

SUSTAINABLE GROWTH SCRUTINY COMMITTEE

**WEDNESDAY 2 FEBRUARY 2011
7.00 PM**

Bourges/Viersen Room - Town Hall

AGENDA

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Tuesday 15 March 2011



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Committee Members:

Councillors: M Dalton (Chairman), S Allen (Vice-Chairman), N Arculus, D Day, J Peach, S Lane
and G Murphy

Substitutes: Councillors: D Morley, A Miners and S Goldspink

Further information about this meeting can be obtained from Louise Tyers on telephone 01733
452284 or by email – louise.tyers@peterborough.gov.uk

**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH SCRUTINY COMMITTEE
HELD AT THE COUNCIL CHAMBER - TOWN HALL ON 9 NOVEMBER 2010**

Present: Councillors M Dalton (Chairman), S Allen (Vice-Chairman), N Arculus, D Day, J Peach and S Lane

Also Present: Councillor Seaton, Cabinet Member for Resources
Councillor Holdich, Cabinet Member for Education, Skills and University
Councillor Benton, Cabinet Advisor

Councillors Collins, Dobbs, Fletcher, Harrington, Kreling, Lowndes, Rush, Stokes and Todd

Officers Present: John Harrison, Executive Director of Strategic Resources
John Richards, Executive Director of Children's Services
Steven Pilsworth, Head of Corporate Services
Vicki Palazon, Financial Services Manager
Karen Whatley, Project Manager
Carrie Denness, Principal Lawyer
Louise Tyers, Scrutiny Manager

1. Apologies for Absence

No apologies for absence were received from members of the Committee.

Apologies for absence were received from Councillors JA Fox, JR Fox, Miners and Saltmarsh.

2. Declarations of Interest and Whipping Declarations

No declarations of interest were made.

3. Minutes of the Meeting held on 14 September 2010

The minutes of the meeting held on 14 September 2010 were approved as an accurate record.

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

There were no requests for call-in to consider.

5. Medium Term Financial Strategy 2011/12 to 2015/16

We welcomed Councillor Seaton, Cabinet Member for Resources to the meeting.

The report came to the Committee as part of the Council's agreed process for budget setting and informed the Committee of the Cabinet's initial proposals for the Medium Term Financial Plan to 2015/16.

The Cabinet had been working on the budget proposals since June 2010 and had based its work on the following principles, actions and priorities:-

- Continuing to reduce costs and bureaucracy by robustly pursuing its efficiency agenda through the business transformation programme and other council departments.
- Further reducing its dependence on consultancy where it was appropriate to do so and upskilling its own workforce.
- Considering other ways of delivering the best services to our residents that placed less of a financial burden on the tax payer including working with voluntary organisations and businesses to secure value for money and improvements in performance.
- Reducing the number of people employed by the organisation and reducing senior management costs.
- Reviewing all the buildings the council owned and used ensuring they were being used as efficiently and effectively as possible and any that were no longer needed were disposed of.
- Continuing to secure savings by ensuring services provided the best value for money for residents.
- Only making reductions in services where there was still not enough money available to deliver them when other savings had been accounted for.

If all proposals were accepted, the Council would face the following financial position:

	2011/12 £k	2012/13 £k	2013/14 £k	2014/15 £k	2015/16 £k
Budget Surplus (+) / Deficit (-)	3,347	-745	-6,414	-18,508	-23,842

Whilst the Cabinet had modelled the position over five years to ensure that they were aware of the financial horizon, at this stage they had not developed specific proposals to try and close the gap further in the last two years. There remained considerable uncertainty over the financial position for a number of reasons. Including the following:

- The Spending Review covered four years only.
- The Local Government finance settlement was likely to cover two years (possibly with a further two in outline). However the Government was intending to review the whole system of local government finance and would implement changes in 2013-14
- The new Census information would be fed through into financial settlements. It was expected that this would see a more realistic estimate of the growing population of Peterborough.
- The impact of the new homes incentive would be clearer
- The Council would benefit from its investment in renewable energy, through reduced energy bills and avoiding the carbon tax
- The country was likely to be returning to a healthier economic position

Observations and questions were raised around the following areas:

- The work put in to develop the Strategy was recognised and it was acknowledged that some bold and difficult decisions had to be made. Did the Cabinet Member believe that enough savings would be delivered and did he believe the Strategy was sound? *This was a balanced budget. The Government would only be giving us details of the grant settlement for two years and we did not know what would happen in years four and five.*
- Members were aware that a community budget system would be introduced in 2013. What would the implications be for the Council? *We had not yet looked in detail at the impact of community budgets.*
- Should the Council be looking to concentrate spending only on statutory services? What was the split between statutory and discretionary spend? *This could be done*

but it would mean the end of services such as the Museum and libraries as a good proportion of our discretionary spend was now with Vivacity. An analysis of spend had been undertaken and could be sent to interested members.

- *How had the New Homes Incentive figure been arrived at? The figure was based around an average Band D Council Tax property. Full details were still to be provided but it would be based on actual properties built. We had been conservative as we had only allowed for Year 1 but the fund in future years was likely to be finite.*
- *With regards to Neighbourhood Council Capital Spend a saving of £44,000 had originally been put forward but now all of the funding was being removed. The capital funding would be replaced by S106 monies that would become the responsibility of the Neighbourhood Councils.*
- *The proposals showed a lot of debt for an authority of our size. Our level of borrowing was not high compared to others. When it came to funding the capital programme there were only two options – either sell off assets or borrow. The other option would be to stop items on the programme.*
- *What were the services to schools being talked about in the report? This was about how we traded services to schools, for example, workforce training and governor services. We would be looking to trade more aggressively by selling services to schools including other authorities.*
- *What delivery options were being considered for Children’s Services? Becoming a charitable trust would lead to savings as it would be built around aggressive trading arrangements and a lean structure. There would be service savings, for example, terms and conditions for new employees and different pension arrangements.*
- *Would the proposed savings for allotment fees really be a saving due to the administration time spent in collecting the fees? The Cabinet should look to introduce a one off fee to cut out the administration and it was also suggested that the Cabinet remove the charge altogether to encourage allotment use. The cost of an allotment was £52 and currently an active card discount was available but the proposal was to take away the discount. We would look again at the overall cost of this service and the cost of collecting fees. However one issue was that no maintenance fund had been built up for the allotments.*
- *The Cabinet should look again at the proposal to reduce the opening hours of the two manned public conveniences as they were services that the public valued and were of good quality. The proposed saving of £10,000 was minimal. The savings would be made during periods of low usage but the comments would be passed on.*
- *Some of the street furniture and clutter on the streets should be removed as it cost money to maintain. The comment would be passed on to the Cabinet Member for Housing, Neighbourhoods and Planning.*
- *Would the increase in wheelie bin fees really be a saving? This charge would be for all new bins including new homes and not just replacement bins. The comment would be passed on.*
- *It was noted that there would be a staggered reduction in the funding for the Women’s Enterprise Centre, should there be a more aggressive reduction in funding? It was felt that this was the quickest way the savings could be delivered. The comment would be passed on to the Cabinet Member for Community Cohesion, Safety and Women’s Enterprise.*
- *What projects would the business transformation team be working on? There was not a definitive list and this was a cost neutral part of the budget as money would not be spent unless a clear benefit was identified.*
- *There was a need to remove the essential car user allowance as in some cases it was being used as a perk. Not all members of staff who received the allowance needed to use their vehicles for work purposes. Currently there were 430 members of staff receiving the allowance and this proposal had received a lot of staff reaction. We would consider any strong cases from employees who believed that they should still receive the allowance.*

