

<b>CABINET</b>	<b>AGENDA ITEM No. 4</b>
<b>20 December 2019</b>	<b>PUBLIC REPORT</b>

Report of:	Acting Corporate Director of Resources	
Cabinet Member(s) responsible:	Councillor David Seaton, Cabinet Member for Finance	
Contact Officer(s):	Peter Carpenter, Acting Corporate Director of Resources Kirsty Nutton, Head of Corporate Finance	Tel. 452520 Tel. 384590

### **MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2022/23-TRANCHE ONE**

R E C O M M E N D A T I O N S	
<b>FROM: Cabinet Member for Finance</b>	<b>Deadline date: N/A</b>
<p>It is recommended that Cabinet approves and recommends to Council:</p> <ol style="list-style-type: none"> <li>1. The Tranche One service proposals, outlined in Appendix C</li> <li>2. The updated budget assumptions, to be incorporated within the Medium Term Financial Strategy 2020/21 – 2022/23. These are outlined in section 5.2 and 5.3.</li> <li>3. The additional resourcing required to deliver the outlined proposals, in order to achieve future financial benefits. These are outlined in section 5.4 (strategic approach) and section 6 (reserves) of the report.</li> <li>4. The revised capital programme outlined in section 5.5 and referencing Appendix B.</li> <li>5. The Medium Term Financial Strategy 2020/21 – 2022/23-Tranche One, as set out in the body of the report and the following appendices: <ul style="list-style-type: none"> <li>• Appendix A – 2020/21 – 2022/23 MTFs Detailed Budget Position-Tranche One</li> <li>• Appendix B – Capital Programme Schemes 2020/21- 2024/25</li> <li>• Appendix C – Budget Consultation Document, including Tranche One Budget Proposal detail</li> <li>• Appendix D– Equality Impact Assessments</li> <li>• Appendix E– Carbon Impact Assessments- draft</li> <li>• Appendix F– Budget Consultation Feedback</li> </ul> </li> </ol> <p>It is recommended that Cabinet notes:</p> <ol style="list-style-type: none"> <li>6. The future strategic direction for the Council outlined in section 5.4 of the report.</li> <li>7. The forecast reserves position, outlined within section 6 of the report.</li> <li>8. The feedback received on the budget proposals, received via the consultation detailed in Appendix F.</li> </ol>	

#### **1. ORIGIN OF REPORT**

- 1.1 This report comes to Cabinet as part of the Council's formal budget process as set out within the constitution and as per legislative requirements to set a balanced and sustainable budget for 2020/21-

2022/23.

## 2. PURPOSE AND REASON FOR REPORT

### 2.1 Purpose

The report to Cabinet forms part of the council's formal Budget and Policy Framework. This requires Cabinet to initiate and propose service proposals and updated assumptions to set a balanced and sustainable budget for the financial years 2020/21 -2022/23. There is a legal requirement to set a balanced budget for 2020/21. The purpose of this report is to:

- Recommend that Cabinet approve the Tranche One service proposals;
- Recommend that Cabinet approve the budget assumptions to update the Medium Term Financial Strategy (MTFS), to ensure estimates reflect the most up to date information available;
- Outline the financial challenges facing the council in setting a sustainable and balanced budget for MTFS 2020/21-2022/23;
- Outline the strategic approach the Council is taking to close the budget gap over the three year budget planning horizon to deliver a sustainable budget;

Proposals will be agreed by Cabinet at this meeting, on 20 December 2019, taking in to consideration the budget consultation feedback received and then will be recommended to Council on 15 January 2020 for approval.

This report is submitted for Cabinet to consider under its Terms of Reference No. 3.2.1, "To take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to delivery excellent services."

### 2.2 Executive Summary

At Council held on 6 March 2019, the 2019/20-2021/22 MTFS was approved. This MTFS set a balanced budget for 2019/20 whilst estimating budget gaps of £18.4m and £20.0m which required additional savings to be identified in 2020/21 and 2021/22 respectively in order to balance those financial years.

In summary, Tranche One of the 2020/21 MTFS process updated the financial position for the next and future years which are summarised in the revised budget position outlined in Table 1 below, with further detail shown in Table 7 to this report.

**Table 1: Budget position Summary**

	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
Budget Gap as reported in the MTFS 2019/20	18,409	20,056	18,721
Tranche One - MTFS 2020/21- 2022/23 budget changes	(12,908)	(13,160)	(13,287)
<b>Revised Budget Gap*</b>	<b>5,501</b>	<b>6,896</b>	<b>5,434</b>

*\*- note that part of the budget changes represent departmental targets and proposals which are still subject to finalisation*

The final position for the 2018/19 financial year was an overspend of £2.1m. This position was achieved through the use of £17.5m of one-off funding solutions, as outlined in Table 3. The achievement of a balanced position has continued in to 2019/20, with a £5.5m overspend being forecast in the April Budgetary Control Report reported to Cabinet on 10 June.

In July the Corporate Management Team (CMT) implemented a series of financial management controls designed to reduce the forecast overspend by enhancing the level of scrutiny applied to all expenditure activities to minimise non-essential spend. These controls include:

- a panel to review all recruitment and agency requests;

- business case requirement for all expenditure in excess of £10k;
- service based Heads of Finance providing additional scrutiny and challenge of the business cases in excess of £10k with regular review from the Chief Finance (section 151) Officer;
- more recently all expenditure over £1k requiring Chief Finance (section 151) Officer approval;
- a review of the effectiveness and operation of financial and human resource controls across the organisation;
- a thorough review of the appropriateness and robustness of all current budget assumptions.

As previously noted the Council's finance team have conducted a thorough review of all current budget assumptions. This resulted in a series of virements to re-profile the current years budget to reflect the Council's actual financial position. This exercise identified that the 2019/20 budget pressure was estimated to be £6.085m, with the ongoing underlying budget pressure of £9.764m. CMT agreed for directors to identify additional savings proposals to ensure that expenditure is within the Councils cash limits. The savings targets have been set at the ongoing pressure value, in order to achieve financial sustainability for the Council's future year's budget, by contributing to the total amount available in reserves. The overall approach and amendment to service budgets was reported to and approved by Cabinet at the meeting held on 23 September ([Item 9](#)) and by Council at the meeting on 16 October ([Item 9](#)).

Work continues with Budget Holders, Managers and Directors working collaboratively with the finance team to review specific expenditure types and to reduce any non-essential (non-business critical) expenditure. The September Budgetary Control Report showed a £5.8m projected overspend, which incorporated the achievement to date to meet the departmental savings targets, and the £3.6m reserves contribution which was agreed as part of the plan to rebuild resilience, and newly identified pressures including:

- Great Eastern Run £0.155m – through the cancellation of the race, due to suspicious activity close to the race course;
- Homelessness £0.513m –due to increased demand for temporary accommodation;
- Home to School Transport £0.166m- as the forecast reflects the contract changes for Academic Year 2019/20;
- Peterborough Serco Strategic Partnership, Annual Delivery Plan (ADP) & Business Transformation Variable costs £0.307m- ADP which is currently costing the Council £0.065m per month will create an adverse variance against the budget unless costs are switched off or charged to a budgeted project, this is currently under review;
- Energy for Waste Plant- £.0240m reduction in wholesale electricity prices;

On 9 October the Treasury announced an increase in the interest rate for the Public Works Loan Board (PWL) by one percentage point, meaning the typical rate for a loan is now 2.8% instead of 1.8%. This effects the rate at which the Council is able to borrow money to fund capital investments, and therefore will increase costs for financing capital investment. The action by the Treasury is designed to discourage councils from borrowing to fund "risky" multimillion valued property investments, however it has been reported by the Local Government Association that *"This 1% PWLB rate increase could cost councils an extra £70m a year for borrowing to be undertaken in the next year"*.

Table 2 outlines 2019/20 directorate targets and the savings identified to date. More work is under way across the Council to ensure that it delivers to the £9.7m target by the end of the financial year:

**Table 2: Management of the forecast overspend by directorate summary - 2019/20**

Directorate	Savings Target £000	Identified Savings £000	Remaining Target £000
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Business Improvement	47	(47)	0
Chief Executives	120	(119)	1
Customer & Digital Services	562	0	562
Governance	298	(185)	113
People & Communities	5,876	(2,152)	3,724
Place & Economy	1,530	(879)	651
Public Health	226	(238)	(12)
Resources	1,105	(1,105)	0
<b>Total</b>	<b>9,764</b>	<b>(4,725)</b>	<b>5,039</b>

The Council outlined plans in the previous financial years to move towards a truly sustainable budget, by reducing reliance on the one-offs funding solutions. A challenging financial environment remains with demand for services increasing and service costs rising whilst funding from government reduces. In 2019/20 the Council budgeted to use £10.6m of capital receipts to balance the budget. As further budget pressures emerge alongside acknowledging the time required to implement new saving proposals, there is the need to ensure there is resilience with the level of reserves the Council holds, and therefore the Council plans to utilise the one off benefit of £1.4m from the sale of further assets through the generation of capital receipts. **This has not yet been factored in to the table above but could bring the remaining balance of the in year savings target down to £3.6m.**

The Council is working collaboratively with Grant Thornton to develop and implement savings proposals to balance the budget and create a more financially sustainable future. The following table outlines the one offs used in recent years, planned and unplanned.

**Table 3: Non repeatable One Off Savings**

<b>Non Repeatable</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
Capital Receipts	12,738	2,922	10,639	-	-
MRP Re-provision	-	3,700	-	-	-
Council Tax Surplus	173	1,188	201	-	-
Planned Use of Reserves	7,194	4,231	3,084	-	-
<b>Total</b>	<b>20,105</b>	<b>12,041</b>	<b>13,924</b>	<b>-</b>	<b>-</b>
In year Use of Reserves (overspend reported in the 2018/19 outturn Report)	-	2,119	-	-	-
In year increased Use of Capital Receipts*	-	3,298	-	-	-
<b>Total</b>	<b>20,105</b>	<b>17,458</b>	<b>13,924</b>	<b>-</b>	<b>-</b>

*\*Note- this table does not account for the £1.4m of additional asset sales being explored in the current financial year*

### 3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	<b>YES</b>	If yes, date for Cabinet meeting	<b>20 DECEMBER 2019</b>
Date for relevant Council meeting	<b>15 January 2020</b>	Date for submission to Government Dept.	<b>N/A</b>

### 4. BACKGROUND

4.1 This report forms Tranche One of the budget process the Council previously agreed at Council on 24 July 2019 ([Item 13](#)), to aid the delivery of a three year Revenue Budget and Capital Programme from 2020/21 to 2022/23 for the Council.

It should be noted that the timetable for the Tranche One budget process have been amended, to reflect the General Election, which will conclude on 12 December 2019. This means that the consultation period

has been extended and will now conclude on 13 January 2020, before the Council meeting scheduled for 15 January 2020.

#### 4.2 **The 2020/21 to 2022/23 Budget Setting Process**

In July Council approved the process and timetable for the 2020/21 Budget Setting. Due to the Council's challenging financial position an approach was approved which will allow the appropriate amount of time to develop proposals, ensuring they are deliverable, robust and collectively achieve financial sustainability.

The MTF process will be delivered over two tranches, a reduction to the previous year's process. Due to the nature and scale of the challenge the proposals include significant operational changes and will affect the way the Council delivers its services. The Council has been working collaboratively with Grant Thornton, on the development of these proposals within a Financial Implementation Programme. This programme has provided specialist expertise and ensured the budget proposals have received external financial verification with the aim of maximising the successes and minimising the risks. Table 4 sets out the revised budget timetable:

**Table 4: Budget Timetable**

<b>Tranche</b>	<b>Cabinet</b>	<b>Joint Scrutiny</b>	<b>Cabinet</b>	<b>Council</b>
Tranche One	04/11/2019	18/12/2019	20/12/2019	15/01/2020
Tranche Two	03/02/2020	12/02/2020	24/02/2020	04/03/2020

#### 4.3 **Local Context**

As outlined within section 2.2 this Council has an immediate and significant financial challenge, to build a bridge to long term financial security and sustainability. The Council must identify £33.5m (£18.4m opening budget gap plus £15.1m of identified pressures) of savings to be able to deliver a balanced budget in 2020/21 and meet the £9.8m directorate savings targets set as part of the plan to reduce the forecast overspend for the current financial year. The full breakdown of the budget position is outlined within Table 7.

The Council has had its Revenue Support Grant reduced by over 80%, from £55m in 2013/14 to £10.5m in 2020/21, whilst at the same time experiencing cost increases and rising demand for services. Over the years the council has delivered savings by redesigning services, reducing the workforce, driving income generation and being more efficient to keep the cost of service delivery in line with the reduced funding envelope. However, each year this has become more difficult and challenging for the Council to achieve.

Examples of the pressures that have put additional strain on the council's finances include:

- The population is growing older and people are requiring more complex care, which in turn is significantly increasing our costs of care. For example, the number of people the Council provides paid for care packages has increased by 402 between 2015/16 and 2018/19 - rising from 3,468 to 3,870;
- A rise in residential placements for children in care over the past two years. As a result, the Council has needed to identify an additional £3.2m in 2019/20 (£3.9m in 2018/19) to meet additional placement costs;
- There is a growing demand in special educational needs. In the past four years the Council has experienced a 39% increase in pupils with Education, Health and Care Plan (EHCP) in Peterborough's mainstream schools;
- Significant pressure to provide enough school places as a result of extensive new housing developments and demographic changes resulting from increased birth rates. The mainstream school population in Peterborough has increased from 28,257 pupils on roll in January 2006 to 36,759 in October 2018, an increase of 30%;

- The need for additional school places, has meant that the council has had to build new schools or extend current schools. The schools capital programme has totalling £91.3m of expenditure in the past five years. Not only does this increase the Councils Capital Programme but it also has an ongoing impact on the revenue budget, due to the cost of borrowing;
- An average of 900 new homes built per year for the last decade, although this attracts funding such as Council Tax and New Homes bonus, this growth comes with extra service demands;
- An increase in population over the last decade, 172,443 people lived in the city in 2007, in comparison to 198,914 in 2017 - a 15% increase in the amount of people requiring services;
- Increases to costs such as wages, in line with the national terms and conditions (NJC) and National Living Wage supporting the lower paid workers, energy prices and inflationary increases to contracts and every day products.
- In 2016/17 we saw a 43 per cent rise in the number of households needing assistance because they were homeless or threatened with homelessness, rising from 1,100 to 1,586. The Council still faces a significant demand for this area with 415 families or single persons currently in Temporary accommodation. The Homelessness Reduction Act has also placed new obligations on councils to provide support for certain categories of people at risk of homelessness and has led to increased spending on temporary accommodation.

These pressures are outlined in more detail within the Budget Consultation document (Appendix C).

The Council is not alone in this challenge, there are many other councils across the country that are facing similar increases in demand and severe financial issues, as reported in national and public sector media. The uncertainty surrounding the future funding levels also adds further complexity for Councils setting a Medium Term Financial Strategy.

## **Climate Change**

On 24 July 2019 the Council declared a 'Climate Emergency' that requires urgent action. Therefore the Council has agreed the following actions:

- Make the council's activities net-zero carbon by 2030 and ensure all strategic decisions, budgets and approached to planning decisions are in line with a shift to zero carbon by 2030;
- Achieve 100% clean energy across the Council's full range of functions by 2030;
- Ensure that political and chief officer leadership teams embed this work in all areas and take responsibility for:
  - reducing, as rapidly as possible, the carbon emissions resulting from the Council's activities;
  - ensuring that any recommendations are fully costed and that the Executive and Scrutiny functions review council activities taking account of production and consumption emissions and produce an action plan by 31 March 2020;
- Request that Council Scrutiny Panels consider the impact of climate change and the environment when reviewing Council policies and strategies;
- Work with, influence and inspire partners across Peterborough, Cambridgeshire and it's districts and the region to help deliver this goal through all relevant strategies, plans and shared resources by developing a series of meetings, events and partner workshops;
- Request that the Council and partners take steps to proactively include young people in the process, ensuring that they have a voice in shaping the future;
- Ensure that all reports in preparation for the 2020/21 budget cycle and investment strategy will take into account the actions the council will take to address this emergency. Seek Councils support for budget approval to assist with the co-ordination of this project;

- Call on the UK Government to provide the powers, resources and help with funding to make this possible, and ask local MPs to do likewise;
- Consider other actions that could be implemented, including (but not restricted to): renewable energy generation and storage, providing electric vehicle infrastructure and encouraging alternatives to private car use, increasing the efficiency of buildings, in particular to address fuel poverty; proactively using local planning powers to accelerate the delivery of net-zero carbon new developments and communities, increased tree planting, coordinating a series of information and training events to raise awareness and share good practice. Look to replace all council vehicles with electric or hybrids, including the mayors car, as soon this is practical and financially viable.

## **Fair Tax**

At the same Council meeting on 24 July 2019 the Council agreed to the Fair Tax Declaration from the Fair Tax Mark, which commits cities, towns and districts to pursuing exemplary tax conduct in their affairs, requires greater transparency from suppliers, and calls on the EU and UK governments to review legislation and support greater powers for the exclusion of tax dodgers from public procurement. The Council must consider its supplier companies ethics and how they pay the tax (as well as value for money and quality of service provided) when undertaking procurement. The Council will now take steps to:

- Revise procurement policy to ask bidders for Council contracts to account for their past tax record and to self-certify that they are fully tax-compliant in line with central Government practise;
- Publicise this policy and report on its implementation annually, for the next three years to Audit Committee and formally report back to Council after that period to seek renewal or revision of the policy.

The following councils have passed the Fair Tax Declaration;

- Oxford City Council
- Cannock Chase Council
- Oldham Borough Council
- Peterborough City Council

More information on the Fair Tax declaration can be found [here](#).

## **Council Priorities**

Cabinet remains firm in its priorities this year against the funding challenges it faces. These are as follows:

- Growth, regeneration and economic development of the city to bring new investment and jobs. Supporting people into work and off benefits is vital to the city's economy and to the wellbeing of the people concerned;
- Improving educational attainment and skills for all children and young people, allowing them to seize the opportunities offered by new jobs and our university provision, thereby keeping their talent and skills in the city;
- Safeguarding vulnerable children and adults;
- Pursuing the Environment Capital agenda to position Peterborough as a leading city in environmental matters, including reducing the city's carbon footprint;
- Supporting Peterborough's culture and leisure offer;
- Keeping our communities safe, cohesive and healthy;
- Achieving the best health and wellbeing for the city.

## 4.4 National Context

### Spending Review 2019

On 4 September 2019 the Chancellor of the Exchequer, Sajid Javid announced a one year only Spending Review (SR19), including a real terms increase in spending of £13.8bn, across all government departments.

This means that the Government projects Local Government Core Spending Power (CSP) will increase by £2.9bn in 2020/21, a real terms increase of 4.3% (i.e. a cash increase of 6.3%). This compares to a cash increase in CSP of £1.7bn between 2015/16 to 2019/20. Overall Local Government should see an increase in its total funding package of more than £3.5bn. The following points outline the key local government headlines from the announcement:

- Business Rates Reset and the Fair Funding Review will be deferred until 2021/22, (no further consultation has been released on this);
- 75% Business Rates Pilots will end in March 2020 with only the 100% devolution pilots remaining in place - no new pilots planned for 2020/21;
- Revenue Support Grant (RSG) 2020/21 will be 2019/20 + CPI;
- New Homes Bonus - legacy payments for New Homes Bonus will be paid, however there was no confirmation regarding new payments going forward;
- Social Care and Public health:
  - Additional Social Care funding of £1bn delivered through grant, in addition to the funding currently received in 2019/20, meaning the current funding streams of Improved Better Care Fund, Winter Pressures Grant and Social Care Grant will continue for 2020/21;
  - Adult Social Care precept up to 2% and general council tax up to 2%;
  - Real terms increase in Public Health Grant, to be in line with the increase in the Better Care Fund and stated to be an additional £100m.
- Schools to receive an additional £700m High Needs 2020/21 on top of previous funding;
- Troubled Families Funding will continue, equating to £0.7m of funding for the council;
- Homelessness will receive an additional £54m, but detail of distribution method is unknown at present, it is assumed this will be on the same basis as the Homelessness Reduction Act funding;
- New Towns Fund £241m - Peterborough named one of the Towns to benefit from this.

Table 5, summarises the forecast additional financial benefit the Council could expect to receive from the settlement. Additional clarity as to the impact for the Council is expected with the Local Provisional Local Government Finance Settlement 2020/21 due after Christmas with confirmation expected in the final settlement in February 2020.

**Table 5: Forecast Financial benefit from the Spending Review 2019**

	2020/21	2021/22	2022/23
	£000	£000	£000
Additional 1% Council Tax*	783	817	844
Additional Social Care Funding	3,308	3,308	3,308
Continuation of IBCF (3 year ASC grant)	1,121	1,121	1,121
Homelessness	279	279	279
Public Health and Better Care Fund (NHS)	419	419	419
Tackling Troubled Families Grant extension	753	-	-
Revenue Support Grant (Current CPI- 2%)	205	205	205
<b>Total</b>	<b>6,868</b>	<b>6,149</b>	<b>6,176</b>

\*Council tax was assumed at a rate of 3% within the current 2019/20 MTFS agreed at Council on 6 March 2019. The SR19 allows for 4%, therefore, the Council is able to recognise the additional benefit of a further 1%.



## **Provisional Local Government Finance Settlement 2020/21**

The Provisional Local Government Finance Settlement 2020/21 Technical Consultation was issued on 4 October 2019. Within the document the Ministry of Housing, Communities and Central Government (MHCLG) have outlined the following key areas:

- An indicative individual authority funding allocations for the additional £1bn of social care funding announced within the Spending Round;
- Funding will continue at 2019/20 levels (with individual authority allocations unchanged) for the Winter Pressures Grant and the Social Care Support Grant;
- The Improved Better Care Fund funding will continue at 2019/20 levels; and use the same methodology to allocate the funding;
- New Homes Bonus Funding of £900m for 2020/21, but with only legacy payments from 2018/19 and 2019/20 paid for 2021/22 onwards;
- The Council Tax referendum limits, as set out in the spending review - core council tax referendum principle of up to 2% and an adult social care precept of 2% on top of the core principle; and no referendum principles for parish councils and mayoral combined authorities;
- MHCLG are aiming to hold the provisional settlement in December.

The Council will respond to the consultation, expressing concerns over the future treatment of New Homes Bonus, our views on social care funding allocation and the Council Tax referendum limit, noting the need for increased localised flexibility.

## **The Local Government Landscape**

The Local Government Association (LGA) has recently noted that between 2010 and 2020, councils will have lost almost 60p out of every £1 the Government had provided for services. Despite this councils have continued to deliver for their communities, providing vital services daily. A recent [report](#) published by the Trade Unions Congress (TUC) also outlines that there is a £25bn funding gap, as reforms mean grants are being cut to "almost zero", with the exception of a small amount of ring-fenced grants. It highlights that the few ring-fenced grants will account for less than a tenth of local authority expenditure by 2025, while councils' income from business rates will not match the shortfall. There is also the additional risk for Councils attached to business rates, such as non-collection and income levels could be reduced if economic decline is experienced. This summarises the significant funding shortfall councils are faced with, while demand for council services across the country is rising.

The Spending Review delivers a one-year settlement worth £3.5bn for local government, and provided confirmation that key grants will continue next year, thus providing some stability for councils. However, this only allows councils to plan in the short-term, and it is crucial that councils are able to plan ahead for more than 12 months at a time. Future funding levels beyond 2020/21 are unconfirmed and will likely change as a result of the implementation of the Fairer Funding, Business Rates Retention (75%) and baseline reset.

The LGA, County Councils Network and other Local Government service agencies continue with campaigns to lobby government to demonstrate the need for funding to ensure that vital services provided by councils are able to continue and improve.

## 5 BUDGET DETAIL

### 5.1 2019/20-2021/22 MTFS Summary

Table 6 outlines the position, detailing the amounts the council expects to receive from the key funding streams. It highlights the departmental budgets and the budget gap for each of the three years from the 2019/20 MTFS.

**Table 6: 2019/20 MTFS Budget Summary Position**

	2020/21	2021/22	2022/23
	£000	£000	£000
NNDR	(49,485)	(50,253)	(50,253)
Revenue Support Grant	(10,246)	(10,246)	(10,246)
Council Tax	(81,441)	(84,969)	(88,635)
New Homes Bonus	(4,191)	(4,301)	(4,301)
Improved Better Care Fund	(5,345)	(5,345)	(5,345)
Additional funding for Adult Social Care	(2,150)	(2,150)	(2,150)
<b>TOTAL CORPORATE FUNDING</b>	<b>(152,859)</b>	<b>(157,264)</b>	<b>(160,930)</b>
<b>PLANNED EXPENDITURE</b>			
Chief Executives	1,249	1,268	1,268
Governance	3,964	4,029	4,029
Place & Economy	20,095	21,107	21,107
People & Communities	89,659	92,802	92,802
Public Health	(193)	(193)	(193)
Resources	13,738	13,715	16,008
Customer & Digital Services	6,748	6,909	6,909
Business Improvement	210	213	213
<b>NET SERVICE EXPENDITURE</b>	<b>135,470</b>	<b>139,851</b>	<b>142,144</b>
Corporate Expenditure	5,070	5,082	5,082
Capital Financing Costs	30,728	32,387	32,425
<b>TOTAL PLANNED EXPENDITURE</b>	<b>171,268</b>	<b>177,320</b>	<b>179,651</b>
<b>REVISED DEFICIT/(SURPLUS)</b>	<b>18,409</b>	<b>20,056</b>	<b>18,721</b>

### 5.2 **Tranche One Budget Position 2020/21-2022/23**

Table 7 sets out the demand and savings proposals in Tranche One of the 2020/21 budget process. The major items included within these proposals are:

- Changes to the Serco Contract;
- Reviewing care packages and promoting independence;
- Reviewing the Special Educational Needs (SEN) transport provision;
- Reduction in the use of agency staffing;
- Review of Human Resources (HR) processes and policies;
- Reshaping a number of back office services;
- Funding changes because of the Spending Review 2019.

Further detail in respect of the savings proposals is outlined within Table 8 and the following appendices:

- Appendix A - 20120/21-2022/23 Tranche One MTFS Detailed Budget Position
- Appendix C - The Budget Consultation Document
- Appendix D - Equality Impact Assessments (where applicable)

**Table 7: Tranche One Budget Summary Position 2020/21-2022/23**

	2020/21	2021/22	2022/23
	£000	£000	£000
<b>Budget Gap from 2019/20 MTFS</b>	<b>18,409</b>	<b>20,056</b>	<b>18,721</b>
Pressures- from 2020/21 onwards - <i>note 1</i>	5,370	5,370	5,370
Budget Profiling Pressure - <i>note 2</i>	9,764	9,764	9,764
<b>Revised Budget Gap</b>	<b>33,543</b>	<b>35,190</b>	<b>33,855</b>
Building on successful transformation	(2,312)	(2,367)	(2,367)
Contract And Commercial	(1,167)	(1,278)	(1,278)
Changing services to reflect the council of today	(1,305)	(2,155)	(2,205)
Redesign of Service	(1,234)	(1,430)	(1,430)
Reduction of Provision	(1,061)	(1,061)	(1,011)
Using our assets	(646)	(586)	(586)
<b>Budget Gap - Tranche One</b>	<b>25,818</b>	<b>26,313</b>	<b>24,977</b>
<b>Items proposed and to be finalised in Tranche Two:</b>			
Spending Review 2019 and Corporate Savings (Per Council Tax base and LG Finance Settlement)	(9,068)	(8,119)	(8,216)
Changing services to reflect the council of today (Changes to the Serco Contract and HR Controls)	(5,866)	(5,915)	(5,945)
Redesign of Service (Review of school transport costs)	(501)	(501)	(501)
Budget Re-profiling savings (identified - Capital Financing restructuring) - <i>note 3</i>	(878)	(617)	974
Budget Re-profiling savings (to be identified) - <i>note 3</i>	(4,004)	(4,265)	(5,856)
<b>Final Budget Gap - Tranche One</b>	<b>5,501</b>	<b>6,896</b>	<b>5,434</b>

#### **Note 1: Budget Re-profiling Pressure**

There are pressures which require recognition within the budget in order to ensure accurate assumptions are built in to the budget, these are as follows:

- A pressure of £0.9m is the contract pressure and a funding shortfall in respect of the health visiting contract, within the Public Health directorate. This pressure is recognised to ensure an accurate budget baseline, however there are savings proposals summarised in Table 7 and 8 to mitigate this pressure.
- A £4.5m pressure from back office savings where it proved difficult to design a robust plan of delivery. This saving was included within the 2018/19 MTFS and expected to increase over a three-year period. The first year of savings delivered close to target, however a pressure in the current financial year has emerged, which has been incorporated within the budget re-profiling (forecast overspend mitigation management plan). Embedded future years savings required amendment to ensure a robust MTFS. New plans are incorporated within the savings outlined in the previous table that focus on the back office functions and implement changes which will change the way the council operates.

#### **Note 2: Budget Pressures from 20/21 onwards**

The £9.8m pressure represents the ongoing level of budget pressures identified as part of the budget re-profiling (forecast overspend management plan), which is detailed further in section 2.2 of this report or within the Budgetary Control Report - June, which was reported to Cabinet at the meeting held on 23 September ([Item 9](#)).

