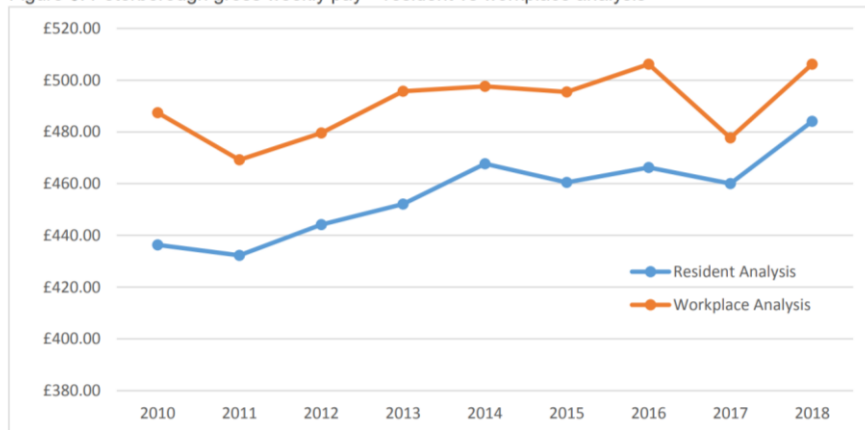
Data analysis

Opportunity Peterborough produces economic reports which provide information about the local context. This captures the most prescient local insights from national data sets that are pertinent to the local economy, growth and social mobility.

The most recent report was produced in 2019 and highlighted:

- continued trends in low educational attainment - behind the GB average of 38.6% at 25.6%. The University of Peterborough is expected to play a significant role in addressing this imbalance.
- dominant occupations within the city sitting within ‘intermediate’ and ‘working class’ roles as opposed to professional roles
- higher than average proportion of its working age population with no formal qualifications, or ‘other’ qualifications (including foreign qualifications and some professional qualifications). And;
- the 4% gap between resident weekly pay and employer weekly pay, which illustrates that some of the higher paid jobs in Peterborough are still being fulfilled by people who commute into the city and/or some residents of Peterborough commute out of the area to fulfil low paid jobs in industries such as Agriculture, and Food and Drink

Figure 6: Peterborough gross weekly pay – resident vs workplace analysis



Leading by example

As an organisation Peterborough City Council provides apprenticeships within a number of services as well as working alongside local colleges and skills providers to promote local opportunities, The Local Authority works with local partners and voluntary organisations within the ‘Tackling Worklessness in Peterborough’ group to steer local strategy and promote good practice.

Increasing economic opportunities

Activity focussed on increasing economic opportunities commenced in September 2018, with delivery being led mainly by Department of Work and Pensions (DWP) in partnership with the Communities Service. This work has focussed on building opportunities for those furthest from employment through the DWP offer and includes: disability confident initiatives, jobs and careers fairs and improving English for speaker of other languages (ESOL) for Work provision. The Communities Service has worked with DWP to identify opportunities to support new refugees into employment within resettlement schemes and enable access to local ESOL provision. ESOL provision is vital for enabling local residents who speak English as a second language to access employment.

Recently pressures on local ESOL provision and long waiting lists have been a noted barrier and the service has begun work with DWP to identify options to support access to ESOL provision among residents and new arrivals and to share information about capacity within the local system.

Improving the take up of childcare provision amongst our most isolated communities:

As part of the ‘Better Together Strategy, 2019’ Peterborough City Council’s Early Years’ Service tracks local data on uptake of Childcare to identify where uptake is low. Moreover, a new role of Childcare Access Officer was created within Peterborough City Council’s Early Years’ Service in 2019 to work within communities to promote take up of childcare provision, which is a key enabler for enabling access to work and progression opportunities and tackling economic inactivity.

Groups impacted by structural inequality

Within the Cohesion service we are working with groups impacted by structural inequality, such as barriers to recruitment and progression. To date this work has included work with the local black community and local partners to address trends in underrepresentation within professional roles and noted barriers to employment, progression and retention. Key insights from community focus groups have been noted and include challenges with accessing permanent work in key industries and trends of higher success rate in acquiring agency roles and supply/ zero hours work.

We are also working with partners such as Cambridgeshire Constabulary to deliver positive action activity such as running CV workshops and other engagement at local community events to promote their degree scheme within communities that are underrepresented within their workforce.

4.1.6 *Proposed approach*

We propose that Peterborough takes the following steps to apply the national approach locally:

1. *Leading by example*
 - Carry out a survey to identify socio-economic trends within our workforce including number of professional roles held by employees from working class and intermediate backgrounds
 - Develop a Class gap report – using the data gathered to produce a report highlighting any disparities in salary across ‘class’ groups within the workforce
 - Promote class gap reporting and apprenticeships to other local employers
2. *Promoting skills and educational attainment*
 - Work proactively with the University and colleges to promote access within communities that are impacted by socio-economic and structural inequality
3. *Promoting awareness of career pathways*
 - Work with local businesses deliver ‘How I became a -----’ webinars with local professionals, highlighting real local stories of progression, building aspirations and confidence of local young people
 - Promoting the initiative through Youth Council members and the Youth MP
4. *Promoting local opportunities*
 - Using information from across the system to compile and promote local bursary and sponsorship scheme that would facilitate access to skills training and local job opportunities to individuals from working class backgrounds
 - Recognising good practice by local employers supporting social mobility through targeted initiatives in order to promote this practice

4.2 **BACKGROUND AND KEY ISSUES – ANTI-POVERTY**

4.2.1 *Anti-Poverty Approach within Peterborough*

Our current anti-poverty approach is underpinned by partnerships with local voluntary and community sector organisations and funding from Central Government (the Household Support Fund - HSF). This funding is targeted at supporting households with children, pensioners, and other households genuinely in need of support. Distribution of this funding has been made possible by working with Citizens Advice Peterborough and Age UK.

Our work with partners during and since the height of the pandemic has been a vital component of the response to the level of need within the city. Peterborough City Council has consulted members of the Safer Peterborough Partnership Delivery Group (SPPDG) - comprising local partners and voluntary sector organisations – on the design and delivery of a joined-up response. This led to the introduction of the Covid-19 Community Hub where significant Council resource was focused on coordinating responses and helping people navigate services and access essential support, linking with partners across the local system.

Three rounds of HSF funding have been disseminated by Central Government to date and the next round of funding is expected next month. This fund will be a crucial element of the cost-of-living response and our priority has been to ensure that it is used to best effect by consulting with local organisations involved in food, fuel and crisis support within the city.

4.2.2 *Local context*

Baseline of high deprivation levels:

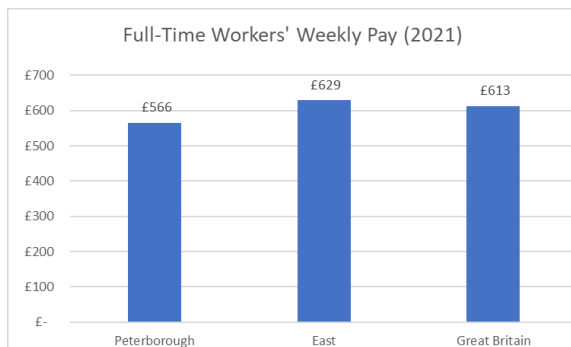
- Peterborough is in the most deprived 20% of all local authorities in England.
- 16 Lower Super Output Areas in Peterborough are amongst the most deprived 10% in the country (the darkest blue areas on the map)
- More than a third of all children are in poverty

Level of economic inactivity:

- 1 in 5 working age residents are ‘economically inactive’ (Sept 2021 data)

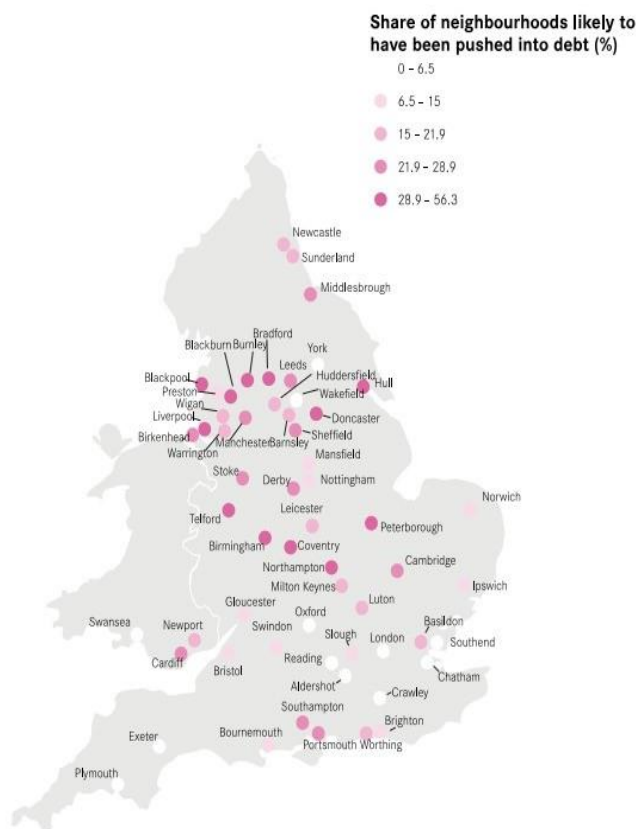
Low earnings/ in work poverty:

- On average Peterborough workers earn less than the regional and national average (2021) (see chart below)
- In work poverty - 48% of Universal Credit claimants in Peterborough were in employment in March 2022



Financial insecurity:

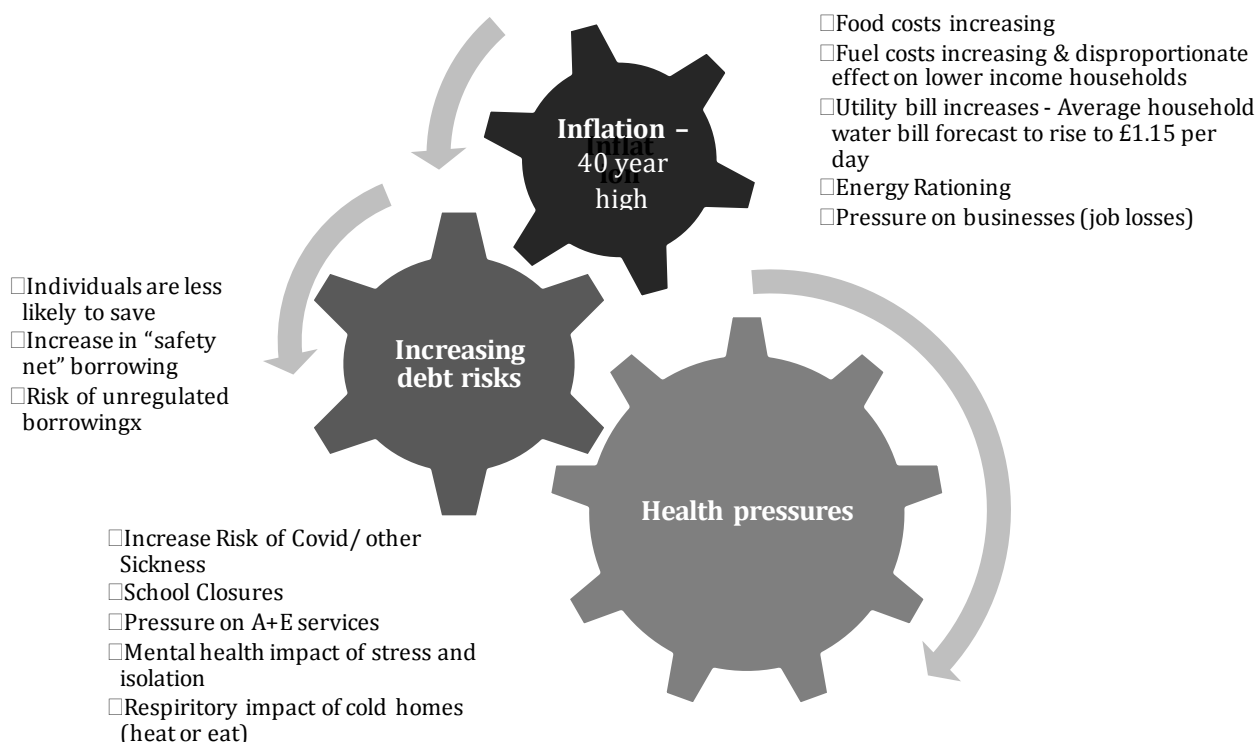
- 13.5% of the workforce in Peterborough are agency employees – 3 times the national rate (2017)
- 4 out of 20 residents found meeting monthly bills a heavy burden or were regularly in arrears when surveyed in 2018
- 3 out of 20 residents were in fuel poverty in 2019 and a similar proportion were worried about their food security in January 2021
- Nationally 14% of households receiving benefits are not confident about their ability to pay their broadband costs
- Peterborough had among the highest share of neighbourhoods likely to have fallen into debt nationally (see heat map below)
- More of our residents are evicted from rented property than other comparable areas



4.2.3 New pressures and needs

The impact of the conflict in Ukraine on inflation of fuel prices and the lasting impact of Covid-19 on the national economy and supply chains, has culminated in a cost-of-living crisis in which the poorest will be impacted the worst. For example, with fuel costs alone, the poorest 10% of the population spend 7% of their income on fuel, whereas the wealthiest 10% spend only 2% of their income on fuel. These pressures are already in effect and are expected to increase as inflation increases. As a result, there is a growing knock-on impact on debt levels and health pressures (illustrated in Figure 1).

Figure 1: Pressures associated with the cost-of-living crisis



Because of the above pressures, there is an increasing risk of increasing levels of child poverty, universal decline in mental health and increased isolation and frailty.

There is a need to ensure that the Household Support fund addresses the core needs of local people. In partnership with the Peterborough Council for Voluntary Service (PCVS), we have gathered insights from partners on the core needs that are already evident and those that are expected to increase through the winter period.

The needs highlighted are as follows:

- VITAL SUPPORT/ RESOURCES**
1. Warmth and access to warm spaces
 2. Warm food
 3. Fresh food
 4. Mental health support
 5. Opportunity for social interaction with others (isolated people)

- INFORMATION**
1. Advice about heating efficiency measures
 2. Advice about income maximisation and benefit entitlement
 3. Understanding what kind of local support is available and where it can be accessed

4.2.4 *Proposed framework:*

1. We will build on the existing approach to partnership working, in order to use this round of Household Support Fund 2022 funding to best effect. It is proposed that we continue the work with Age UK and Citizens' Advice Peterborough (CAP), but also begin to work with other trusted partners through the expanded Vulnerable Households Voucher Scheme to ensure reach and support to care leavers, disabled people etc.
2. To address the significant Cost of Living challenge facing the city, a £300,000 fund is being introduced for use by local community organisations at community centres and other local settings, for providing direct support including setting up Warm Hubs/Banks where people can get food, essentials, advice, support and information about other services. Eligible organisations will be those currently involved in direct support to food, fuel and related support within communities or with settings and networks that will support the running of the hub.
3. To deliver this work collaboratively, we will build on the work of the Safer Peterborough Partnership Delivery Group and introduce a Cost-of-Living Hub Delivery group that shapes the delivery of the vulnerable households support delivered using HSF and facilitates collaboration with local partners. The intention is to ensure that Warm hubs/banks are supported by local organisations that can assist with debt, energy-saving, and income maximisation advice. We intend to develop a consistent core offer for all hubs and ensure that all hubs are linked into a crisis response network so that emergency needs can be shared and picked up by local organisations with capacity. This crisis-response approach was successful during the pandemic and partners have signalled that there is widespread appetite for its use again within the current cost-of-living crisis.
4. It is important that this work looks beyond immediate support to medium and longer term help to support people into better paid employment, skills development, security of housing, and support to improve health and wellbeing. We will make sure that we draw into the hub concept other councils services that have a vital role to play – public health, housing, social care, education and adult skills, support with warm homes grant funding etc – in order that a single, straightforward and easily accessible service is available for those that need it.

5 CONSULTATION

- 5.1 The Anti-Poverty approach been developed through consultation with the following groups:
- Voluntary Sector Partners on Safer Peterborough Partner Delivery Group
 - Inter-Faith Network
 - Connect group (leaders of local churches/ Christian organisations)
- 5.2 Consultation with voluntary sector partner members of the Safer Peterborough Partnership Delivery Group on the approach to promoting social mobility will be completed in October 2022.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 SOCIAL MOBILITY APPROACH

By adopting the approach within the national framework more closely, it is anticipated that we would positively impact social mobility rates within the city, particularly in individual instances of take up within scholarship schemes.

6.2 ANTI-POVERTY APPROACH

It is anticipated that the proposed approach of working with local VCS and faith partners to signpost and enable access to the Vulnerable Household support, will increase visibility and access to the support available through the fund and signposting activity at these hubs is expected to enable increased awareness about income maximisation options, tackling and preventing debt and wider support available for tackling food and fuel insecurity.

Data from previous schemes has shown that we have had repeat applicants to the scheme and this trend is expected to continue. Therefore, information about local ESOL provision and skills training initiatives such as courses at the new university and support for skills training through the local colleges and via local bursaries etc. will be provided alongside the practical support. We will continue to gather feedback from local hubs about the needs and opportunities and look to develop a 'next steps' offer at hubs that enables service users to access information about career progression and training that could support upward mobility.

This will enable the following outcomes:

- Enabling the local authority to maximise the impact of the resources and funding that we have
- Maintaining and developing partnerships with voluntary and community sector partners
- Maximising community resilience by putting VCS organisations at the forefront of the response
- Setting the foundations of a community support model for the future, in which organisations and individuals understand the complementary role they each play, and the collective impact is more than the sum of its individual parts.
- Provide opportunity for conversation-based and personalised signposting.