- The proposed 40p per mile rate for all car users was noted however the Cabinet should be encouraged to consider an additional 5p per mile for car sharing. *40p was the HMRC rate and taken with the removal of the Essential Car User Allowance it was felt to be reasonable.*
- Were the proposed savings of £350,000 for sick pay bankable savings? *They were largely bankable as it should lead to a reduction in providing cover. However it was acknowledged that in areas such as children's services these services still needed to be provided.*
- The Council should look again at maintaining a freeze on all non-essential recruitment as some jobs were still being advertised. *It was agreed that only essential recruitment should be happening. If any members believed a job which was being advertised was not essential then please let the Cabinet Member or Chief Executive know.*
- Staff should be given the opportunity to reduce their working hours as working four days rather than five may be an incentive to some staff. *Staff could already request to reduce their working hours and Directors were authorised to approve any such requests. Any reduction in hours would only be voluntary and it was not clear how many staff would volunteer. We were already talking to the unions and we would publicise to staff that they were able to reduce their hours.*
- If we were all in this together both senior managers and councillors should also be asked to take a pay cut. *If we were to reduce pay we would need to come out of national bargaining which we did not plan to do. We were currently in discussions with the unions whose national position was no pay cuts. Councillors were already below benchmarked levels and it was expected that there would be a freeze on allowances.*
- Some Members believed a reduction in pay and hours should be looked at as other councils and public services were already looking at it.
- How did the approval of the Local Economic Partnership (LEP) affect the budget? *The announcement of the LEP had only recently been made and the partners still had to consider what it meant and agree a delivery model. There would be no direct government funding but LEP's would be able to bid into funds. Opportunity Peterborough (OP) had already said that some of their work could move into the LEP.*
- Would that mean a reduction in the funding for OP? *OP now only received a third of its original funding as it was now only an economic development vehicle. It was an effective unit at the moment and we needed it now more than ever.*
- The Council's auditor, in a report on the 2008/09 accounts, said that he did not like the way OP was funded as we would have no rights to any share of its assets if it was wound up. *No concerns had been raised with officers or the Audit Committee.*
- When would publication of all spending over £500 start? *Spending would be published from January 2011.*

ACTION AGREED

That all of the comments and observations made tonight be reported to the Cabinet.

6. Scrutiny Review - Use of Consultancy

Councillor Lane introduced the report which provided an update on the work of the Scrutiny Group which had been established to review the Council's use of consultancy.

This was Scrutiny's second review into the use of consultants and considerable progress had been made by the Group. The Group had been given access to the Verto system which showed the current status of the Council's projects and were looking at a number of projects to see how and what benefit consultants brought. One issue that the Group felt strongly about was that it was important to use in-house skills where possible. A final report, with recommendations, from the Group would be brought to the Committee in February 2011.

Comments and observations were raised around the following areas:

- The review had taken a long time since it was set up in March and appeared not to have got anywhere. Was a full list of consultants used by the Council available? *A full list was not available but the review had established that the number of consultants being used had reduced considerably.*
- The Committee should acknowledge receipt of the report with a proviso that we were unhappy at the speed of progress being made in undertaking the review. It could appear that the delay reinforced the view that the Council was trying to hide the real situation.
- Councillor Seaton advised that he did not believe that anything was being hidden and if the Group felt that they were having problems getting all the information that they needed then they should let him know.
- A number of different officers had been interviewed by the Group and a number of questions had been raised around the contract with Amtec. It may appear that progress had been slow but a lot of progress had been made.
- Had Councillor Fletcher received any answers to his questions which were submitted in January? *Many of Councillor Fletcher's questions related to the Professional Services Partnership contract. The Group had looked at a number of invoices to see how consultants had been contracted. A number of the questions now had answers and the Group was close to getting answers to all of them.*
- Why were the Group not able to see the contact between Amtec and V4 to establish what the sub-contracting arrangements were? *The City Council did not hold copies of the records between Amtec and V4.*
- Did the Group believe everything was in order? *The Group would like to reserve judgement until it had completed the review. Some consultants appeared to have shown value but it was necessary to take a view on whether the overall contract was providing value for money.*
- At the invitation of the Chairman Councillor Fletcher gave his views on the work so far. He believed that the progress made was pathetic and it was unacceptable that he had never received any answers to his questions which were submitted in January. The review should not have taken this long to undertake and he still believed that the Council had something to cover up.
- Councillor Seaton advised that he welcomed the review. He had seen some of the answers to the questions which had been submitted but some of the questions did not move the Council forward, for example, seeing all invoices in relation to consultants. Again, if the Group believed things were being hidden from them they were to let him know.
- Councillor Lane said that he was concerned that Councillor Fletcher had not received a direct response to his questions and he would ensure that he received a response.
- The Chairman echoed the concerns of other Members and requested that as much information as possible should be sent to Councillor Fletcher.
- The budget papers said that the Committee was carrying out the review but that was not quite accurate. The budget papers should be amended to say that a Review Group was carrying out the work on behalf of the Committee.

ACTION AGREED

The Committee acknowledged the report.

7. Forward Plan of Key Decisions

The latest version of the Forward Plan, showing details of the key decisions that the Leader of the Council believed the Cabinet or individual Cabinet Members would be making over the next four months, was received.

Observations and questions were raised around the following areas:

- Councillor Arculus enquired when ward councillors would be consulted on the proposed decision in relation to the proposed sale of land at Vawser Lodge. *The Scrutiny Manager would check at what stage the decision was.*

ACTION AGREED

- (i) To note the latest version of the Forward Plan.
- (ii) The status of the proposed decision in relation to Vawser Lodge to be established.

8. Work Programme

We considered the Work Programme for 2010/11.

It was agreed to add the following to the work programme:

- City Centre Area Action Plan (March 2011)

ACTION AGREED

To confirm the work programme for 2010/11.

9. Date of Next Meeting

Thursday 6 January 2010 at 7pm (Budget Meeting)

CHAIRMAN
7.00 - 9.10 pm

SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 5
2 FEBRUARY 2011	Public Report

Report of Executive Director – Strategic Resources and Commercial Services Director

**Report Author – Mike Heath, Commercial Services Director
Margaret Welton, Principal Lawyer (Waste 2020 Programme)**
**Contact Details - (01733) 425301 or mike.heath@peterborough.gov.uk
(01733) 452226 or margaret.welton@peterborough.gov.uk**

UPDATE ON LOT 3, WASTE 2020 PROGRAMME – PETERBOROUGH CITY SERVICES – VARIOUS OPERATIONAL SERVICES

1. PURPOSE

- 1.1 To keep the Sustainable Growth Scrutiny Committee updated on developments relating to the Lot 3: Operational Services affecting Peterborough City Services (PCS).