### Note 3: Budget Re-profiling Savings

Within the current financial year directorates have been set the task of delivering savings against a £9.8m target. As part of this plan a target equating to 50% of this amount, £4.9m was required to be ongoing, to help to ensure the sustainability of proposals and encourage the move away from one-off savings. To date the Council has reviewed and revised its capital investment financing model and developed an option based on short term borrowing which will generate a revenue benefit. Work continues on the delivery of this in year savings target and is being reported to CMT on a bi-weekly basis and as part the monthly budgetary control reporting cycle.

Table 8 details all of the proposals included within Tranche One, and the financial implications for the three years covering 2020/2021- 2022/23.

**Table 8: 2020/21- 2022/23 Tranche One budget proposals**

<b>Proposal</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
<b>Building on successful transformation</b>	<b>2,312</b>	<b>2,367</b>	<b>2,367</b>
Review of care packages to promote independence	1,749	1,749	1,749
Dimming of street lighting between 9pm and 5am	100	100	100
Revised Services for low level support for older people discharged from hospital	45	45	45
Revised funding for Peterborough Community Assistance Scheme	418	473	473
<b>Changing services to reflect the council of today</b>	<b>7,171</b>	<b>8,070</b>	<b>8,150</b>
Changes to the Serco contract	4,536	4,536	4,536
HR Controls	1,487	1,536	1,566
Place and Economy directorate shared services progression	139	195	195
Reshaped Human Resources Function	450	663	663
Reshaping of departments and further shared services	483	1,061	1,111
Support provided for members	76	79	79
<b>Contract And Commercial</b>	<b>1,167</b>	<b>1,278</b>	<b>1,278</b>
Removal of unused project budget for road safety	30	30	30
Facilities management service costs within the Schools PFI	168	168	168
Joint commissioning of our Healthy Child Programme	541	541	541
Joint commissioning of our Integrated Lifestyle Services	80	100	100
Realignment of drug and alcohol budget	40	40	40
Reduction in the repair and maintenance budget through commercial review	80	80	80
Self-funding of Lifeline service after six weeks	57	124	124
Revised Extra Care Contract	47	71	71
City College Peterborough	74	74	74
Revised Stay Well in Winter campaign	50	50	50
<b>Corporate Savings</b>	<b>2,200</b>	<b>1,970</b>	<b>2,040</b>
Council Tax Base & Collection Fund	600	370	440
Inflation (Pension & Electricity)	1,600	1,600	1,600
<b>Redesign of Service</b>	<b>1,735</b>	<b>1,931</b>	<b>1,931</b>
Deprivation of Liberties Safeguards (DoLS) assessments	107	159	159
PAMS – reduction in outsourcing of assessments	22	22	22
Recommissioning children’s centre contracts	100	200	200
Redesigned commissioning team through shared working	60	60	60
Reduction in agency staff in children’s social care	173	217	217
Reduction in NHS Health Checks budget due to low uptake	55	55	55
Removal of social care lead practitioner post	50	50	50
Removal of vacant housing case worker post	40	40	40
Reshaping community and safety directorate	127	127	127
Restructure and remodelling of the Prevention and Enforcement Service (PES)	380	380	380
Review of school transport costs	501	501	501

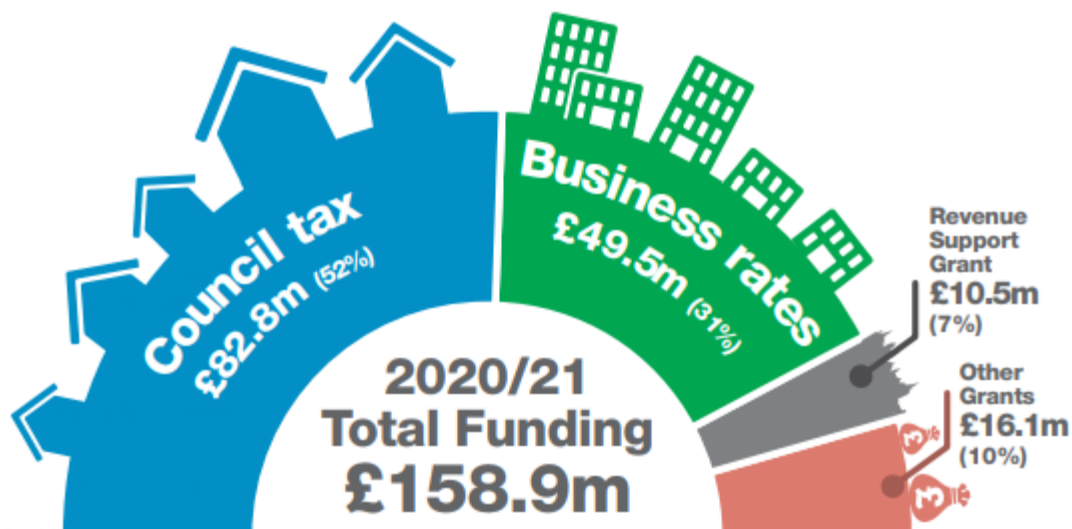
Review of security and cleaning at Sand Martin House	120	120	120
<b>Reduction of Provision</b>	<b>1,061</b>	<b>1,061</b>	<b>1,011</b>
Prioritising street cleansing work	129	129	129
Reduction in discretionary youth services budget	516	516	516
Reduction in response time to non-hazardous fly tipping	59	59	59
Vivacity	357	357	307
<b>Spending Review</b>	<b>6,868</b>	<b>6,149</b>	<b>6,176</b>
Additional 1% Council Tax	783	817	844
Additional Social Care Funding	3,308	3,308	3,308
Continuation of IBCF (3 year ASC grant)	1,121	1,121	1,121
Homelessness	279	279	279
Public Health and Better Care Fund (NHS)	419	419	419
Revenue Support Grant increase at (Current CPI- 2%)	205	205	205
Continuation of Tackling Troubled Families	753	0	0
<b>Using our assets</b>	<b>646</b>	<b>586</b>	<b>586</b>
Changing frequency of property condition surveys	67	67	67
Increase in income from council-owned commercial units	23	23	23
Introducing auto-scale product	45	45	45
Move from Educate system to Synergy	60	0	0
Reduction in property contingency budget	126	126	126
Vivacity People's Network support maintenance budget reduction	6	6	6
Income generation and business rates from Sand Martin House	319	319	319
<b>Grand Total</b>	<b>23,160</b>	<b>23,412</b>	<b>23,539</b>

### 5.3 Grants and Funding Assumptions

Table 9 outlines the Councils forecast core funding for the period 2020/21- 2022/23. It is expected that this will be confirmed as part of the Local Government Settlement in February, but at this stage it has been updated to reflect the most up to date information.

**Table 9: The Councils funding Summary Position 2020/21- 2022/23**

	2020/21	2021/22	2022/23
	£000	£000	£000
NNDR (Business Rates)	(49,485)	(50,253)	(50,253)
Revenue Support Grant	(10,451)	(10,451)	(10,451)
Council Tax	(82,825)	(86,156)	(89,920)
New Homes Bonus	(4,191)	(4,301)	(4,301)
Improved Better Care Fund	(6,466)	(6,466)	(6,466)
Additional funding for Adult Social Care	(5,458)	(5,458)	(5,458)
<b>TOTAL CORPORATE FUNDING</b>	<b>(158,876)</b>	<b>(163,085)</b>	<b>(166,849)</b>



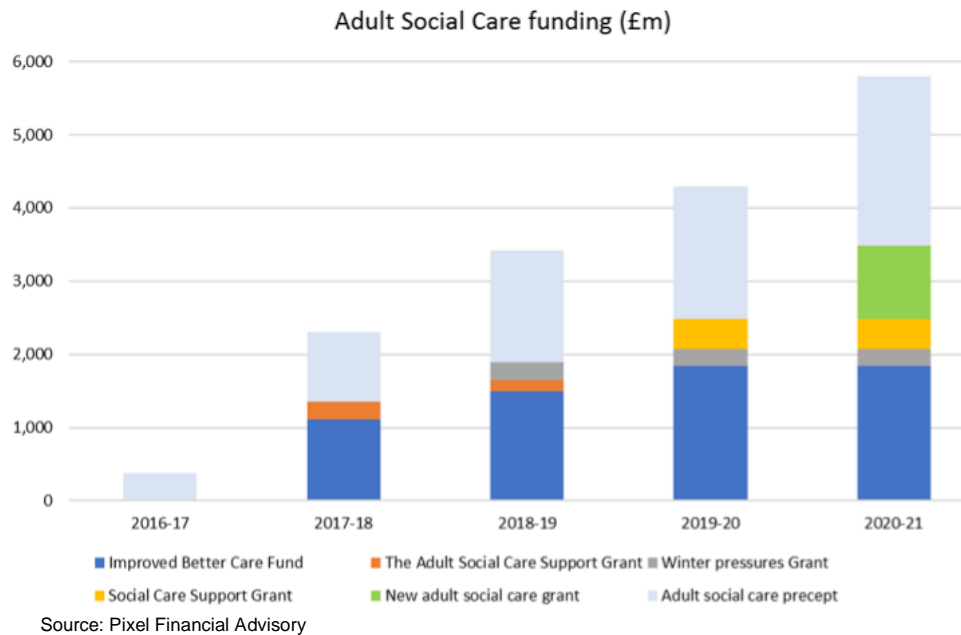
**Council Tax** - the forecast funding includes an assumption based on 1.99% general Council Tax, which is below the referendum limit and 2% Adult Social Care Precept as per the spending review announcement. The total proposed Council tax increase in 2020/21 is 3.99%, with a forecast increase of 2.99% thereafter.

**Business Rates** - business rates is a major source of income for the council providing some £49m. The forecast currently includes an increase of £0.6m in comparison to the 2019/20 budget, but this will be reviewed towards the end of 2019, once the multiplier rate has been confirmed. This forecast is currently based on the anticipated growth from businesses.

### Grants

- Revenue Support Grant has been increased by 2%(CPI) in comparison to 2019/20 as outlined within section 4.4
- New Homes Bonus Grant levels have not been revised since the 2019/20 MTFS, pending confirmation on new house figures as part of a October statistical return and further clarification from MHCLG on the future funding allocation methodology. The risk of an adverse impact in 2020/21 is low, however as indicated by MHCLG, within the provisional settlement consultation the future years funding will likely be reduced, and there will be a much higher risk to future funding levels.
- The Adult Social Care grants and IBCF have partially been confirmed, with the Council expecting to receive a combined £12m in 2020/21. Funding for this area has been increasing year on year, as a MHCLG's response to the increasing costs incurred by local authorities to continue providing caring for the older population.

The following graph demonstrates the rising level of funding for adult social care for the whole of local government, including the additional Adult Social Care Precept income raised as part of Council Tax. Over the course of five years the additional funding has gone from under £0.5bn to almost £6bn.



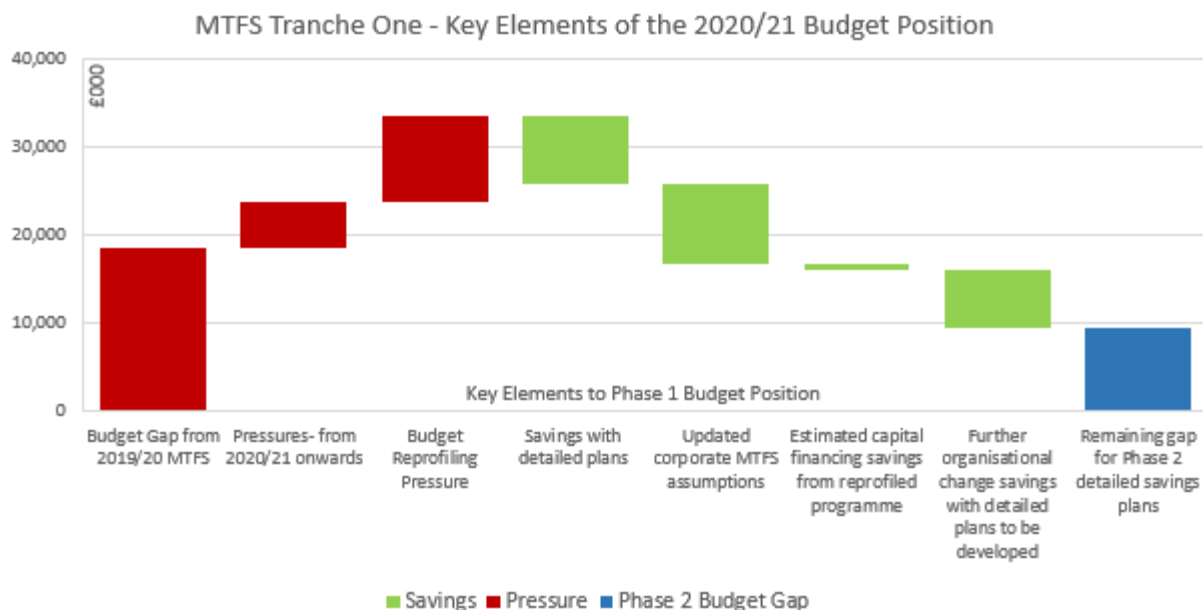
All of the funding figures are to be confirmed within the Local Government Final Settlement, the Council Tax forms, the CTB1 and CTR1 and the Business Rates NNDR1 form, and will be reported within the Tranche Two report.

As noted earlier in the report, the Council will only receive certainty over the level of funding for the next financial year, beyond that the position remains unconfirmed and subject to a number of different variables such as a further Spending Review, the Fairer Funding Review, Business Rates 75% Retention and the baseline reset.

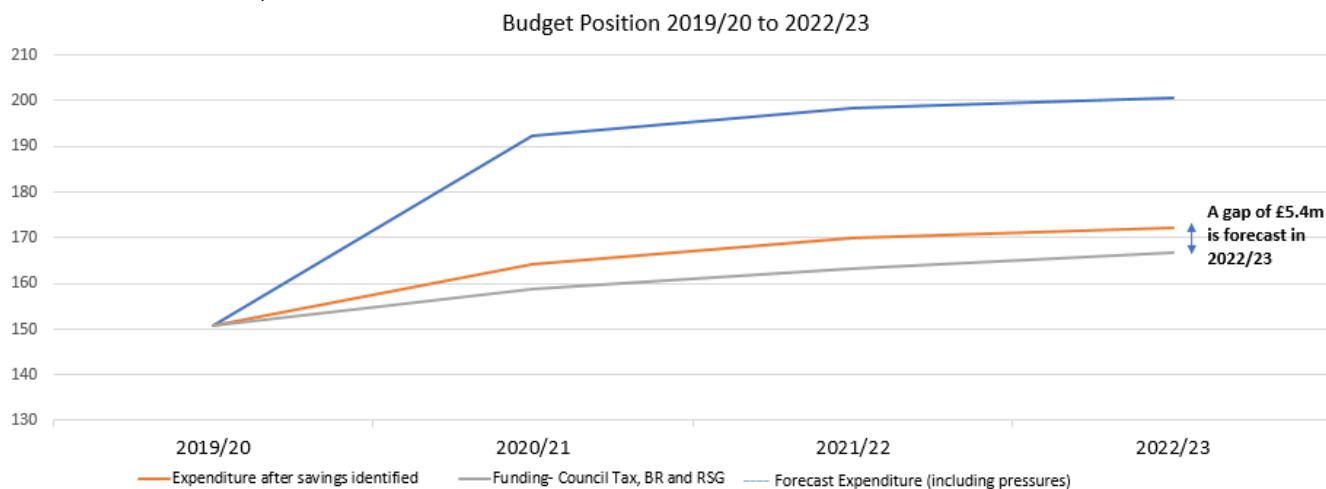
#### 5.4 Strategic Approach to closing the Budget Gap

The council has highlighted a budget gap of £33.5m in 2020/21. This budget position is the result of the opening gap of £18.4m, as highlighted in the 2019/20-2021/22 MTFs and the additional identified pressures of £15.1m.

The following graph outlines the key elements, which contribute to the final reported Tranche One position. The Council has identified, £24m of new funding and budget savings, some with detailed plans, while other plans are still under development, leaving the council with £9.5m gap where robust, detailed saving plans are required to be developed in order to balance the budget as part of Tranche Two.



The following graph highlights the financial challenge still facing the Council, and the progress, which is being made towards closing the gap and creating a sustainable budget. The Council still has budget gaps of £5.5m in 2020/21, £6.9m in 2021/22 and £5.4m in 2022/23.



*\*This graph includes an assumption that the targets set as part of the Budget reprofiling (forecast overspend mitigation management plan) will be fully delivered.*

### Strategic Approach

The Council's strategic approach to meeting this challenge is to consider how it can build on the following themes to generate a financial benefit which will enable the Council to provide the vital services to the residents and businesses within Peterborough:

- Building on successful transformation;
- Making its assets work even harder;
- Increasing commercial income and driving down the costs of contracts;
- Redesigning its services.



After it has exhausted all of the above, the Council will consider reducing non-statutory service provision, and even here wherever possible, only on a temporary basis. The council will only, as a last resort, make cuts to services. The Council will actively promote independence and improved outcomes for those adults with social care needs, providing better support for carers and promoting use of Tech Enabled Care, Equipment and short-term support.

The Council will be continuing to work collaboratively with Grant Thornton on the implementation of the savings programme. With support, being provided to officers delivering these changes and a strong monitoring programme in place to ensure the progress is regularly reported to the CMT, proposals remain on track for successful delivery and any required action to ensure that is taken at the earliest opportunity.

Grant Thornton will also be working closely with CMT and officers to develop detailed proposals and implementation plans for the following savings and to strengthen Council processes and controls:

- Human Resources - which will include changes to processes, systems, training and development and the use of interim and agency support;
- Review of the School Transport costs jointly with Cambridgeshire County Council, to ensure it can achieve value for money and economies of scale with costs across both councils;
- Changes to the Serco Contract to provide services in a different way and redesign the way business support is structured;
- Strengthen and improve financial and HR processes and controls.

As outlined within section 6- Reserves, a commitment has been made to account for the cost of delivering these actions. The commitment includes an element for redundancy costs and investment required to enable transformational change and implementation of the service proposals. The resource required for this is estimated to be up to £5m.

As there's still a significant challenge ahead the controls which have been put in place to add an additional layer of scrutiny to expenditure and recruitment will continue and will broaden if no improvements are visible.

As well as focussing on the implementation of proposals and applying additional scrutiny of expenditure, the Council will need to develop further proposals to deliver a balanced and robust the budget. This will include exploring the following options:

- Demand management across all service areas, in particular adults and children's social care and homelessness, which is an area where the Council has been experiencing rising demand since 2016/17;
- Disposal of assets - the Council will look to review its assets, which could be disposed to generate a capital receipt. This could then be used flexibly, as per the flexible use of capital receipts guidance, to fund service transformation and redundancy costs;
- Review the capital programme in future years to ensure it only includes essential and funded programmes;
- Strong contract management;
- Increasing commercial income across the council;
- Using technology and ICT solutions to promote independence in the home, streamline processes and increase automation, becoming a more efficient Council;
- If the Council feels that its financial position is fragile and unrecoverable, and every effort has been made to find solutions and every potential avenue exhausted, then the Council will open a line of discussion with MHCLG to seek future assurances or aids to ensure it will be able to continue financially.

Although some of these items represent one-off solutions, these may be required to bridge the funding gap, until confirmation of the settlement for 2021/22 onwards is announced. As outlined in section 4.4 the Council, along with all Councils across the country, only have confirmation of funding allocations for 2020/21. There is a significant amount of uncertainty around future funding levels. Peterborough has

taken a conservative view and assumed that our funding levels will remain the same, with no increases. However, due to the level of growth within the City, in comparison to other areas it is thought that this should be reflected within the Fairer Funding methodology. There are further consultations due on this over the next year, which should provide further clarity as to what methodology MHCLG will be applying to allocate funding.

## 5.5 Capital Programme

The Council's Capital Programme is viewed over a five year period to ensure correct stewardship of assets and efficient use of budgets, with the first three years forming part of the MTFS. The council is proactive in attracting external funding for as many schemes as possible. An officer-led Capital Review Group oversees the council's capital requirements. All related strategies are scrutinised prior to full council by Audit Committee

The Capital Programme includes estimated project costs and profiling of expenditure whilst detailed business cases and due diligence is completed on individual schemes such as the acquisition strategy.

The Capital Programme contains funding for Invest to Save schemes. This budget is included on the basis that any projects funded via this budget will deliver savings to the Council, for example acquisition of investment properties, loans to strategic partners. Business cases for future proposals are required to demonstrate how the cost of borrowing will be covered, e.g. through income generation, reduction in service costs. Invest to save is shown separately due to the projects only proceeding where they lead to savings which cover the associated capital financing costs in the year they occur, and the capital financing costs are recharged to service budgets. Further information on the Invest to Save programme is included with the Council's Capital Strategy.

Work has been undertaken to reduce the capital programme to £80m per year. However, this excludes Invest to Save schemes as the inherent nature of these projects means that the expenditure is less likely to suffer from the same constraints as the Council not having the project officer capacity to deliver a programme over £80m and reducing the budget on these projects does not lead to revenue savings.

Tranche 2 will reflect a further review of the programme to reduce costs as well as some further investment in line with Council priorities eg Climate Change.

Additional investment schemes that have been added to the previous MTFS for approval are summarised in Table 10.

**Table 10: New Capital Schemes included within Tranche One**

Directorate	Schemes Included
Growth & Regeneration	<b>2019/20</b> <ul style="list-style-type: none"> <li>Reinstate £1m London Road Stadium lease obligations</li> </ul> <b>2020/21</b> <ul style="list-style-type: none"> <li>Additional CPCA grant (tbc) for University Access (£100k) &amp; A16 Norwood Duelling (£75k)</li> </ul>

Table 11 provides a summary of the capital programme the over the MTFS period. The full list of schemes is detailed in Appendix B - Capital Programme Schemes 2020/21- 2022/23. These tables includes the changes to the programme listed above and those agreed by 23 September Cabinet.

**Table 11: The Capital Programme 2020/21- 2022/23 Summary**

Capital Programme	2020/21 £000	2021/22 £000	2022/23 £000
Customer & Digital Services	3,800	5,000	3,500
People & Communities	27,867	26,189	22,247

Place & Economy	32,120	33,203	31,539
Resources	3,069	696	-
<b>Total Capital Programme</b>	<b>66,856</b>	<b>65,088</b>	<b>57,286</b>
Grants & Third Party Contributions	21,986	29,808	33,220
Capital Receipts repayment of loans	-	-	15,000
Borrowing	44,870	35,280	9,066
<b>Total Capital Financing</b>	<b>66,856</b>	<b>65,088</b>	<b>57,286</b>
Invest to Save	40,800	20,799	10,000
Invest to Save Borrowing	40,800	20,799	10,000

## 6 Reserves

Reserves are set aside to fund risks and one-off pressures over a number of years. If the Council minimises the level of reserves future financial planning and resilience is hampered. It should be noted that reserves can only be spent once and the possibility of creating new reserves is now very limited.

The council broadly categorised reserves as follows:

- a) A working balance to manage in year risks – the General Fund Balance
- b) Change Programme Funds – these are reserves for available for future commitments such as transformational investments
- c) Ring Fenced Reserves – to meet known or predicted requirements

The Council's General Fund working balance stands at £4.9m and ring-fenced reserves at £5.1m. They include the actuarial assessed £3.8m insurance reserve and £0.5m of reserves held on behalf of schools for capital expenditure.

### The General Fund

The General fund is usually held at a balance of £6m, however as reported within the May Budgetary Control report a cash flow risk in respect of Business Rates had been identified, which will mean the 2019/20 income from Section 31 grants will be £1m lower than budgeted. This income will be received in 2020/21 instead; this represents a cash flow timing impact. It was agreed that the General Fund is used in 2019/20 and fully replenished in 2020/21 to mitigate the impact of this timing change.

### The Change Programme Fund

It is crucial to bear in mind that the reserves are the only source of financing to which the council has access to fund risks and one-off pressures over a number of years. Reserves can only be spent once and the possibility of creating new reserves, in an era where budgets are tight and can become overspent, is now very limited.

The balance shown for the Capacity Building Reserve includes an element for redundancy costs and investment required to enable transformational change and implementation of the service proposals. The resource required for this is estimated to be up to £5m over the life of the MTFs.

The Capacity Building Reserve also has a commitment to cover the cost of demolishing Northminster car park. In July 2019 the Council received a structural review report of the Northminster car park. The report highlighted significant concerns for the structural integrity of the car park, which could pose a risk to the general public. The Council has considered the options available and has concluded to demolish the carpark with the carpark closing to the public immediately, with the cost expected to reach up to £2.75m. The Council has sought approval for this action via [CMDN](#) published in August and has since published further information on the [website](#) including the structural review reports.

The Departmental Reserves are amounts set aside by departments, during the preparation of the accounts and is in accordance with financial guidance to minimise risk exposure to the Council in the following financial year. These reserves reduce significantly in 2019/20 due to a number of specific grants being used to fund expenditure which have been received for specific projects covering multiple years, this includes:

- Family Safeguarding Innovation Programme Pilot £2.0m
- Integrated communities £1.8m
- Controlled Migration Fund £0.7m

The following chart outlines the reducing balances of the reserves. It is forecast that the reserves balances will reduce by 60% in 2019/20, leaving the council with a balance equating to less than 10% of the net budget.

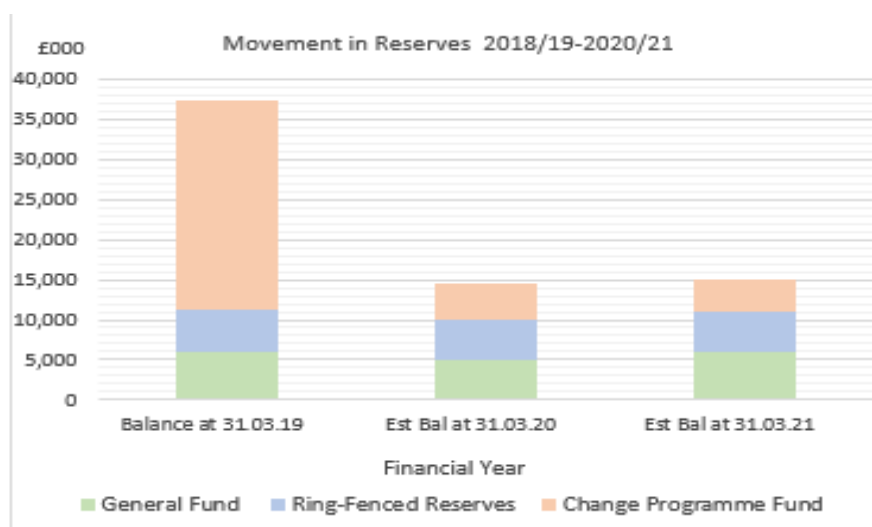


Table 12 outlines the forecast position on the General Fund (unallocated Reserves), the change programme and ring-fenced reserves (earmarked reserves).

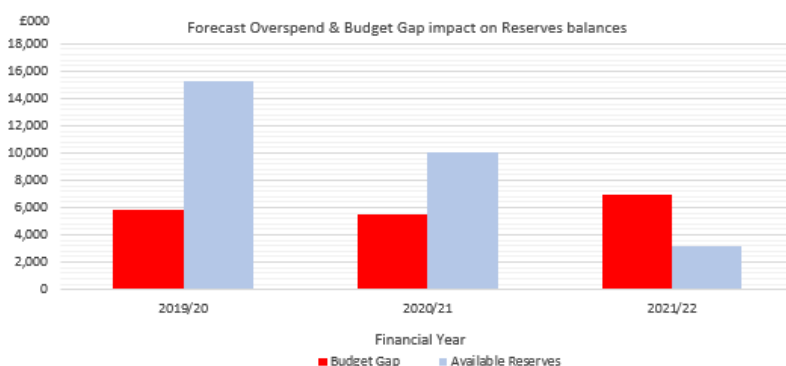
**Table 12: The Reserves Position 2018/19- 2020/21**

	2018/19	2019/20	2020/21
Summary of Reserves	Balance at 31.03.19	Est Bal at 31.03.20	Est Bal at 31.03.21
	£000	£000	£000
<b>General Fund</b>	<b>6,000</b>	<b>4,970</b>	<b>6,000</b>
<b>Change Programme Funds:</b>			
Capacity Building Reserve*	14,973	3,373	2,931
Grant Equalisation Reserve	4,214	-	-
Departmental Reserve	6,890	1,147	1,147
<b>Change Programme Fund</b>	<b>26,077</b>	<b>4,520</b>	<b>4,078</b>
<b>Ring-Fenced Reserves:</b>			
Insurance Reserve	3,398	3,775	3,775
Schools Capital Expenditure Reserve	482	482	482
Parish Council Burial Ground Reserve	54	54	54
Hackney Carriage Reserve	226	226	226
School Leases Reserve	615	574	495
Public Health Reserve	364	-	-
<b>Ring-Fenced Reserves</b>	<b>5,139</b>	<b>5,111</b>	<b>5,032</b>

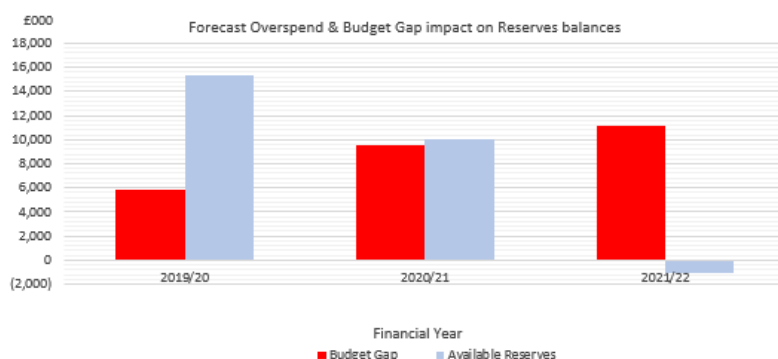
<b>TOTAL Earmarked and General Fund Balance</b>	<b>37,216</b>	<b>14,601</b>	<b>15,110</b>
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*\*this includes the assumption that the projected 2019/20 overspend of £5.8m is funded from reserves, and does not assume that the remaining budget gap in 2020/21 is funded via reserves.*

It remains crucial that the Council addresses the budget gap and replenishes reserves. Building the reserves level back up will increase the councils financial resilience and will enable the Council to adequately cope with an emergency or further budget volatility. The current financial position will be reliant on reserves to deliver a balanced budget. The following charts demonstrate the impact of the current budget gap on the General fund and the Change Programme Funds.