7. REASON FOR THE RECOMMENDATIONS

7.1 SOCIAL MOBILITY

7.1.1 The recommendations are aimed at applying core aspects of the national approach locally. This is intended to build on existing work and enable the organisation to track tangible outcomes with regard to upward mobility within our organisation and among local employers.

7.2 ANTI-POVERTY

7.2.1 New guidance

The Government has recently released the guidance for the newest round of Household Support Fund provision which is expected to cover the winter period. The purpose of the fund remains focused on supporting households in most financial need, but there are a few notable changes within the parameters for use of the fund as follows:

- The segmentation of fund between Children, Pensioners and Others has been removed
- Purpose is the same (to support households in most financial need)
- A focus on capturing data on the use of the fund by the following groups:
 - families with children
 - pensioners
 - unpaid carers
 - care leavers and
 - people with disabilities
- Local Authorities are now permitted to make Third Party Payments
- A requirement to include an application element of the fund (already part of the local process)

7.2.2 Consultation feedback

At the Cost-of-Living Summit on 6th September 2022 and recent meetings with community and faith sector partners, local partners and residents were consulted on this proposal. Key feedback that we would look to incorporate within the model was as follows:

DELIVERY APPROACH

- Pensioner element through Age UK – same approach
- Holiday voucher scheme – same approach
- Hub and spoke model for Vulnerable Household support
- Corporate training and escalation point for spokes
- Warm hubs (spokes) in local areas with no/ limited provision
- Use of community centres and community cafes
- Use of local faith organisations' settings
- Work with parish councils

- Consider feasibility of mobile offers for rural areas
- Offer advice and support on related topics at these hubs such as debt advice, health checks, social prescribing / signposting working with local partners/ key services

COMMUNICATIONS

- Sharing a map of provision across the city
- Use of well-known community settings as spokes will assist with local awareness
- Work with community and voluntary sectors partners to communicate messages

COLLABORATIVE APPROACH TO RESPONSE (VIRTUAL HUB)

- Reinstate local 'need-response' mailing groups that were used to respond to food and other crisis support needs during the pandemic, and invite new partners to participate
- Use collaboration across a virtual network to support activity at warm hubs

DEVELOPING THE PARTNERSHIP APPROACH

- Consultation with partners at SPPDG and at the recent Cost of Living Summit has suggested that a return to this approach, working closely with members of the SPPDG as a Hub advisory delivery group for the cost-of-living response.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 *Do nothing:*

If the actions above are not addressed, there is minimal likelihood that the local trends will be positively impacted.

9. IMPLICATIONS

Financial Implications

9.1 Costs of the Household Support Fund are provided by Central Government. The recommendations are cost neutral to the Local Authority.

Legal Implications

9.2 N/A

Equalities Implications

9.3 Positive impact on individuals from low-income backgrounds and those impacted by socio-economic inequality.

Rural Implications

9.4 N/A

Carbon Impact Assessment

9.5 No significant carbon impact.

10. BACKGROUND DOCUMENTS

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

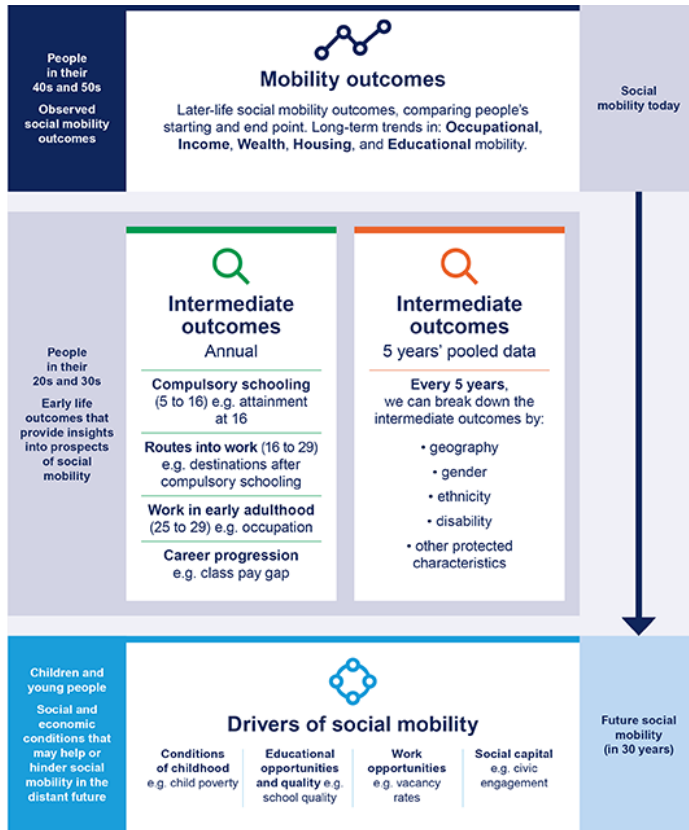
10.1 *State of the Nation 2022, A Fresh Approach to Social Mobility:*

<https://www.gov.uk/government/publications/state-of-the-nation-2022-a-fresh-approach-to-social-mobility>

11. APPENDICES

Appendix 1 - Diagram setting out the key features of the new Social Mobility Framework – found on next page

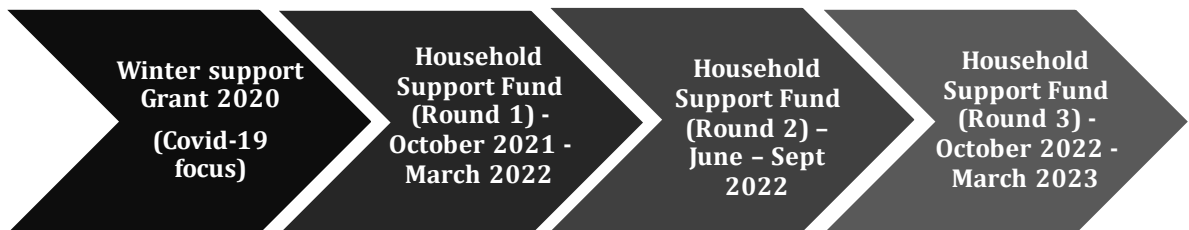
11.1



Appendix 2a Background information on previous rounds of the Household Support Fund

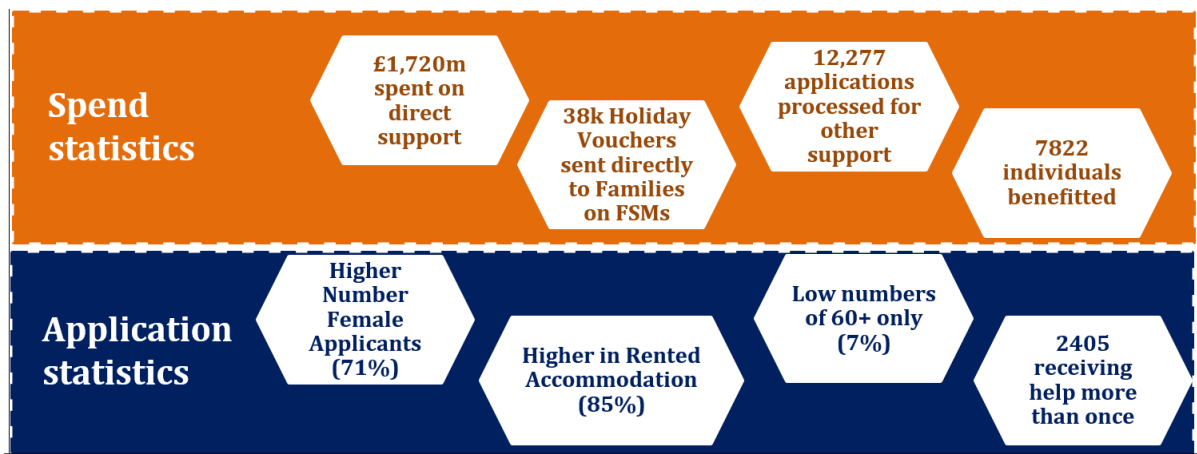
11.2

The maximum funding for Peterborough in each round is £1.82m which has to be drawn down retrospectively in accordance with the funding guidance. The rounds of funding have been delivered in the following sequence:



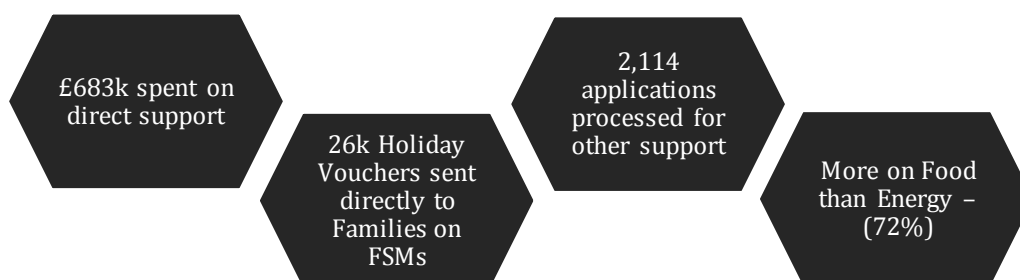
HSF Round 1 key points

The key statistics for last year's round of funding are as follows:



HSF Round 2 key points

The most recent round of Household Support Fund provision is still live but will close upon the release of the new funding round in October.