2. RECOMMENDATIONS

- 2.1 To consider and comment on the report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Many of the services provided by PCS are reported back through the Local Area Agreement mechanism.

4. CONSTITUTIONAL

- 4.1 Since Sustainable Growth Scrutiny Committee's meeting on 21 September 2009, Cabinet on 12 October 2009 agreed to the principles for inclusion, and the way forward, for PCS in the Lot 3 procurement which was one of the Lots included in the Waste 2020 Programme.

- 4.2 On 31 December 2009 the Deputy Leader and Cabinet Member for Environment Capital and Culture made a decision on the Lot 1: Energy from Waste Facility; Lot 2: Materials Recycling Facility and Lot 3: PCS Operational Services. With regard to Lot 3 specifically:-

- (a) The six bidders ranked as 1, 2, 3, 4, 5 and 6 referred to in the Exempt Annex to that Cabinet Member Decision Notice would be invited to participate in the competitive dialogue (outline solution stage) and the names of those bidders would be published;
- (b) Delegations were given to the Deputy Chief Executive and/or Executive Director – Strategic Resources (in consultation with the Deputy Leader and Cabinet Member for Environment Capital and Culture and where necessary the Solicitor to the Council and/or the Waste 2020 Project Board) to determine and action:-
 - (i) any issues whether or a strategic, operational or other nature that may need resolution (including any that may cross departments of the Council) during the remaining procurement process to ensure effective and timely progress to be made; and
 - (ii) whether, and if so, how many, and which bidders, were to be selected to take through to the next stages of the procurement process (including invitation to submit detailed solutions, call for final tenders and preferred bidders).
- (c) The final decision on which bidder was to be awarded the Lot 3 contract (as well as Lots 1 and 2) subject to the usual 10 day standstill period required by EU procurement law would

be referred to the Deputy Leader to enable a further executive decision to be made by a Cabinet Member decision notice.

- 4.3 Subsequent delegated decisions have been made by the Executive Director – Strategic Resources in consultation with the Deputy Leader and then Cabinet Member for Environment Capital and Culture and now Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning pursuant to the executive decision of 31 December 2009:-
- (a) that Amey LG Limited, Enterprise Managed Services Limited, HW Martin Waste Limited and Veolia ES UK Limited be shortlisted for the detailed solution stage of the procurement; and
 - (b) Amey LG Limited and Enterprise Managed Services Limited be shortlisted as the two final bidders for the final tender stage of the procurement.
- 4.4 May Gurney Limited and HW Martin Waste Limited withdrew from the process at outline and detailed stages respectively.
- 4.5 On 18 January 2011 the Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning made a decision to:-
- (a) note the feedback from the cross party Member visits to the final bidders' locations;
 - (b) note the overview report of the Commercial Services Director on the final bidders' delivery proposals;
 - (c) note the pre-determined evaluation methodology used for the Council's evaluation of the final tenders;
 - (d) note the scores and rankings of the final tenders;
 - (e) identify that Enterprise Managed Services Limited, having submitted the most economically advantageous tender to the Council, be identified as the preferred bidder;
 - (f) agree that the broad range of service elements (including their component parts) to be included in the Lot 3 partnership at commencement are:-
 - refuse and recycling collection;
 - street cleansing;
 - parks, trees and open spaces (including some ground maintenance functions at cemeteries and the crematorium);
 - property design and maintenance;
 - building cleaning;
 - passenger and home to school transport;
 - corporate and schools catering;
 - travellers' site management; and
 - courier services;
 - (g) grant a 23 year partnership terms subject to appropriate break provisions at years 9 and 16;
 - (h) indorse that the Strategic Partnership Board will oversee the partnership providing such strategic direction for the delivery, development and growth and to resolve any escalated issues or other matters which require high level input or direction as part of the governance arrangements;
 - (i) agree that the following are the Council's representatives on the Strategic Partnership Board:-
 - Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning (who will chair the Board for at least the first year);
 - Cabinet Member for Resources; and
 - Executive Director – Strategic Resources;
 - (j) note the timescales that apply for commencement of the partnership;
 - (k) agree that on expiry of the call-in period, Enterprise Managed Services Limited be formally identified and appointed as preferred bidder for the partnership on suitable conditions to include the award of the partnership subject to:-
 - expiry of the Alcatel period;
 - formal consultation with transferring employees and their Trade Union representatives under the Transfer of Undertakings (Protection of Employment) Regulations 2006;
 - satisfactory resolution of any outstanding matters and completion of the suite of legal

documents applying to Lot 3 (including Admission Agreement in respect of transferring employees' protection under the Local Government Pension Scheme) in readiness for partnership commencement;

- (l) authorise the Executive Director – Strategic Resources/Section 151 Officer in conjunction with the Solicitor to the Council/Monitoring Officer and the Head of Business Transformation to determine any high level strategic or other issues that may require resolution and to authorise any action necessary to be taken on any such matters to enable the suite of legal documents applying to Lot 3 to be completed; and
- (m) authorise the Solicitor to the Council/Monitoring Officer to sign a certificate under Section 3 of the Local Government (Contracts) Act 1997.

4.6 The Sustainable Growth Scrutiny Committee has received updates throughout the Lot 3 procurement. The Committee's last update was in June 2010 and because Members wished to delay the next update due at its November meeting because of other business pressures (such as budget matters) this is the latest update on the process.

4.7 In the meantime, Committee will be aware that the Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning has continued to keep all Councillors apprised of developments at each stage of this procurement through his regular briefings (meetings and written communications).

4.8 Members will also be aware that the Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning has invited Enterprise Managed Services to present to all Councillors at All Party Policy on 27 January 2011.

5. PROCUREMENT UPDATE

5.1 Since the last update to the June 2010 Committee, Members will be aware from the ongoing briefings given by Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning that Amey LG Limited, Enterprise Managed Services Limited, HW Martin Waste Limited and Veolia ES UK Limited were invited to submit detailed solutions. HW Martin Waste Limited subsequently withdrew from the procurement for its own commercial reasons.

5.2 From the detailed stage, Amey LG Limited and Enterprise Managed Services Limited were then shortlisted as the two final bidders for the final tender stage.

6. FINAL TENDER STAGE

6.1 Final tenders were received from both final bidders – Amey and Enterprise.

6.2 The details that follow are relevant to the final tender stage.

7. MEMBERS' VISITS TO FINAL BIDDERS LOCATIONS

7.1 Once the two final bidders had been shortlisted for the final tender stage and at the request of the Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning, a cross party group of Members, accompanied by two officers from the Waste 2020 Programme Team, visited locations chosen by the bidders as a means of demonstrating their operations elsewhere to give Members the opportunity to see these for themselves. The arrangements for the visits were made by the bidders and the costs of the visits were borne by the bidders.