This chart illustrates the correlation between the budget gap and the reserves position. If the current year position remains overspent at the forecast level and the budget gap in the future is unresolved the reserves position will be depleted before the end of 2021/22. This assumes that the budget re-profiling targets from 2020/21 onwards are addressed.



This chart illustrates the correlation between the budget gap and the reserves position. It assumes that the budget gap remains and the budget re-profiling targets are not achieved. The council would run out of reserves at the end of before the end of 2020/21.

## 7 RISKS

### 7.1 Approach to Risk

The Council assesses financial risk within its budget and MTFs as part of its annual budget setting process and regular Budgetary Control process. Council Officers have put actions in place to review and mitigate exposure to identified risks, these are outlined in Table 13.

The Risk Management Board is led by the Acting Corporate Director of Resources. The purpose of the Board is to challenge and support risk management across the Council and partner organisations. The output from this Board is considered regularly at Audit Committee. The last meeting of this group was held on 24/09/2019.

The Board ensures that risk management is aligned with the overall organisational approach and that the identification of key issues are managed, reported and escalated appropriately and in a timely manner. Officer awareness of risk and capacity to manage risk is maintained, with a regular monitoring and reporting process to provide assurance in relation to the Council's overall governance and control environment.

### 7.2 Financial Risk Register

The most current substantial risks have been identified and considered as part of the budget process. Reasonable mitigating actions have been made where possible. Table 13 details the budget risks that Cabinet and Council should consider when reviewing the Tranche One budget proposals.

**Table 13 : Council Budget Risk Register**

Risk Area	Detail	Action
Level of Reserves	<p>As set out in the 2019/20 MTFS, Robustness statement (Section 6.4), and within section 6 of this report the Council has limited recourse in reserves and balances. This presents a risk to the financial sustainability of the organisation over the medium term.</p> <p>The general fund is temporarily reduced due to a cash flow timing difference on business rates income, meaning the General Fund will fall below 3% of the net revenue budget. The recommended level should be at 5%.</p>	<p>Robust financial control within 2019/20 and future years will be exercised through regular budget monitoring, tracking of the delivery of approved savings plans, and the development of further savings proposals.</p> <p>The use of available specified reserves will be closely managed and controlled to ensure targeted application to achieve the required reduction in the overall cost of operations over the period of the MTFS.</p> <p>Reserves and balances will be reviewed regularly to ensure that they remain adequate in light of the Council's overall financial position, they will also be reviewed to ensure that any commitments are:</p> <ul style="list-style-type: none"> <li>• Essential and necessary to deliver future financial benefit;</li> <li>• Represent value for money;</li> <li>• could be funded via the flexible use of capital receipts if the investment meets the criteria.</li> </ul>
Level of one-off (non-repeatable) savings	<p>The Council has relied upon non-repeatable budget savings and income items in order to balance the budget, in 2019/20 and previous years. This is not a sustainable approach.</p>	<p>Measures will be taken to reduce the Council's reliance upon one off measures to balance future budgets. The plan to eliminate one off budget savings and move to a sustainable budget over the medium term is set out at section 5.2 of this report.</p>
Service Delivery-Demand Led Services	<p>The Council provides services in a number of areas where the need for support lies outside the Council's direct control, for example in children's, adult social care and homelessness. Demographic growth and demand pressures present significant financial risk for the Council over the medium term.</p> <p>The Council needs to increase the supply of both temporary housing and permanent affordable housing in order to</p>	<p>Budgetary provision has been made for estimates of increased demand for adult and children's social care and homelessness.</p> <p>The Council will continue to take measures to review and modify its service provision to respond to increasing demand for services, through more cost effective operating models and working with client groups and partners to manage demand for services.</p> <p>Regular monitoring, forecasting and reporting of financial and service performance and anticipated pressures will be undertaken to ensure that corrective management action is taken to control expenditure within the approved budget. Savings plans are based on intervention and prevention, aiming to reduce need and service demand.</p> <p>The Council is actively pursuing a housing strategy, to ensure there is affordable housing available within the City. The Council has been buying properties to help reduce the immediate pressure within this area with the proposal to set up a housing revenue account (HRA), being reported to Cabinet on 23 September <a href="#">(Item 8)</a>.</p>

	meet the increased demand for housing within Peterborough.	Regular reporting to the Corporate Management Team (CMT) will continue to take place throughout the course of the year as well as working groups with officers and members which have been established to help provide solutions.
Savings Delivery (current and new proposals)	The achievement of a balanced budget and sustainable MTFS is reliant upon the successful delivery of agreed savings plans and the identification of new plans. A number of ambitious savings plans had previously been agreed which have creates structural budget problems, leading to in year forecast overspends.	CMT and the finance team have reviewed all budgets for appropriateness and robustness, and rebased the budgets to create a sustainable and realistic base. Savings are now being developed against directorate targets which have been established and this is being reported to and scrutinised by CMT on a regular basis.  Delivery of savings will be monitored on a regular basis to CMT and highlighted within the monthly Budgetary Control Reports to Cabinet and in turn Council.
Income	<p>Cost of provision of service outstrips returns or a reduced level of sales.</p> <p>Exit strategies associated with these ventures could prove to be costly.</p> <p>There is a financial risk attached to failure of commercial investment, either from default or exposure to wider economic changes.</p> <p><b>Debt</b> There is also a risk from the non-payment of invoices from our suppliers. The Clinical Commissioning Group (CCG) and other smaller NHS organisations currently account for 61% of the Councils debt. This is monitored regularly to CMT and disclosed within the Statement of accounts. However presents a cash flow risk to the Council</p>	<p>Commercial proposals will require the production of a robust business case that will be subject to appropriate evaluation and due diligence by relevant professional disciplines (i.e. technical, legal and finance).</p> <p>The management of costs, risks and benefits including service outcomes and financial implications will be achieved through regular monitoring and reporting via the Shared Services core group to the programme board, as part of joint corporate management team meeting and through to Cabinet.</p> <p>Delivery of planned income generation (and savings) will also be tracked through regular budget monitoring reports.</p> <p>Programme and project governance will require recovery plans to be prepared where projects are identified as varying adversely from plan.</p> <p>The Council continues to work closely with senior officers at the CCG to resolve this issue and manage the payments to allow the effective management of the Councils cashflow and debt levels.</p>
Business Rates	Forecasts - the council will benefit from any growth in business rates but will also have to share the risk of volatility of collecting business rates, changes to business rates during the financial year	<p>Officers are in discussion with Serco to agree increased targets for the collection of Business Rates to improve the financial position on the Collection Fund.</p> <p>The finance team will align forecasts using a detailed approach with planning and revenue and benefit colleagues to monitor business and dwelling growth as</p>

	<p>and administration costs associated with collecting business rates.</p> <p>Appeals – The new government ‘Check, challenge and appeal’ system seems to have reduced the level of open appeals however there is a provision set aside for appeals by the council, and there is a risk that this may not be sufficient</p> <p>The claim by the NHS trust for mandatory relief if successful will have a major impact on income levels</p> <p>Business Rates 75% retention and Business Rates baseline reset, both to be introduced from 2021/22, at present it is not clear how this could impact on the Councils funding levels.</p>	<p>part of the budget setting process and at regular intervals during the financial year.</p> <p>On a monthly basis reports will be available to monitor business rates income.</p> <p>The Council sets aside a provision to take account of the risk from appeals, depending on whether it is a 2010 or 2017 valuation rate being appealed. The provision for 2010 assesses each appeal lodged with the Valuation Office. The provision has been calculated at 4% using MHCLG methodology. The recommended rate based on the national average is 4.7%. Due to the high levels of small businesses within Peterborough receiving Small Business rates relief, the lower rate used is justified. Officers have conducted analysis on this and will continue to monitor.</p> <p>Officers are monitoring all announcements, publications and consultations from MHCLG and from Local Government advisors. This will include networking and attending events to keep abreast of the latest information.</p> <p>Officers will feedback to all consultations, to ensure all concerns are communicated and considered.</p> <p>As information becomes available officers will model the financial impacts, and ensure the budget reflects the appropriate funding levels.</p>
Fairer Funding Review (FFR)	<p>The Fairer Funding Review presents a risk for the Council as it means there is significant uncertainty surrounding its future funding levels. The impact of this could be significant for the Council as it could mean additional savings would need to be achieved. At present the MHCLG have issued number two of three consultations, however the implementation has now been postponed until 2021/22, with a one year spending review outlining departmental expenditure limits for 2020/21.</p>	<p>Officers are continuing to monitor all announcements, publications and consultations from MHCLG and from Local Government advisors. This will include networking and attending events to keep abreast of the latest information.</p> <p>Officers will feedback to all consultations, to ensure all concerns are communicated and considered.</p> <p>As information becomes available officers will model the financial impacts, and ensure the budget reflects the appropriate funding levels. This will include using the modelling tools which are available to us from LG Futures, PIXEL and the LGA.</p>
Council Tax and Local Council Tax Support	<p>Non-collection rates increase beyond the budget assumptions and / or increase in the levels of Local Council Tax Support (LCTS) eligibility, beyond budget assumptions. The LCTS is currently out to consultation with a number of changes proposed. These changes are yet to be approved by Council and the impact of</p>	<p>Officers are in discussion with Serco to agree increased targets for collection of council tax to improve the position on the Collection Fund. Monthly updates will monitor the collection rates.</p> <p>The Council will revise future year forecasts on council tax income accordingly.</p>



	these will be unclear until they are live on the system	
Partnership Working/ Contractual Commitments	<p>The council now outsources or contracts out a large proportion of services, on a long term basis to third party organisations, such as Serco, Aragon, Skanska and Vivacity. There is a risk that the council could be subject to increased costs from these contracts due to inflation or alternatively have little option to generate savings within the current budget due to the level accounted for via these contracts. The terms of the contracts may also restrict this.</p>	<p>The Council is reviewing all contracts, with a view to achieving improved value for money through strengthened contract management arrangements and negotiation of variation to services to be delivered. The Council is also looking to put stronger contract management processes in place, to ensure contracts are performing as intended (this is outlined in section 5.4).</p> <p>The Council will continue to work closely with its partner organisations to deliver the best services to its residents in the most effective and efficient manner.</p>
Capital	<p><b>Capital Receipts</b> The agreed Minimum Revenue Provision (MRP) policy allows the Council to repay its debt through the application of receipts from asset disposal to repay debt. This represent a risk to the final outturn position if those receipts are not achieved.</p> <p>The Council will also be looking to use Capital Receipts flexibly for transformation and redundancy costs, where the expenditure meets the criteria.</p> <p><b>Capital Programme</b> The proposed Capital Programme is partially reliant on third party contributions and grant allocations. These funding streams are not always guaranteed, such that they could be impacted by a downturn in development or reduced opportunity for central government funding.</p> <p>The council has been successful in obtaining funding via grants for development in the school infrastructure. There is a risk that the council may not receive grants in the future to fund new school buildings, despite increasing demand for school places.</p>	<p>Regular monitoring and reporting through budgetary control to Capital Review Group (CRG), CMT, Cabinet, of the latest forecasts for sale completion, estimated receipt level and market environment operating under.</p> <p>The capital programme is closely monitored and reported by officers within the monthly budgetary control monitoring and reporting cycles. The council operates an officer led CRG, which meets regularly to review the progress of schemes contained in the capital programme and evaluate new proposals or opportunities available to the council.</p> <p>All capital investment proposals require a business case which assesses funding options and associated risks and mitigating actions.</p> <p>Developer contributions to be realised in line with approved policy.</p> <p>Grant bids to be worked up in line with previous successful approach.</p> <p>Impact on property repairs / highways infrastructure are monitored and coordinated to balance against any increases in legal claims / compensation issues.</p>

	There is a risk from asset management, in relation to insufficient resources to maintain adequately the councils existing and planned infrastructure.	
Economic (Treasury) Risk	<p>Inflation - increases above forecasts assumed within the budget.</p> <p>Interest rates - a change in interest rates could impact on borrowing costs which may in part be offset by increased investment interest receipts.</p>	<p>Monitor inflation position and forecasts, and review impact on budget through budget control monitoring and reporting process.</p> <p>Capital financing estimates developed using latest forecasts of interest rates for MTFs (which allow for a level of increase). Existing borrowing has been undertaken at fixed rates in order to minimize the exposure of this risk. A review and assessment will be undertaken to try to achieve the optimum time to enter into new borrowing in light of advice on future rate rises, taking into account 'cost to carry' in relation to any early borrowing.</p> <p>Review the capital programme and debt portfolio if rates increase beyond forecast levels.</p>
Financial Resilience	There is a risk that the Councils financial resilience is insufficient to further withstand the combined pressures of reducing grant funding and the increased cost and demand pressures. Any weaknesses in the delivery of the strategy to strengthen financial resilience may exacerbate this risk. The consequence is an unsustainable and financially unviable organisation beyond the short term.	<p>A number of metrics are being developed to measure financial resilience across local government (CIPFA Resilience Index). The strategy to strengthen financial resilience is underpinned by a set of financial planning and management arrangements, including significant changes in arrangements for commissioning services. However, a clear route to a sustainable medium term financial position has not yet been fully identified.</p> <p>The Council as part of the in year overspend plan has set directorate targets which, if delivered in full will also boost the reserves position by £3.6m to build back financial resilience.</p>
Brexit	<p>Brexit carries a number of risks which could have a financial or operational impact the on services the Council provides. This is likely to be the result of changes in the funding and regulatory frameworks including the following:</p> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Regulatory services</li> <li>• European Union (EU) funding</li> <li>• Loss of staff, where staff are from the EU</li> </ul> <p>There is a wider risk to the economy, through importation/export delays and tariffs, price pressure on key commodities e.g. fuel and labour market which could</p>	<p>A high level impact assessment has been completed by officers within the Council, with contingency planning underway to ensure appropriate actions are in place.</p> <p>Officers from CCC and PCC are on a joint risk group assessing the impact from Brexit, this has included officers attending MHCLG events and participating in teleconferences by the Home Office.</p> <p>Heads of Service and service area leads have undertaken analysis and dialogue with major suppliers of services to the Council to ascertain areas of concern, likely impact and mitigating actions taken or available by these key partners.</p> <p>This will remain an area under constant review by officers and CMT under the guidance of the jointly appointed Brexit Director.</p> <p>A review is being undertaken of critical supply chains to avoid any potential payment issues throughout 2019.</p>

	place more demand on services or budgets.  There has been a payment system risk raised, due to a predicted flurry of payment activity in the event the UK leaving the EU as planned on 31 October 2019.	
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## 8. CONSULTATION

8.1 Cabinet have been working on the budget proposals and this has included meeting with the Cross-Party Budget Working Group to seek views on all budget proposals, including the opportunity to make alternative suggestions.

Tranche One will be the first tranche of the 2020/21 budget process. The Tranche One budget proposals will be published on 25 October 2019 and will be recommended by Cabinet for approval by Council on 15 January 2020. The timeline for the Tranche One budget process is outlined in Table 14.

**Table 14: 2020/21 Budget consultation timetable**

	Tranche One
Consultation start date	25/10/2019
Cabinet	04/11/2019
Budget Joint Scrutiny Committee	18/12/2019
Cabinet	20/12/2019
Consultation close date	13/01/2020
Council	15/01/2020

These proposals will be considered in terms of their impact on service provision to user. Proposals which require additional consultation will be allocated timeframes appropriate to the level of consultation required. This will ensure stakeholder and resident's feedback is received and considered prior to the Council meeting.

## 8.2 Methods of consultation

Hard copies of the budget consultation document (Appendix C) will be available in all libraries and the Town Hall and Sand Martin House receptions. The Council will also seek to raise awareness of the budget proposals via use of social media on Facebook and Twitter, and aim to make the presentation more visual and easier to understand via the use of information graphics.

The Council has published the budget consultation document on the website and on the internal intranet site 'insite' for residents and staff to view and provide responses via an online survey.

The stakeholder groups outlined in Table 15 have been contacted and offered a briefing on the budget position during the Tranche One budget consultation period, to enable residents, partner organisations, businesses and other interested parties to feedback on budget proposals and Council priorities:

**Table 15: Stakeholder groups and events**

Groups and Stakeholders we are consulting with	Officer Lead
Trade Unions Joint Consultative Forum (JCF)	Peter Carpenter and Mandy Pullen
Joint Scrutiny of Budget meeting	Peter Carpenter

Members of Parliament- Shailesh Vara and Lisa Forbes	John Holdich and Pete Carpenter
Parish councils	Adrian Chapman
Connect Group – Churches Together	Adrian Chapman and Gillian Beasley
Cambridgeshire and Peterborough Combined Authority	Cllr John Holdich
Opportunity Peterborough Bondholders	Steve Cox and Cllr John Holdich
Greater Peterborough City Leaders Forum	Gillian Beasley
Peterborough Disability Forum	Adrian Chapman
Age Concern UK	Adrian Chapman
Cambridgeshire Police	Wendi Ogle-Welbourn
Peterborough Civic Society	Steve Cox
Cohesion and Diversity Forum	Adrian Chapman
Joint Mosques Group	Adrian Chapman and Gillian Beasley
Interfaith Council	Adrian Chapman and Gillian Beasley
Peterborough Youth Council	John Holdich and Gillian Beasley
Peterborough Living Well Partnership	Liz Robin
Health Care Executive	Liz Robin and Wendi Ogle-Welbourn
School unions	Jon Lewis
Schools Forum	Jon Lewis

Budget Consultation received to date is outlined in Appendix F, this includes the 62 responses received via the online survey.

The Minutes from the Budget Joint Scrutiny Committee meeting will be presented to Cabinet on the day of the meeting due to the short timescales between the meetings.

## **9 ANTICIPATED OUTCOMES OR IMPACT**

- 9.1 Following the release of Tranche One of the 2020/21 budget proposals to address the financial gap, and outlining Peterborough's challenges and successes, Cabinet will seek the opinions of all residents, partner organisations, businesses and other interested parties to understand which council services matter most. The Council must set a balanced budget for 2020/21 within the financial resources it will have next year and the feedback received will help inform Cabinet in considering budget proposals.

Cabinet will review the feedback on the proposals and the MTFS at this meeting, before making a final recommendation to Council on 15 January 2020.

## **10 REASON FOR THE RECOMMENDATION**

- 10.1 The Council must set a lawful and balanced budget. The approach outlined in this report work towards this requirement.

## **11 ALTERNATIVE OPTIONS CONSIDERED**

- 11.1 No alternative option has been considered as the Cabinet is responsible under the constitution for initiating budget proposals and the Council is statutorily obliged to set a lawful and balanced budget by 11 March annually.

## **12 IMPLICATIONS**

### **Elected Members**

- 12.1 Members must have regard to the advice of the Chief Financial (Section 151) Officer. The Council may take decisions which are at variance with this advice, providing there are reasonable grounds to do so.
- 12.2 Section 106 of the Local Government Finance Act 1992 applies whereby it is an offence for any Members with arrears of council tax which have been outstanding for two months or more to attend any meeting of the Council or its committees at which a decision affecting the budget is made, unless the Members concerned declare at the outset of the meeting they are in arrears and will not be voting on the decision for that reason.

### **Legal Implications**

- 12.3 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.
- 12.4 For the remainder of the year, the principal purpose of the Budget is to set the upper limits of what the executive (Leader, Cabinet or officer under delegated executive authority) may decide to spend the Council's resources on. The Council cannot through the budget overrule an executive decision as to how to spend money, but the Budget will require the Cabinet to exercise their responsibilities for decision making so as not to make a decision where they are 'minded to determine the matter contrary to, or not wholly in accordance with the authorities budget'. This means that a decision that leads to excess expenditure, a virement from one budget heading to another over the amount allowed by Council in the Budget Book or expenditure of unexpected new money outside the Budget is required to have approval of the Council before the Leader and the Cabinet can make that decision.
- 12.5 When it comes to making its decision on 4 March 2020, the Council is under a legal duty to meet the full requirements of Section 31A of the Local Government Finance Act 1992 which includes the obligation to produce a balanced budget.
- 12.6 The principle of fairness applies to consultation on the budget proposals, both consultation required under s65 of the Local Government Finance Act 1992 and more generally as proposed here, which operates as a set of rules of law. These rules are that:
- Consultation must be at a time when proposals are still at a formative stage;
  - The proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
  - Adequate time must be given for consideration and response; and
  - The product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 12.7 Added to which are two further principles that allow for variation in the form of consultation which are:
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
  - The demands of fairness are likely to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare application for a future benefit.
- 12.8 It should be noted that the consultation to be undertaken as a result of this report is on the Budget proposals, and consequently the Cabinet's general approach to the savings requirements, and not on the various decisions to take whatever actions that may be implicit in the proposals and later adoption of that budget, each of which may or may not require their own consultation process.
- 12.9 By virtue of section 25, Local Government Act 2003, when the Council is making the calculation of its

budget requirement, it must have regard to the report of the Chief Finance Officer (CFO), as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Where the CFO makes a judgement that the council is unable to set or achieve a balanced budget, or there is an imminent prospect of this they have a responsibility to issue a section 114 notice (s114) of the Local Government Act 1988.

Once a s114 notice has been served the council has 21 days to meet and consider the report. During these 21 days the council must not incur any new expenditure unless the CFO has specifically authorised the spend.

This suspension of spending will trigger external scrutiny from the council's auditors. However, failure to act when necessary could result in the council losing its financial independence with its powers potentially passed to commissioners appointed by government.

#### 12.10 **Human Resources**

In order to deliver Tranche One of the budget as outlined in this document, it is anticipated that some posts across the council will be affected. It is estimated at this stage that there may be a headcount reduction of up to 75 people of a total workforce of 1,244, some of which could occur during 2019/2020 whilst others may happen during 2020/2021.

It is the aim of the council to try to minimise compulsory redundancies and the impact on service delivery. This will be achieved, wherever possible, by seeking redeployment opportunities, the deletion of vacant posts, restrictions on recruitment (taking into account service delivery), natural wastage / turnover and reducing or eliminating overtime, (providing service delivery is not compromised). Where staff are affected, the Council will seek voluntary redundancies as appropriate to minimise compulsory redundancies and where this is unavoidable, appropriate outplacement support will be considered.

#### 12.11 **Equality Impact Assessments**

All budget proposals published in Tranche One of the budget process have been considered with regards to equalities issues and where appropriate equality impact assessments have been completed and available on the council's website. These have also been included within Appendix D - Equality Impact Assessments.

#### 12.12 **Carbon Impact Assessments**

All budget proposals published in Tranche One of the budget process have been considered with regards to the carbon impact and where appropriate carbon impact assessments have been completed. At this stage these are initial drafts and will be finalised ahead of Council on 15 January 2020. The draft Carbon Impact assessments have been collated in tabular form, and included within Appendix E.

### 13 **BACKGROUND DOCUMENTS**

- 13.1 [Budget Book 2019/20-2021/22](#)  
[Budget Monitoring Report- Final Outturn 2018/19 \(item 14\)](#)  
[Budgetary Control Report- April 2019- 17 June Cabinet \(item 13\)](#)  
[Budgetary Control Report- May 2019- 15 July Cabinet \(item 7\)](#)

[Budget Process Report- Council 24 July 2019](#)  
[Budget Process Report Appendix- Council 24 July](#)  
[Budgetary Control Report- June 2019- 23 September Cabinet \(item 9\)](#)  
[Budgetary Control Report- September 2019- 4 November Cabinet](#)

## **14 APPENDICES**

- 14.1
- Appendix A – 2020/21-2022/23 MTFS Detailed Budget Position-Tranche One
  - Appendix B – Capital Programme Schemes 2020/21- 2024/25
  - Appendix C – Budget Consultation Document, including Tranche One Budget Proposal detail
  - Appendix D – Equality Impact Assessments
  - Appendix E – Carbon Impact Assessments- Draft
  - Appendix F– Budget Consultation Feedback

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## Appendix A – 2020/21-2022/23 MTFS Detailed Budget Position-Tranche One

	2020/21	2021/22	2022/23
	£000	£000	£000
NNDR	(49,485)	(50,253)	(50,253)
Revenue Support Grant	(10,451)	(10,451)	(10,451)
Council Tax	(82,825)	(86,156)	(89,920)
New Homes Bonus	(4,191)	(4,301)	(4,301)
Improved Better Care Fund	(6,466)	(6,466)	(6,466)
Additional funding for Adult Social Care	(5,458)	(5,458)	(5,458)
<b>TOTAL CORPORATE FUNDING</b>	<b>(158,876)</b>	<b>(163,085)</b>	<b>(166,849)</b>
<b>PLANNED EXPENDITURE</b>			
<b>Chief Executives</b>			
Chief Executive	244	244	245
Human Resources	996	802	821
<b>Total Chief Executives</b>	<b>1,240</b>	<b>1,046</b>	<b>1,066</b>
<b>Governance</b>			
Director of Governance	268	269	270
Constitutional Services	2,063	2,087	2,114
Legal Services	1,959	1,992	2,025
Performance & Information	206	210	215
<b>Total Governance</b>	<b>4,496</b>	<b>4,558</b>	<b>4,624</b>
<b>Place &amp; Economy</b>			
Director, OP & JV	(88)	(81)	(75)
Development and Construction	59	35	67
Sustainable Growth Strategy	1,737	1,753	1,770
Peterborough Highway Services	5,461	5,740	5,959
Waste, Cleansing and Open Spaces	13,322	13,982	14,250
Westcombe Engineering	126	138	150
City Centre Management	256	260	264
Energy	478	478	478
Service Director Environment & Economy	99	102	104
<b>Total Place &amp; Economy</b>	<b>21,450</b>	<b>22,407</b>	<b>22,967</b>
<b>People &amp; Communities</b>			
Director	1,369	1,396	1,446
Communities	7,584	7,740	7,974
Adults	47,292	49,603	49,795
Children's & Safeguarding	10,741	11,694	11,878
Education	5,761	5,820	5,880
Commissioning & Commercial Operations	16,778	16,779	16,880
DSG	45	45	45
<b>Total People &amp; Communities</b>	<b>89,570</b>	<b>93,077</b>	<b>93,898</b>

<b>Public Health</b>			
Children 0-5 Health Visitors	3,987	3,987	3,987
Children 5-19 Health Programmes	944	944	944
Sexual Health	1,938	1,938	1,938
Substance Misuse	2,187	2,187	2,187
Smoking and Tobacco	306	303	303
Miscellaneous Public Health Services	1,416	1,399	1,399
Public Health Grant	(10,982)	(10,982)	(10,982)
<b>Total Public Health</b>	<b>(204)</b>	<b>(224)</b>	<b>(224)</b>
<b>Resources</b>			
Director's Office	277	282	286
Financial Services	3,428	3,267	3,255
Corporate Items	3,281	3,344	3,705
Peterborough Serco Strategic Partnership	7,381	6,905	7,216
Corporate Property	1,552	1,668	1,669
Cemeteries, Cremation & Registrars	(1,439)	(1,484)	(1,528)
<b>Total Resources</b>	<b>14,480</b>	<b>13,982</b>	<b>14,603</b>
<b>Customer &amp; Digital Services</b>			
ICT	6,989	7,198	7,376
Marketing & Communications	357	341	350
Resilience & Health & Safety	348	353	358
<b>Total Customer &amp; Digital Services</b>	<b>7,694</b>	<b>7,892</b>	<b>8,084</b>
<b>Business Improvement</b>			
Programme Management Office	601	571	573
<b>Total Business Improvement</b>	<b>601</b>	<b>571</b>	<b>573</b>
<b>NET SERVICE EXPENDITURE</b>	<b>139,327</b>	<b>143,309</b>	<b>145,591</b>
<b>Corporate Expenditure</b>	<b>5,070</b>	<b>5,082</b>	<b>5,094</b>
<b>To be Finalised in Tranche Two (Serco, HR Controls and SEN Transport)</b>	<b>(9,870)</b>	<b>(10,180)</b>	<b>(11,801)</b>
<b>Capital Financing Costs</b>	<b>29,850</b>	<b>31,770</b>	<b>33,399</b>
<b>TOTAL PLANNED EXPENDITURE</b>	<b>164,378</b>	<b>169,982</b>	<b>172,284</b>
<b>REVISED DEFICIT/(SURPLUS)</b>	<b>5,501</b>	<b>6,896</b>	<b>5,434</b>