Appendix 2b – Limits on use of HSF funding

11.3 For each funding round, the guidance has stated that funding should be used to meet the immediate needs of those who are struggling to afford energy, food and water bills, and other related essentials.

For example, for the round of HSF funding that is currently live, government mandated the following split in funding:

1. at least one third of the total funding should be ring-fenced to support households with children
2. at least one third of the total funding to support pensioners, and
3. up to one third of the total funding to be used for other households genuinely in need of support.

The mandated split, although intending to focus Local Authorities toward supporting pensioners, has entailed less flexibility in the use of the fund. Many Local Authorities have struggled to spend the full allocation. Therefore, the guidance released for the next round of funding signals a significant change in policy as there is greater flexibility for Local Authorities on allocation to the three groups and Third Party payments are now permitted.

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 8
20 SEPTEMBER 2022	PUBLIC REPORT

Report of:	Fiona McMillan, Director of Law and Governance	
Cabinet Member(s) responsible:	Councillor Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer(s):	Charlotte Cameron, Democratic Services Officer	Tel. 01733 384628

MONITORING SCRUTINY RECOMMENDATIONS
--

RECOMMENDATIONS	
FROM: Director of Law and Governance	Deadline date: N/A
<p>It is recommended that the Growth, Resources and Communities Scrutiny Committee:</p> <p>1. Considers the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report and provides feedback including whether further monitoring of each recommendation is required.</p>	

1. ORIGIN OF REPORT

1.1 In accordance with the constitution Scrutiny Committees may make reports and recommendations to the Cabinet and/or full Council and/or any Committee in connection with the discharge of any of the Council's functions. This report is therefore provided as part of this process to ensure the monitoring of any recommendations which have been made by this committee.

2. PURPOSE AND REASON FOR REPORT

2.1 The report enables the Scrutiny Committee to monitor and track progress of recommendations made to the Executive or Officers at previous meetings.

2.2 This report is for the Growth, Resources and Communities Scrutiny Committee To consider under its Terms of Reference No. *Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:*

The Scrutiny Committees will:

- (a) *Review and scrutinise the Executive, Committee and officer decisions and performance in connection with the discharge of any of the Council's functions.*
- (b) *Review and scrutinise the Council's performance in meeting the aims of its policies and performance targets and/or particular service areas;*
- (c) *Question Members of the Executive, Committees and senior officers about their decisions and performance of the Council, both generally and in relation to particular decisions or projects;*

(d) *Make recommendations to the Executive and the Council as a result of the scrutiny process.*

3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
---	-----------	----------------------------------	-----

4. **BACKGROUND AND KEY ISSUES**

4.1 Appendix 1 of the report sets out the recommendations made to Cabinet Members or Officers at previous meetings of the Scrutiny Committee. It also contains summaries of any action taken by Cabinet Members or Officers in response to the recommendations.

4.2 The progress status for each recommendation is indicated and if the Scrutiny Committee confirms acceptance of the items marked as completed, they will be removed from the list. In cases where action on the recommendation is outstanding or the Committee does not accept the matter has been adequately completed it will be kept on the list and reported back to the next meeting of the Committee. It will remain on the list until such time as the Committee accepts the recommendation as completed.

5. **ANTICIPATED OUTCOMES OR IMPACT**

5.1 Timelier monitoring of recommendations made will assist the Scrutiny Committee in assessing the impact and consequence of the recommendations.

6. **REASON FOR THE RECOMMENDATION**

6.1 To assist the Committee in assessing the impact and consequence of recommendations made at previous meetings.

7. **BACKGROUND DOCUMENTS**

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

7.1 Minutes of the Growth, Resources and Communities Scrutiny Committee meeting held on 12 July 2022.

Minutes of the Joint Growth, Resources and Communities and Climate Change and Environment Scrutiny Committee meeting held on 12 July 2022.

Minutes of the Former Communities Scrutiny Committee meeting held on 8 March 2022

8. **APPENDICES**

8.1 Appendix 1 – Recommendations Monitoring Report

APPENDIX 1

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE / CRIME AND DISORDER SCRUTINY RECOMMENDATION MONITORING REPORT 2022/23

UPDATED: 7 SEPTEMBER 2022

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
12 JULY 2022	Place and Economy	COHESION AND COMMUNITY CHAMPIONS ENGAGEMENT – DEVELOPING THE APPROACH	The Committee considered the report and RECOMMENDED that Peterborough City Council recruit a liaison officer to work with the Parish Councils and other community groups.	The Think Communities team have recruited to the empty post of Place Coordinator who will be filling the role of Parish Council Liaison Officer in the interim while the council progresses through its budget planning for the next financial term.	Complete

111

JOINT MEETING OF GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE AND CLIMATE CHANGE AND ENVIRONMENT SCRUTINY

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
12 July 2022		PETERBOROUGH CITY COUNCIL'S CONSULTATION RESPONSE TO THE CAMBRIDGESHIRE AND	RECOMMENDATION The Committee considered the report and RESOLVED to RECOMMEND that Peterborough City Council's consultation response to the Cambridgeshire and Peterborough Local Transport and	The Committee received an updated response and provided additional feedback to inform the Council's consultation response.	Complete

		<p>PETERBOROUGH LOCAL TRANSPORT AND CONNECTIVITY PLAN</p>	<p>Connectivity Plan be rewritten to include relevant comments made by the Committee and that the plan includes a more detailed section for Peterborough to take into account the following areas:</p> <ul style="list-style-type: none"> • Information on the connectivity between rural areas and the city • Information on rail connectivity • Additional information on bus routes and public transport connectivity • Quantifiable GDP to represent the growth of the city • The proportion of major schemes that will be Active Travel and; • The long-term view for Peterborough. 		
--	--	--	--	--	--

RECOMMENDATIONS MONITORING REPORT – PREVIOUS COMMUNITIES SCRUTINY COMMITTEE – OUTSTANDING RECOMMENDATIONS FROM 2021/22

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
8 MARCH 2022	Was Cllr Marco Cereste, Cabinet Member for Digital Services and Transformation now Cllr Fitzgerald, Leader of the Council	Report Of Task And Finish Group - To Promote Equality And Diversity Amongst Councillors	The Communities Scrutiny Committee considered the report and RESOLVED to endorse the Task and Finish Group's report and recommendations. As below:	Please see update on actions taken regarding each recommendation below:	Ongoing

Recommendation one:

The constitution should be amended to update any use of the chairman title to chair and in addition, it should be up to the Mayor's discretion whether they are addressed as Mr Mayor, Madam Mayor or in the same format as Councillors, for example Mayor and then surname.

ACTION: This recommendation will be presented to the Constitution and Ethics Committee at its October meeting. - **Ongoing**

Recommendation two:

All councillors should be made aware of the policies around claiming expenses to meet caring needs to allow them to effectively carry out their role. As part of a wider programme of meeting training and development needs, the publication of the availability of allowances for caring needs should be ensured.

ACTION: These details were included in the new Councillors Induction Pack which was circulated after the May election. All Councillors will be sent the full induction pack which includes reference to claiming expenses for caring needs.

UPDATE as of 4/8/22. An updated version of the induction pack was circulated to all Councillors on 4 July 2022. The pack now includes details of the Parental Leave policy and also how to claim expenses in order to meet caring needs. These additions relate to the above recommendation. **Completed**

Recommendation three

Executive and Member Services **and Members** should be asked to consider whether additional refresher training on Member conduct is required as part of the wider training and development programme.

ACTION: All Councillors were invited to attend the Governance (Code of Conduct and Conflict of Interest) and Personal Safety training session on 25 May 2022. The training session was recorded and has been made available on the new Councillors Training page on Insite, the Council's Intranet page. **Completed**

Recommendation four:

The Employee and Assistance programme should be renamed to the Employee and Member Assistance programme and a briefing session held with Members to highlight the support available and how it can be accessed.

ACTION: A briefing note was sent out on 11 August to all Councillors giving an overview of the Employee Assistance Programme and how to access it. The briefing note will also be included in all new Councillor induction packs. The title of the programme was unable to be changed as it is an externally run programme, however the intranet does now make it clear that the programme is for both employees and Councillors. **Completed**

Recommendation five:

113

Regular, comprehensive and solution focussed training and briefings should be held for councillors on how to effectively handle bullying and harassment, including advice for keeping safe. Conduct yearly consultations on the training held with Members to ensure that the data was representative, and for revisions to be made to the code of conduct accordingly.