8. COMMERCIAL SERVICES DIRECTOR'S (PCS) OVERVIEW

8.1 The Commercial Services Director (PCS) having been provided, in confidence, with the final bidders' final delivery proposals submitted an overview giving the view of the PCS senior management team as part of the executive-decision making programme. This was not scored in the evaluation of the final tenders but it gave the decision-maker the Director's overview as the most senior officer currently involved in providing PCS's services to the Council.

9. EVALUATION METHODOLOGY

- 9.1 In line with good, fair, open and transparent procurement practice, the formal invitation for final tenders set out the Council's pre-determined evaluation methodology by which bidders' final tenders would be evaluated.
- 9.2 The underlying principle of the evaluation methodology was for the Council to select the most economically advantageous tender on the basis of an overall 60% quality and 40% price split which has been consistent throughout all stages of the procurement.

10. IDENTIFICATION OF PREFERRED BIDDER

- 10.1 Having carefully evaluated the final tenders in line with the evaluation methodology, both final bidders submitted credible bids. However, the outcome of the evaluation revealed that Enterprise Managed Services Limited provided the final tender that was most advantageous to the Council in terms of operation and economy.

11. SCOPE OF LOT 3 SERVICES

- 11.1 The services consist of a broad range and the following are the services (including their component parts) are the services to be included at the commencement of the partnership:-
- refuse and recycling collection;
 - street cleansing;
 - parks, trees and open spaces (including some ground maintenance functions at cemeteries and the crematorium);
 - property design and maintenance;
 - building cleaning;
 - passenger and home to school transport;
 - corporate and schools catering;
 - travellers' site management; and
 - courier services.
- 11.2 As with partnerships of this nature, it will evolve over time and there is potential to include other services.

12. PERIOD OF THE PARTNERSHIP

- 12.1 Final bidders were required to submit their final tenders on the basis of a 9 year and 23 year period and in the case of 23 years to demonstrate the benefits to the Council as opposed a 9 year term. Having demonstrated the benefits of a 23 year term, this was determined as the optimum period for the partnership and there will be break opportunities included in the Operational Services Agreement at years 9 and 16.

13. STRATEGIC PARTNERSHIP BOARD

- 13.1 As part of the governance arrangements for the partnership, a Strategic Partnership Board is to be established which will have overarching responsibility for the partnership. This Board will meet at least quarterly (or more regularly if required) to give high level strategic direction on the partnership. Broadly, the important matters affecting the partnership and the relationship culture with the Council's partner will be reserved for the Strategic Partnership Board as set out in the Operational Services Agreement (such as the Lot 3 partner's business development plan, additional services, contingency plans, growth proposals, Lot 3 partner's annual accounts and escalated disputes).
- 13.2 This Board will need to be set up during the mobilisation stage (before actual commencement of the partnership) to oversee mobilisation, to deal with such matters as 'branding' for the partnership and to ensure that transfer arrangements take place in a seamless way with no disruption to service delivery.

- 13.3 The Strategic Partnership Board will consist of senior representatives from the Council and the Lot 3 partner. The following are considered to be the appropriate representatives for the Council's purposes:-
- Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning (as the portfolio holder) who will Chair the Board meetings at least for the first year;
 - Cabinet Member for Resources;
 - Executive Director – Strategic Resources.

- 13.4 Enterprise has put forward the following as its senior representatives to sit on the Strategic Partnership Board:-
- Martin Joyce, Managing Director – Local Government;
 - David Martin, Strategic Business Development Director;
 - Mike Heath, Partnership Director (designate)

14. TIMESCALES AND MOBILISATION

- 14.1 There will be a range of actions required now the preferred bidder has been identified and appointed. The partnership is due to commence on 4 March 2011 (when PCS employees will transfer to Enterprise) with full service commencement as of 7 March 2011.
- 14.2 As part of the final tenders, bidders submitted detailed mobilisation plans with regard to their proposals for ensuring a seamless transfer of services, employees, assets, communications and other matters. Following the appointment of the preferred bidder, it is now necessary to discuss the mobilisation arrangements in further detail to finalise a joint and comprehensive plan (including key stakeholder engagement with Members, residents, schools, neighbourhoods, Trade Unions, PCS employees and wider Council officers).
- 14.3 Discussions have already taken place with regard to consultation with, and engagement by, the Trade Unions in the mobilisation process. It will be essential for the Council and the preferred bidder to work closely with the Trade Unions given the number of employees that will be transferring to the Lot 3 partner.

15. FORMAL IDENTIFICATION AND APPOINTMENT OF PREFERRED BIDDER

- 15.1 Following the expiry of the call-in period on the 18 January 2011 decision, the Council has now appointed Enterprise Managed Services Limited as the preferred bidder. The appointment is subject to certain conditions which include:-
- award of the partnership on expiry of the Alcatel standstill period;
 - formal consultation with transferring employees and their Trade Unions under the Transfer of Undertakings (Protection of Employment) Regulations 2006; and
 - satisfactory resolution of any outstanding matters and completion of the suite of legal documents applying to Lot 3 (including Admission Agreement) in respect of transferring employees' protection under the Local Government Pension Scheme) in readiness for contract commencement.

16. ALCATEL STANDSTILL PERIOD

- 16.1 Under the EU procurement rules, it is necessary to allow for a 10 day standstill period to enable any challenges to be made in respect of the Council's decision.

17. TUPE, PENSIONS AND TRADE UNIONS

- 17.1 The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) applies to those employees in PCS who are currently engaged on the services that are to be transferred to the Lot 3 partner. In view of the timescales for the partnership commencement, the formal consultation process is now commencing. In the meantime, employees and the Trade Unions have been kept briefed on an informal and formal (JCF) basis at each stage of the procurement.

- 17.2 As part of the formal TUPE consultation process, arrangements are being made for the preferred bidder to meet with PCS staff so that the preferred bidder can introduce itself and explain how their proposals will affect transferring employees. Separate meetings are being arranged between the preferred bidder and the Trade Union representatives as a means of establishing harmonious relationships with the workforce representatives.
- 17.3 There will also be a series of one to one meetings between the preferred bidder and each PCS employee as part of the TUPE process.
- 17.4 The preferred bidder will need to become an Admitted Body to protect PCS transferring employees on a closed scheme basis as regards the Local Government Pension Scheme. This means that transferring employees who are active members of the LGPS and those transferring employees that subsequently join the scheme will be protected by a Closed Admission Agreement. These arrangements will not be open to any other employees such as new recruits and other pensions arrangements will be put in place by the preferred bidder for any non-transferring employees.
- 17.5 The Admission Agreement and supporting Bond will need to be in place with Cambridgeshire County Council before the TUPE transfer of PCS employees can take place.
- 17.6 The preferred bidder is making its application to Cambridgeshire County Council to become an Admitted Body for the purpose of PCS transferring employees.
- 17.7 The Council's recent call for voluntary redundancy, as part of its measures to address the Comprehensive Spending Review, included PCS transferring employees (as they are currently Council employees and could not be excluded). Bidders were put on notice that where the Council agrees to voluntary redundancy for PCS employees on the TUPE list, the Council would expect a reduction in the service fee and/or other remuneration to offset the fact there will be fewer employees on the TUPE list than at the time when bidders' financial models were submitted.