Appendix B – Capital Programme Schemes 2020/21- 2024/25

**3 Year Capital Programme for MTFS**

Project	2020/21	2021/22	2022/23	2020/21 Funding		2021/22 Funding		2022/23 Funding	
	Budget	Budget	Budget	Corp. Res.	3rd Party Inc.	Corp. Res.	3rd Party Inc.	Corp. Res.	3rd Party Inc.
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Active Schemes</b>									
Hampton Lakes - New Primary	1,060	-	-	-	1,060	-	-	-	-
<b>People &amp; Communities Total</b>	<b>1,060</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,060</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Operation Can Do	2,000	-	-	2,000	-	-	-	-	-
Nene Bridge Bearings	1,980	-	-	1,980	-	-	-	-	-
Crescent Bridge Refurbishment	104	-	-	35	69	-	-	-	-
Strategic Network Review	145	-	150	145	-	-	-	150	-
A1139 Frank Perkins Parkway	312	-	-	312	-	-	-	-	-
A47/AA15 Lincoln Road Junction 18 Improvements	500	-	-	500	-	-	-	-	-
A605 Whittlesey Access Phase 2 – Stanground Access	1,500	-	-	1,500	-	-	-	-	-
Westwood Footbridge Pier Top Concrete Refurb	88	-	-	3	85	-	-	-	-
<b>Place and Economy Total</b>	<b>6,629</b>	<b>-</b>	<b>150</b>	<b>6,475</b>	<b>154</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>
Housing Joint Venture	2,185	-	-	2,185	-	-	-	-	-
<b>Resources Total</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Active Schemes</b>	<b>9,874</b>	<b>-</b>	<b>150</b>	<b>8,660</b>	<b>1,214</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>
<b>Rolling Programmes</b>									
ICT Projects	3,800	5,000	3,500	3,800	-	5,000	-	3,500	-
<b>Customer &amp; Digital Services Total</b>	<b>3,800</b>	<b>5,000</b>	<b>3,500</b>	<b>3,800</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>3,500</b>	<b>-</b>
Capital expenditure incurred by Peterborough Schools	458	458	458	-	458	-	458	-	458
Off Street Car Parks - Structural Works And Resurfacing	100	100	100	100	-	100	-	100	-
School capital maintenance, minor works and overall programme costs	2,180	2,090	2,100	980	1,200	890	1,200	900	1,200
Social Care property adaptations and equipment	3,580	3,615	3,650	1,380	2,200	1,415	2,200	1,450	2,200
<b>People &amp; Communities Total</b>	<b>6,318</b>	<b>6,263</b>	<b>6,308</b>	<b>2,460</b>	<b>3,858</b>	<b>2,405</b>	<b>3,858</b>	<b>2,450</b>	<b>3,858</b>
Cost Of Disposals	250	500	-	250	-	500	-	-	-
Leisure Trust Property capital maintenance and minor works	350	350	350	350	-	350	-	350	-
Play Areas Improvement Programme	185	185	185	185	-	185	-	185	-
Strategic Property Portfolio capital maintenance and minor works	1,414	1,840	1,706	1,414	-	1,840	-	1,706	-
Wheelie Bins	160	160	160	160	-	160	-	160	-
Roads And Bridges	330	330	330	330	-	330	-	330	-
Highways	4,221	3,921	3,921	855	3,366	555	3,366	555	3,366
Surface Treatments	630	630	630	630	-	630	-	630	-
Integrated Transport Programme	1,407	1,407	1,407	-	1,407	-	1,407	-	1,407
Refurbishment of Traffic Signal Sites Nearing End of Life	200	100	120	200	-	100	-	120	-
Parkways Five Year Maintenance programme	1,500	1,500	1,500	1,500	-	1,500	-	1,500	-
Extreme Weather Network Improvements	1,000	750	750	1,000	-	750	-	750	-

Project	2020/21	2021/22	2022/23
	Budget	Budget	Budget
	£000	£000	£000
Safety Fencing Network	1,800	1,400	1,400
Street Lighting Cables and Feeder Pillar Upgrade	1,000	500	500
Street Signage	50	50	50
Footway Slab Replacement Programme	230	230	230
Highways Capitalisation	250	250	250
<b>Place and Economy Total</b>	<b>14,977</b>	<b>14,103</b>	<b>13,489</b>
<b>Total Rolling Programmes</b>	<b>25,095</b>	<b>25,366</b>	<b>23,297</b>

2020/21 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
1,800	-
1,000	-
50	-
230	-
250	-
<b>10,204</b>	<b>4,773</b>
<b>16,464</b>	<b>8,631</b>

2021/22 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
1,400	-
500	-
50	-
230	-
250	-
<b>9,330</b>	<b>4,773</b>
<b>16,735</b>	<b>8,631</b>

2022/23 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
1,400	-
500	-
50	-
230	-
250	-
<b>8,716</b>	<b>4,773</b>
<b>14,666</b>	<b>8,631</b>

### Business Cases in Development

Heltwate - expansion and refurb	3,084	-	-
Ken Stimpson Expansion	8,144	-	-
Manor Drive (Paston Reserve) Primary - new 2FE primary	100	6,326	-
Manor Drive (Paston Reserve) Secondary - new 6FE secondary	6,860	13,000	5,839
Marshfields Expansion	1,701	-	-
<b>People &amp; Communities Total</b>	<b>19,889</b>	<b>19,326</b>	<b>5,839</b>
University Access	100	5,000	5,000
Eastern Industries Access Phase 1 - Parnwell Way	5,000	-	-
A1260 Nene Parkway Junction 15 improvements	-	-	7,500
A1260 Nene Parkway Improvement Jn 32 to Jn 3 (Fletton Parkway)	-	5,000	-
A16 Norwood Dualling	75	-	-
<b>Place and Economy Total</b>	<b>5,175</b>	<b>10,000</b>	<b>12,500</b>
<b>Total Business Cases in Development</b>	<b>25,064</b>	<b>29,326</b>	<b>18,339</b>

1,507	1,577
8,144	-
86	14
485	6,375
1,701	-
<b>11,923</b>	<b>7,966</b>
-	100
1,500	3,500
-	-
-	-
-	75
<b>1,500</b>	<b>3,675</b>
<b>13,423</b>	<b>11,641</b>

-	-
-	-
-	6,326
-	13,000
-	-
-	<b>19,326</b>
1,500	3,500
-	-
-	-
1,500	3,500
-	-
<b>3,000</b>	<b>7,000</b>
<b>3,000</b>	<b>26,326</b>

-	-
-	-
-	-
-	5,839
-	-
-	<b>5,839</b>
1,500	3,500
-	-
2,250	5,250
-	-
-	-
<b>3,750</b>	<b>8,750</b>
<b>3,750</b>	<b>14,589</b>

### Strategic Plans

New Primary provision	100	100	100
New school provision in Great Haddon	500	500	10,000
<b>People &amp; Communities Total</b>	<b>600</b>	<b>600</b>	<b>10,100</b>
Affordable Housing	-	700	-
Events and Conference Centre	-	1,200	-
North Westgate Development	5,000	5,000	-
A1260 Nene Thorpe Bridge / Nene Parkway	-	-	2,500
A15 Paston Parkway APV Baker Footbridge	-	-	150
A1260 Nene Parkway Longthorpe Footbridge	-	-	250
Parkway Drainage Improvement Programme	-	-	250
Intelligent Transport Systems Infrastructure	250	-	250
Continuation of Public Realm	89	2,200	2,000
<b>Place and Economy Total</b>	<b>5,339</b>	<b>9,100</b>	<b>5,400</b>
Crematorium Relining	35	73	-
Mausoleum Building Costs	49	-	-
Corporate costs	800	623	-
<b>Resources Total</b>	<b>884</b>	<b>696</b>	<b>-</b>

100	-
-	500
<b>100</b>	<b>500</b>
-	-
-	-
5,000	-
-	-
-	-
-	-
250	-
89	-
<b>5,339</b>	<b>-</b>
35	-
49	-
800	-
<b>884</b>	<b>-</b>

100	-
-	500
<b>100</b>	<b>500</b>
700	-
1,200	-
5,000	-
-	-
-	-
-	-
-	-
2,200	-
<b>9,100</b>	<b>-</b>
73	-
-	-
800	(177)
<b>873</b>	<b>(177)</b>

100	-
-	10,000
<b>100</b>	<b>10,000</b>
-	-
-	-
-	-
2,500	-
150	-
250	-
250	-
250	-
2,000	-
<b>5,400</b>	<b>-</b>
-	-
-	-
-	-
-	-

Project	2020/21	2021/22	2022/23
	Budget	Budget	Budget
	£000	£000	£000
<b>Total Strategic Plans</b>	6,823	10,396	15,500

2020/21 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
6,323	500

2021/22 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
10,073	323

2022/23 Funding	
Corp. Res.	3rd Party Inc.
£000	£000
5,500	10,000

<b>Total Capital Programme</b>	66,856	65,088	57,286
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44,870	21,986
--------	--------

29,808	35,280
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24,066	33,220
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#### Invest to Save - Business Cases in Development

Hilton Hotel - Fletton Quays	10,000	-	-
<b>Business Cases in Development Total</b>	<b>10,000</b>	<b>-</b>	<b>-</b>

10,000	-
<b>10,000</b>	<b>-</b>

-	-
-	-

-	-
-	-

#### Invest to Save - Strategic Plans

Housing for Vulnerable People	800	799	-
Invest to Save (eg Property Acquisition)	20,000	20,000	10,000
Provision of Housing	10,000	-	-
<b>Strategic Plans Total</b>	<b>30,800</b>	<b>20,799</b>	<b>10,000</b>
<b>Total Invest to Save</b>	<b>40,800</b>	<b>20,799</b>	<b>10,000</b>

800	-
20,000	-
10,000	-
<b>30,800</b>	<b>-</b>
<b>40,800</b>	<b>-</b>

799	-
20,000	-
-	-
<b>20,799</b>	<b>-</b>
<b>20,799</b>	<b>-</b>

-	-
10,000	-
-	-
<b>10,000</b>	<b>-</b>
<b>10,000</b>	<b>-</b>

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# **Medium Term Financial Strategy 2020/21 Phase One Budget Consultation Document**

**October 2019**

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## **INTRODUCTION**

This document sets out the first set of budget proposals to be considered by Cabinet to ensure Peterborough City Council can set a balanced budget for 2020/21.

It is no secret that since 2013/14 the council's funding from Government has been reduced by over 80 per cent and demand for services has increased at an unprecedented rate.

For example, in 2016/17 we saw a 43 per cent rise in the number of households needing assistance because they were homeless or threatened with homelessness, rising from 1,100 to 1,586.

Other pressures include:

- The population is growing older and people are requiring more complex care, which in turn is significantly increasing our costs of care. For example, the number of people we provide paid for care packages has increased by 402 between 2015/16 and 2018/19 - rising from 3,468 to 3,870.
- The number of children in care nationally has risen which has had an impact on where we place children. The recruitment of foster carers has not kept pace with the number that we need to place our children and we have had to use residential placements which are more costly. As a result, the council has needed to identify an additional £3.9m in 2018/19 to meet additional placement costs.
- We continue to experience a growing demand in special educational needs. In the past four years we have experienced a 39% increase in pupils with Education, Health and Care Plan (EHCP) in Peterborough's mainstream schools.
- We face significant pressure in providing enough school places as a result of extensive new housing developments and demographic changes resulting from increased birth rates. The mainstream school population in Peterborough has increased from 28,257 pupils on roll in January 2006 to 36,759 in October 2018, an increase of 30.09%.
- We have averaged more than 900 new homes per year for the last decade - good news, but with this growth comes extra service demands.

We aren't alone in this challenge – many other councils across the country are facing similar increases in demand and severe financial pressures.

Despite this, the council continues to provide the vital services that residents rely upon, thanks to the dedication and passion of our staff, the creative ideas and use of resources that have been developed to deliver services in new and better ways and the leadership and commitment of our councillors.

We've ensured that the ever-increasing demand for school places has been met by continued investment in new and improved school buildings. As a result, more children than ever before are being offered their first preference school. Plans are on track to deliver a dedicated

university for 2,000 students by 2022, including £13.83m from the Combined Authority. This is significant for our city and will offer a university rooted in the needs of the local economy, supplying the skills demanded by local employers, and helping our young people into jobs fit for a rapidly evolving workplace.

We're ensuring older people in hospital have the support they need to get them home as soon as possible, maintaining some of the lowest delayed discharge rates in the country. We continue to invest in our Family Safeguarding approach to improve the lives of our most vulnerable children and young people. This approach means the number of children in care (per head of population) is lower than most of our statistical neighbours. The number of children on a child protection plan has also decreased.

We've led the successful re-development of Fletton Quays which is modernising the city's skyline, further boosting the city's economy and creating hundreds of new jobs and housing. High levels of new housing are being delivered, including up to 300 affordable homes in this financial year, and in the region of 2,500 new jobs are created each year and hundreds of new businesses are launching.

We're unlocking the economic potential of the Station Quarter and North Westgate, in the way we did Fletton Quays, in order to make them attractive to investors and organisations. A city centre development framework is being developed to secure our future as a larger city destination, supporting future tourism growth and increasing opportunities for local residents and we're launching a Business Improvement District (BID) in the city centre to help business to prosper locally, compete nationally and also to help drive inward investment.

We continue to tackle homelessness by securing housing locally to meet the projected long term need for housing in the city. Over the past 12 months we have removed the need to house homeless families out of the area and the numbers in B&B accommodation has been reduced from 146 in September 2018 to 73 in October 2019. Despite a 56 per cent rise in homeless applications in the past year, the number of families living in temporary accommodation has been kept steady at roughly 385 a month - much lower than many local authorities of a similar size. Cabinet has recently approved the launch of a Housing Revenue Account (HRA), enabling the council to work with our Registered Social Landlords to provide hundreds of new homes over the coming decades to help solve the city's homelessness challenge.

Our commercial strategy makes us £72million every year through investments, sharing of services, fees and charges and other means. For example, every year we generate £2.7million by selling the energy produced by our energy from waste plant, £6.1million in rent from our properties and we share our planning and trading standards departments with other councils, bringing in £4million annually. It's a crucial way we are drawing down additional funding to pilot new and innovative work.

As demonstrated, we are a well-run, innovative and imaginative council and have a number of initiatives which will improve our situation long term.

Importantly the council has immediate and significant financial challenges and to build a bridge to long term financial security, we must identify £33m of savings to be able to deliver a balanced budget in 2020/21 - and £5.8m in year to balance our 2019/20 budget.

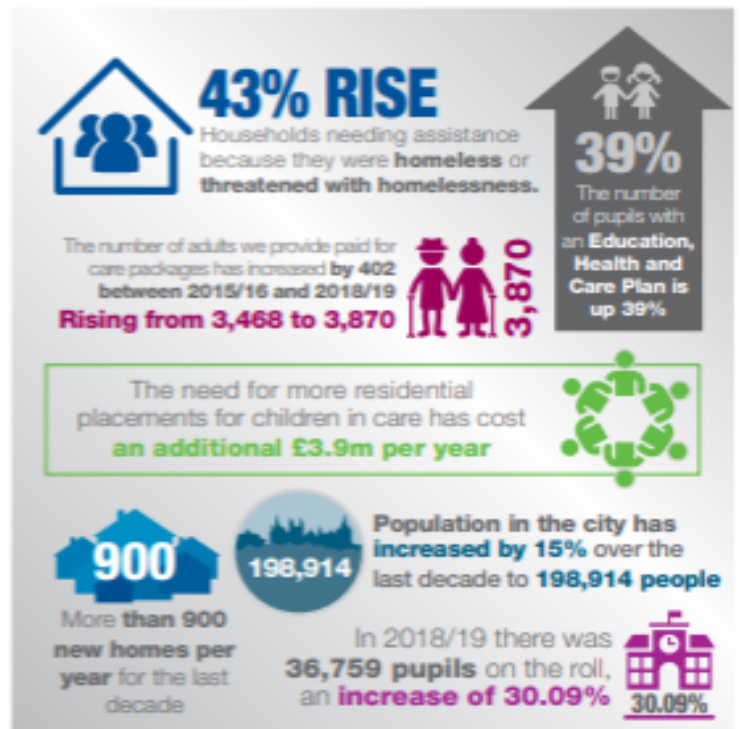
Our strategic approach to meeting this challenge is to only as a last resort make cuts to services. Therefore, first and foremost, we are considering:

- Building on our success of delivering services in different and more effective and efficient ways, using technology and flexible work practices to support us
- Making our assets work even harder to increase income and effectiveness
- Increasing commercial income and making sure our contracts represent value for money

Only after we have exhausted all of the above, have we considered

- Reducing some non-statutory provision of service, and even here wherever possible, only on a temporary basis and retaining some resource to support communities to deliver an alternative model of delivery

## Funding is **down**. Pressures are **up**.



## **THE BUDGET PROCESS**

The council is faced with a challenging financial position this year, the magnitude of the savings required has meant that we have had to consider significant changes to our operating model and redesign the way we deliver service.

Due to the nature and scale of this, developing the proposals has required additional time and resource to ensure the plans are robust, deliverable and collectively achieve financial sustainability.

At Full Council in July [Item 13, \(appendix\)](#) a budget process was approved, with fewer revisions, which will allow the council to consider and develop a balanced budget. The timetable approved is outlined within the following table:

<b>MTFS Tranche One</b>	
Consultation start date	25/10/2019
Cabinet	04/11/2019
Joint Scrutiny Committee Meeting - budget	27/11/2019
Cabinet	09/12/2019
Consultation close date	16/12/2019
Council	18/12/2019
<b>MTFS Tranche Two</b>	
Consultation start date	24/01/2020
Cabinet	03/02/2020
Joint Scrutiny Committee Meeting- budget	12/02/2020
Cabinet	24/02/2020
Consultation close date	02/03/2020
Council	04/03/2020

## **CABINET PRIORITIES**

The Cabinet remains firm in its priorities this year against the funding challenges it faces. These are as follows:

- Growth, regeneration and economic development of the city to bring new investment and jobs. Supporting people into work and off benefits is vital to the city's economy and to the wellbeing of the people concerned.
- Improving educational attainment and skills for all children and young people, allowing them to seize the opportunities offered by new jobs and our university provision, thereby keeping their talent and skills in the city.
- Safeguarding vulnerable children and adults.
- Pursuing the Environment Capital agenda to position Peterborough as a leading city in environmental matters, including reducing the city's carbon footprint as part of our Climate Change declaration.
- Supporting Peterborough's culture and leisure offer.
- Keeping our communities safe, cohesive and healthy.
- Achieving the best health and wellbeing for the city.

## **THE CHANGING STRUCTURE OF THE COUNCIL**

The council is now a completely different organisation to what it was just a few years ago, let alone ten years ago prior to the start of the austerity cuts. This is in terms of how we work, what we can afford and how we support the public.

We have transformed the way we work to reflect what our communities need from us and the challenging financial environment that we now operate in. The proposals contained within this document look to further that good work.

The services that we and our partners provide must be more responsive to community needs and enable people to help themselves and each other.

Technology will be at the forefront of this, allowing many processes to become automated, saving time and money, whilst making life simpler for the public. For example, we want to get slicker and quicker at things like providing Blue Badges and recycling permits. Soon, these and many other services, will be streamlined and automated, saving the public and the council time and money.

The council has redesigned many of its services in the past few years and now provides many in partnership with Cambridgeshire County Council – sharing management costs and benefitting from economies of scale, as well as sharing expertise. The budget proposals contained within this document look to further redesign services and explore new ways we can deliver services with our partners and jointly with the county council.

We are working more closely with our communities across all our services, to empower local people and organisations to deliver the services they want, to the places and people they feel require it most. This approach is helping communities to help themselves, instil pride in their locality and deliver services differently and more efficiently. A number of proposals in this document look to further that work with our communities.

The council is now structured as follows:

**Governance** – this department includes legal and democratic services, support for members and the mayor, management of elections and the electoral register, data protection and oversees information governance and coordinates information requests.

**Place and Economy** – this department is responsible for the Peterborough Highways Service, planning, tourism, city services including CCTV, car parks, events and the City Market, emergency planning and strategic property services. It also leads on the promotion of the city to attract business and investment through Opportunity Peterborough, Medesham Homes, the council's partnership with Cross Keys Homes to provide more affordable housing, the Aragon contract and the Peterborough Investment Partnership.

**People and Communities** – this department is responsible for ensuring the needs of our residents are met, particularly those that are most vulnerable. It works with adults, children, families and communities, including schools, health services and the police. It leads on keeping children and adults safe, ensuring sufficient quality education placements, including early years settings, supporting children with special educational needs and commissioning of services, often with our partners. It also takes the lead on services that help people feel safe

in their communities, improving community relationships and working with communities to support and help each other.

**Public Health** – this department works to improve the health and wellbeing of residents. Services include local health visiting and school nursing services, services to treat people with drug and alcohol misuse and addiction issues, sexual health and contraception services and services to support people to give up smoking, lose weight and achieve health goals.

**Resources** – this department includes financial services encompassing financial planning and accounting, internal audit, fraud and insurance, and responsibility for the city's cemeteries, cremation and registrars.

**Customer services and digital** – this department includes IT and digital services to manage and support most of the council's business systems, emergency planning, communications, including design and print and responsibility for the Serco ICT partnership and the drive to improve technological options for the council and its services.

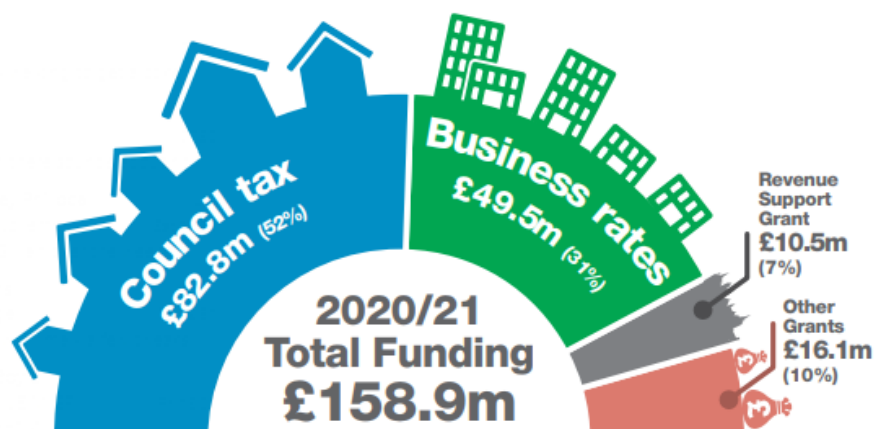
**Business improvement and development:** this department takes the lead on transforming council services so that they are able to meet the needs of residents with the funding that we have available. It is also responsible for delivering commercial opportunities for the council which generate income and oversees the Serco Strategic Partnership, which covers business support, shared transactional services, business transformation, procurement, customer services and finance systems.

**Chief Executive:** The Chief Executive is the head of the paid service. This directorate contains human resources and organisational development.

## FUNDING AND COUNCIL SERVICE EXPENDITURE

### Funding 2020/21

The council's forecast total funding for 2020/21 is £158.9m, comprising of council tax, business rates, its Revenue Support Grant (RSG) and other grants. Over the past eight years Government funding has reduced significantly. The RSG is expected to drop by 80 per cent to £10.5m in 2020/21, meaning it will equate to less than seven per cent of our overall funding.



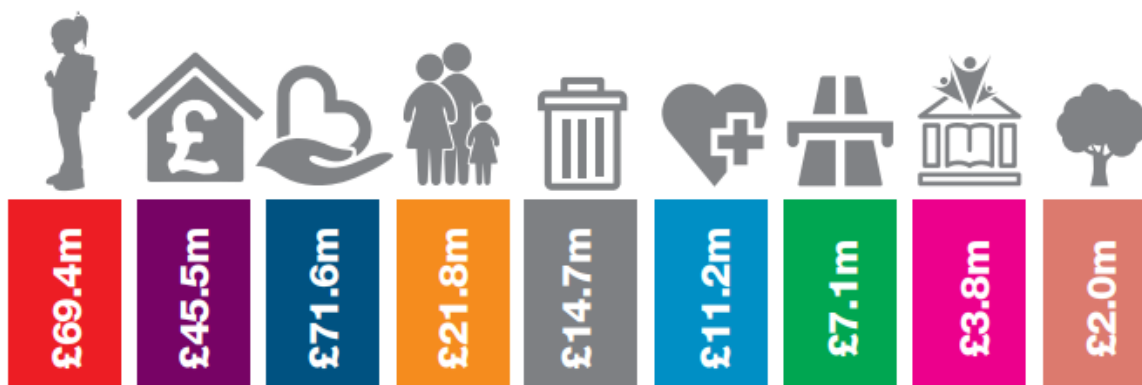
### Gross Expenditure Budget 2020/21

The council's forecast total gross budget in 2020/21 is £411.3m, the following highlights some of the key areas of spend. This highlights that 40 per cent of the council's gross budget is spent on schools, adults and children in care.

## Where the council spends its money

These are some examples of the services the Council plans to spend its budget in 2020/21

- **£69.4 million on Schools**  
This money can only be spent on Schools
- **£11.2 million on Public Health**  
This money can only be spent on Public Health
- **£45.5 million on Housing Benefit**  
This money can only be spent on Housing Benefit
- **£7.1 million on Highways and Road Improvements**
- **£71.6 million on Caring for Adults**
- **£3.8 million on Recreation, Culture, Leisure and Libraries**
- **£21.8 million on Supporting Children and Families**
- **£2.0 million on Parks and Open Spaces**
- **£14.7 million on Waste Disposal and Street Cleaning**





## **OVERALL BUDGET POSITION**

### **Revenue**

Phase one contains the first of two rounds of budget proposals, which aim to address the budget gap and the future pressures facing the council.

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget Gap from 2019/20 MTFS:</b>	<b>18,409</b>	<b>20,056</b>	<b>18,721</b>
Pressures from 2020/21 onwards	5,370	5,370	5,370
Budget Re-profiling Pressure	9,764	9,764	9,764
<b>Revised Budget Gap</b>	<b>33,543</b>	<b>35,190</b>	<b>33,855</b>
Building on successful transformation	(2,312)	(2,367)	(2,367)
Contract and Commercial	(1,167)	(1,278)	(1,278)
Changing services to reflect the council of today	(1,305)	(2,155)	(2,205)
Redesign of Service	(1,234)	(1,430)	(1,430)
Reduction of Provision	(1,061)	(1,061)	(1,011)
Using our assets	(646)	(586)	(586)
<b>Final Budget Gap- Tranche One</b>	<b>25,818</b>	<b>26,313</b>	<b>24,977</b>
<b>Items proposed and to be finalised in Tranche Two:</b>			
Spending Review 2019 and Corporate Savings (Per Council Tax base and LG Finance Settlement)	(9,068)	(8,119)	(8,216)
Changing services to reflect the council of today (Serco, business support and HR Controls)	(5,866)	(5,915)	(5,945)
Redesign of Service (Review of school transport costs)	(501)	(501)	(501)
Budget Re-profiling savings (to be identified)	(4,004)	(4,265)	(5,856)
Budget Re-profiling savings (identified- Capital Financing restructuring)	(878)	(617)	974
<b>Final Budget Gap- Tranche One</b>	<b>5,501</b>	<b>6,896</b>	<b>5,434</b>

## **PHASE ONE BUDGET PROPOSALS**

### **BUILDING ON SUCCESSFUL TRANSFORMATION**

The following proposals look to build upon the successful work that has taken place already to change the way we deliver services and improve them. In particular, they increase our efforts to work more closely with our communities across all services, to empower local people and organisations to deliver the services they want, to the places and people they feel require them most.

#### **Care package reviews and assessments**

People receiving care and support commissioned by the council have their packages of support reviewed every twelve months to ensure services are still meeting their needs. Currently 2,244 people receive a long-term care package in Peterborough. Individual needs can and do change within twelve months, for example, an intensive package of care following a stay in hospital may only be needed for a few weeks until the person recovers their previous level of independence.

Through more regular reviews of care packages, we can ensure we are only providing support for as long as is needed. This will include consideration of whether equipment or technology might better enable the transition to independence. Additionally, we need to build upon informal networks and support available in the local community to provide support and opportunities to further promote independence, in line with our approach to empower local communities to play a greater role. People will still get the support they need, but the way they receive that support may change. With the number of older people increasing, the more people we can support to remain independent, the more money we have available to help those with the greatest needs.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>1,748,000</b>
<b>2021/22</b>	<b>1,748,000</b>
<b>2022/23</b>	<b>1,748,000</b>

#### **Revised funding for Peterborough Community Assistance Scheme**

The Peterborough Community Assistance Scheme (PCAS) is run together with partner agencies to help people going through unexpected financial difficulties who require urgent practical assistance, support and advice. Working with those partners, to find new ways of working and new funding streams, we believe savings can be achieved, whilst protecting the valuable services that they provide.

This proposal includes:

- Kingsgate Community Church works with volunteers to provide food banks across the city and runs Carezone, which provides furniture and white goods. In order to protect these vital services its budget would be reduced in a tapered way, whilst we work closely together to identify alternative funding streams. The council has recently leased one of its buildings to Kingsgate on a peppercorn rent to help reduce the operating costs of Carezone and warehousing for foodbanks.
- The Credit Union has offered a worthwhile service in the past, providing bank accounts to people with poor credit who could not access one on the high street. Banks are now offering basic bank accounts to people with poor credit so there is no longer a need to fund this service.