ACTION: Training to be identified by Executive and Member Services and scheduled for a future All Party Policy meeting. Executive and Member Services will schedule an annual survey of Members to get feedback on whether further training is required. **Ongoing**

8 MARCH 2022	Cllr Steve Allen, Cabinet Member for Housing, Culture and Communities	Interim Report of The Task and Finish Group to Examine the Issues with Car Cruising in Peterborough	The Communities Scrutiny Committee considered the report and RESOLVED to endorse the Task and Finish Group's report and recommendations.	The Task and Finish Group Interim report and agreed recommendations was submitted to Cabinet for approval on 20 June 2022. Cabinet RESOLVED to endorse the report and recommendations as listed below:	Ongoing
--------------	---	---	---	---	----------------

Cabinet considered the interim report from the Task and Finish Group and **RESOLVED** to endorse the report and recommendations contained within; namely:

1. That the council shares this interim report with Cambridgeshire Police with a view to agreeing a memorandum of understanding which supports the Council with the implementation of injunction(s), community protection orders or public space protection orders.
2. That the Chief Executive of Peterborough City Council and a member of the Council's cabinet agree to champion this issue and to engage with both Peterborough MPs and the Police and Crime Commissioner to secure their support in championing this issue.
3. That the Cambridgeshire and Peterborough Police and Crime Commissioner is asked to work with the Chief Constable to compile a report on how the police should tackle this issue.
4. That the council fully costs the financial implications of developing an injunction for car meets in Peterborough.
5. That the council fully costs the financial implications of introducing Community Protection Orders.
6. That the council fully costs the financial implications of developing measures to prevent car meets from taking place at Pleasure Fair Meadow car park, as part of the Woodston PSPO.
7. That the Highways Team produces detailed plans, with a clear indication of costs, of how it proposes to alter the layout of Stapledon Road to ensure it is no longer suitable for antisocial driving.
8. That the Task and Finish Group continues its work by exploring sources of funding that are available to reduce the funding burden on city finances.
9. That the Task and Finish Group makes a further attempt to engage the car cruise community.
10. That the council's Planning Department should actively consider whether future planning applications should consider measures that will prevent antisocial driving.

ACTION: Following the approval by Cabinet of the above recommendations the Task and Finish Group met on 30 June to discuss how to take the above recommendations forward. This is an ongoing piece of work and recommendation outcomes will be reported back to the Scrutiny Committee through the final report. The Task and Finish Group will meet in October 2022 to finalise their report and recommendations.

Ongoing

GROWTH, RESOURCES AND COMMUNITITES SCRUTINY COMMITTEE	AGENDA ITEM No. 9
20 SEPTEMBER 2022	PUBLIC REPORT

Report of:	Fiona McMillan, Director of Law and Governance	
Cabinet Member(s) responsible:	Councillor Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer(s):	Charlotte Cameron, Democratic Services Officer	Tel. 01733 384628

FORWARD PLAN OF EXECUTIVE DECISIONS

RECOMMENDATIONS	
FROM: Democratic Services Officer	Deadline date: N/A
<p>It is recommended that the Growth Resources and Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Considers the current Forward Plan of Executive Decisions and identifies any relevant items for inclusion within their work programme or request further information. 	

1. ORIGIN OF REPORT

1.1 The report is presented to the Committee in accordance with the Terms of Reference as set out in section 2.2 of the report.

2. PURPOSE AND REASON FOR REPORT

2.1 This is a regular report to the Growth Resources and Communities Scrutiny Committee outlining the content of the Forward Plan of Executive Decisions.

2.2 This report is for the Growth, Resources and Communities Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3:

The Scrutiny Committees will:

(f) *Hold the Executive to account for the discharge of functions in the following ways:*

ii) *By scrutinising Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions.*

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
---	-----------	----------------------------------	-----

4. BACKGROUND AND KEY ISSUES

4.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The

Forward Plan contains those Executive Decisions which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after 10 October 2022.

4.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these executive decisions, or to request further information.

4.3 If the Committee wished to examine any of the executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

5. CONSULTATION

5.1 Details of any consultation on individual decisions are contained within the Forward Plan of Executive Decisions.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 After consideration of the Forward Plan of Executive Decisions the Committee may request further information on any Executive Decision that falls within the remit of the Committee.

7. REASON FOR THE RECOMMENDATION

7.1 The report presented allows the Committee to fulfil the requirement to scrutinise Key Decisions which the Executive is planning to take, as set out in the Forward Plan of Executive Decisions in accordance with their terms of reference as set out in Part 3, Section 4 - Overview and Scrutiny Functions, paragraph 3.3.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 N/A

9. IMPLICATIONS

9.1 Financial Implications

N/A

9.2 Legal Implications

N/A

10. BACKGROUND DOCUMENTS

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

None

11. APPENDICES

11.1 Appendix 1 – Forward Plan of Executive Decisions

PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS

PUBLISHED: 9 SEPTEMBER 2022

PART 1 – FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS FROM 10 OCTOBER 2022								
KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
None.								

PREVIOUSLY ADVERTISED KEY DECISIONS

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
<p>1. The disposal of former playing fields at Angus Court, West Town, Peterborough - KEY/06JAN20/02 Approval to dispose of former playing fields and Angus Court</p>	<p>Cabinet</p>	<p>TBA</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>West</p>	<p>A number of consultation events for residents have been held for the proposed disposal of land at Angus Court and the creation of new facilities at Thorpe Lea Meadows. Consultation and information events were held at West Town Academy took place on 1 November 2018 and 7 March 2019</p>	<p>Felicity Paddick, Manager - Estates and Valuation, Tel: 07801 910971 Email: felicity.paddick@nps.co.uk</p>	<p>Resources</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>2. Peterborough City Council Housing Related Support Procurement / Commissioning - KEY/24MAY21/02 – To Procure / Commission Peterborough City Council Housing Related Support Services. Service redesign and change form annual Grant Agreements to longer term contracts.</p>	Cabinet	14 November 2022	Growth, Resources and Communities Scrutiny Committee	All Wards	Soft market testing is underway. A Housing Related Support Commissioning Strategy has been agreed and has received all the relevant approvals	Sharon Malia, Housing Programmes Manager Sharon Malia - Housing Programmes Manager, 01733 237771, Email: sharon.malia@peterborough.gov.uk	People and Communities	To be submitted, Housing Related Support Commissioning Strategy for Cambridgeshire & Peterborough 2020 - 2022. Procurement / Commissioning information.
<p>3. Article 4 Direction - KEY/28MAR2022/01 – To agree to formulate an Article 4 Direction for public consultation that requires property owners in Bretton, Fletton & Woodston, Hargate & Hempstead, Hampton Vale, Park and Central wards, to obtain planning permission when converting single homes or residential properties into HMOs, alongside relevant planning policies to support this.</p>	Cabinet	TBA	Growth, Resources, And Communities Scrutiny Committee	Bretton, Fletton & Woodston, Hargate & Hempstead, Hampton Vale, Park and Central.	Formal public consultation within relevant wards	Jim Newton, Assistant Director Planning & Building Control (Interim) Email: jim.newton@peterborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>4. Clare Lodge and agency resource - KEY/28MAR2022/02 - Relating to the supply of temporary agency requirements at Clare Lodge</p>	Cabinet	TBA	Children and Education Scrutiny Committee	All Wards	Legal, Procurement, Service area, Clare Lodge, agency providers	Steve McFaden, Business, Strategy & Infrastructure Manager Clare Lodge, 01733 253246	People and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>5. Contract value reconciliation to accommodate transaction charges - Pay360 Capita call-off contract via KCS Framework Agreement – KEY/11APR2022/01 - Seek authorisation for increased contract value award. The cumulative contract value now exceeds the value originally awarded within a Director's Contract Award Report.</p>	Councillor Wayne Fitzgerald, Leader of the Council	19 September 2022	Growth, Resources, And Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders	Katherine Hlalat, Head of IT Projects and Programmes, Katherine.Hlalat@cambridgeshire.gov.uk	Customer and Digital Services	Director's Contract Award Report dated 25 August 2021

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>6. Recommendation to deliver parkway resurfacing utilising the Peterborough Highway Services Term Service, awarding works directly to Milestone Infrastructure Services – KEY/9MAY2022/01 -</p> <p>Parkway resurfacing has an approved budget of £500,000 for the next two financial years; 2022/2023 and 2023/2024. A recommendation is being made to award the works directly to Milestone Infrastructure Services utilising the existing Peterborough Highways Services contract. Using this delivery mechanism saves time and money as a full procurement exercise is not required, increases the value of work put through to the contract to contribute to the major schemes rebate and offers confidence in the quality of work being delivered.</p>	Cabinet	TBA	Growth, Resources and Communities Scrutiny Committee	All Wards	N/A	Amy Petrie, Principal Programme and Project Officer, Tel: 01733 452272	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>7. Charging residents and developers for new or replacement household waste bins - KEY/9MAY2022/03 - For the Cabinet Member to approve the fees and charges for the charging for new / replacement household waste bins</p>	Councillor Nigel Simons, Cabinet Member for Waste, Street Scene and the Environment	August 2022	Climate Change and Environment Scrutiny Committee	All Wards	Full Council Budget	James Collingridge, Head of Environmental Partnerships, 01733864736, james.collingridge@peterborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>8. Investment in NHS Health Checks to address the backlog created by the impact of COVID-19 pandemic – KEY/23MAY22/02 - The NHS Health Checks Programme is a mandatory Local Authority function. Peterborough has very rates of cardiovascular disease and the Programme is a key prevention intervention for identifying and addressing cardiovascular disease risks. The COVID-19 pandemic had a huge impact on the number of NHS Checks completed and there is an urgent need to address the backlog of NHS Health Checks and ensure that risks in the population are reduced. The additional investment is to provide support to GP Practices to deliver the NHS Health Checks. GPs are an integral part of the Programme as their patient data is used to identify those eligible and they play a key role in addressing any identified clinical issues. The proposal is to commission the GP Federation in Peterborough to support the GPs to deliver the Programme. A GP Federation is a group of practices that come together to deliver services. The commission will be in line with the recommendations from procurement and legal services.</p>	Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health	20 August 2022	Adults and Health Scrutiny Committee	All	GP Federations, Clinical Commissioning Group, Local Medical Committee	Val Thomas Deputy Director of Public Health, Email: val.thomas@cambridgeshire.gov.uk	Public Health	Cover paper