18. LEGAL DOCUMENTS

- 18.1 The Council and the preferred bidder will be expected to enter into a range of legal documents which is consistent with contracts/partnerships of this nature. These include:-

(a) **CONTRACT RELATIONSHIP:**

The Operational Services Agreement is the principal document that will govern the contractual and partnership relationship, rights, obligations and benefits of the Council and the Lot 3 partner. The governance arrangements for the Strategic Partnership Board are also contained in this document.

(b) **SECURITY:**

Part of the security package will include a Parent Company Guarantee which will provide a guarantee from the preferred bidder's superior company (parent) which will underwrite the preferred bidder's obligations to the Council under the Operational Services Agreement.

(c) **PROPERTY:**

There will be a series of leases. The depot at Nursery Lane will be leased on a full commercial rent and insuring basis which the preferred partner will use as its business hub and from which the business will be grown. The sub-depots around Peterborough will be leased on a non-rent basis but with responsibility on the partner for insuring and maintaining them which the preferred partner will use for delivery of the Lot 3 services in the neighbourhoods. The WEEE facility, based at the former RSG building will be leased to the partner on a non-rent basis but with the partner being responsible for paying a

service charge to the Council to cover such things as insurance (since the WEEE facility is part only of the overall building). Again, realistically it is considered that the WEEE facility is limited in the use this part of the building can be put other than for services connected to Lot 3.

There will also be discussions with the preferred bidder over whether it would wish to exercise an option (at a later date) to buy the Nursery Lane depot which would provide a capital receipt to the Council. That option documentation would contain a mechanism for any such purchase to be at proper market consideration.

(d) **ASSETS:**

The original position adopted by the Council was that assets (vehicles, plant, equipment and ICT) used by PCS (and owned by the Council) would be made available to the Lot 3 partner on a purchase basis and values were provided. However, it transpired that bidders were prepared to offer greater value for money to the Council through their financial proposals if the Council would transfer these at a nominal value.

Where the Council hires/leases vehicles, there were options considered regarding buying out existing leases, novating them to the Lot 3 partner and granting sub-leases at the same hiring/leasing rate that the Council pays the hire/leasing company. However, bidders indicated that they could offer greater value for money to the Council through their financial proposals if the Council were to sub-lease these to the Lot 3 partner at a nominal rate.

(e) **PENSIONS:**

An Admission Agreement (Closed Scheme) and Bond will be entered into to protect PCS transferring employees LGPS rights.

(f) **WARRANTIES FOR THIRD PARTY DESIGN:**

Collateral Warranties will be provided for design work where the partner does work via the Operational Services Agreement for a third party.

(g) **EXISTING THIRD PARTY CONTRACTS:**

Where the Council is novating (transferring) existing contracts to the Lot 3 partner, there will be Deeds of Novation to pass the contracts over to the Lot 3 partner.

19. CERTIFICATE UNDER SECTION 3 OF THE 1997 ACT

19.1 Simultaneously with the Operational Services Agreement, the Council will be required to provide a Certificate under the Local Government (Contracts) Act 1997. This Certificate will confirm that the Council has the power to enter into the Operational Services Agreement. Hence, the authority requested for the Solicitor to the Council/Monitoring Officer to sign such a Certificate on behalf of the Council.

20. OTHER OFFICER DELEGATIONS

20.1 It is not usual for procurements of this nature to have high level issues that need to be resolved and action taken in order to expediently conclude any matters. Hence, the authority requested for the Executive Director – Strategic Resources/Section 151 Officer in conjunction with the Solicitor to the Council and the Head of Business Transformation to determine any high level strategic or other issues that may require resolution and to authorise any action necessary to be taken on any such matters to enable the suite of legal documents to be completed for the Lot 3 partnership.

21. AFFORDABILITY

- 21.1 Bidders were provided with the Council's affordability envelope for the final tender stage and were instructed to provide service proposals that would improve and grow the services on a value for money basis and within the affordability envelope.
- 21.2 Under the Operational Services Agreement, there will be some services (such as refuse and recycling and street cleansing) that will be paid on the basis of one twelfth of the yearly service fee and other services (such as property design and maintenance) that will be paid for on an as undertaken basis with quarterly reconciliations for all services.

22. CONSULTATION

- 22.1 The Waste 2020 Project Board has considered this matter at each stage of the procurement and the recommendations contained in this report are consistent with the outcome of the discussions at the Board on 4 January 2011.
- 22.2 The Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning has consulted with the Cabinet Member for Resources and Cabinet Member for Neighbourhoods, Housing and Planning.
- 22.3 The Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning has also been keeping all Members informed throughout by letter and a series of informal briefings on the Lot 3 procurement. At his request, Members have visited the final bidders' chosen locations so that Members can see the bidders' operations elsewhere. Additionally, the Deputy Leader has requested that the preferred bidder present to all Members at the All Party Policy meeting on 27 January to give all Members the chance to meet the preferred bidder, to hear first hand about the preferred bidders' proposals and to give Members the opportunity to ask any questions direct to the preferred bidder.
- 22.4 There has been ongoing dialogue between the Principal Lawyer (Waste 2020) and Head of Human Resources on matters relating to TUPE and pensions and Cambridgeshire County Council (pension's authority) is aware of the Lot 3 procurement. The recognised Trade Unions (Unison, Unite and GMB) have been involved in the evaluation of workforce matters and officers will continue to be consulted and engaged with the transfer and mobilisation arrangements.
- 22.5 PCS employees and the Trade Unions have been informally informed and updated on a regular basis through the Lot 3 procurement.
- 22.6 There has been consultation with the Head of Asset Management with regard to property matters and Head of Strategic Finance on the financial aspects of Lot 3.
- 22.7 The Sustainable Growth Scrutiny Committee has received regular updates in relation to Lot 3.

23. ANTICIPATED OUTCOMES

- 23.1 The outcome of this decision will:-
- (a) Mean that the services, employees and other relevant items will transfer to the Lot 3 partner;
 - (b) Enable services and delivery to be improved and provided on a value for money basis;
 - (c) Provide greater ability and security for PCS (and its employees) to grow its business through a commercial organisation rather than being hampered by legal and public constraints.

24. ALTERNATIVE OPTIONS CONSIDERED

- 24.1 The alternative options that have been considered and rejected are:-

- Maintain PCS as an in-house organisation: this was rejected because:-
 - (a) PCS has become vulnerable as an in-house 'trader' since it is hampered in growing its business due to legal and other constraints placed on it;
 - (b) It will have greater flexibility to grow its business as part of a private company which has wider corporate resources (e.g. investment and marketing ability) and purchasing power (e.g. assets) to develop and grow its business;
 - (c) A new style PCS (as part of a commercial organisation) will be a keener organisation which will enable better prospects to improve service delivery to the Council and its tax payers.