- Disability Peterborough provides benefit claims advice for people with physical disabilities only. The Department for Work and Pensions now provides a home visiting service for its most vulnerable customers and there are many other ways of accessing help and support, including national charities and online support. Removal of funding will have minimum impact with people accessing advice elsewhere.
- Services from Age UK are delivered through a number of different grants and contract payments. We propose to simplify this into one payment which will help create efficiencies and savings through, for example, less administration costs. Age UK recognises the need to remodel its services because the nature of its business has changed in recent years.
- The Citizens' Advice Bureau (CAB) will target its services towards those that most need it; people at risk of homelessness, people with debt, unemployment and relationship breakdown challenges. It also has access to other grants and funding streams and is increasingly pointing people towards online help and information. As part of our communities approach we will work very closely with the CAB to build more support in the areas people live.
- The voluntary sector is important to us. Many voluntary sector providers work in Peterborough and Cambridgeshire and, as part of this proposal, we would invite the Peterborough Council for Voluntary Services and others to bid for a new tender to provide support for the voluntary sector across Cambridgeshire and Peterborough.

Savings	£
2020/21	418,000
2021/22	473,000
2022/23	473,000

#### **Revised low level support for older people discharged from hospital**

The council funds a number of organisations to offer advice and support to older people when they are discharged from hospital. The council has identified duplication in the services currently offered. It will stop this by making best use of services provided through libraries, the council's adult early help service, the hospital discharge team and the council's website.

Savings	£
2020/21	45,000
2021/22	45,000
2022/23	45,000

#### **Dimming of street lighting**

The council has just upgraded the remaining 17,000 street lights to energy-efficient LEDs, and now has the ability to dim lights. This proposal looks to dim street lights in residential areas by 20 per cent between 9.30pm and 5am. Street lights on traffic routes would be dimmed by 20 per cent between 9pm and midnight, and by 40 per cent between midnight and 5am. Street lighting in subways would not be dimmed at all.

This proposal would not only save the council money through reduced energy costs, but it would also reduce the energy used which supports the Climate Emergency declared by the council in July. Members unanimously declared the emergency and agreed to make the council's activities net-zero carbon by 2030. The new LED bulbs are brighter than the old lamps used, so dimming them may not be as noticeable to the general public.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>100,000</b>
<b>2021/22</b>	<b>100,000</b>
<b>2022/23</b>	<b>100,000</b>

## **CONTRACT AND COMMERCIAL**

The following proposals are all ways we believe we can review our contracts and work differently with our providers to be able to deliver services for our residents with the funding that we have available.

### **Joint commissioning of our Healthy Child Programme**

In 2018 the council agreed to work with Cambridgeshire County Council to jointly commission an integrated health visiting, school nursing and family nurse partnership programme. This is releasing annual savings for Peterborough of £200,000 through, for example, shared management costs and changes to the staff skill mix.

During the transition to joint commissioning it was identified that the service provider, Cambridgeshire and Peterborough Foundation NHS Trust (CPFT), was spending more on the service than the funding it received from the council. This was the result of historical underfunding leading to a funding gap when the service was transferred from the NHS to the local authority in 2015.

Future savings have therefore been identified which include:

- A review of contract costs with our provider, CPFT, including estates costs, staff vacancy rates and using central funding for NHS pay rises.
- A different provider will deliver the National Childhood Measurement Programme activity from September 2019.
- Ending 'hearing screening' when a child starts school. This is now screened shortly after birth and screening at school entry is not a national requirement.
- Using information better from other local authorities when children move into Peterborough – reducing the need and costs of additional family visits.
- Empowering parents by providing baby self-weight facilities and improving the availability of local web-based and digital information on child health for parents, enabling a reduction in the number of open access child health promotion clinics from 12 per week to six.

Additional funding has also been identified through savings on other public health grant funded services.

In order to meet the in-year budget pressure during 2019/20 from historical underfunding of the contract, these changes are already being implemented by the service provider in consultation with service users and staff. It is proposed that they continue in 2020/21 and beyond to deliver a sustainable Healthy Child Programme.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>541,000</b>
<b>2021/22</b>	<b>541,000</b>
<b>2022/23</b>	<b>541,000</b>

### **Facilities management service costs within schools PFI contract**

The council currently pays an annual contribution towards the cost of delivering the PFI scheme for three schools in the city - Jack Hunt, Ken Stimpson and Queen Katharine Academy. We intend to renegotiate the cost of facilities management which form part of the contract. It is anticipated that this would save around five and ten per cent annually.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>168,000</b>
<b>2021/22</b>	<b>168,000</b>
<b>2022/23</b>	<b>168,000</b>

### **Joint commissioning of Integrated Lifestyle Services**

These services help people to reduce their risk of illnesses such as heart disease, diabetes and cancer, through evidence-based programmes supporting them to achieve personal health goals, such as stopping smoking, eating a healthier diet, losing weight and reducing their alcohol intake. These changes reduce future demand on health and care services.

Both Peterborough City Council and Cambridgeshire County Council commission similar Integrated Lifestyle Services, and this proposal is joint commissioning of this service. This will enable savings to be made on the cost of the contract, through reduced management overheads. In addition, it is proposed to redesign the child weight management services which are part of the contract, to a more locally tailored model.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>80,000</b>
<b>2021/22</b>	<b>100,000</b>
<b>2022/23</b>	<b>100,000</b>

### **Reduction in the repair and maintenance budget through commercial review**

This proposal looks to make a number of changes to the way we work with Aragon Direct Services, in particular opportunities that have arisen from putting services into a trading company. These include:

- A review of the admin fee Aragon applies to all jobs that they undertake for the council. At the moment this fee is 12 per cent, however this proposal looks to review that to see if a new rate can be agreed.
- Expand the sub-contractor list to drive more competitive pricing.
- Introduce fixed rate cards for subcontracted work.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>80,000</b>
<b>2021/22</b>	<b>80,000</b>
<b>2022/23</b>	<b>80,000</b>

### **Usage review of reablement flats (one off 2019/20 saving)**

The council contracts the use of a number of reablement flats across the city which support people to regain their independence following a stay in hospital. In the past year the council has found that it has access to more reablement flats than it needs. This proposal looks to cease using one of the reablement flats at Lapwing Court in Orton Brimbles owned by Cross Keys Homes.

Savings	£
2020/21	70,000
2021/22	0
2022/23	0

### Self-funding of Lifeline service after six weeks

Lifeline is a personal alarm system which is currently free for everyone. This proposal is for the service to be chargeable after the first six weeks for new users. Existing users would be required to pay following their next review meeting. Recent benchmarking against 18 other local authorities found that only four provide services free of charge.

The service would be means tested, so the poorest people would pay the least. The most that someone would pay would be £4.50 a week.

Savings	£
2020/21	57,000
2021/22	124,000
2022/23	124,000

### Revised Stay Well in Winter campaign

Since 2017, the city council has taken part in the Stay Well in Winter multi-agency campaign, to support people who are at most risk of poor health as a result of cold weather. As part of the campaign in 2017 and 2018, the council provided £50,000 to the Citizens' Advice Bureau to provide heating grants to people they assess as most vulnerable.

It is proposed to remove the funding and instead refer people to other (non-council funded) sources for this type of support, such as Age UK, which are good sources of information about how to keep warm and where support can be secured.

The Stay Well in Winter campaign will continue, including information pack distribution to older people.

Savings	£
2020/21	50,000
2021/22	50,000
2022/23	50,000

### Revised Extra Care Contract

The Extra Care Contract provides support and help to people who are socially isolated. Examples of this could include telephone calls on a regular basis to check that people are okay, overnight support and providing a way for people to access activities in the community.

Through the council's work to empower and support communities to help themselves, we will look to support the recruitment of a bank of volunteers in the community and train them over a period of time to be able to provide support for those who are socially isolated. We know that there are people in our community willing to help others, evidenced by the many voluntary groups in operation in Peterborough. An example of this is Kingsgate Community Church, which has a bank of more than 1,000 people helping in communities across the city.

This new approach would support people who are socially isolated to integrate better with their communities through friendships, rather than services paid for and provided by the council.

Savings	£
2020/21	47,000
2021/22	71,000
2022/23	71,000

### Realignment of drug and alcohol budget

The council has a contract with the national organisation Change Grow Live (locally known as Aspire) to provide treatment and recovery services for adults and children who misuse drugs and alcohol. A reduction in funding in 2019/20 was built into the contract with Change Grow Live when it was awarded. This means that the council's budget for 2020/21 can be reduced without any impact on front line drug and alcohol services.

Savings	£
2020/21	40,000
2021/22	40,000
2022/23	40,000

### Removal of unused project budget for road safety

Following a re-organisation of road safety work within the council, a new road safety project budget was allocated this year. This new budget has not been spent, and due to the wider financial pressures, it is proposed that it is now taken as a saving. There will be no change to current front-line delivery of road safety education in schools.

Savings	£
2020/21	30,000
2021/22	30,000
2022/23	30,000

### City College Peterborough

City College Peterborough delivers the council's adult skills service, operating as an arms-length organisation. Through discussions with the college, savings have been identified as follows:

1. Delete the vacant post of Head of Post 16 which was in place to co-ordinate post-16 service delivery. The college is able to absorb this work within their wider workforce.
2. Currently fee income from room hire charges at the Education Conference Centre is retained in full by the college after running costs have been deducted. This proposal is to equally split the income from room hire between the college and the council. Current income from room hire is £44,000 so the income delivered to the council will be £22,000.

Savings	£
2020/21	74,000
2021/22	74,000
2022/23	74,000

## **CHANGING SERVICES TO REFLECT THE COUNCIL OF TODAY**

The council is now a completely different organisation to what it was just a few years ago, let alone ten years ago prior to the start of the austerity cuts. This is in terms of how we work, what we can afford and how we support the public.

We have transformed the way we work to reflect what our communities need from us and the challenging financial environment that we now operate in. We need everyone that works with us to adapt to that change and alter the way they deliver services to us and on our behalf.

The savings that follow reflect changes across the council which are being proposed to align the council's structure and service delivery to the way it is now structured and provides services.

### **Changes to the Serco contract**

Serco is one of our most important partners and we are currently discussing with them how they can meet the new requirements of our changing council. This is about providing services differently, to meet a changed set of demands.

As a result, the following proposals have been developed:

1. Redesign of the business support/admin/personal assistant function across the council to support the way the council is now structured and provides services.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>2,536,000</b>
<b>2021/22</b>	<b>2,536,000</b>
<b>2022/23</b>	<b>2,536,000</b>

2. Move to a new way of Serco providing services on our behalf through contract renegotiation, so these services fit the shape of the council today.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>2,000,000</b>
<b>2021/22</b>	<b>2,000,000</b>
<b>2022/23</b>	<b>2,000,000</b>

### **Reshaping of departments and further shared services**

To support the new way in which the council works, and will work in the future, it is proposed to reshape a number of teams within the council including finance, project management, business intelligence and procurement.

In addition, this proposal looks to share a number of services with Cambridgeshire County Council, including internal audit and communications which includes media, marketing, internal communications, website and the council's fully funded print and design function.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>483,000</b>
<b>2021/22</b>	<b>1,061,000</b>
<b>2022/23</b>	<b>1,111,000</b>



### Place and Economy directorate shared services

A new director of place and economy working across both Peterborough City Council and Cambridgeshire County Council was appointed in June. He has since appointed a service director for highways and transport who also works across both councils. Both these appointments have saved the council money, as salary costs are split with the county council. This proposal looks to further that sharing of services and posts in the place and economy directorate. Savings have also been identified through a review of vacancies across the directorate.

Savings	£
2020/21	139,000
2021/22	195,000
2022/23	195,000

### Controls relating to HR

Following a review of existing HR related controls, a number of areas have been identified which would benefit from central HR oversight such as absence management, leave, agency/interim spend, recruitment and training. The following proposed changes will ultimately support organisational effectiveness by providing greater control in the following areas:

**Absence management:** absence management would be strengthened by the proposed introduction of new system functionality providing greater management information direct to our managers in a timely manner. Streamlined processes would enable managers to better identify absence themes earlier, helping to support our staff members as part of our wellbeing strategy. The implementation of this will be supported by a dedicated absence management programme.

**Leave and expense management:** through better use of technology and the further development of our HR systems to include self-service functionality, manual processes would be dramatically reduced with a greater level of management reporting accessible by our managers to aid resource planning.

**Interim and agency spend:** through enhanced processes and central oversight in this area, budget holders will have better sighting on recruitment spend within their business area, as well as resourcing options available to them across the council. It is anticipated this would reduce the reliance on interim and agency staff across the council, drive improvements and realise savings.

**Training:** Training budgets across the council would be centralised with ownership and maintenance by the dedicated HR learning and development (L&D) team. This would allow training funds to be allocated effectively across the entire council and opportunities maximised to support the learning and development of the workforce.

A central L&D team would continue to establish minimum training requirements in order to stay compliant with statutory service delivery and regulators (e.g. Ofsted and child protection). In addition, the team would continue to ensure provision exists for mandatory

training such as GDPR, health and safety, with maintenance of central records for compliance purposes.

All non-statutory training would be removed in the council for the next 12 to 18 months, with additional training deemed to be essential, being reviewed and considered by the council's corporate management team. Where appropriate, apprenticeships will be utilised for any non-statutory development in order to draw down funds from the council's apprenticeship levy account.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>1,487,000</b>
<b>2021/22</b>	<b>1,536,000</b>
<b>2022/23</b>	<b>1,566,000</b>

### **Reshaped Human Resources function**

Taking into account the proposals for new HR controls; it is proposed that the HR function is reshaped to add value in a different way by empowering and upskilling managers to take responsibility for all aspects of their people management. The focus would be on an advice and guidance approach with transactional support provided by Serco.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>450,000</b>
<b>2021/22</b>	<b>663,000</b>
<b>2022/23</b>	<b>663,000</b>

### **Support provided for members**

This proposal looks to make a number of changes to the support provided to the council's 60 members. These include:

- Increasing the amount paid for car parking. Members currently pay £44 a year for an annual pass – increasing this to £110 annually would increase income by £4,000.
- Cease the contract with Serco to provide ICT support for members, saving £45,000. The council would look to provide this support in-house instead.
- Cease paying for printer cartridges now the council is a paperless organisation, saving £500 a year.
- Mobile phones and laptops would be funded from each member's allowance, saving £15,200 a year. When existing stock needs replacing these would then be funded and owned by the member (can be paid for over a period of time to spread the cost).
- Reducing the budget for members to pay for costs associated with attending the annual Royal Garden Party by £1,000, reducing to £500 which would cover the cost of train tickets only.
- The council is able to bestow civic gifts on visitors such as Mayors from other countries, Aldermen (scrolls and badges), retired councillors and on individuals within the community who go above and beyond or achieve great things. This proposal looks to reduce that budget by £2,500.
- The council hosts a number of civic events each year such as Remembrance Sunday, Holocaust Memorial Day, Fly the Flag, Christmas wreath laying and Armed Forces Day. This proposal looks to reduce that budget by £7,000. This should not

mean a reduction in the number of events overall as the budget was not fully used previously.

- Reducing the budget for the Mayor's car by £800 in year one and £3,000 in the years thereafter. This saving would be achieved in year one by re-procurement of the contract and in future years by moving towards an electric vehicle.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>76,000</b>
<b>2021/22</b>	<b>79,000</b>
<b>2022/23</b>	<b>79,000</b>

## **REDESIGN OF SERVICES**

The following proposals all relate to services that we want to redesign to be able to offer an improved service for residents whilst delivering savings and/or income opportunities.

### **Restructure and remodelling of the Prevention and Enforcement Service (PES)**

This proposal contains a number of elements which would allow the PES to cover a much greater area of the city and tackle enforcement issues in these areas. Included in the proposal is the following:

- Three additional parking enforcement officers to allow the team to cover the whole city, seven days a week.
- Additional income for the housing enforcement team as a result of new legislation which would require more properties to have an HMO licence. This additional income would help offset the core costs of the housing enforcement team which would lead to a saving on its overall budget.
- A shared CCTV service with Fenland District Council is being progressed. In line with many other councils, the service will be available for use by private companies for a fee.
- Removal of the dedicated traveller service which manages unauthorised encampments. The responsibilities of the traveller service would be shared amongst the wider PES, providing more people to manage situations when they arise.
- The council has a contract with Kingdom to enforce against environmental crimes such as littering and spitting. This proposal looks to end this contract and bring the service in-house. Doing so would allow staff to cover a greater area of the city, seven days a week.
- Removal of the anti-social behaviour team. This proposal looks to move more control for managing victims and perpetrators of anti-social behaviour to the police and other organisations. Our wider Prevention and Enforcement Service resources will continue to offer anti-social behaviour support across the city where it is most needed.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>380,000</b>
<b>2021/22</b>	<b>380,000</b>
<b>2022/23</b>	<b>380,000</b>

### **Reduction in agency staff in children's social care**

Councils nationally have had difficulty recruiting permanent social workers and have therefore had to use more expensive agency staff. Peterborough is no different. There are currently six agency workers covering vacant posts in Peterborough and 9.5 other posts that are vacant.

A new campaign which looks to highlight social work careers and encourage applications has recently launched which we expect to achieve results. A similar campaign running in Cambridgeshire since July has already resulted in 15 new permanent children's social workers joining the authority.

This savings proposal looks to replace five agency workers with permanent social workers by the end of 2019/20.

Savings	£
2020/21	173,000
2021/22	217,000
2022/23	217,000

### **Reshaping the community and safety directorate**

Strong links between the council, its partners, community groups and individuals has meant that Peterborough has a national reputation for being a cohesive and integrated city. Much of the cohesion work that takes place is now shared amongst the council's partners, under the strategic guidance of the council. Part of this proposal looks to delete a post in the cohesion team, with the remaining post holder continuing to work closely with the council's partners to ensure the good work taking place currently continues.

The second part of this proposal reflects the council's current working relationship with Vivacity, nine years into the contract. The council regards Vivacity as the expert in the services it provides and therefore requires less strategic oversight from the council. In effect it is a partnership, rather than a contract that needs managing. Therefore, it is recommended that the post which 'manages' the contract with Vivacity is deleted.

Savings	£
2020/21	127,000
2021/22	127,000
2022/23	127,000

### **Deprivation of Liberties Safeguards (DoLS) assessments**

In the past the council has commissioned external resources to complete these assessments, the council is able to do this at a lower cost and we will therefore not commission external resources in the future.

Savings	£
2020/21	107,000
2021/22	159,000
2022/23	159,000

### **Recommissioning children's centre contracts**

In Peterborough, Spurgeons and Barnardo's currently run the city's children's centres. This proposal looks to re-tender these contracts along with the children's centres across South Fenland. This will provide the opportunity for savings to be found through, for example, bringing one or more of the existing contracts together to provide the children's centres. This will generate savings by reducing overhead costs such as management and support services.

These centres will also help deliver our Better Start in Life strategy that will see other staff, such as midwifery and health visitors, working with children aged pre-birth to 5 co-located to provide a more integrated service and reduce duplication.

Savings	£
2020/21	100,000
2021/22	200,000
2022/23	200,000

### Review of security and cleaning at Sand Martin House

There is currently 24/7 security guard cover at Sand Martin House (SMH). This proposal looks to adjust the hours, supplemented by a mobile patrol, in line with other council properties. The new homes on Fletton Quays and the on-going development of the area reduces the risk due to an increase in the number of people in the area.

The second part of this proposal looks to reduce the cleaning regime at SMH and the nearby multi-storey car park which is delivered by Aragon. There are currently 6 FTEs dedicated to this, working on a shift pattern, which is highly over specified when benchmarked against similar size buildings. In addition, the car park has a weekly mechanical sweep and a daily clean of the common areas which is a higher specification compared to similar car parks managed by the council.

Savings	£
2020/21	120,000
2021/22	120,000
2022/23	120,000

### Redesigned commissioning team through shared working

This proposal sees the deletion of one commissioning post; the responsibilities of this post holder will be shared out between other members in the team.

Savings	£
2020/21	60,000
2021/22	60,000
2022/23	60,000

### Reduction in NHS Health Checks budget to align with demand

NHS Health Checks for 40 to 74-year olds provide a basic assessment of people's risk of developing cardiovascular disease given their current lifestyles and health behaviours and a small number of measurements such as weight and blood pressure. Most NHS Health Checks are delivered by GP surgeries and some 'outreach' health checks are delivered by the Integrated Lifestyle Service. Peterborough City Council pays GP surgeries for each check they undertake. The underspend in recent years indicates that demand is less than the budget allocated.

Savings	£
2020/21	55,000
2021/22	55,000
2022/23	55,000

### Removal of social care lead practitioner post

This post was created to focus on the time taken to discharge people from hospital into adult social care services. We have achieved the result that we wanted and the council is now consistently one of the top three local authorities nationally in this area. The responsibilities associated with this post can now be shared amongst the wider team.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>50,000</b>
<b>2021/22</b>	<b>50,000</b>
<b>2022/23</b>	<b>50,000</b>

#### **Removal of vacant housing case worker post**

This post was previously agreed to work with people being discharged from hospital to identify housing problems as early as possible to support them to retain their home. The intention was that they would also support people with minor repair works at home or adaptations following a stay in hospital.

We have never recruited to this post as the responsibilities are now shared amongst the wider hospital discharge team. In addition, the council's award-winning care and repair team leads on adaptations and repairs needed in people's homes. This proposal therefore looks to delete the post from future years' budgets.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>40,000</b>
<b>2021/22</b>	<b>40,000</b>
<b>2022/23</b>	<b>40,000</b>

#### **PAMS – reduction in outsourcing of assessments**

PAMS is a type of assessment that is sometimes used in court proceedings dealing with child protection concerns. Councils have relied on commissioned services to complete these assessments. We will train our own staff to complete these and reduce the cost of commissioning these.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>22,000</b>
<b>2021/22</b>	<b>22,000</b>
<b>2022/23</b>	<b>22,000</b>

#### **Review of school transport costs**

Following a review of spend across school transport, we have identified a number of areas where our spend per child is significantly above comparable local authorities. We intend to fully review our policy for transport to look at areas where savings could be made and look at initiatives to reduce contract costs, manage demand and increase efficiency. The process would be run in conjunction with Cambridgeshire County Council to create wider opportunities for savings.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>501,000</b>
<b>2021/22</b>	<b>501,000</b>
<b>2022/23</b>	<b>501,000</b>

## **REDUCTION OF PROVISION**

Our approach to meeting the budget challenge is to only as a last resort make cuts to services. The proposals on the previous pages explain how we are meeting this challenge by building on successful new ways of working, making our assets work even harder, increasing commercial income and ensuring our contract represent value for money and by redesigning our services.

After we have exhausted the above, we are considering reducing some non-statutory provision of service, which the following proposals explain.

### **Reduction in discretionary youth services budget**

In the past year we have successfully developed a targeted youth service which focuses on the most vulnerable teenagers in our city including children in care and those most at risk of exploitation and offending. Since its launch there has been a 30 per cent reduction in the number of young people being taken into care when compared to the previous 12 month period.

Going forward, services will be further targeted at those young people who are particularly vulnerable, with a continued focus on stopping problems becoming a crisis and managing risks to young people within their communities.

We also want to work more closely with our communities and the people within them who know our young people the best, to empower them to be able to run the activities that our young people want and need. This will include delivering, with our partners, a directory of what is available in our city to help young people and communities know where to go to get help and advice.

As a result of this new approach and focus, this proposal looks to cease providing non-statutory youth services leading to a reduction in staffing. An example of the kind of support that will be ceasing includes one to one support, support for running activities and clubs in the community and a reduced drop-in service for young people who are not in education, employment or training.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>516,000</b>
<b>2021/22</b>	<b>516,000</b>
<b>2022/23</b>	<b>516,000</b>

### **Vivacity proposals**

Vivacity successfully operates a wide range of culture and leisure services on behalf of the council including libraries, gyms, the regional swimming pool and Lido, the Key Theatre and the museum in addition to other community services where there is no council contribution. Vivacity has grown over the nine years since it launched and has been able to secure additional investment from other non-council sources, as well as income through a wide range of fee-paying services. It has always been our shared ambition that, in time, Vivacity would be able to diversify its business to such a level that it was no longer reliant on council funding for its discretionary services. As a result of this shared ambition, we have worked closely with Vivacity to propose a series of opportunities that continue to reduce their reliance on council funding, saving us £357k in 2020/21.



All of these opportunities relate to changing the way we organise our services and work together, rather than service reduction or cessation. We have agreed that there are opportunities and more flexible ways of using the council-owned buildings from which Vivacity deliver their services, that Vivacity should play a bigger role in helping some of our most vulnerable residents by, for example, improving their health and wellbeing through commissioned activity, and that there are some commercial or income generating opportunities that could be realised sooner if we work in partnership with Vivacity.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>357,000</b>
<b>2021/22</b>	<b>357,000</b>
<b>2022/23</b>	<b>307,000</b>

### **Prioritising street cleansing work**

This proposal looks to reduce the amount of time and money spent on non-essential street cleansing so that other areas of the city with a higher need can be prioritised. This will include a reduction in the budget to clean spillages across the city centre. There will also be a reduction in city-wide stain washing, however with the new Hot Wash service we will be able to respond to any urgent cleaning requests to bring them back to a reasonable standard.

Targeted cleaning in the Gladstone area of the city, a service that was put in place due to people littering as they pass through, will be reduced from a daily visit to three times per week to maintain standards.

Along with this proposal we are working with groups in the community who want to carry out litter picks by supplying materials and disposing of the waste they collect. This supports our commitment to work more closely with our communities across all our services, helping residents to help themselves, instil pride in their locality and deliver services differently and more efficiently.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>129,000</b>
<b>2021/22</b>	<b>129,000</b>
<b>2022/23</b>	<b>129,000</b>

### **Reduction in response time to non-hazardous flytipping**

This proposal looks to reduce the costs incurred by the council when people illegally fly-tip by adjusting the time taken to remove non-hazardous fly-tips. Response times would change from two days to between five and ten days. This change would allow cleaning to be carried out with a smaller team. Hazardous fly-tips would still be cleared as a priority within 24 hours.

The work of the fly-tipping cross-party task and finish group has enabled us to purchase crime tape to be placed around large fly-tips to make residents aware these are being investigated and also to make perpetrators aware that we are investigate fly-tipping. We are also looking to purchase CCTV cameras to use in hot spot areas to tackle the crime and prosecute where possible.

As a member of Recycling in Cambridgeshire and Peterborough (RECAP) we have a joint campaign called 'Scrap It' which looks to target fly-tipping and offers cross-border intelligence sharing to enable more prosecutions and help to reduce fly tip incidents.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>59,000</b>
<b>2021/22</b>	<b>59,000</b>
<b>2022/23</b>	<b>59,000</b>

## **USING OUR ASSETS**

The following proposals relate to ways the council can make savings and efficiencies through its assets, predominantly its buildings.

### **Income generation and business rates from Sand Martin House**

One floor of Sand Martin House has now been sub-let to the CITB (the Construction Industry Training Board) generating income for the council. In addition to rental income, the CITB will also make a contribution towards service charges as part of the agreement. Service charges paid to the council by the CITB include costs relating to the maintenance, cleaning, waste disposal, and utilities relating to both the sub-let area and shared spaces. This will create an additional income of approximately £250,000 per annum from 2020/21.

In addition, a valuation carried out by the Valuation Office in March 2019 determined that the business rates for Sand Martin House are approximately £100,000 less than the original estimate. There is however, a cost pressure of £31,000 per annum, for the Fletton Quays multi-storey car-park. Overall savings against the original budget are £69,000.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>319,000</b>
<b>2021/22</b>	<b>319,000</b>
<b>2022/23</b>	<b>319,000</b>

### **Reduced property portfolio**

The council now has a smaller property portfolio after consolidating its office space and moving to Sand Martin House and because the majority of schools are now academies and responsible for their own buildings.

As a result, the council is proposing to reduce the size of the contingency budget, held in case of unforeseen property problems, such as urgent repairs.

With less buildings, savings are also achieved as a result of fewer condition surveys being required. The second part of this proposal looks to move from a three-year cycle to a five-year cycle for condition surveys, in line with industry standards. In between, buildings will still be checked regularly and if works are required, these will be undertaken.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>193,000</b>
<b>2021/22</b>	<b>193,000</b>
<b>2022/23</b>	<b>193,000</b>

### **Increase in income from council-owned commercial units**

As part of the ongoing review of rents on council commercial units, NPS has been able to apply market rate increases when terms become available for renegotiation, such as units in Alfric Square, Herlington and Saville Road. This will result in an additional annual income of £23,000.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>23,000</b>
<b>2021/22</b>	<b>23,000</b>
<b>2022/23</b>	<b>23,000</b>

### **Introducing auto-scale product**

The Citrix estate is a cloud-based server which supports all the council's applications and desktops. It used to run 24/7 and 365 days of the year, whether it was in use or not. The recent purchase and installation of an auto scale product automatically switches servers off when not in use, generating a saving.

<b>Savings</b>	<b>£</b>
<b>2020/21</b>	<b>45,000</b>
<b>2021/22</b>	<b>45,000</b>
<b>2022/23</b>	<b>45,000</b>

## **FUNDING PROPOSALS AND CORPORATE SAVINGS**

On 4 September 2019 the Chancellor of the Exchequer, Sajid Javid, announced a one year only Spending Review (SR19), including a real terms increase in spending of £13.8bn across all government departments.