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>9. Investment to fund the NHS pay award for staff who work in NHS services commissioned by Public Health – KEY/23MAY22/03 - Public Health commission services from NHS organisations. Their staff have had a 3% pay award. The Public Health Grant funding uplift for 2022/23 reflects this pay award. Local Authorities are expected to ensure that these NHS pay awards are fully met and included in any contractual arrangements or Section 75 agreements.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>20 August 2022</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All</p>	<p>NHS commissioned providers.</p>	<p>Val Thomas Deputy Director of Public Health, Email: val.thomas@cambridgeshire.gov.uk</p>	<p>Public Health</p>	<p>Cover paper</p>
<p>10. Award of the Council's gas supply contract from 1st April 2023 – KEY/6JUN22/01 - Approval of contractual arrangements for the Council's supply of gas from the 1st April 2023, following the end of the existing contract on the 31st March 2023. This will run from April 2023 to March 2027 and will be supplied by Total Energies Gas & Power as part of the ESPO framework.</p>	<p>Cabinet</p>	<p>19 September 2022</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>N/a</p>	<p>N/a</p>	<p>Chris Yates, Finance Manager (Business Operations), Tel: 01733 384552, Email: chris.yates@pete.rborough.gov.uk.</p>	<p>Resources</p>	<p>Contract information/ pricing schedules</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>11. To award a contract for the construction of a new temporary surface car park supporting regional pool and the University of Peterborough project - KEY6JUN22/02 The existing Regional Pool car park will become the site of the new University Phase 3 Living Lab (and second teaching building for ARU Peterborough). A new Regional Pool Car Park is therefore proposed and the planning application has already been submitted. This new project will see construction of a new 128-space temporary surface car park, linked footpaths, lighting improvements, service installations and associated landscaping works. Funding has been secured for the project, however a decision is required to approve the award of contract due to the anticipated contract value being higher than £500k</p>	<p>Cabinet</p>	<p>TBA</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>Central</p>	<p>Regional pool staff engaged throughout the provisional design process Statutory consultees engaged as part of the planning process</p>	<p>Kim Davies Project Manager, NPS. Kim.Davies@nps.co.uk.</p>	<p>Resources</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>12. Contract Award for Translation and Interpretation Services - KEY/20JUN22/02 - Capita Translation and Interpretation services provides Peterborough City Council with translation and interpretation services. This Framework agreement contract with Capita expires 7th November 2022 and needs to be renewed.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University</p>	<p>19 September 2022</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal stakeholders</p>	<p>Helen Andrews Commissioning Manager Tel: 07557155633 Email: helen.andrews@cambridgeshire.gov.uk</p>	<p>People and Communities</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
13. Extension of Household Support Grant – KEY/18JUL22/01 - To approve proposed spend of next round of Household Support Grant funding	Cabinet	30 September 2022	Adults and Health Scrutiny Committee	All Wards	CMDN	Helen Gregg, Strategic Programmes & Partnership Manager, Tel: 07961 240462, Email: helen.gregg@pet erborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14. Tenancy Sustainment and Employment Support Grant – KEY/18JUL22/02 - The Council is going through procurement for a Tenancy Sustainment and Employment Support service until 31 March 2025. This is Rough Sleeper Initiative Funding that we have been successful for.	Councillor Marco Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport	September 2022	Adults and Health Scrutiny Committee	All wards	There will be a full procurement exercise	Sarah Scase, Housing Needs Operations Manager, 07920 160502, sarah.scase@pet erborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
15. Award of Insurance Contract - KEY/1AUG22/02 - The existing contract for the Councils insurance arrangements runs from 1 April 2018 - 31 March 2023. (MAR18/CMDN/113). Discussions are now being held with insurance specialists and the Procurement Team to set out the specification requirements so that this contract can go out to tender with award expected in late January 2023 / early February 2023.	Councillor Andy Coles, Cabinet Member for Finance and Corporate Governance	1 April 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	Consultation internal (Procurement), external (insurance broker advisors).	Steve Crabtree. Chief Internal Auditor. Tel: 01733 384557. Email: steve.crabtree@p eterborough.gov. uk	Resources	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).
16. Debt write-offs in excess of £10,000 - KEY/1AUG22/03 - Approval of debt write-offs in excess of £10,000 if applicable for Non-Domestic Rates, Council Tax, Housing Benefit overpayments and Sundry Debtor accounts.	Councillor Andy Coles, Cabinet Member for Finance and Corporate Governance	12 September 2022	Growth, Resources, And Communities Scrutiny Committee	N/A	None	Chris Yates, Finance Manager - Business Operations, Tel:01733 384552, Email chris.yates@pete rborough.gov.uk	Resources	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
17. Academy Conversion of a maintained school – KEY/15AUG22/01 - Delegation of Authority to negotiate and agree details of the Academy Conversion	Councillor Lynne Ayres, Cabinet Member for Children’s Services and Education, Skills and the University	September 2022	Children and Education Scrutiny Committee	East	The target conversion date has been tentatively set by the DfE and school as 1 Sep 22. However, a DfE Kick off meeting has yet to take place.	Clare Buckingham, Strategic Education Place Planning Manager Add: (Cambridgeshire County Council and Peterborough City Council), ALC2607 New Shire Hall, Emery Crescent, Enterprise Campus, Alconbury Weald, Huntingdon PE28 4YE Tel: 01223 699779	People and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 4, Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
18. Towns Fund Business Case for The Vine Project – KEY/29AUG22/01 Assurance for Towns Fund Business Case Summaries for submission to DLUHC to apply for government funding for the Vine project. The total grant application for the project is over £12m from government.	Cabinet	17 October 2022	Growth, Resources and Communities Scrutiny Committee	Central	Towns fund board consulted and approved the programme of submissions. ,	Karen lockwood, programme manager, 07825 902794. Karen.Lockwood@peterborough.Gov.Uk	Resources	Cabinet report to be submitted for consideration September 2022

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>19. Direct Payment Support Service – KEY/12SEP22/01 - Approval is sought to re-tender this contract for 3 years with an option to extend for two 12-month periods (3+1+1) at a total contract value of £627,460. It is further requested that delegated authority to award be granted to the Executive Director, People & Communities, Cambridgeshire and Peterborough.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>October 2022</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Direct payment service users engaged through satisfaction survey, soft market test to evaluation interest in the provider market, marker engagement event to inform service providers about the service and Council's vision, operational head of service, Direct Payment Monitoring Officers, Finance Managers, adult and childrens' commissioners reviewed service specification and social care practitioners shared their views on the professional support from the service.</p>	<p>Leneva Nwachukwu, Commissioner, 01954 286002, leneva.nwachukwu@cambridgeshire.gov.uk</p>	<p>Public Health</p>	<p>Cabinet Member's Decision Notice, Joint Commissioning Board report v7 dated 26th July 2022 (meeting held 27th July). Appendix 4 should be exempt from public circulation as it includes specific characteristics of real-life service users which may make them identifiable to members of the public, if known, this may cause these individuals embarrassment and cause people in need of the support service to be reluctant to seek help, if they believe data about their circumstances are being publicised.</p>
<p>20. Adult Social Care Reform – KEY/12SEP22/02 - Decision to move forward with Adult Social Care Reform Requirements</p>	<p>Cabinet</p>	<p>17 October 2022</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Oliver Hayward</p>	<p>Public Health</p>	<p>Adult Social Care Report</p>
<p>21. Cambridgeshire County Council's Pseudo Dynamic Purchasing System (Dps) For Individual Service Fund (Isf) Services - KEY/12SEP22/03 Authorise Peterborough City Council to utilise Cambridgeshire County Council's Pseudo Dynamic Purchasing Services (DPS) Agreement for the Provision of Individual Service Funds (ISF) Services to purchase ISF Services up to the value of £6,000,000 (six million pounds). Authorise the Executive Director, People & Communities to enter into the required call off contracts following the competitive process, as required under the DPS, with the successful provider who has been selected to deliver the Services.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>October 2022</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>SHAIRBANO SHAUKAT, COMMISSIONING OFFICER, TEL 07739 320000, shairbano.shaukat@peterborough.gov.uk</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

	KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
22.	Renewal of ongoing Microsoft Software agreements – KEY/12SEP22/04 Award of contract for the ongoing supply of Microsoft software due by 15/10/2022 to allow for all relevant standstill periods and checking to be done before a PO is required for the renewal	Councillor Wayne Fitzgerald, Leader of the Council	19 September 2022	Growth, Resources and Communities Scrutiny Committee	All Wards	N/A	Kevin Halls, IT Finance and Contracts Manager – kevin.halls@cambridgeshire.gov.uk	Customer and Digital	Previous CMDN's
23.	Extension of contract for care and support services in Extra Care schemes – KEY/12SEP22/05 To authorize an extension for one year 10 months to the existing contract at a total cost of £3,191,900.	Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health	September 2022	Adults and Health Scrutiny Committee	Eye, Thorney & Newborough, Paston and Walton and East	Preparations to tender the services had commenced and consultation questions had been completed by people living in the schemes and family members.	Lynne O'Brien Commissioning Manager 0777 667 9591 lynne.o'brien@cambridgeshire.gov.uk	People and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
24.	Re-tendering of the Care & Repair Framework Agreement (4 LOTS) Jan 2023 to Dec 2025 with optional 2 yearly extensions to Dec 2027. Procurement of Dynamic Purchasing System for Large Scale Adaptations and Repairs Assistance for the same period – KEY/26SEPT22/01 - A re-tender of the existing Care & Repair Framework Agreement currently in Year 4 of a 3 year plus 1 plus 1 Agreement. The framework of Contractors deliver mandatory Disabled Facility Grants and Repairs Grants. Procurement of a separate DPS for large scale adaptations funded through mandatory Disable Facility Grants.	Councillor Marco Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport	1 January 2023	Adults and Health Scrutiny Committee	All Wards	Soft Market Testing, Engagement Events and contract published via Pro Contract	Sharon Malia - Housing Programmes Manager 07920 160632 sharon.malia@peterborough.gov.uk	People and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE

DECISIONS TO BE TAKEN IN PRIVATE								
KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
None.								

PREVIOUSLY ADVERTISED DECISIONS TO BE TAKEN IN PRIVATE								
KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
1. Disposal of land at A1/A605 – KEY/1AUG22/01 - Newlands development have proposed a development within HDC. However, to enable a larger development, the developer requires an area of CRA land, within PCC ownership, to be enhanced and enable planning permission. The land is therefore a ransom strip and a figure has been negotiated with the developer.	Cabinet	17 October 2022	Growth, Resources, And Communities Scrutiny Committee	Orton Waterville	Consultation has been carried out with the Interim Head of Property, external valuers	Christine Addison Interim Head of Property	Resources	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

<i>DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
None.								

PREVIOUSLY ADVERTISED NON-KEY DECISIONS

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>1. Approval of the leasehold disposal of a brownfield site to a care provider – A site has been found for a care home and the Council are currently looking into a leasehold disposal to a care provider who will build a care facility and then contract to provide services to the Council.</p>	<p>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</p>	<p>August 2022</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>Park Ward</p>	<p>Relevant internal and external stakeholders. A forum has been set up by the Combined Authority involving representatives from finance, legal, property and social care.</p>	<p>Felicity Paddick, Manager - Estates and Valuation, Tel: 07801 910971 Email: felicity.paddick@nps.co.uk</p>	<p>Resources</p>	<p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>
<p>2. Variation to the delegation agreement between Peterborough City Council (PCC) and Cambridgeshire County Council (CCC) regarding the delivery of the Healthy Child Programme (HCP) across Peterborough and Cambridgeshire This decision seeks authorisation to vary the Delegation and Partnering agreement to account for the increase in the value of PCC financial contributions to CCC in respect of the Agenda for Change pay increase. Agenda for Change is a nationally agreed UK-wide package of pay, terms and conditions for NHS staff. Under this deal, which came into effect in 2018, was the agreement for all NHS staff employed at the top pay points at bands 2-8c were to receive a 6.5% cumulative pay increase over a 3 year period.</p>	<p>Councillor Howard, Cabinet Member for Adult Social Care, Health & Public Health</p>	<p>August 2022</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Amy Hall, Children's Public Health Commissioning Manager, Tel:07583040529</p>	<p>Public Health</p>	<p>CMDN to authorise delegation of HCP commissioning functions from PCC to CCC - https://democracy.peterborough.gov.uk/mglIssueHistory/Home.aspx?lId=22331&PlanId=395&RPID=0</p>
<p>3. Approval of the Peterborough Sufficiency Strategy Every top tier local authority is required to publish a sufficiency strategy. This must set out how we seek to avoid children coming into care through the provision of family support services, and identify steps that we are taking to ensure that we have sufficient placements for children in care in our area, so that as many children and young people in care can live locally, provided that this is in their best interests.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University</p>	<p>August 2022</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>There has been widespread consultation including with children and young people in care.</p>	<p>Nicola Curley: Director of Children's Service, Email: nicola.curley@peterborough.gov.uk</p>	<p>People and Communities</p>	<p>Scrutiny Report</p>
<p>4. Werrington Fields and Ken Stimpson Secondary School - Following a public meeting held on 20 September 2021 at Ken Stimpson School, a decision needs to be taken on whether or not to proceed with plans to erect a fence to enclose part of the school's playing fields. The area is currently open access to the public. The school has not been using the area for over two years due to concerns over the safeguarding risk to the young people attending the school.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University</p>	<p>August 2022</p>	<p>Children and Education Scrutiny Committee</p>	<p>Werrington</p>	<p>Public meeting held on 20 September 2021 at Ken Stimpson School. Prior to this, a detailed background information document was circulated to interested parties.</p>	<p>Jonathan Lewis, Service Director, Education Email:jonathan.lewis@peterborough.gov.uk</p>	<p>Education</p>	<p>Cabinet Member Decision Notice, Background Information Document It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
5. Approval to enter into a Section 75 Partnership Agreement with Cambridgeshire and Peterborough NHS Foundation Trust This agreement will ensure the provision of CPFT mental health specialist working with mental health practitioners who are part of multiagency Family Safeguarding teams working as part of children's social care safeguarding teams.	Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University	August 2022	Children and Education Scrutiny Committee	All Wards	Relevant internal and external stakeholders	Helen Andrews, Children's Commissioning Manager helen.andrews@cambridgeshire.gov.uk	People and Communities	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
6. Approve the Joint Cambridgeshire and Peterborough Suicide Prevention Strategy 2022-2025 – to discuss and agree the Joint Cambridgeshire and Peterborough Suicide Prevention Strategy 2022-2025, for final approval by the Health and Wellbeing Board.	Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health	September 2022	Adults and Health Scrutiny Committee	Dogsthorpe	Chair and vice chair of adults and health committee, Director of Public Health, Mental health boards	Joe Davies Email:joseph.davies@cambridgeshire.gov.uk	Public Health	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
7. PCC/CCC Delegation Agreement for jointly procured Floating Support service - Approval of Delegation Arrangements to allow CCC to implement and manage this contract on behalf of PCC	Councillor Howard, Cabinet Member for Adult Social Care, Health & Public Health	August 2022	Adults and Health Scrutiny Committee	All Wards	Feedback sought from existing customers, staff and external partners/stakeholders prior to commencing re-procurement	Lisa Sparks, Senior Commissioner (ASC Commissioning), 07900163590, lisa.sparks@cambridgeshire.gov.uk	Public Health	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8. Enhanced falls prevention service section 75 - Delegation to Cambridgeshire County Council to enter into a section 75 agreement with Cambridgeshire and Peterborough NHS Foundation Trust for an enhanced falls prevention service	Councillor Howard, Cabinet Member for Adult Social Care, Health & Public Health	August 2022	Adults and Health Scrutiny Committee	All wards	N/A	Emily Smith, Consultant in Public Health, emilyr.smith@cambridgeshire.gov.uk	Public Health	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>9. Approval and Endorsement of a new countywide Infant Feeding Strategy - Decision sought to approve and endorse a countywide Infant Feeding Strategy developed collaboratively between Public Health and the Cambridgeshire & Peterborough Clinical Commissioning Group (CCG). This decision includes approval of overall strategy and underpinned action plans required to implement this.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Children's Services and Education, Skills and the University</p>	<p>September 2022</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Maternity Voices Partnerships, who are made up of service user representatives and key stakeholders spanning maternity, health visiting and the third sector have coproduced the strategy alongside Local Authority and CCG colleagues.</p>	<p>Amy Hall, Children's Public Health Commissioning Manager, amy.hall@peterborough.gov.uk, 07583040529</p>	<p>Public Health</p>	<p>Paper and Strategy to be submitted closer to the Cabinet meeting</p>
<p>10 Dynamic Purchasing System - Temporary Accommodation & Private Rented Sector Scheme</p> <p>To implement a Dynamic Purchasing System in order to procure accommodation for homelessness households who approach Peterborough City Council for assistance. We look to be more responsive and flexible with the accommodation we provide, and to ensure we provide value for money through a more competitive system.</p>	<p>Councillor Marco Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</p>	<p>August 2022</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Housing Needs are currently undertaking a soft market test and engagement with providers.</p>	<p>Caroline Rowan, Housing Manager, 01733 864095, caroline.rowan@peterborough.gov.uk</p>	<p>Place and Economy</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>
<p>11 Uplift in payments for delivery of public health services in primary care - Stop smoking and Long-Acting reversible contraception services are delivered in primary care. This CMDN seeks approval for an uplift in the price paid for each unit delivered.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>31 August 2022</p>	<p>Adults And Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Consultation has been undertaken with the local medical committee which represents GPs.</p>	<p>Val Thomas Deputy Director of Public Health, 07884 183373 val.Thomas@cambridgeshire.gov.uk</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>12. Approval of Delegation Agreement for Floating Support Service - Requesting approval to delegate authority to CCC to enable the to deliver a new jointly commissioned Floating Support service behalf of PCC.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>November 2022</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Feedback gathered from existing customers, service staff and external stakeholders/partners.</p>	<p>Lisa Sparks - Senior Commin?ssioner - lisa.sparks@cambridgeshire.gov.uk - 07900163590</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>13. Approval to award a grant for a Mental Health Supported Living service. - Approval to award a grant for revenue funding Eastlands Mental Health Supported Living Services, for a period of 1 year period, from April 2023.</p>	<p>Councillor John Howard, Cabinet Member for Adult Social Care, Health and Public Health</p>	<p>January 2023</p>	<p>Adults And Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Consultation not required as seeking no change to existing service</p>	<p>Lisa Sparks - Senior Commin?ssioner - lisa.sparks@cambridgeshire.gov.uk - 07900163590</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