- Negotiate with single suppliers: this was rejected because the Council must comply with the EU procurement rules in procuring a suitable partner for PCS.

- A 9 year partnership term: this was rejected because service delivery of this nature requires investment in terms of finance (to develop, improve and grow services) resource intensity in training and skilling the workforce. A longer term (23 years even with break provisions) enables a commercial organisation to spread its investment costs over a long term and offers benefit to the Council in doing so.

25. BACKGROUND DOCUMENTS

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

Notices placed in the Official Journal of the European Union

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SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 6
2 FEBRUARY 2011	Public Report

Report of the Head of the Peterborough Delivery Partnership

Contact Officers – Richard Kay – Policy and Strategy Manager, Anne Keogh Housing Strategy Manager

Contact Details – (01733) 863795 and 863815

AFFORDABLE HOUSING CAPITAL FUNDING POLICY

1. PURPOSE

- 1.1 The purpose of this report is to enable the Scrutiny Committee to comment on the emerging Affordable Housing Capital Funding Policy before it is recommended to Cabinet on 7 February 2011 for adoption.

2. RECOMMENDATIONS

- 2.1 To scrutinise the draft Affordable Housing Capital Funding Policy, with any comments to be reported to Cabinet on 7 February 2011.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 This policy is directly relevant to meeting the priorities of the Sustainable Community Strategy, particularly 'Delivering substantial and truly sustainable growth' and 'Creating strong and supportive communities'.

4. BACKGROUND

- 4.1 In simple terms, the policy document (attached at Appendix A), sets out the rules and procedures which PCC will adopt when awarding grants to Registered Providers (RPs) (previously known as Registered Social Landlords (RSLs)), such grants awarded to enable the continued supply of affordable housing in Peterborough. The funds are made available, mostly, from PCC's accumulated right-to-buy capital receipts and are intended to supplement other sources of funding (such as from the Homes and Communities Agency).
- 4.2 Full details of how the policy and procedures will work are set out in the Policy document as attached at Appendix A.

5. KEY ISSUES

- 5.1 The key issues addressed by the policy document are:
- the processes and protocols for bidding and allocating grant funding to RSLs
 - the criteria we will adopt to determine applications for funding
 - who is responsible for what in signing off bids (including delegated authority to Directors / use of CMDNs)
 - model 'terms and conditions' for any successful grant awards
- 5.2 Officers are of the opinion that the Council should adopt and publish such a policy document so that its process and criteria for awarding grants is transparent, fair and open

to scrutiny. No such policy document currently exists, a situation which officers are recommending to rectify.

6. IMPLICATIONS

- 6.1 This policy document, when adopted, will give officers, Members and bidders (RPs) a clear, robust and transparent process for awarding significant grants (potentially of up to £2m each) for the provision of affordable housing throughout Peterborough. It will also ensure funds are allocated in line with the council's strategic priorities.

7. CONSULTATION

- 7.1 A 10 day consultation period on the draft policy took place with our Registered Provider (RP) partners from Tuesday 11 January 2011. The outcome of that consultation has helped shape the policy document.

8. NEXT STEPS

- 8.1 The policy will be referred to Cabinet on 7 February 2011 for a decision.

9. BACKGROUND DOCUMENTS

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

- 9.1 None

10. APPENDICES

- 10.1 Appendix A - Draft Affordable Housing Capital Funding Policy

Affordable Housing Capital Funding Policy

Part 1 – Introduction to the Policy

1.1 Introduction

Peterborough City Council is committed to supporting and investing in the provision of affordable housing. To assist provision, the Council has two main sources of funding:

1 – Funds Accumulated Via Right To Buy Transactions: The Council has an affordable housing capital fund which has, and continues to be, funded from resources received on an annual basis as a result of the agreement from the Large Scale Voluntary Transfer of its housing stock to Cross Keys Homes (CKH) in October 2004. The terms of that transfer agreement provide that during the first ten years of the stock transfer the Council will receive part of the sale proceeds from Preserved Right to Buy transactions (Note: Council tenants transferred to CKH retain the right-to-buy). The Council's Capital Strategy states that whilst these receipts form part of its overall corporate resources, the Council is committed to using it to pump-prime opportunities for future affordable housing schemes, in partnership with Registered Providers.

2 – Funds Received Via s.106 Agreements For Off-Site Affordable Housing Provision: In accordance with the Council's planning policy, occasionally it is agreed between the Council and a landowner/developer that rather than providing on-site affordable housing as part of a development scheme, the landowner/developer agrees to pay, via a s.106 Planning Obligation, a sum in lieu of on site affordable housing provision.

Both these capital funds are a finite (and declining) resource and the Council wishes to ensure that they are allocated fairly, transparently and in line with its strategic priorities. For the avoidance of doubt, both of the aforementioned accumulated funds are kept separate by the Council for accounting purposes, but for the purpose of agreeing when and how to release such funds, the policy set out in this paper applies equally to both funding pots unless a specific s.106 Planning Obligation has already agreed a differing arrangement for the spending of a specific contribution from a specific scheme.

1.2 Structure of Document

Part One – Introduction

Part Two – Eligibility

- Who is eligible to bid
- What is eligible for funding
- Demonstrating need
- Size (financial) of bids considered

Part Three – Bidding Process

- How to bid for funding
- Who to send Bids to
- When bids can be submitted

Part Four – Assessment of Bids

- The criteria the Council will use to assess bids
- The procedures we will follow to assess bids
- Confirming decisions
- Successful bids - Funding Agreements
- The financial arrangements for allocating funding

Part Five - Appendices

- Appendix 1 – Application Form
- Appendix 2 – Standard Terms and Conditions

Part 2 – Eligibility

2.1 Who is Eligible to bid for Affordable Housing Capital funding?

Grant applications can only be received from **not for profit** affordable housing **Registered Providers**. This reflects the Council's approach towards investment of the Affordable Housing Capital fund as set out in the Capital Strategy.

2.2 What is eligible for Affordable Housing Capital funding?

Funding must be used to either:

- (a) facilitate the provision of new build affordable housing; or
- (b) acquire stock for conversion to affordable housing.

The proposed scheme must be for a development which will take place entirely within the Peterborough City Council authority area.

Affordable Housing Capital funding must be essential to enable the delivery of the affordable housing in a scheme. This must be demonstrated as part of the bid.

2.3 How Can It Be Demonstrated That There Is A Need For The Funds?

The onus of proving that funding is needed rests with the bidder. If the Council decides that need has not been demonstrated, or is uncertain whether there is a need, then bids will be refused.