This means that local government should see an increase of £3.5m in its total funding. The following points outline the key local government headlines from the announcement:

- Business rates reset and the Fair Funding Review will be deferred until 2021/22.
- 75% business rates pilots will end in March 2020 with only the 100% devolution pilots remaining in place - no new pilots planned for 2020/21;
- RSG 2020/21 will be 2019/20 + CPI;
- New Homes Bonus Grant- legacy payments for New Homes Bonus will be paid, however there was no confirmation regarding new payments going forward;
- Social care and public health:
  - Additional social care funding of £1bn delivered through a grant, in addition to the funding currently received in 2019/20. This means the current funding streams of IBCF, Winter Pressures Grant and Social Care Grant will continue for 2020/21;
  - ASC precept up to 2% and general council tax 2%;
  - Real terms increase in Public Health Grant, to be in line with the increase in the Better Care Fund and also stated to be an additional £100m.
- Schools to receive an additional £700m High Needs in 2020/21 on top of previous funding;
- Troubled Families Funding will continue;
- Homelessness will receive an additional £54m, but detail of distribution method unknown.
- New Towns Fund £241m - Peterborough named one of the areas to benefit from this.

The following table outlines the forecast financial benefit to the council:

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Additional 1% Council Tax	783	817	844
Additional Social Care Funding	3,308	3,308	3,308
Continuation of IBCF (3 year ASC grant)	1,121	1,121	1,121
Homelessness	279	279	279
Public Health and Better Care Fund (NHS)	419	419	419
Tackling Troubled Families Grant extension	753	-	-
Revenue Support Grant (Current CPI- 2%)	205	205	205
<b>Total</b>	<b>6,868</b>	<b>6,149</b>	<b>6,176</b>

## Corporate Savings

The council has also been able to identify the following savings:

### Inflation

As part of the tri-annual pension re-evaluation the council has received confirmation from the actuary that the pension fund contributions will continue to be the same rate for the next three years. This means that the council will be able to release budget put aside to deal with the expected pressure. The energy budgets are however underprovided for as these costs have increased higher than anticipated. Therefore, this is reducing the overall amount of inflation the council is able to release.

### Council tax base and collection fund surplus

An early forecast indicates growth in council tax income for the current financial year above predictions because of the city's rising population home building. This means that the council can expect to receive a one-off amount in 2020/21, and an ongoing financial benefit in future years. These estimates will be confirmed later in the year as part of the council's Council Tax Base Return to MHCLG.

Savings as a result of the tri-annual pension review carried out by the actuary.

	2020/21	2021/22	2022/23
	£000	£000	£000
Inflation (pension and Electricity)	1,600	1,600	1,600
Council Tax Base and Collection Fund Surplus	600	370	440
<b>total</b>	<b>2,200</b>	<b>1,970</b>	<b>2,040</b>

## **HUMAN RESOURCES IMPLICATIONS**

In order to deliver phase one of the budget as outlined in this document, it is anticipated that some posts across the council will be affected. It is estimated at this stage that there may be a headcount reduction of up to 75 people of a total workforce of 1,244, some of which could occur during 2019/2020 whilst others may happen during 2020/2021.

It is the aim of the council to try and minimise compulsory redundancies and the impact on service delivery. This will be achieved, wherever possible, by seeking redeployment opportunities, the deletion of vacant posts, restrictions on recruitment (taking into account service delivery), natural wastage / turnover and reducing or eliminating overtime, (providing service delivery is not compromised). Where staff are affected, we will seek voluntary redundancies as appropriate to minimise compulsory redundancies and where this is unavoidable, appropriate outplacement support will be considered.

**BUDGET CONSULTATION FORM**

We want to hear the opinions of all residents, partner organisations, businesses and other interested parties as part of the budget setting process.

People will be able to give their opinions by completing an online survey on the city council website - [www.peterborough.gov.uk/budget](http://www.peterborough.gov.uk/budget). Hard copies of the consultation document will also be available from the reception of the Town Hall on Bridge Street and all city libraries.

The consultation will close on 16 December 2019 at 5pm. Cabinet will consider comments on Monday 9 December 2019 and Full Council will debate the phase one proposals on Wednesday 18 December.

The consultation will ask the following questions:

1. Do you have any comments to make about the phase one budget proposals?

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2. Having read the phase one proposals document, how much do you now feel you understand about why the council must make total savings of almost £33.5million in 2020/21 and over £33.9million by 2022/23? Tick the answer you agree with.

- A great deal
- A fair amount
- Not very much
- Nothing at all

3. If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here:

.....  
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.....



**So that we can check this survey is representative of Peterborough overall, please complete the following questions.**

Are you?

- Male
- Female

Please tick which of the following best describes who you are:

- Resident
- Business person
- Member of council staff
- City councillor
- Work, but don't live in Peterborough
- Member of community or voluntary organisation
- Regular visitor
- Other (please state).....

Which of these age groups do you fall into?

- Under 16
- 16 to 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65 to 74 years
- 75 years or over
- Prefer not to say

What is your ethnic group?

- A White**  
English/ Welsh/ Scottish/ Northern Irish/ British  
Gypsy or Irish Traveller  
Any other white background
- B Mixed/ multiple ethnic groups**  
White and Black Caribbean  
White and Black African  
White and Asian  
Any other mixed/ multiple ethnic background
- C Asian/ Asian British**  
Indian  
Pakistani  
Bangladeshi  
Chinese  
Any other Asian background, write in
- D Black/ African/ Caribbean/ Black British**  
African  
Caribbean  
Any other Black/ African/ Caribbean background

**E Other ethnic group**  
Any other ethnic group

**Do you consider yourself to have a disability?**

Yes.....  
No .....

**Thank you for taking the time to complete this survey**

Please hand this completed questionnaire into the reception desks of the Town Hall on Bridge Street, Peterborough or any city library. Alternatively they can be returned by post to: Communications Team, Peterborough City Council, Sand Martin House, Bittern Way, Peterborough PE2 8TY.

## Appendix D- Equality Impact Assessments- Tranche One MTFS 2020/21-2022/23

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## Equality Impact Assessment: Age UK

### What are the proposed outcomes of the policy?

To decommission the Age UK contract and activities which are commissioned by the iBCF (improved Better Care Fund) programme equating to £45,000 annually.

The Department of Health provided funding (Improved Better Care Fund (iBCF)) to local authorities including Peterborough City Council to deliver capacity to assist hospital discharge and avoid admissions. (The Secretary of State for Health and Social Care closely monitors the delivery of the iBCF programme across the country and critically evaluates its impact on the speed of discharge).

With the older population in Peterborough set to rise by more than 4% each year to 2021, the Age UK Community Support at Home was commissioned in 2017 as part of the Winter Pressures Model with other providers. This was to avoid bed capacity pressures at Peterborough City Hospital which is key to the national planning for managing Delayed Transfers of Care (DTOCs) which the service provided.

Age UK Cambridgeshire and Peterborough Community Support at Home Service supports vulnerable, older people, primarily but not exclusively aged 60 and over, within their own homes. Older people are assisted to continue to live independently by providing daily contact, and support by personal visit or telephone call to ensure a sense of security and wellbeing as well as practical support.

Community Support at Home primarily relieves pressure on the Reablement Team and Domiciliary Care Providers, reducing the number of care visits required by offering support with practical needs.

The service is free of charge to people accessing it and supports all older people to continue to live independently at home by providing regular contact (Monday to Friday), either by a personal visit or telephone call, to provide a sense of security and wellbeing.

The service also provides: -

- Signposting older people to helpful information and guidance.
- Advice on other local community services
- Collecting prescriptions
- Reading post
- Making phone calls on behalf of the service user, if requested

### Which individuals or groups are most likely to be affected?

Older people who are assisted to live independently will be affected by this proposal.

**Now consider whether any of the following groups will be disproportionately affected:**

Equality Group	Note any positive or negative effects
Particular age groups	Yes, this proposal would affect older people particularly over the age of 65 and could lead to changes increases /

	reductions in the care that some people receive. Additional pressure could be placed on inhouse services, such as reablement.
Disabled people	Not specifically
Married couples or those entered into a civil partnership	Not specifically
Pregnant women or women on maternity leave	Not specifically
Particular ethnic groups	Not specifically
Those of a particular religion or who hold a particular belief	Not specifically
Male/Female	Not specifically
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically
Sexual orientation	Not specifically

**What information is available to help you understand the effect this will have on the Groups identified above?**

Information from the provider.

Information owned by the council including client reviews, information on care packages available through corporate systems, and corporate comments, compliments and complaints process.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city, as it will allow the council to work towards delivering a balanced budget in 2020/21.

**Has the policy been explained to those it might affect directly or indirectly?**

Not yet – consultation will take place on the proposal as part of the phase one budget setting process. If and when a decision is made full briefings would be held with the provider and those affected.

**Can any differences be justified as appropriate or necessary?**

The proposal is necessary given the severe financial challenge faced by the council. In addition, the changes support the council's Think Communities approach, which looks to empower and support communities to help themselves.

**Are any remedial actions required?**

No, although robust review of the contractual change will be undertaken.

**Once implemented, how will you monitor the actual impact?**

Client reviews, information on care packages available through corporate systems, and corporate comments, compliments and complaints process.

We will also use the Adult Social Care outcomes framework. Age UK contribute to meet these indicators. The withdrawal of the service may result in a reduction in performance.

<b>Policy review date</b>	<b>Six months from any change</b>
<b>Assessment completed by</b>	<b>Karen Berkley</b>
<b>Date Initial EqIA completed</b>	<b>3 Oct 2019H</b>
<b>Signed by Head of Service</b>	<b>Gary Jones</b>

## Equality Impact Assessment: Integrated Lifestyles Service

### What are the proposed outcomes of the policy?

Integrated Lifestyle services help people to reduce their risk of illnesses such as heart disease, diabetes and cancer, through evidence-based programmes supporting them to achieve personal health goals. These include behaviour changes such as stopping smoking, eating a healthier diet, losing weight and reducing their alcohol intake. These changes reduce future demand on health and care services.

Both Peterborough City Council and Cambridgeshire County Council commission similar Integrated Lifestyle Services, and this proposal is for the two councils to work together to commission the service jointly.

This will enable a saving to be made on the cost of the contract, through reduced management overheads and other efficiencies. In addition, it is proposed to redesign the child weight management services which are delivered as part of the contract, to a more locally tailored model which would not include a lower input from specialist staff.

### Which individuals or groups are most likely to be affected?

The savings secured through efficiencies in management cost will not affect specific groups or individuals.

The savings will affect 7 to 11-year-olds identified as being overweight or obese as they will not be able to access structured child weight management services.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	7 to 11-years-olds will not be able to access structured child weight management groups
Disabled people	Not specifically
Married couples or those entered into a civil partnership	Not specifically
Pregnant women or women on maternity leave	Not specifically
Particular ethnic groups	Not specifically
Those of a particular religion or who hold a particular belief	Not specifically
Male/Female	Not specifically
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically
Sexual orientation	Not specifically

### What information is available to help you understand the effect this will have on the

### **Groups identified above?**

The structured child weight management programme service has been provided in Peterborough since 2017 and despite strenuous efforts it has been difficult to recruit children and their families to the service. The model is evidence based and requires parents/carers to be involved which has been an additional challenge.

The service recruitment and completion targets have consistently not been met. This recruitment issue is a national issue and similar schemes throughout the country experience the same problem.

### **Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

### **Has the policy been explained to those it might affect directly or indirectly?**

As the service is currently being re-commissioned through a competitive tender the potential providers of the service will be informed through this process.

The new service will advertise and promote the proposed alternatives to children and their families.

### **Can any differences be justified as appropriate or necessary?**

The withdrawal of the structured weight management services for 7 to 11-year-olds can be justified through it consistently having a very poor uptake, which is mirrored in other similar services across the country.

The current service has piloted an alternative approach to address weight issues and obesity which has resulted in engagement with higher numbers of children and young people.

### **Are any remedial actions required?**

The service specification for the new Lifestyle Service will include the more locally tailored approach already piloted in Peterborough which has proved to be effective in engaging children and is more cost-effective.

### **Once implemented, how will you monitor the actual impact?**

The new Lifestyle Service contract will have key performance indicators (KPIs) that will capture the numbers of children engaged in the intervention and these will be monitored on a regular basis as part of the main contract.

<b>Policy review date</b>	<b>Three months after implementation</b>
<b>Assessment completed by</b>	<b>Val Thomas/Stuart Tarbuck</b>
<b>Date Initial EqIA completed</b>	<b>3 October 2019</b>
<b>Signed by Head of Service</b>	<b>Liz Robin</b>



## Equality Impact Assessment: Healthy Child Programme

### What are the proposed outcomes of the policy?

Giving every child the best start in life is a national and local priority. The Healthy Child Programme (HCP) is a programme of screening tests, immunisations, developmental reviews, and information and guidance to support parents and communities to help give every child the best start in life.

The service is mainly delivered by health visitors, family nurses and school nurses working in skill-mix teams. All families receive basic elements of the programme and additional services are provided to those with specific needs and risks.

Work is underway across Peterborough and Cambridgeshire to redesign the HCP in partnership with our NHS providers:

- Cambridgeshire and Peterborough Foundation Trust (CPFT)
- Cambridgeshire Community Services NHS Trust (CCS).

This transformation work will deliver savings agreed in 2018 and includes:

- Aligning the leadership structure across Cambridgeshire and Peterborough
- Streamlining the delivery through a single duty desk and locality in Peterborough
- Using a nationally recognised tool to model the workforce required to deliver the service.
- Use of technology- text messaging service for parents (text us) and young people (chathealth) and on-line medicines management training for schools
- Enhanced Young Parent pathway embedded within Family Nurse Partnership programme.

The work has identified a historic funding gap in Peterborough when the programme transferred from the NHS to the local authority. The costs of the programme for the main provider CPFT were higher than the funding for the contract. Some additional funding has been put into the contract by the city council, and some savings have been identified by a review of costs in the contract including costs of premises, staff vacancies and national funding for the NHS pay rise. Some additional service redesign measures have also been identified including:

- transfer of the National Childhood Measurement Programme (NCMP) to another service provider which took place in September 2019.
- stopping hearing screening when children start school, as children's hearing is now screened shortly after birth. Screening at school entry is not a national requirement and is not being done in Cambridgeshire.
- using information sent through by health visiting services from other local authorities when children move into Peterborough, rather than visiting the family to ask for the information again.
- reducing the number of open access child health promotion clinics run by health visitors from twelve per week to six, while at the same time empowering parents by providing baby self-weigh facilities and improving the availability of local web-based and digital information on child health for parents.

### Which individuals or groups are most likely to be affected?

Children aged 0-19 and their parents/carers.

**Now consider whether any of the following groups will be disproportionately affected:**

<b>Equality Group</b>	<b>Note any positive or negative effects</b>
Particular age groups	Children aged 0-19 years and their parents/carers. Both positive and negative impacts likely as there will be a wider digital offer and less face-to-face intervention
Disabled people	Not specifically.
Married couples or those entered into a civil partnership	Not specifically.
Pregnant women or women on maternity leave	Both positive and negative impacts likely as there will be a wider digital and self-help offer and possibly less face-to-face intervention
Particular ethnic groups	Similar impact across all ethnic groups but could have a negative impact on families where English is not the first language. In order to mitigate this impact, there is ongoing service user involvement in the transformation programme as detailed below.
Those of a particular religion or who hold a particular belief	Similar impact across all religious groups
Male/Female	Similar impact for men and women
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically
Sexual orientation	Not specifically

**What information is available to help you understand the effect this will have on the Groups identified above?**

Risk assessment by the service providers identifies that it will be important to ensure that the caseload of children who need safeguarding is shared between health visiting teams and there is good management and supervision, so that the most vulnerable children and families are well supported through the transformation and beyond.

Information on how many children and parents currently attend health promotion drop in clinics is available, and this information will be used when reducing the number of clinics, as well as ensuring a good geographical spread and engaging with service users for their views.

Engagement work on the 'Best Start in Life' strategic programme has provided information about what parents across Peterborough and Cambridgeshire feel is most important to them when receiving support from services, and this will be used during the transformation process.

### **Who will be the beneficiaries of the policy?**

Children and Young People aged 0-19 years in terms of the greater digital offering.

The city council will also benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

### **Has the policy been explained to those it might affect directly or indirectly?**

Yes - extensive engagement work has taken place with staff and service users.

While the work with teenage parents has been completed and has informed the design of the young parents pathway, work on the rest of the transformation Programme is ongoing.

As part of this work, a plan has been put in place to gain the service users' perspective in some of the existing clinics including those accessed by parents/ cares where English is a second language. This will particularly involve exploring the impact of closing some of the clinics and accessing the service by means of a texting/ telephony offer.

User research is also part of the Best Start in Life Strategy.

### **Can any differences be justified as appropriate or necessary?**

Yes – there is a requirement to provide the service within the available funding envelope and the service transformation is designed to minimise any negative impacts.

There are also positive impacts from an increased digital offer when working with young people and young parents.

### **Are any remedial actions required?**

These are outlined above. As mentioned, the digital offer will need to consider the needs of parents who speak different languages.

### **Once implemented, how will you monitor the actual impact?**

The transformation programme will be overseen by the CCS-CPFT Joint Venture Programme Board.

Key performance indicators will be monitored through monthly contract monitoring meetings.

Outcomes will be monitored through the annually updated Children and Young Peoples Outcomes Framework available here

<https://cambridgeshireinsight.org.uk/health/popgroups/cyp/> (under Children and Young People – Outcomes).

Due to the financial challenges in the service, the proposal is to continue the transformation process and deliver additional changes in year, with anticipated clinical and financial implementation by December 2019.

<b>Policy review date</b>	<b>Six months from decision</b>
<b>Assessment completed by</b>	<b>Raj Lakshman / Liz Robin</b>
<b>Date Initial EqIA completed</b>	<b>04/10/19</b>
<b>Signed by Head of Service</b>	<b>Liz Robin</b>

## Equality Impact Assessment: Stay Well in Winter

### What are the proposed outcomes of the policy?

Since 2017, Peterborough City Council has taken part in the 'Stay Well in Winter' multi-agency campaign to support people who are at most risk of poor health as a result of cold weather. As part of this campaign, in 2017 and 2018, the council provided £50,000 of integrated Better Care Fund (iBCF) to the Citizens' Advice Bureau to provide grants to people they assessed as most vulnerable, to help keep their homes warm.

The planned outcomes of the grant were

- Decrease the risk of older and vulnerable people's health being affected by cold weather
- Decrease the demand from older and vulnerable people for hospital and social care services during cold weather periods.

Following a review of the use of the integrated Better Care Fund, it is proposed to remove the £50,000 grant funding to Citizens' Advice Bureau and instead refer people to other (non-council funded) sources of this type of support.

### Which individuals or groups are most likely to be affected?

- Older people
- People with ongoing health conditions including mental health and learning disabilities
- Homeless (sleeping bags are also provided for the homeless)

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Older people - the withdrawal of funding will have a negative effect on the older age groups. Older people are at increased risk of respiratory and cardiac conditions in cold weather especially if they have underlying health conditions.
Disabled people	Disabled people have the associated risks of colder weather that could be exacerbated if they have mobility issues or have difficulties in accessing information and support to keep warm.
Married couples or those entered into a civil partnership	Not specifically
Pregnant women or women on maternity leave	Not specifically
Particular ethnic groups	Not specifically
Those of a particular religion or who hold a particular belief	Not specifically
Male/Female	Not specifically

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically
Sexual orientation	Not specifically

**What information is available to help you understand the effect this will have on the**

**Groups identified above?**

There is a clear evidence base that demonstrates the effects of cold weather on health. Older people and young children under the age of five years and those with an ongoing health condition are especially affected by respiratory and cardiac health problems. This is evidenced by increased hospital admissions and number of deaths during the winter months.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

**Has the policy been explained to those it might affect directly or indirectly?**

The Citizens' Advice Bureau will be advised formally of the changes to the funding that it receives prior to the budget being published.

**Can any differences be justified as appropriate or necessary?**

This service is not mandatory and there are some alternative options for securing heating support for older people during the winter months.

**Are any remedial actions required?**

The Stay Well in Winter project is a collaborative initiative that involves both the statutory and voluntary sector organisations. It includes a number of activities designed to support older people which will be maintained and increased to mitigate the impact. This includes the distribution to older people of a pack that has information on the measures they can take to keep themselves warm in winter. This includes the following:


- Information on where non-council grants and support can be obtained to help heat or repair homes.
- A thermometer to monitor home temperatures.
- Advice on eating, drinking and physical activity.
- Promotion of flu vaccination - which is another important protective factor against the effects of cold weather upon health.

Increased efforts will be made to ensure that these packs are widely distributed through older people networks and frontline professionals working with older people.

- The annual campaign for Stay Well runs over the winter and uses many forms of media. This campaign will be continued and enhanced especially when cold weather is forecast.
- Information and alerts will be circulated to frontline professionals about any adverse weather and where older people could access support to keep their homes warm.

**Once implemented, how will you monitor the actual impact?**

- Health and social work staff reports
- Requests to the Citizens' Advice Bureau and other voluntary sector organisations from older people for support with their heating.

<b>Policy review date</b>	<b>6 months after any changes made</b>
<b>Assessment completed by</b>	<b>Val Thomas/Stuart Tarbuck</b>
<b>Date Initial EqIA completed</b>	<b>3 October 2019</b>
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: Lifeline service

### What are the proposed outcomes of the policy?

A budget proposal has been developed which will require people to pay for the Lifeline service after the first six weeks. This would deliver savings for the council and allow it to offer the scheme to more people across the city.

The city council has provided the service free of charge since 2015 through a contract with a local provider. Lifelines are not part of statutory social care provision and recent benchmarking against 18 other local authorities found that only four provide lifelines free of charge and, of those, only one was a unitary (Nottingham City).

The savings proposal is to amend the contract so that the council would pay for the first six weeks of Lifeline provision. This reflects the approach currently taken by Cambridgeshire County Council (CCC). In practice, this would mean that people deemed to benefit from a Lifeline would be referred to the provider who would install the lifeline, set up the monitoring service, invoice PCC for the 6-week package and liaise with the service user thereafter regarding them taking on the ongoing monitoring costs. CCC's experience is that around 70% of service users choose to continue with their Lifeline.

Savings will be realised by the council no longer paying for ongoing monitoring of lifeline users as the financial commitment will be for 6 weeks only. There will be savings in terms of back office functions in the council where the admin time is currently significant.

### Which individuals or groups are most likely to be affected?

Older people and disabled adults.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Older people are the majority users of Lifelines. Some may be impacted negatively if they feel they are unable to pay for the ongoing monitoring costs after the first 6 weeks – likely to be approx. £4 per week.  It should be acknowledged that the peripheral sensors and detectors that may be connected to a Lifeline – eg falls detectors, door entry monitors – will still be provided on loan free of charge as per the legislative requirements of The Care Act.
Disabled people	Disabled adults under 65 may be impacted in a similar way to older people (as above)
Married couples or those entered into a civil partnership	Not specifically
Pregnant women or women on maternity leave	Not specifically
Particular ethnic groups	Not specifically

Those of a particular religion or who hold a particular belief	Not specifically
Male/Female	Not specifically
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically
Sexual orientation	Not specifically

**What information is available to help you understand the effect this will have on the groups identified above?**

If people choose not to continue with the Lifeline, it is possible that they may be left at risk – for example, if they fell and were unable to raise an alert.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet. If the decision is progressed the council will need to work with the provider and service users.

**Can any differences be justified as appropriate or necessary?**

Council services must be delivered within the available budget and this is not a statutory service. The council would continue to offer 6 weeks free for all, helping to encourage take up of the service, for those who would find it useful.

**Are any remedial actions required?**

The proposal relates to new users only. Existing Lifeline users would continue to have their systems funded under the current contract until they are no longer required so the number of ‘free’ Lifelines would diminish over time.


There are stand-alone technologies that can be offered to people as an alternative to Lifeline where they have friends, neighbours or family members who could respond if needed ie via a pager type system. Where appropriate, these can be provided on loan, as they are already, through the Technology Enabled Care service within PCC.

**Once implemented, how will you monitor the actual impact?**

The new Lifestyle service contract will have key performance indicators (KPIs) that will capture the numbers of children engaged in the intervention and these will be monitored on a regular basis as part of the main contract.

<b>Policy review date</b>	<b>3/10/19</b>
<b>Assessment completed by</b>	<b>Val Thomas/Stuart Tarbuck</b>



<b>Date Initial EqIA completed</b>	<b>3/19/19</b>
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: Extra Care

### What are the proposed outcomes of the policy?

The council's Extra Care Contract provides support and help to people who are socially isolated.

The service is split into three areas:

1. Personal support provision (planned calls)
2. Night support
3. Support for people to access activities in their communities

Hales and Longhurst both provide care in each of the three elements at different rates.

A budget proposal being progressed looks to reduce the size of the contract, by supporting people who are socially isolated to integrate better with their communities through friendships, rather than services provided by the council. We will look to recruit a bank of volunteers in the community and train them over a period of time to be able to provide support for those who are socially isolated and would access these Extra Care services.

This supports the council's Think Communities approach, which looks to empower and support communities to help themselves.

In addition, Serco is undertaking a soft market testing exercise to allow us to better understand the current extra care market in Peterborough. The results of this will then inform whether the council should extend the current contracts at the current rate or proceed with a full procurement exercise.

### Which individuals or groups are most likely to be affected?

Older people who receive care as part of the Extra Care Contract could be affected by this proposal.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Yes, this proposal would affect older people over the age of 65 and could lead to changes/increases/reductions in the care that some people receive. That said, the changes being proposed could lead to a better living standard for some residents as they will be supported to live independently and to feel part of the community, building lasting relationships.
Disabled people	Not specifically
Married couples or those entered into a civil partnership	Not specifically.
Pregnant women or women on maternity leave	Not specifically.

Particular ethnic groups	Not specifically.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	Not specifically.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.
Sexual orientation	Not specifically.

**What information is available to help you understand the effect this will have on the groups identified above?**

Provider Information:

Each provider has its own expected outcomes as follows:

- Participation in the PAMMS (Provider Assessment & Market Management Solution) quality monitoring system as outlined in schedule 6 of the contract.
- Submission of the monthly information returns as outlined in schedule 2 of the contract.
- Adherence to key performance indicators as stated in schedule 2 of the contract. Contract monitoring meetings held, and any actions developed to improve KPIs where necessary.

PCC Information:

Client reviews, information on care packages available through corporate systems, and corporate comments, compliments and complaints process.

**Who will be the beneficiaries of the policy?**

The changes being proposed could lead to a better living standard for some residents as they will be supported to live independently and to feel part of the community, building lasting relationships.

The city council will also benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet, that would happen if and when this proposal is approved.

**Can any differences be justified as appropriate or necessary?**

The proposal is necessary given the severe financial challenge faced by the council. In addition, the changes support the council's Think Communities approach, which looks to empower and support communities to help themselves.

**Are any remedial actions required?**

No, though robust review of the contractual change will be undertaken

**Once implemented, how will you monitor the actual impact?**

Each provider has its own expected outcomes as mentioned above. These include how well people are supported to have control over their daily lives and how much social interaction people receive. The results of these indicators will help us to monitor the impact.

<b>Policy review date</b>	Six months after implementation
<b>Assessment completed by</b>	Kim Grove/Lynne O'Brien/Amanda Rose
<b>Date Initial EqIA completed</b>	3 October 2019
<b>Signed by Head of Service</b>	Gary Jones

## Equality Impact Assessment: Peterborough Community Assistance Scheme (PCAS)

### What are the proposed outcomes of the policy?

A budget proposal is being progressed which looks to reduce the amount of money the council provides for the Peterborough Community Assistance Scheme (PCAS). This will involve a reduction in funding for a number of organisations, namely the Citizens' Advice Bureau (CAB), Disability Peterborough, Age UK, the Credit Union, KingsGate and the Peterborough Council for Voluntary Services (PCVS).

Currently the amount received by these organisations through the PCAS is £623,000. The budget proposal looks to reduce that by £418,000 in 2020/21, rising to £473,000 in the following financial year. However, all but Age UK will have their funding removed in its entirety.

### Which individuals or groups are most likely to be affected?

If the budget proposal proceeds, it will impact those organisations mentioned above which provide these services currently on our behalf - the CAB, Disability Peterborough, Age UK, the Credit Union, KingsGate and the PCVS.

It will also affect those people in the city who use those services as follows:

- CAB - people needing general information, advice and guidance including on matters associated with debt, money management, housing and employment issues.
- Disability Peterborough - this will affect people with a physical disability who have welfare benefit issues, which was the part of the service provided by this organisation that the council funded.
- Age UK - this organisation supports older people, however the proposal in relation to Age UK will not lead to a change in services for these people. It is simply a change to the way a number of different grants are provided.
- Credit Union - this will affect households on low incomes who historically have been unable to secure a high street bank account
- KingsGate - this will affect people who are struggling financially to make ends meet who need financial support to be able to eat and fit out their homes.
- PCVS - will affect people who are seeking volunteering opportunities in Peterborough.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	The only part of this proposal that is specific to an age group is the element related to Age UK and we are not expecting there to be a service reduction here.
Disabled people	People with a physical disability will be affected by the element of the proposal relating to Disability Peterborough. However, some services will still be provided to this group under a new contract to be funded by the remaining PCAS budget, and other services are provided by national providers and locally by the Department for Work and Pensions.
Married couples or those entered into a civil partnership	Not specifically.