PART 4 – NOTIFICATION OF KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES

<i>DECISION TAKEN</i>	<i>DECISION MAKER</i>	<i>DATE DECISION TAKEN</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
<i>None.</i>								

FORWARD PLAN

PART 1 – KEY DECISIONS

In the period commencing 28 clear days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below in **Part 1**. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:

Cllr Fitzgerald (Leader of the Council), Cllr Steve Allen (Deputy Leader); Cllr Ayres; Cllr Cereste; Cllr Howard; Cllr Coles and Cllr Simons.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis to reflect new key-decisions. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to philippa.turvey@peterborough.gov.uk, Democratic and Constitutional Services Manager, Legal and Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to or by telephone on 01733 452460. For each decision a public report will be available from the Democratic Services Team one week before the decision is taken.

PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE

Whilst the majority of the Executive's business at the Cabinet meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies, notice will be given within **Part 2** of this document, 'notice of intention to hold meeting in private'. A further formal notice of the intention to hold the meeting, or part of it, in private, will also be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

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

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

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

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Philippa Turvey, Democratic and Constitutional Services Manager, Legal and Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to philippa.turvey@peterborough.gov.uk or by telephone on 01733 452460.

All decisions will be posted on the Council's website: www.peterborough.gov.uk/executivedecisions. If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Democratic and Constitutional Services Manager using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

DIRECTORATE RESPONSIBILITIES

RESOURCES DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Financial Services

Internal Audit, Insurance and Investigations

Peterborough Serco Strategic Partnership (Business Support, Corporate Procurement, Business Transformation and Strategic Improvement, Customer Services, Shared Transactional Services)

Corporate Property

Registration and Bereavement Services

BUSINESS IMPROVEMENT AND DEVELOPMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Transformation and Programme Management Office, Business Intelligence, Commercial, Strategy and Policy, Shared Services

CUSTOMER AND DIGITAL SERVICES Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

IT, Customer Services – contact centres, walk-in customer service sites, reception services and web & digital services;

Communications;

Emergency Planning, Business Continuity and Health and Safety.

PEOPLE AND COMMUNITIES DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

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

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

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

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

Performance and Information (Performance Management, Systems Support Team)

LAW AND GOVERNANCE DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Democratic Services (Town Hall, Bridge Street, Peterborough, PE1 1HG)

Electoral Services (Town Hall, Bridge Street, Peterborough, PE1 1HG)

Information Governance, (Freedom of Information and Data Protection)

HUMAN RESOURCES - Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

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

PLACE AND ECONOMY DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

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

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

Opportunity Peterborough

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

(Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls)

PUBLIC HEALTH DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Health Protection, Health Improvements, Healthcare Public Health.

Growth, Resources and Communities Scrutiny Committee and Crime and Disorder Committee Work Programme 2022/23

Updated: 7 SEPTEMBER 2022

Meeting Date	Item	Indicative Timings	Comments
Meeting Date: 5 July 2022 Joint Scrutiny Meeting	Medium Term Financial Strategy Contact Officer: Cecile Booth		
Meeting Date: 12 July 2022 Joint Scrutiny Meeting of Climate Change Environment and Growth, Resources and Communities Scrutiny Committees	Local Transport Connectivity Plan – consultation response Contact Officer: Lewis Banks		
Meeting date: 12 July 2022 Draft report deadline: 23 June Final report deadline: 30 June	Co-Opted Members Report		
	Cohesion And Community Champions Engagement - Developing the Approach Contact Officer: Matt Oliver		
	Review of 2021/2022 and Draft Work Programme for 2022/23 Contact Officer – Paulina Ford		
	Forward Plan of Executive Decisions Contact Officer – Paulina Ford		

Meeting date: 13 September 2022 POSTPONED Joint Scrutiny Meeting	Medium Term Financial Strategy Contact Officer: Cecilie Booth		
Meeting date: 20 September 2022 Draft report deadline: 1 September Final report deadline: 8 September	Independent Improvement and Assurance Panel Report Contact Officer: Cecilie Booth/Matt Gladstone		
	Portfolio Holder Progress Report - Leader of the Council Contact Officer: Adrian Chapman		
	Social Mobility and Anti-poverty activity including Household Support Fund Contact Officer: Matt Oliver/Esther Baffa Isaacs		
	Monitoring Recommendation Report Contact Officer: Charlotte Cameron		
	Forward Plan of Executive Decisions Contact Officer: Charlotte Cameron		
	Work Programme 2022/2023 Contact Officer: Charlotte Cameron		

Meeting date: 11 October 2022 Joint Scrutiny Meeting	Medium Term Financial Strategy Contact Officer: Cecilie Booth		
Meeting date: 1 November 2022 Draft report deadline: 13 October Final report deadline: 20 October	Car Cruising – Task and Finish Group Final Report Contact Officer: Ian Phillips		
	Community Assests Review Contact Officer: Matt Oliver		
	City College Peterborough Annual Report Contact Officer: Pat Carrington		
	Progress Report from Cabinet Member for Climate Change, Planning and Housing and Transport Contact Officer: Charlotte Palmer		
	Monitoring Recommendation Report		
	Forward Plan of Executive Decisions		
	Work Programme 2022/2023		
Meeting date: 10 January 2023 Draft report deadline: 14 December	Homelessness and Rough Sleeping Annual Update Contact Officer: Sean Evans		

Final report deadline: 21 December	Active Lifestyle Strategy		
	Contact Officer: Jamie Fenton		
	Alternative to the Changing Futures Programme		
	Contact Officer: Tom Tallon		
	Progress Report from Cabinet Member for Communication, Culture and Communities		
	Contact Officer: Adrian Chapman		
	Monitoring Recommendation Report		
	Forward Plan of Executive Decisions		
	Work Programme 2022/2023		
Meeting date: 23 January 2023	Medium Term Financial Strategy		
Joint Scrutiny Meeting	Contact Officer: Cecilie Booth		
Meeting date: 7 March 2023	<u>The Committee will sit as the CRIME AND DISORDER COMMITTEE FOR THIS ITEM</u>		
Draft report deadline: 16 February Final report deadline: 23 February	Safer Peterborough Partnership Annual Report		
	Contact Officer: Rob Hill		
	Progress Report from Cabinet Member for Finance and Corporate Governance		

	Contact Officer: Cecilie Booth		
	Independent Improvement and Assurance Panel Report		
	Contact Officer: Cecilie Booth		
	Monitoring Recommendation Report		
	Forward Plan of Executive Decisions		

Pending Items:

1. Homelessness Temporary Accommodation Strategy - Contact Officer: Sean Evans
2. Selective Licensing Final Policy - Contact Officer: Jo Bezant
3. Report on Nick Carter's service directorate later in the year.
4. Policing priorities – sitting as the Crime and Disorder Committee for this item, terms of reference will need to be checked, suggestion that this be included in January meeting.
5. LCTP – Final Plan and impact on Peterborough
6. Bus Working Group – review possibility of reinstating this group.
7. Culture and Leisure Review – first draft of proposals - Contact Officer: Rob Hill

This page is intentionally left blank