To demonstrate need, bidders should (as a minimum) undertake the following:

- (a) Clearly demonstrate which other available avenues of funding have been explored (such as external funding bodies, national funding sources and the RP's own resources) but have not, in whole or part, been successful in achieving the required level of funds needed.
- (b) A Bidder must either:
 - (i) Prior to Bidding, seek funding from the Homes and Communities Agency (HCA) (or any other superseding organisation), and have received confirmation from HCA that funding, in whole or part, is not to be awarded to the scheme (with details of the reasons for the HCA's rejection of the bid supplied with the Bid for Council funding); or
 - (ii) Where it is clearly the case that, at the point of Bidding, there is no (or not recently been or not likely to be in the near future) funding stream available from HCA for the type of affordable housing being proposed in the Bid, then part (i) above will not be required to be undertaken. However, a clear statement confirming this fact, with reasoning, is required.
- (c) Provide a completed appraisal, as per Part 3 below, which should demonstrate the need.

Please note that in the event that there are changes to the way that HCA funds schemes (as is anticipated to occur during 2011) or other changes to local or national policy on funding affordable housing, then such changes will be taken into account by the council as part of the consideration as to whether bidders have appropriately complied with the spirit of the above requirements.

2.4 Size of Bids and Availability of Funds

A bid must be for a minimum of £100,000 and a maximum of £2,000,000.

The council has a target allocation of £4,000,000 of funds in any single year (or limited to the amount of funds remaining available to the scheme, if less than £4,000,000). This maximum annual amount may at the discretion of the Panel (see 4.2 for details of the Panel) be reduced. The Panel will consider such a reduction when it meets for the last time in a financial year (i.e. likely to be in January). RPs are encouraged to seek advice on the budget available before commencing the bidding process.

Part 3 – Bidding Process

3.1 How to Bid for Affordable Housing Capital funding

All Bid applications must:

- (a) be made on the Affordable Housing Capital Grant Application form (see Appendix 1);
- (b) be accompanied by a completed Grimley's economic toolkit appraisal (version as currently endorsed by HCA, and currently found at: <http://www.homesandcommunities.co.uk/economic-appraisal-tool>);
- (c) be accompanied by a completed Build Cost Plan, to help justify the build costs used in the economic appraisal;
- (d) be accompanied by completed Housing Quality Indicators (HQI) forms and scoring sheet (latest versions) as located on the HCA website at the following address: <http://www.homesandcommunities.co.uk/hqi> ;
- (e) include any other information which the applicant considers the Council would find useful to determine the bid (though this should be kept to a minimum and not include material or promotional literature not directly related to the Scheme)

Items (b) and (d) are required as they form the basis of a standard, nationally agreed appraisal process and therefore should be familiar to RPs, as such should not be a burden to applicants.

Item (c) asks for a Build Cost Plan. This Plan should clearly sets out all the costs associated with delivering a proposed development, including for example initial site development costs (such as site clearance, demolition, ground remediation works), prelims, roads & sewers, services, flat/house build costs and landscaping. Usually a developer will have their own in-house QS or build manager who would prepare the Plan. Alternatively an external company of surveyors or cost consultants could prepare one.

RPs are responsible for obtaining all information necessary for the preparation and submission of their application. RPs must satisfy themselves of the accuracy of any information provided to the Council.

3.2 Who to send Bids to

Grant applications must be submitted to:

Housing Strategy Manager
Strategic Planning and Enabling Section
Peterborough City Council
Stuart House - East Wing
St John's Street
Peterborough
PE1 5DD

3.3 When to Submit Bids

Bid applications must be received by 4pm on the last working day of each quarter year, in order that a panel can assess the Bid approximately three weeks later. The earlier a bid is received will maximise the opportunity to clarify any issues prior to the Panel meeting, and therefore if possible early submission ahead of the deadline are welcomed.

For the avoidance of doubt, it is entirely the responsibility of the Bidder to submit all material by the closing date. Partial or late applications will not be accepted or considered.

Bidders are strongly encouraged to discuss draft bids with the Housing Strategy Manager well in advance of the closing date. The Housing Strategy Manager will, to the best of his/her ability and

without prejudice to the outcome of the formal assessment process by the Panel, assist the Bidder in terms of:

- (a) advising whether the appropriate material appears to be complete for a valid application;
- (b) advising whether, in his/her opinion, any aspect of the Bid could be amended to enable improvements to the bid to be made (and thus improve the Bid's resultant 'score' – see Part 4)

For 2011/12, the Panel dates are as follows:

Deadline for receipt of bids	Panel meeting date
31 March 2011	20 April 2011 (provisional – TBC)
30 June 2011	20 July 2011 (provisional – TBC)
30 September 2011	19 October 2011 (provisional – TBC)
30 December 2011	18 January 2012 (provisional – TBC)

Exceptional Cases: In the event that an RP would like a bid to be considered outside of the programmed quarterly bid assessment dates, a request for an extraordinary assessment meeting can be submitted in writing to the Housing Strategy Manager, explaining why the bid requires urgent consideration. There is a presumption against such extraordinary meetings, but each case will be considered on its merits.

Part 4 – Assessment of Bids

4.1 The bid assessment criteria

The Council, in assessing all Bids, will undertake two stages of assessment (but will only do so after it is satisfied that the Bidder has provided all the appropriate material and met the requirements of 2.3 above).

Stage One - Economic Appraisal: Each Bid will be assessed against the Grimley's Economic Appraisal toolkit. The outcome of the assessment will indicate whether the scheme is economically viable and whether the bid for funding represents value for money. Unless the scheme is determined to be economically viable and the grant level requested is demonstrated as necessary to the delivery of the scheme, it will not pass to Stage Two.

This approach enables us to assess each scheme on its merits without limiting our grant funding to specified rates per unit or per person.

If the appraisal tool demonstrates that the Bid does not demonstrate need or represent value for money, then the bid will be rejected. The Council may (but is not obliged) to set out reasons as to why it failed this test.

To assist in this Stage One, the Council reserves the right to appoint an independent expert to review the submitted Build Cost Plan. The bidder would be responsible for paying the associated costs (though the Council will seek approval from the bidder before incurring such expense; if approval is not given the bid will automatically fail).

Stage Two - If a scheme satisfies Stage One, it will then be evaluated against the criteria set out below.

Criteria	Details	Score (out of 10)*	Weighting	Total Score
Strategic Housing Objectives	The council wishes to ensure the delivery of mixed, balanced and sustainable communities that will meet housing need and contribute to the growth of Peterborough. When assessing bids we will examine how the scheme contributes to the ongoing affordable housing programme and meeting housing need in terms of the tenure, property type and size and scheme type. This information will be considered in the context of the existing affordable housing programme for Peterborough as well as intelligence relating to pipeline schemes. The council will use the latest Strategic Housing Market Assessment (SHMA) evidence and other council policy (such as planning policy and housing policy) to assist with this assessment.		X 4	
Deliverability	The deliverability of a scheme will be assessed in terms of whether planning permission has been granted, any potential site specific risks associated with the delivery of the scheme including confirmed ownership/interest in the land and the timescales for start on site and completion of the scheme. We will prioritise schemes where planning permission has been given and schemes that have a low risk		X 2	