Pregnant women or women on maternity leave	Not specifically.
Particular ethnic groups	Not specifically.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	Not specifically.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.
Sexual orientation	Not specifically.

**What information is available to help you understand the effect this will have on the groups identified above?**

In the case of older people, the proposals have been developed in close co-operation with Age UK. In the case of disabled people, we have held discussions with other local partners and carried out our own research to determine alternative sources of information and advice.

We will continue to maintain a positive relationship with Age UK, and there will be a number of other formal funding arrangements in place with them. These will be monitored in the normal way, enabling any service issues or impacts to be identified and managed.

The specification for the remaining PCAS service will be explicit about needing to support people with a physical disability with welfare benefits issues. Data to be provided through this contract will enable the council to closely monitor the impact of this funding change and seek further mitigations if necessary.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

Age UK will benefit as the process we use to pay the organisation a number of different grants is being simplified.

In addition, a procurement exercise will follow if this budget proposal is approved, to appoint an organisation to provide a number of services for residents, in particular those who are at risk of homelessness. In this instance, the organisation selected would benefit, as would those residents who are at risk of homelessness in the future.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet. Informal conversations have been held with each of the organisations mentioned above, but detailed briefings will take place with each group prior to the proposal being made public.

**Can any differences be justified as appropriate or necessary?**

The proposal is necessary given the severe financial challenge faced by the council. In addition, some of the arrangements with the organisations mentioned have been in place for some time without review and are therefore out of date, For example, the funding for the Credit Union was originally put in place to allow people with poor credit history to open a bank account. Most high street banks now offer this service so the funding is no longer needed.

**Are any remedial actions required?**

A procurement exercise will be undertaken for a new Voluntary and Community Services Infrastructure Contract, to provide support across Cambridgeshire and Peterborough to smaller voluntary organisations.

Additionally, the remaining PCAS budget will be used to commission an organisation to provide targeted information, advice and guidance as described above.

Actions will also be needed with the following organisations:

- Kingsgate - we need to work with them to support them in seeking alternative funding and to remodel the service.
- Credit Union - the service needs to relocate from its current base below Northminster car park owing to the fact it is due to be demolished, so we will support them to relocate.
- Age UK - complete consolidation of all the funding streams.
- Disability Peterborough - we need to set up a system which allows this organisation to signpost people to other services available locally and nationally, and which allows the provider of the new contract mentioned above to work with Disability Peterborough.

**Once implemented, how will you monitor the actual impact?**

We will review demand levels in certain areas to track the impact of this proposal. For example, because of the Voluntary and Community Services Infrastructure Contract which we are yet to procure, we would expect levels of homeless to reduce as this contract will specifically to look to work with people who are in housing difficulty.

We would also keep a check on whether there is an increase in people presenting to us with the problems that this funding currently supports, such as being able to afford food and essential items for the home.

<b>Policy review date</b>	September 2020
<b>Assessment completed by</b>	Amanda Rose/Adrian Chapman
<b>Date Initial EqIA completed</b>	<b>1 October 2019</b>
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: Street Lighting

### What are the proposed outcomes of the policy?

The council has just completed its LED replacement programme, upgrading 17,000 street lights to energy-efficient LEDs, and now has the ability to dim street lights. Many other councils already dim their street lights.

A budget proposal is being developed which looks to dim street lights across the city, limited to between 12am and 5am, by 20 per cent. Street lighting on subways would remain the same.

This proposal would save the council money through reduced energy costs but it would also reduce the energy used which supports the Climate Emergency declared by Council in July. Members unanimously declared the emergency and agreed to make the council's activities net-zero carbon by 2030.

LED street lighting produces less carbon than conventional street lighting. The upgraded lights are expected to achieve a reduction in the amount of energy used by around 70 per cent.

### Which individuals or groups are most likely to be affected?

This proposal would affect every resident and group in the city and all highway users. It would not affect one particular group.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Not specifically.
Disabled people	Not specifically.
Married couples or those entered into a civil partnership	Not specifically.
Pregnant women or women on maternity leave	Not specifically.
Particular ethnic groups	Not specifically.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	Not specifically.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.
Sexual orientation	Not specifically.



## **What information is available to help you understand the effect this will have on the**

### **Groups identified above?**

There is no specific impact on the groups mentioned above, this proposal would affect every resident in the city and all highway users.

### **Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

The city as a whole will benefit as it will reduce the amount of energy used for street lighting, allowing us to work towards our goal of being net-zero carbon by 2030. This sends a positive message to residents across Peterborough who we are encouraging to reduce their carbon footprint.

### **Has the policy been explained to those it might affect directly or indirectly?**

No – members of the public will be informed through the consultation process when the proposals are launched on 25 October 2019.

### **Can any differences be justified as appropriate or necessary?**

The proposal is both appropriate and necessary to allow the council to work towards its commitment made as part of the climate emergency declaration.

It is also necessary given the severe financial challenge faced by the council.

### **Are any remedial actions required?**

Street lighting currently meets the British Standard, whereas this proposal looks to reduce lighting to below. As a result, a Cabinet Member Decision Notice will be required.

### **Once implemented, how will you monitor the actual impact?**

We are not aware of any evidence in other areas of the country that dimming street lighting impacts on crime and public safety. That said, we will monitor crime data and respond to that if needs be.

<b>Policy review date</b>	June 2020
<b>Assessment completed by</b>	Amanda Rose/Andy Tatt
<b>Date Initial EqIA completed</b>	<b>2 October 2019</b>
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: Youth Services

### What are the proposed outcomes of the policy?

A budget proposal is being progressed which looks to reduce the number of posts in the youth services team at the council. This will reduce the budget for the service from £1.7m to £1.2m.

In 2018 the Targeted Youth Support Service (TYSS) was launched which brought together the Youth Offending Service, support for those who are not in employment, education or training, adolescent social care and targeted youth work into one service which focusses on young people who are most at risk of harm.

This proposal looks to continue much of that service, but will reduce some of the discretionary elements, including 1-2-1 youth engagement activity and universal youth projects.

In the future there will be a focus on supporting others in the community to set up their own provision through the Think Communities approach.

### Which individuals or groups are most likely to be affected?

This proposal will of course impact on the staff members within the existing team, both those at risk and other members of the team.

It will also impact young people across the city and their families who currently use these services or may do so in the future.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	This will initially adversely affect young people aged 13 to 18 across the city. However, future services will still target those young people who are the most vulnerable and at risk of offending.
Disabled people	Not specifically.
Married couples or those entered into a civil partnership	No
Pregnant women or women on maternity leave	Not specifically.
Particular ethnic groups	Not specifically.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	Not specifically.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.

Sexual orientation	Not specifically.
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**What information is available to help you understand the effect this will have on the groups identified above?**

The TYSS was co-developed with the staff team and following extensive engagement with relevant partners and young people. Since its launch, it has focussed on ensuring the council's statutory functions are delivered well and also on developing evidenced preventative measures to support young people and their families at risk of entering the criminal justice system or care.

The evidence to date is positive, with significantly fewer numbers of young people in the TYSS age range being in care and entering care. The change to the service as a result of this proposal will not affect this key aspect of the TYSS – all of these outcomes will continue to be achieved. We also have a comprehensive performance framework in place across TYSS, which will quickly help us to identify any adverse or unintended impacts.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

Community groups wanting to run provision for young people may benefit in the future.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet. Staff members will be informed ahead of the proposals being published and young people will be informed of those services that will not continue if and when a decision is made.

**Can any differences be justified as appropriate or necessary?**

The proposal is necessary given the severe financial challenge faced by the council. The services we are proposing to reduce are those that we do not have to deliver, non statutory. We are continuing to provide services for those young people who are most at risk. We are also retaining expertise within the team to support voluntary and faith sector groups to run their own youth provision.

**Are any remedial actions required?**

- Consultation will be needed with affected staff.
- Engagement with young people and families who use or benefit from the services.
- Engagement with groups in the community that may be able to provide youth services going forward.

**Once implemented, how will you monitor the actual impact?**

We will monitor a number of different areas, including the number of referrals made to children's social care and the youth offending service, to see whether there is an impact.

<b>Policy review date</b>	June 2020
<b>Assessment completed by</b>	Adrian Chapman/Amanda Rose
<b>Date Initial EqIA completed</b>	1 October 2019
<b>Signed by Head of Service</b>	



## Equality Impact Assessment: HR Controls

### What are the proposed outcomes of the policy?

Following a review of existing HR related controls, a number of areas have been identified which would benefit from central HR oversight such as absence management, leave, agency/interim spend, recruitment and training. The following proposed changes will ultimately support organisational effectiveness by providing greater control in the following areas:

**Absence management:** absence management would be strengthened by the proposed introduction of new system functionality providing greater management information direct to our managers in a timely manner. Streamlined processes would enable managers to better identify absence themes earlier, helping to support our staff members as part of our wellbeing strategy. The implementation of this will be supported by a dedicated absence management programme.

**Leave and expense management:** through better use of technology and the further development of our HR systems to include self-service functionality, manual processes would be dramatically reduced with a greater level of management reporting accessible by our managers to aid resource planning.

**Interim and agency spend:** through enhanced processes and central oversight in this area, budget holders will have improved sighting on recruitment spend within their business area, as well as resourcing options available to them across the council. It is anticipated this would reduce the reliance on interim and agency staff across the council, drive improvements and realise savings.

### Training:

- Training budgets across the council would be centralised with ownership and maintenance by the dedicated HR learning and development (L&D) team. This would allow training funds to be allocated effectively across the entire council and opportunities maximised to support the learning and development of the workforce.
- A central L&D team would continue to establish minimum training requirements in order to stay compliant with statutory service delivery and regulators (e.g. Ofsted and child protection). In addition, the team would continue to ensure provision exists for mandatory training such as GDPR, health and safety, with maintenance of central records for compliance purposes.
- All non-statutory training would be removed in the council for the next 12 to 18 months, with additional training deemed to be essential, being reviewed and considered by the council's corporate management team. Where appropriate, apprenticeships will be utilised for any non-statutory development in order to draw down funds from the council's apprenticeship levy account.

### Which individuals or groups are most likely to be affected?

This will have an impact on all Council staff as It represents a change to the ways of working.

**Now consider whether any of the following groups will be disproportionately affected:**

<b>Equality Group</b>	<b>Note any positive or negative effects</b>
Particular age groups	Not specifically.
Disabled people	The proposals will affect all staff equally and therefore the proposals will not be detrimental to this group in particular.
Married couples or those entered into a civil partnership	The proposals will affect all staff equally and therefore the proposals will not be detrimental to this group in particular.
Pregnant women or women on maternity leave	The proposals will affect all staff equally and therefore the proposals will not be detrimental to this group in particular.
Particular ethnic groups	The proposals will affect all staff equally and therefore the proposals will not be detrimental to this group in particular.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	From a population of 1,260 employees 28% are males and 72% are females. However, the proposals will affect all staff equally and therefore the proposals will not be detrimental to one gender more than another.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.
Sexual orientation	Not specifically.

**What information is available to help you understand the effect this will have on the groups identified above?**

The data used was taken from the HR Resource Link system. It includes details of staff in post on a given day in October. If the same exercise were to be repeated in a month's time, the data is not anticipated to materially change. The proposals are the HR controls are anticipated to affect all staff and therefore all groups in an equal way.

**Who will be the beneficiaries of the policy?**

The proposals put forward are expected to improve and streamline policies and processes, therefore all staff are expected to see the benefit of this.

**Has the policy been explained to those it might affect directly or indirectly?**

Not yet - briefings will be held with the affected staff members prior to the budget proposals being made public.

This will also be included in the briefings to all staff as part of the budget proposals.

**Can any differences be justified as appropriate or necessary?**

As there are no detrimental impacts there are no differences.

**Are any remedial actions required?**

As there are no detrimental impacts there are no remedial actions required.

**Once implemented, how will you monitor the actual impact?**

N/A

<b>Policy review date</b>	
<b>Assessment completed by</b>	Michelle Moulding
<b>Date Initial EqIA completed</b>	October 2019
<b>Signed by Head of Service</b>	Mandy Pullen

## Equality Impact Assessment: Peterborough Enforcement Services (PES)

### What are the proposed outcomes of the policy?

A budget proposal is being progressed which looks to delete the council's anti-social behaviour team which consists of 1.8FTE posts.

The work currently undertaken by this team will be passed to other organisations with responsibility for tackling anti-social behaviour and for supporting victims and offenders, in particular the police.

### Which individuals or groups are most likely to be affected?

This proposal will of course impact upon the staff members within the team.

In addition, it could impact victims of anti-social behaviour and the perpetrators, but in reality the impact should be negated by other organisations, in particular the police, picking up this area of work in the way they do already.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Not specifically.
Disabled people	Not specifically.
Married couples or those entered into a civil partnership	Not specifically.
Pregnant women or women on maternity leave	Not specifically.
Particular ethnic groups	Not specifically.
Those of a particular religion or who hold a particular belief	Not specifically.
Male/Female	Not specifically.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not specifically.
Sexual orientation	Not specifically.

### What information is available to help you understand the effect this will have on the groups identified above?

N/A as no groups identified.



Generally, however, we have analysed the nature of ASB cases that the council is holding, and these have increasingly become more complex in nature. Informal discussions have been held with the police, which have suggested that these types of cases are usually criminal in nature and are therefore core police business.

**Who will be the beneficiaries of the policy?**

The city council will benefit and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21. Victims may receive a better service as the most appropriate agencies will be dealing with the issues.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet - briefings will be held with the affected staff members prior to the budget proposals being made public. Full briefings will also be held with organisation that will pick up this area of work going forward such as the police. Briefings have already taken place with Assistant Chief Constable Dan Vajzovic.

**Can any differences be justified as appropriate or necessary?**

The proposal is necessary given the severe financial challenge faced by the council. That said, it could be argued that many of the services this team provides are outside the council's remit and that management of anti-social behaviour issues should be passed to those agencies better placed to deal with them.

**Are any remedial actions required?**

Formal consultation with affected staff members.

We need to engage formally with agencies to agree a new model for providing these services in the future.

**Once implemented, how will you monitor the actual impact?**

We will monitor crime data through the community safety partnership and mitigate where we can.

<b>Policy review date</b>	April 2020
<b>Assessment completed by</b>	Adrian Chapman/Amanda Rose
<b>Date Initial EqIA completed</b>	1 October 2019
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: HR Functional Changes

### What are the proposed outcomes of the policy?

A review of the HR function has been conducted along with a benchmarking exercise. The results have found that the function could be resourced more efficiently viewed alongside the proposals put forward in the HR Controls, to meet the needs of the new operating model.

HR will move to be a more effective, efficient function, providing support, advice and guidance to the organisation in a more structured value-add way, empowering and upskilling managers to take responsibility for all aspects of their people management. We will look to share the best practice of this happening already within the organisation with other areas that are less embedded.

To manage this transition, focus will be on creating meaningful data and developing the current HR system for HR to more effectively support the business and for line managers to manage their people accordingly.

In order to achieve this ambition, Senior Leaders will need to be aligned to the revised role of the HR function, supporting the proposed changes with their managers.

All roles within the HR Function including Serco Business Support and Payroll will be affected by this proposal.

### Which individuals or groups are most likely to be affected?

Primarily existing members of the HR Function (PCC & Serco). There would be a wider impact on the rest of the council as a result of changes to the ways of working. These are further defined in the HR Controls EIA.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Disabled people	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Married couples or those entered into a civil partnership	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Pregnant women or women on maternity leave	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Particular ethnic groups	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Those of a particular religion or who hold a particular belief	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Male/Female	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.
Sexual orientation	The proposals will affect all staff within this function equally and therefore this group will not be disproportionately affected.

**What information is available to help you understand the effect this will have on the groups identified above?**

The data used was taken from the HR Resource Link system. It includes details of staff in post on a given day in October. If the same exercise were to be repeated in a month's time, the data is not anticipated to materially change. The proposals are anticipated to affect all HR staff and therefore all groups in an equal way.

**Who will be the beneficiaries of the policy?**

The city council will benefit from a more effective, efficient HR function aligned to the new operating model and in turn the residents of the city as it will allow the council to work towards delivering a balanced budget in 2020/21.

**Has the policy been explained to those it might affect directly or indirectly?**

Not as yet - briefings will be held with the affected staff members prior to the budget proposals being made public.

This will also be included in the briefings to all staff as part of the budget proposals.

**Can any differences be justified as appropriate or necessary?**

As there are no detrimental impacts there are no differences.

**Are any remedial actions required?**

As there are no detrimental impacts there are no remedial actions required.

**Once implemented, how will you monitor the actual impact?**

N/A

<b>Policy review date</b>	
<b>Assessment completed by</b>	Michelle Moulding
<b>Date Initial EqIA completed</b>	4 October 2019
<b>Signed by Head of Service</b>	

## Equality Impact Assessment: Care Package Reviews

### What are the proposed outcomes of the policy?

With the increases in the numbers of clients and greater demands placed on the service, the team needs to find better and more effective ways of continuing to deliver high quality care within the current resource numbers. A number of the initiatives within adults and safeguarding are being proposed to enhance operational effectiveness and reduce demand on council resources. The aim is to support potential new clients to self-manage their care and support needs as much as possible or by supporting existing clients to lessen their reliance on council-funded care and support.

The initiatives include:

- Improving how reviews of our client's care and support plans are carried out
- The approach and style of conversations we are having with our clients - with a greater focus on ensuring their independence and abilities.
- Provide easy access to a directory of resources and universal services which clients can access to more effectively manage their own care and be directed to alternative providers as appropriate.
- Enhancing our offer and use of technology and aids to support our clients to retain their independence
- Sharing of best practice with Cambridgeshire

### Which individuals or groups are most likely to be affected?

Older people with dementia/comorbidities and their carers. Younger adults with disabilities or long term health conditions and their carers.

### Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Predominantly those over the age of 65 will be disproportionately affected as the largest user group for care and support services. However there would also be an impact on adults of working age who are carers or have disabilities or long term health conditions. The proposals would change the way we work with these groups with an emphasis on helping them to help themselves and investing time in avoidance of long term support wherever possible.
Disabled people	Yes as this is the key user group of our services for adults of all ages.
Married couples or those entered into a civil partnership	No disproportionate impact
Pregnant women or women on maternity leave	No disproportionate impact
Particular ethnic groups	No disproportionate impact

Those of a particular religion or who hold a particular belief	No disproportionate impact
Male/Female	No disproportionate impact
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate impact
Sexual orientation	No disproportionate impact

**What information is available to help you understand the effect this will have on the groups identified above?**

Public health data/national data and data gathered via recent collaboration with Impower.

**Who will be the beneficiaries of the policy?**

All elements of the changes proposed relate to key changes to the service model and service delivery and the ethos of early and proportionate intervention would benefit those for whom it prevents deterioration.

It will also allow the council to support a growing number of clients with the funding that is available.

**Has the policy been explained to those it might affect directly or indirectly?**

No - although staff have been engaged in adult positive challenge and there has been information shared with partnership boards.

**Are any remedial actions required?**

No - the changes should have a positive impact only.

**Once implemented, how will you monitor the actual impact?**

The changes will be implemented as part of the wider transformation and system replacement projects which are key to the delivery.

<b>Policy review date</b>	
<b>Assessment completed by</b>	Tina Hornsby
<b>Date Initial EqIA completed</b>	October 2019
<b>Signed by Head of Service</b>	<b>Debbie McQuade</b>

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**Appendix E- Carbon Impact Assessments- Draft**

<b>Proposal</b>	The council's energy consumption via buildings	The council's energy consumption via	The councils water usage	Creation of renewable energy	Carbon offsetting – will the proposal offset carbon emissions such as through tree planting.	Reducing carbon emissions through amending ongoing activities not covered above	If the project involves the creation or acquisition of a building, has the energy rating been considered. Are / will measures be included to make the building energy efficient?	Embodied energy - does your project/proposal include construction of buildings or other significant infrastructure? No = neutral. If yes, have genuine efforts been made to minimise the embodied energy* in the materials being used for that construction, and the source of such materials?	<b>Additional info</b>	<b>What information is available to help the environmental impacts identified above to be quantified?</b>	<b>Can any differences be justified as appropriate or necessary?</b>	<b>Are any remedial or mitigation actions required?</b>	<b>Once implemented, how will you monitor the actual impact?</b>	<b>Overall summary to be included in your covering report.</b>
<b>Building on successful transformation</b>														
Care package reviews and assessments	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This assessment has been undertaken on the assumption that changing the type of support individuals require could result in more visits to meet with the individuals concerned. However, it could be considered that some care options will be less carbon intensive than others and stopped earlier this would need to be reviewed when more information is known.	Insufficient information available.	Unknown at this stage	Unknown	Unknown	Neutral Impact but uncertain
Dimming of street lighting between 9pm and 5am	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This is likely to have a positive impact	It would be useful to review any available data to ascertain the level of energy reduction that will be saved	The impacts on carbon are likely to be significant whilst impacts on the public are likely to be minimal as such this is considered to be an appropriate course of action	No	It will be essential to track actual energy reductions against those forecast.	Highly likely to have a positive impact
Reduction in funding for low level support for older people discharged from hospital	Positive	Positive	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	This assessment has been made on the assumption that reducing duplication will rationalise service provision and therefore reduce the number of sites services are provided from and travel required. It is unknown if this will directly benefit council assets. This would need to be	More information is required to understand the actual changes that will occur.	Unknown at this stage	Unknown	Unknown	Potentially limited positive effects but unknown until further information is available.





Ceasing funding heating grants as part of Stay Well in Winter campaign	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	The impact of this change is anticipated to be neutral however, more information is required to identify whether this would result in less upgrades being made to improve the energy efficiency of domestic heating provisions.	Further information would be required	TBC	TBC	TBC	Neutral impact but uncertain
City College Peterborough room hire and deletion of vacant post	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It has been assumed that sharing the income received will not directly impact how often the rooms are in use. Positive for home to work travel?	N/A	N/A	N/A	N/A	Neutral impact
Facilities management service costs within the Schools PFI	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact	N/A	N/A	N/A	N/A	Neutral impact
Joint commissioning of our Healthy Child Programme	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No carbon impact identified due to insufficient information	N/A	N/A	N/A	N/A	Neutral Impact but uncertain
Joint commissioning of our Integrated Lifestyle Services	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	There is potential that a rationalisation of services and a reduction in overheads could have a corresponding reduction in travel required. There could potentially be a reduction in energy costs to operate facilities but this is unknown.	Further information on the rationalisation that will take place is required.	Unknown at this stage	Unknown	TBC	Neutral but uncertain
Realignment of drug and alcohol budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	As this is a planned change, no carbon impacts are anticipated.	N/A	N/A	N/A	N/A	Neutral impact
Reducing the value of the Extra Care Contract	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		Further information required.	Further information required.	Unknown	TBC	Neutral impact
Reduction in the repair and maintenance budget through commercial review	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Expanding the supplier list could result in procurement from further afield, or the contrary but this is uncertain.	Further information is required.	N/A	N/A	N/A	Neutral impact
Self-funding of Lifeline service after six weeks	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact	N/A	N/A	N/A	N/A	Neutral impact
<b>Redesign of Service</b>															
Deprivation of Liberties Safeguards (DoLS) assessments	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact	N/A	N/A	N/A	N/A	Neutral impact
PAMS – reduction in outsourcing of assessments	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact	N/A	N/A	N/A	N/A	Neutral impact
Recommissioning children’s centre contracts	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact from the information available.	Further information on the rationalisation that will take place is required.	Unknown at this stage	N/A	TBC	Neutral impact
Redesigned commissioning team through shared working	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not anticipated that this will have a carbon impact	N/A	N/A	N/A	TBC	Neutral impact
Reduction in agency staff in children’s social care	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This assessment assumes that it is a simple replacement of agency staff with permanent staff, therefore of neutral carbon impact	nil	N/A	nil	Nil	Neutral impact
Reduction in cleaning at Sand Martin House	Positive	Neutral	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This proposal is likely to generate a slight positive effect, through less energy and hot water use	Nil	N/A	nil	nil	Very slight likely carbon benefit

									following less frequent cleaning regime.					
Reduction in NHS Health Checks budget due to low uptake	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This proposal does not appear likely to have significant carbon implication as a consequence, whether positive or negative	nil	N/A	nil	nil	Neutral impact
Removal of social care lead practitioner post	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This proposal does not appear likely to have significant carbon implication as a consequence, whether positive or negative	Nil	N/A	nil	nil	Neutral impact
Removal of vacant housing case worker post	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This proposal does not appear likely to have significant carbon implication as a consequence, whether positive or negative	nil	N/A	nil	Nil	Neutral impact
Reshaping community and safety directorate	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This proposal does not appear likely to have significant carbon implication as a consequence, whether positive or negative	Nil	N/A	Nil	Nil	Neutral impact
Restructure and remodelling of the Prevention and Enforcement Service (PES)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This is a wide ranging proposal, but it does not appear likely there will be significant carbon implication as a consequence, whether positive or negative	Nil	N/A	Nil	Nil	Neutral impact
Review of school transport costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This assessment is likely to be neutral on all aspects except for two where it is uncertain (and therefore categorised as neutral). First, the consumption of council's energy (fuel) use could be reduced, if the review reduced school mileage undertaken (though, even if this is the case, consideration would need to be taken as to whether increased private mileage occurred as a consequence, potentially exceeding any council carbon dioxide savings). Second, if the review made more efficient use of vehicles, meaning less vehicles required overall, then this could reduce the embodied energy of the council's vehicle stock (including hired stock). However, again, if the review means greater private vehicle use, this could mean overall an increase in embodied energy, as more vehicles are being consumed overall.	Until a review is undertaken, it is not possible to know the true effects or quantities involved.	N/A	It is important the review itself undertakes a CIA	the review itself should undertake a CIA, which should determine monitoring arrangements	Uncertain impact, with potential to be positive or negative. Important that the Review itself undertake a CIA

Security at Sand Martin House	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	This assessment assumes that through reduced secured (no night time security) there is no subsequent ability to reduce energy consumption (e.g. through reduced heating). It also assumes that no increase in security incidents occur. If incidents increase, which then require repairs or replacements, then there would be an (negative) increase in embodied energy as a consequence. Travel energy use is listed as negative, as it is assumed a mobile patrol will require increased vehicle usage.	None available, and this assessment is somewhat based on assumptions rather than certainties.	The likely negative impacts on carbon emissions is likely to be very small as a consequence (and could be positive if the assumptions are wrong). Due to the uncertainties, and likely low impact, the potentially negative consequences can be justified.	Make efforts to investigate whether, as a consequence of this saving, energy usage can be reduced through reducing energy consumption at times when SMH is not under 24/7 security.	nil	Uncertain, with potential to be positive or negative, but could be negative due to increased travel via mobile patrols. These could be offset if other SMH energy savings could be made as a consequence of scaling back 24/7 security.
<b>Reduction of Provision</b>															
Prioritising street cleansing work	Neutral	Positive	Neutral	Neutral	Neutral	Positive	Neutral	Neutral	Neutral	This assessment assumes less travel is involved in reaching sites to be cleaned, and assumes an overall reduction in cleaning will reduce carbon emissions, though this benefit may be offset by the new 'hot wash' service.	None available. Understanding the energy consumption of the 'hot wash' service, compared with status quo, would help quantify carbon dioxide emission savings or losses.	n/a	Only use hot water for washing where the cleaning required clearly requires it.	Monitor energy consumption of the hot wash service	Likely slightly positive, though there are uncertainties
Reduction in discretionary youth services budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Uncertain impact and therefore more information is required.	None	N/A	N/a	n/a	likely neutral impact
Reduction in response time to non-hazardous fly tipping	Neutral	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	The assessment assumes that, as a consequence of reduced response time, that more efficient travelling to fly tip locations would occur, thus saving fuel (travel) consumption. The assessment also assumes that as consequence of reduced response time, there isn't an increase in fly tipping overall. This will need monitoring.	None available. If the travel patterns of the collection team was known, then an estimate of fuel savings could be calculated.	N/A	Nil	Monitor whether incidents of flytipping increases. Monitor fuel usage of flytipping collection team	Likely slight positive impact, based on assumption of more efficient coordination of collecting flytipping, and therefore less fuel (travel) use.
Vivacity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	It is not clear what, if any, this proposal will have on carbon use. If the services provided by Vivacity largely remain the same, as a consequence, then the impacts will be neutral. It is on this basis that the assessment has been made.	None.	N/A	N/a	It would be helpful to understand whether this saving would, through whatever means, result in any energy usage saving	Likely neutral impact, based on assumption that the saving relates to how Vivacity is run, rather than the services it offers.
<b>Using our assets</b>															

Changing frequency of property condition surveys	Neutral	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	less frequent surveys will require less journeys to properties, which should reduce fuel (travel) consumption	None available. If the travel patterns of surveyors was known, then an estimate of fuel savings could be calculated.	N/A	Nil	Reduction in mileage claims of surveyors	Minor Positive impact, through likely reduction in fuel consumption visiting sites.
Income generation from Sand Martin House sub-let	Positive	Neutral	Positive	Neutral	Neutral	Neutral	Neutral	Positive	Making more efficient use of space will reduce the overall consumption of energy (including hot water) by the council (as energy use now shared with other tenants). By sharing building also reduces the councils share of the energy embodied within the building (and saves the tenant from creating embodied energy which they would have done if securing a new building of their own)	Details of tenant share of energy bills unknown. Embodied energy of SMH unknown. Therefore precise carbon dioxide savings not quantifiable, but can be certain to be positive.		Nil	Monitor whether the councils energy consumption in SMH significantly increases post tenants arriving, and if so attempt to establish why and to what degree the new tenants are consuming energy.	Positive impact, due to electricity and gas savings, and due to the sharing of the embodied energy of SMH, but uncertain of scale of savings at this stage.
Increase in income from council-owned commercial units	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	The assessment assumes there is no increase or decrease in use of units as a consequence of this proposal	N/A	N/A	Nil	N/A	Neutral climate impact
Introducing auto-scale product	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Servers consume large amounts of electricity, therefore switching any off when not in use will save electricity, and therefore carbon dioxide emissions.	Uncertain whether financial savings relate to electricity costs alone or wider costs saving. Uncertain whether electricity savings are direct electricity savings by the council, or third party.				Positive impact, due to electricity savings, but uncertain of scale and location of savings at this stage.
Reduction in property contingency budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		N/A	N/A	Nil	N/A	Neutral climate impact
Reduction in Sand Martin House business rates	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		N/A	N/A	Nil	N/A	Neutral climate impact

**Appendix F- Budget Consultation Feedback Received**

#	Do you have any comments to make about the phase one budget proposals?	Having read the phase one proposals document, how much do you now feel you understand about why the council must make total savings of almost Â£33.5million in 2020/21 and over Â£33.9million by 2022/23? Tick the answer you agree with.	If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here:
1		A fair amount	
2	Absolutely ridiculous. Why every year we are charged Council Tax for services you propose to implement and it's never done. We are charged for empty promises. You can see this by looking around Peterborough. Cuts to the services have been done at an alarming rate and the council tax increased. Fly tipping , drug use , burglaries, assaults, homeless sleepers. No local PCSOS in the areas to deter crime ( yet when the football season is on suddenly there's an influx of police) . Then a 4% increase? For what reason? What are we paying for when we are still waiting for what was promised!	Nothing at all	Show the people of Peterborough where their money is going . At the minute we are being ripped off.
3		Not very much	
4	We are paying more for less.# More salary for councillors More money for police more money from Central Gov ( the tax payer ) More council tax = Less	A fair amount	Extra income can be generated by litter and parking enforcement. The litter on the streets of Peterborough could make Peterborough very rich if enforcement was increased ( by the way of fines ) and also make it a very pleasant place to live. Also a scheme to make drug users more responsible for their rubbish should be enforced, This can be done easily,,,,,,,,,,,,,contact me.....I doubt you will
5		A great deal	
6	I'd love it if my pay went up by 4% to keep up with the council tax rise. Its just my wife and I in our household, we don't have kids and work full time. We'll soon pay something like Â£27.50 a week to get a single bin collected and pot holes filled in when they get too big. Doesn't sound like good value to me. The one time I needed some help with a noise complaint I was informed the chances are it wont be taken up. Luckily I sorted that myself.	Not very much	I honestly don't know - I've already got one full time job, you guys need to figure this out.
7	The council has failed to secure sufficient funding from the government to deal with the cities high levels of deprivation. This deprivation has increased since 2015 when the last data was published. The council has no plans or pending applications to address this deteriorating position with many areas in the top ten percent of deprivation in the country. The council has failed to innovate to hold those who have dug up our highways and repaired them so poorly to account. Fixing potholes, the majority of which come from utilities etc inadequately being repaired. This is not for the taxpayer to fix it is for those private entities to make good and the council must enforce this. The council has failed children of Peterborough by securing sufficient SEND and nursery funding so all children can have access to the quality education they need. Little wonder Peterborough is at the bottom of education league ladders. The council leadership has failed to secure government assistance and better funding for key services rather than attacking inadequate government policies and funding and fighting for Peterborough. They cozy up to government ministers afraid of the political fall out if they dare criticise their Conservative Ministers. They should be pushing hard with a no compromise position at all times.	Nothing at all	Charge utility companies for the potholes they create. Hold those who inadequately repair roads to account financially. Introduce a congestion tax for those who bring their cars into Peterborough. This would be stepped charges for those who live in Greater Peterborough and more for those who live outside. Introduce workplace charges for car parking places. Increase enforcement activity around parking and minor driving offences. Most parking control is unenforced outside central Peterborough and then wardens spend undue amounts of time in car parks. Increase parking charges for those from outside the city who come into Peterborough by car.
8	Here's a throw back for you, 18 months ago we read in the paper that PCC Peterborough City Council has replaced the former Aimee Cleaning company as their contract was not meeting up with the demands.. PCC therefore taken on a replacement company who would meet the demands and noticeable changes in keeping PETERBOROUGH CLEAN..Well I said then as I say now, Bull sh__ !! I have personally taken on our largest Social Housing firm and PCC in regards to an issue on Brassey Close including photos of how that situation was growing into a mountain of Fly-tipped rubbish. . Having taken 9 weeks to actually get removed.. That's 2 months and 1 week of fellow neighbours and I complaining about the condition of our area before ANYTHING POSITIVE was actually done..	Not very much	Well I believe if we the people stopped paying our taxes UNTIL WE GET TOP SERVICE FOR OUR MONEY..not like this crap we are currently receiving. ..
9		Not very much	

#	Do you have any comments to make about the phase one budget proposals?	Having read the phase one proposals document, how much do you now feel you understand about why the council must make total savings of almost Â£33.5million in 2020/21 and over Â£33.9million by 2022/23? Tick the answer you agree with.	If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here:
10	Yes totally outrageous, the citizens cannot fund the deficit which has been raked up by the council. How much did it cost for Christmas street lighting last year? Why does the council need to pay a private company close to a million pounds to tell them how to save costs. His much does the council's jaguar cost a year, why can't we have a ford fiesta instead. There is no excuse for irresponsible spending and then asking the citizens to foot the bill. Its money that I need to feed my children.	Nothing at all	Put an end to moneys spent on building extensions for people who claim to not being able to manage stairs, DFGs, and care and repair costs, minor and major home adaptations, that cannot be really justified. I would like to find out what pay increase council execs received the last few years.
11	Yes, no where in the proposals does it state that Councillors allowances will be capped or reduced	A great deal	Either cap or reduce Councillors allowances and reduce the additional entitlements they can obtain. Pointless to save Â£500 year on printer cartridges when Councillors can vote in annual increases on their allowances
12	Clean streets who cares if you'll cut grass in places like goldhay way or brettton way	A fair amount	Separate street cleansing from parks and gardens!
13	The Council MUST stand up to Government dictatorship. We will NOT be bullied.	A fair amount	Be tougher on benefit fraud
14	Cutting services to voluntary sector eg Age UK, Disability, CAB, etc is counter productive as more enquiries will come through the main PCC 747474 number which is already over stretched. Age UK cover basic OT needs and this SAVES money for council. If this service is withdrawn again more pressures for the OT team who are already struggling to recruit workers to vacant posts eg. Reablement. Discretionary youth service must not be reduced. Stated in consultation that this has reduced numbers going into care. Providing a directory is not enough. These people need a person centred approach by people who have the expertise to try and resolve their issues. It's not just a case of reading about a services which are about to have their financial resource removed. Volunteers are by their very nature volunteers, they need support in the form of leadership and resources by experts in the field. Face to face support is vital for those vulnerable people. Just sign posting is not enough.	Nothing at all	1.. Increase councillors car parking charges in line with council workers costs to park. 2. Reduce costs of mayors car. Consider Abolishing altogether. Use a local taxi firm.. Heed the advice of PCC to encourage use of public transport! Use sponsorship, advertising on car. Hire out car when not in use. Use chauffeur for other tasks when not driving. 3. Use CCTV and technology to reduce need for 24 hr security personnel 4. Homelessness. Use good quality secondhand mobile homes of high spec with central heating, double glazing etc. as removed from caravan parks. They are of high spec and have all mod cons and would enable homeless families to be kept together as a unit and not have to share facilities. There must be vacant spaces in Peterborough to put these. They are mobile so if necessary could be moved to other areas. Electrics and water Are available on many brown field, industrial sites and services could be installed if not already there. The cost of maintaining, replacing these would also be much cheaper. 5.Be proactive-in fining those fly tipping and dropping litter. This should be for whole of city NOT just city centre. Areas in a stones throw from city centre are an absolute disgrace. Fining, shaming and educating people would help to resolve the proble. It would be cost effective in the end and a long term fix
15	The proposals relating to young people are particularly concerning. It is not clear that such work will be effectively supported by the community - those supporting young people are skilled professionals. The long term consequences could make the short term savings look insignificant. Regarding the proposals re social workers. The turnover of staff is considerable and councillors should reflect on the quality of management that results in qualified staff feeling that they cannot stay. Looking at Members perks the savings are relatively small but do they really need their travel to be paid when attending a garden party at Buckingham Palace? Surely the delight of such an opportunity should be sufficient.	A great deal	
16		A fair amount	
17	I feel that assistive technology is a great way to reduce the adult social care pressures, however if people are made to pay for it after 6 weeks then they may not continue with the service and the impact will be huge on taking reactive action where a fall or emergency situation occurs. I think the approach is narrow minded.	A fair amount	I think the council can have less interim managers in post where they are paid twice as much as permanent staff.

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18	The budget gives an insight into a lot of savings in areas which could never to thought of and how we are striving hard to meet the Budget Gap	A fair amount	1. Parking Tickets: where the person charged is allowed a discount in case of early payment within 14 days, we can reduce the percentage of discount from 50% to 30% or the reduce days from 14 to 7. 2. Printing: Seen a lot of staff still being old fashioned to continue printing of unnecessary documents. We may need to educate them about online storage of documents, how easily they can be accessed. Saves Paper. 3.Cleaning services: Cleaners in-charge are completing the jobs earlier than the time allocated (e.g: One staff was scheduled to complete the job in 2 hours but instead completes the same in 40 mins and heads home taking 2 hours of pay for that day on the pretext no one is checking). Reduce the time to generate a savings. 4. Advertise the Car Park at Office site. Currently being underutilised. Offering various scheme on block parking tickets at a discount
19		A great deal	I was hesitant to write down my suggestions, as I know that my ideas may have an impact on people's positions and jobs, which makes me feel really uncomfortable. I would like to stress that I do not have any personal reservations against any of my colleagues. However, I also feel responsible for the council and I don't want the council to financially collapse. I am an adults locum social worker and currently working on a savings project, and as such I feel that the council could make some savings in looking into some of the staff members' work and whether it is worth it for the council to continue to employ these staff members in their current form, or whether it would be possible to utilise their skills better maybe? 1.) I observed that the project's project manager's (Serco) main role is around updating an action log from our weekly meetings, she is keeping up with the cost of the project (simply it is about asking how many days people worked on the project in a month), and attends a delivery board every few weeks where me and my broker colleagues update her about the figures and the work we have done, and she delivers the info on these boards. She is put down for working on this project 3 days/week, and apart from the extra things she at times needs to do e.g. her chasing contracts (whether the project will be extended, or chasing our contracts with the council as it was lost), I am not sure whether she does anything more. I feel that either myself or my broker colleagues could take over whatever she does, e.g. could update the action log - as we already have a spreadsheet we update, and we could keep track on how many days are people working on the project without hiring someone to do this externally? It would reduce the running cost of the project which would essentially make more savings. 2.) There is another project manager (Secro) and she also has a colleague, they go out to people's homes to check how many hours are being delivered by home care providers vs what has been commissioned in reality. This should be a standard part of a social work review, I am not sure whether it's worth employing people externally to do this. Also, if a provider is not providing enough hours, that could be part of neglect, safeguarding, etc., not sure whether someone who is not qualified would pick this up. Overall I think it would be a good way forward to provide training for the social work teams to highlight the importance of checking what care has been commissioned and paid out vs what care has been received, and a lot of money could be saved this way (this is party what I am doing, so further on you could save paying for a locum to pick this up). I also feel that the social workers are very busy and overworked, and the teams are understaffed for various reasons, I feel that it would be great to invest into having more social workers in team which would allow the workers to have more time to do a more thorough piece of work so they would have the time to look into the financial side of things more which would help to pick up the discrepancies. This would lead to long term savings. 3.) The third suggestion I have is around the adult safeguarding team. Currently the safeguarding leads carry out and enquiry, if the subject to the enquiry already has an allocated social worker, the lead would ask the worker about the person and would phone other parties such as families and carers to gain more information. If the enquiry was made by the allocated social worker, often it feels like that the safeguarding team would put it back to the worker and would ask the worker to do part of the enquiry. At the end of the enquiry, the safeguarding lead would make a decision whether the enquiry is triggered a section 42 full enquiry or whether it could be managed under case management, in both cases

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			they would allocate the cases back to the social worker. I do not understand what is the point of the safeguarding lead, as they only do the enquiry and hardly go and speak with the subject of the safeguarding (and according to the Care Act, the safeguarding has to be proportionate, if the person in subject does not want to escalate it to a safeguarding and has the capacity, it should not be escalated). In other boroughs, I have carried out the whole safeguarding process, from the starting concern, enquiry, and either the section 42 investigation or managed under case management. It is better as there would be continuity of care, less stressful for the other involved parties (as often the lead would ask the same questions as there is duplication of work). I think it would be better if the leads would have a case load and they would conduct the section 42 investigations as well, not just the initial enquiry. The other option would be to transfer the leads to the other social work teams to increase the numbers of social workers so the teams would have more capacity to take on the initial safeguarding enquiries as well, this way the council could save money as the safeguarding leads are on more wage than the social workers in other teams.
20		Nothing at all	
21	Most of these cuts would not be necessary if there was only one local authority across Peterborough and Cambs and if social care was integrated with health care. There are huge areas of duplication and inefficiency, and there is no legal impediment to integration. The STP was launched three years ago based on treating all public money as one. The lack of progress since then is inexcusable.	A great deal	Integrate with Cambs CC. Integrate health and social care. Support carers as part of the adult social care workforce Find things not to do in the areas of MCA, Safeguarding Adults and recording
22		A great deal	
23	Whilst I understand the need to make savings I am disappointed to see the cuts in Youth Support given the national concerns around issues such as gangs, knife crime and county lines. Surely Early Intervention is key. Also disappointed in the proposed changes to Learning and Development offer. Apprenticeships are not a replacement for an offer that makes staff feel they are being invested in (surely an aid to recruitment and retention)	A great deal	
24			
25	The council is obviously in a very difficult position and has difficult decisions to make. These difficulties are mainly caused by central government funding cuts. It is difficult to understand how Conservative councillors continue to support their party. They need to lobby their party colleagues in central government much harder, and should refuse to canvass on behalf of the party at parliamentary elections unless support is increased. There are some worrying cuts proposed. The cuts proposed in youth services, may well lead to an increase in crime and anti-social behaviour in the city centre, and at local centres in the various townships. This will impose costs on businesses and organisations and may well reduce footfall. I am also concerned that the drive to save money by sharing services with Cambs County Council. The council will need to be vigilant to ensure that staff providing services to both councils give Peterborough a fair share of their time, energy and attention. The council also needs to consider how to minimise the damage caused by organisational memory loss when long standing and committed employees are lost.	A fair amount	Can the council use crowdfunding or invite business sponsorship to protect discretionary services? I also think the council should monitor spending on consultancy services very carefully. I feel large sums of money are being paid to consultants with little or no knowledge of the city.
26	Too much money goes to housing benefits, you should spend this money to encourage people to find a job and stop funding them.	A great deal	Encourage more businesses to invest in the city. Spend less for housing benefits.
27		A fair amount	Campaign to get rid of that Unitary Mayor and all their hangers on, I see no impact they make, just increases a level of bureaucracy



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28		A fair amount	I have a 2 fold suggestion. It has been 10 years since the last council wide job evaluation exercise. I feel that due to the introduction of "omnicompetent" roles during that time, that some job descriptions are now grossly out of date and do not reflect the actual roles members of staff do. Added to this the generic job titles which make it difficult to compare the roles against similar roles within other LA's and therefore difficult to compare wages. So my suggestion is to remove all the generic "omnicompetent" job titles and then reevaluate roles on the merits of the job that is actually performed. I believe the results would both negatively and positively affect the budget, with some roles being graded up and some down, however, it would leave us in a better, much clearer position for further reviews/consultations in the future.
29		A fair amount	Having officers on duty seven days a week enforcing the no cycling rule in bridge street would generate substantial income.
30	Cuts are being made to valuable services!! Counselling services to parents after doing triple p through TYSS being one that has helped my family so much, now half way through my Counselling contract I'm told this service is coming to an end and the contract not fulfilled! This is awful! This is such a valuable service where cuts should not be made. This service has a great impact and changes people's lives for the better. Before going into the program I felt life was hopeless, the support given has helped me turn things around I am now in work and am able to be a role model for my children rather than the fragile failure I was feeling. Too many cuts in the wrong areas!!	A fair amount	Stop out sourcing and paying higher fees for services that a far below the standards they used to be. The pay reviews that were done were through an outsourced company and the structure given is ridiculous! Why have people on such high pay deciding the fate of the lower paid through expensive outsourcing! This just seems like an additional huge waste of money.
31		Not very much	By being more efficient, do they need so many employees? Reduce the salaries from the top down. Introduce the poll tax. Why should two old age pensioners living in one house, pay the same council tax as a household with 11 residents, of which 5 family members are in full employment.
32		Not very much	Yes any one who does not live in the UK must put a deposit down like Â£50 to use the NHS
33		Not very much	Stop hiring corrupt and greedy councillors
34		A fair amount	
35	What Happens about Council Housing after Brexit Deal	A great deal	Give more Money for N.H.S And Careers and Care Staff And Give more Funding for Doctors
36		A fair amount	Stop paying over the odds for projects, like St Michaels Mount and underselling when assets get sold.
37	The ongoing squeeze on funding is not unique to Peterborough - all councils are facing the same problems. The council's budget proposals seem like a reasonable response to an impossible situation created by centrally imposed austerity. I'm not a Conservative or Labour voter and am fed up with all the bickering and ill will that I read about in the papers and hear about from friends and acquaintances who are councillors. My future votes will go to people who can co-operate and work together for the good of this city.	A great deal	1. Look at areas where volunteers can deliver services free of charge 2. Look at options to share services and cross-sell services to other councils. Maybe we have 'environment city' expertise that can be sold on? I've also seen councils selling services like flooding, drainage and highways expertise to other councils. 3. Go through the full list of charges that are levied for all the council's services and see what you can charge more for 4. Look at all services provided for free, and see what you can charge for 5. Are you doing all you can to effectively make the case for better funding for this city which is: fast growing; ethnically diverse; relatively deprived; close to the strategic Oxford - Cambridge belt? 6. There's an element of the above points that requires a methodical and independent review process. This wasn't my original intention but a thorough review of services and charges would be a nice consultancy project. Maybe at deeply reduced rates.....
38	Looks like you are targeted areas and not the managers on huge wages	A fair amount	Take out all the assistant directors and make managers manage. You are cutting the workers who deliver and keeping managers that don't deliver
39		A great deal	Better temperature regulation in SMH - particularly stop having the air conditioning on all day in certain areas of the building Get rid of the TVs in SMH Lower lighting or ability to turn off lighting in SMH
40		A fair amount	Help local and independent businesses. Make the city more tourists and family friendly.
41	I can see that the council has little choice and does a good job generally, apart from Rhubarb bridge. I accept the dimming of street lights but would ask that first those that do not work are fixed (some on Bretton Way have never worked).	A fair amount	

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42	<p>It is important to generate income, this means helping small local businesses grow and flourish. The market is a great way of helping individuals build their business, employ others and help foster a community. Our current market future is dire, lack of customers as it is not a place people feel safe or comfortable visiting. People talk about building a community and encouraging business growth but this is near impossible without a community space to do this. This is easily achievable by a thriving market, where you could have food banks, healthier food options that are affordable, community events, the go to place if you want to support, grassroots business do this. It could also be a place where CAB could have regular pop ups to help alleviate some of their burden. With climate emergency we have a duty to foster ethical business that focus on zero waste and sustainability. Grass root businesses who are ethically minded are leaders in this area. It is not just about providing recycling facilities but it is about educating people on how to take ownership how better to do this by having grassroots businesses sharing their knowledge, expertise with their customers. The commissioning for our healthy child program can be supported by a thriving market where children can interact with good vendors. Special market events taking families or groups around the market to see fresh produce is pivot in helping individuals understand basic food choices like fresh fruit and vegetables. A great way of getting the community involved with small businesses who are passionate about their goods and can impart a lot of knowledge.</p>	A fair amount	Invest in a thriving city market that is accessible all year round meaning indoor. Where small business have a chance of success and build a strong community.
43	<p>I find it disturbing that in a country that wastes 20 million tonnes of food annually that people as so desperately hungry that they require food banks. Whilst the majority waste food, the minority starve. I would say that the Council is not prioritising food management very effectively, encouraging smaller businesses and large chains to be more conscientious of waste management and giving food to those that need it rather than send it to land-fill. Gluttony has overtaken compassion. Also when are local authorities going to see that the CAB relies on volunteers to function and yet gets exploited by local authorities seeking to save money by closing departments previously funded internally. Climate Emergency - Food abundance and massive waste, as mentioned above, are both consumers of massive amounts of energy, land and water. They also lead to the pollution of the land, air and water as well. DEFRA are committed to increasing the amount of chicken and pork producers in the region however these two business activities contribute significant amounts of GHGeâ€™s into the environment, foul the water supplies and reduce air quality. Council members believe that dimming street lights at night will save energy when in fact the simple practice of removing subsidies for CAFOs and livestock feed crop and farming businesses would push up prices of meat, dairy and egg products seeing a reduction in demand. If these 3 products were also taxed to the level appropriate for the financial and environmental costs that they pin upon local society then with further decrease in demand would see a decrease in energy usage across the entire area. A pity that your Environment Team are not willing to listen to this message. The Joint commissioning of our Healthy Child Programme would appear to be a practice of reducing health care for children and not improve it. When 2 regions join forces in this manner it usually means less people supporting more in the community. Services are likely to be stretched and struggle with the demands of families in both regions. Besides there is no reasoning on what a healthy child needs. For me, education on nutrition is key to early years development.</p>	A fair amount	<p>ADDITIONAL INCOME: Small businesses need support. I would suggest, now that the Market car park is being demolished, to also level the existing market space and sell all of that land for housing development. Then, using that income, relocate dedicate small businesses to an indoor venue that is more central. Every city NEEDS a market, even areas like Barnsley in Yorkshire are investing in their local small businesses, seeing them as an opportunities to offer the community a diverse and specialised service that the large chain stores cannot compete with. However current rental costs are to the point of extortion and small businesses, market traders as well, need the Council to step up and back the promises made. Support them and you support the local economy. SAVING MONEY: I would be more inclined to know more about how the council operates, what the business processes are etc. My job is to eliminate or reduce unnecessary business processes and to stream-line business operations so I would need full access to all Council activities in order to accurately answer this question</p>
44	Very hard to achieve.	A fair amount	Pool back-office staff with Cambridgeshire. Join back up with Cambs county council.

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45	I am concerned about the further round of cuts. I know the council has suffered from continuous reductions of central government grants. I hope that the next government will reverse this policy. I have noticed a gradual reduction in the quality of the social fabric of our city over the past few years ie it is scruffier! I am also concerned at reduced funding of the voluntary sector - surely a false economy when the local authority's own services are being cut. Finally, a specific point; the introduction of charges for the Lifeline service for vulnerable elderly people. Even at Â£4.50 per week, many will feel disinclined to use the service, which is vital to supporting people in their own homes.	A fair amount	Increase council tax to maximum allowed.
46	Invest in and promote the City Market as it will boost the economy and builds community.	A fair amount	
47	Sadly, our Cabinet is completely out of touch with Peterborians, which many of us find incredibly frustrating. This lack of engagement has resulted in mismanagement, and contributed to the need for phase one.	Not very much	Employ Cabinet members who are genuinely passionate about our city and the people who live in it, this will correct the mismanagement, and result in improved finances.
48		A fair amount	I believe the Council have a partnership arrangement with Norfolk Property Services. It's never clear where the benefits lie with is partnership and in fact what cost benefit is achieved and what percentage of savings are made in this agreement.
49	Can council include pay and pensions details, also percentage of council income on staffing. police and fire service costings already include staffing, not PC.. the pcc council pension accounts seem to be deliberately hidden..please reveal state of account, last known figure was 1.5 million in red..	A fair amount	Cut Top posts..to many councillors draining pot.cut out vanity projects..sack convicted criminals from public office..lots ways to cut costs..
50		A fair amount	pay housing benefits direct to the landlord not the tenants
51	I feel that any cuts to the voluntary sector will have a huge impact on what we can deliver and more people will end up not getting the support they need, that the council fail to give.	Nothing at all	
52			
53	The cuts proposed are very concerning and seem somewhat short term. It is difficult to see how key global and national strategies are being implemented which will benefit the people of Peterborough. The treatment of local government by national government is shocking and little has been done to highlight this or challenge it - the occasional letter is not sufficient. You require us to approve the removal of vital services - please try harder. By understanding why we are in this state does not equate to my agreement. Due to political allegiances to the government you have failed to deliver what is needed, required and demanded. Your safeguarding responsibilities are at risk of not being met.	A fair amount	EU Child Poverty allocation is unspent - contact the Lords they can give you directions. You need bid writers and researchers to look at opportunities. I would also like to know what areas of your activity generate surpluses and how is this managed and reinvested.I would also like further clarification on contracts with Serco etc. It is also unclear how this budget matches / relates to future plans, strategy and growth. Northampton has of course been a warning but cuts, cuts, cuts only brings more problems. I am also interested in the highways expenditure and equally the penalties set on utilities and private contractors for late achievement of deadlines and poor work.
54	If you can't go online you need things printed that help people with learning disability. I don't want streetlight dimmed because you can't see in the dark, it's dangerous.	Nothing at all	Don't know.
55	I think it is a mistake to reduce the drop in weighing clinics for babies. As a mother and as a mental health professional, these clinics are vital - as a woman going out to get the baby weighed and having contact with a health visitor is really important, especially given health visitors are providing a Skelton service anyway following birth. It gives women the opportunity to express concerns about the baby informally, talk about how the mum is feeling? Give them a reason to get up and get dressed. Being a mum can be very nerve wracking and isolating you may see a clinic for weighing but it actually provides so much more than that. The package of care provided by midwives is so limited as it is please don't cut. Also, charging staff for their work phones and laptops eventually so they can own them?! That's insane, why would people pay to do their job. Disgusting. As is charging more for car parking on council sites? Absolutely ridiculous and disgusting - especially since people have barely had any wage increases. Greedy!	A fair amount	

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56	It should be more playgrounds and MORE benches for parents on playgrounds	Not very much	
57	I am particularly concerned about the possible loss of a locally run and locally based CVS for Peterborough. Our voluntary sector, which the PCC and government have come to rely on more and more as partners to preserve and enhance community life and overcome deprivation need support and co-ordination beyond the provision of council officers. PCVS fulfils this need whilst any suggestion of remotely provided CVS (from Cambridge or Huntingdon) would severely impact the ability of the voluntary sector from learning how to grow and function effectively in and for Peterborough.	A fair amount	
58	not thought through	Not very much	pay councillors less allowances
59	The proposals appear to have been well laid out and explained. It is important that the proposals reap the savings and benefits outlined otherwise this has the propensity for undermining public confidence in the Local Authority. Managers must be accountable for their actions in this respect. Their should also be full commitment to the plans by employees of he Council.	A great deal	In relation to the future it is imperative that PCC reduces its carbon footprint and engages fully in renewable energy and resources. PCC energy fields, wind or solar, although costly to install, have the possibility to generate cheaper electricity for residents and businesses and also generate income from the National Grid/Central Government.
60		A fair amount	The council should stop wasting money, eg spending money converting the old mill to accommodation, instead of using it as first proposed, as an arts centre. Does the council think an arts centre is no longer a priority? Children and adults could all use the space. Please don't have more flats. There are plenty of flats at Fletton Quays already. Also the hoardings on Town Bridge still show coffee shops and restaurants. When are these going to be built? The council seem to forget their promises with no explanation or apology to the people whose taxes pay for your wages.
61	Unfortunately we are going to have to cut back on spending.	A great deal	Postage costs, translator costs; more in-house use, less staff resource, review wages of all staff, less civic spending, less meetings, less catering use.
62	Yes, I understand we have to save money, but I do not agree with the cuts on the Youth workers, they are the people working on the ground with the children it is better they are working in schools with the students to nip things in the bud rather than let things get out of control and more serious which costs us more in the long run. I feel if you want to save more money you should cut down more managerial job as they are paid far to much and there are too many of them NOT working with young people. I also think too much is spent on the Mayors role and all the pomp and ceremony that goes with it, I think it should be a voluntary role and NOT paid as they will be paid as counsellors as doing the role would be reward in it's self. I also believe that council workers should pay full costs to parking just like everyone else who lives and works in Peterborough, why should they have cheap parking? they are already going to be paid very well for their jobs and have very good pension packages, not everyone who works in Peterborough can say that. Who is this budget even for??? The good of PETERBOROUGH and all who live here..... well then make it a fairer Peterborough.	A fair amount	Get on with the asset transfer for many community centres and Libraries where communities want to take control that would save you a lot of money.