	deliverability rating in terms potential barriers to development to the bidder's specified timescales. This information will be ascertained through questions asked in the grant application form.			
Quality	<p>Quality will be evaluated by using the Housing Quality Indicators system. HQIs are recognised and understood by RPs as part of the process for applying for HCA funding to assess the quality of housing schemes.</p> <p>The council requires that RPs submit completed HQI forms and a scoring spreadsheet based on the information provided for the HQI forms with each bid.</p> <p>Please note that, unlike HCA requirements in the past, there is no minimum set requirement bidders must reach in terms of issues raised in the HQIs, such as specific levels of the Code for Sustainable Homes, Lifetime Homes and/or Building for Life. However, in determining a score out of 10 for 'quality' under this criterion, an important consideration will be to what degree the scheme achieves those various standards. Minimal or low provision of such standards will result in a low score under this criterion.</p>		X 2	
Added Value / Cost / Value for Money	Each bid will be assessed to determine whether the grant awarded represents the good value use of the Council's funds. Whilst not being prescriptive in this regard, issues considered will be average grant requested per unit and per person (taking account the location of the scheme, the type of property provided and the needs of the people the property will cater for), any wider neighbourhood benefits being provided by the scheme as a whole and any other special circumstance which is not considered by the other scoring criteria above.		X2	
			Total	

**score out of 10, with 1 being low and 10 being high*

4.2 Assessment Process

Assessment Process Part 1:

The Affordable Housing Capital Funding panel will assess bids in accordance with the specified criteria in section 4.1.

The panel will be quorate when:

(a) a representative from each of the following council services participates in the assessment of each bid:

- Housing Strategy
- Legal Services
- Finance Services
- Planning Development Implementation

(b) plus at least one of the following participates:

- Planning Services
- Strategic Projects
- Planning Policy

The Panel will determine the application based on the following:

- (a) If the Bid fails Stage One in 4.1 above, the Bid will automatically be recommended by the Panel for rejection.
- (b) If the Bid fails to achieve a minimum of 5 out of 10 in all the Stage Two Criteria, the Bid will automatically be recommended by the Panel for rejection.
- (c) If (a) and (b) are passed, a Bid which achieves at least 80 (out of the maximum 100) points will automatically be recommended by the Panel for approval. Bids less than 60 points will automatically be recommended by the Panel for rejection. Bids between 60-80 points will be at the discretion of the panel as to whether it recommends approval or rejection.

Assessment Part 2:

Panel Recommend Rejection: If the panel recommend rejection of a bid, the appropriate Director will be advised of the Panel's decision, together with brief reasons for the rejection. The Director has delegated authority by the Council to confirm to the Housing Strategy Manager one of the following:

- (i) that he/she has no objections to the Panel's decision (in which case the decision to reject stands and is final);
- (ii) that he/she rejects the panel's decision, and asks for a formal CMDN to be prepared for approval of the Bid if required by the council's constitution.

Panel Recommend Approval: If the Panel recommend approval of a Bid, the appropriate Director will be advised of the Panel's decision, together with brief reasons for the approval. The Director has delegated authority by the Council to confirm to the Housing Strategy Manager one of the following:

- (i) that he/she has no objections to the Panel's decision;
- (ii) that he/she rejects the panel's decision, and rejects the Bid (in which case, the Bid is rejected and does not proceed any further)

In either case, the Director will make his/her decision as soon as possible, with a target date of 10 working days following receipt of the Panel's decision.

Assessment Part 3:

If the Director approves the bid (in accordance with or contrary to the advice of the Panel), then where required by the council's constitution, the appropriate Cabinet Member will be advised of the Panel and Director's decision, together with brief reasons for the approval. The Cabinet Member will be asked to confirm approval of the bid via the council's Cabinet Member Decision Notice (CMDN) approval process. The Cabinet Member will then decide whether to formally approve the Bid.

For the avoidance of doubt, the final decision to approve a bid rests with either the Director or the appropriate Cabinet Member in accordance with the Council's constitution.

4.3 Confirming the Decision to the Bidder

The RP may contact the Housing Strategy Manager to seek clarification on the progress of the Bid.

The Housing Strategy Manager will notify the RP of the Cabinet Member's decision as soon as is reasonably practical, and will do so in writing (which could be by email).

The decision of the Council is final. There is no right of appeal. However, if a bid is rejected, a revised bid may be submitted and will be considered in accordance with this policy document

(though, at the discretion of the Housing Strategy Manager, if it is obvious that a resubmitted bid does not significantly differ from an earlier rejected bid, then he/she can refuse to accept the resubmitted bid and it will not be considered further).

4.4 Successful Bids – Funding Agreements

Where a Bid has been awarded funding, the successful Bidder will be required to enter into a funding agreement with the Council. To assist Bidders, standard terms and conditions will usually apply though these may be amended/supplemented on a case by case basis - see appendix 2 for standard terms and conditions.

4.5 The financial arrangements for allocating funding

Payment of approved grants will be paid to RPs in accordance with a specific funding agreement for the successful scheme. This is likely to include staged payments (eg 50% of the total grant paid upon commencement of the scheme, with the remaining 50% paid upon practical completion). Other terms and conditions relating to the grant will be including in the funding agreement.

The Council will need to notify the RP of the bank account details required to facilitate direct payment into the RP's bank account on confirmation that the grant application has been approved.

Appendix 1 - Affordable Housing Capital Funds Application Form (v.1.1.11)

Section 1 – Key Information	Scheme Details		
	Scheme Name		
	Address		
	Postcode		
	Applicant Details (RP)		
	Organisation		
	Address		
	Contact Name		
	Contact Telephone/email address		
	Application Details		
	Amount of grant sought from PCC		
	Total number of homes proposed		
	Number of affordable homes proposed		
	Expected start on site date		
Expected practical completion date			

Details of New Homes																
Section 2 – Summary of unit information	Social Rent			S/Ownership			Intermediate Rent			'Affordable Rent'			Other Tenures			
													Type:			
	Flats	1 bed			Flats	1 bed			Flats	1 bed			Flats	1 bed		
		2 bed				2 bed				2 bed				2 bed		
	B/lows	1 bed			B/lows	1 bed			B/lows	1 bed			B/lows	1 bed		
		2 bed				2 bed				2 bed				2 bed		
	Houses	1 bed			Houses	1 bed			Houses	1 bed			Houses	1 bed		
		2 bed				2 bed				2 bed				2 bed		
		3 bed				3 bed				3 bed				3 bed		
		4 bed				4 bed				4 bed				4 bed		
5 bed				5 bed				5 bed				5 bed				
<i>Other – State type and # of bedrooms</i>			<i>Other – State type and # of bedrooms</i>			<i>Other – State type and # of bedrooms</i>			<i>Other – State type and # of bedrooms</i>			<i>Other – State type and # of bedrooms</i>				
Unit Type	Size	units	Unit Type	Size	units	Unit Type	Size	units	Unit Type	Size	units	Unit Type	Size	units		

Section 3 – Detailed Development Information	Developer Partner Details (where applicable)					
	Developers Name					
	Address					
	Contact Name					
	Contact Telephone Number					
	Scheme Type (Please tick appropriate)					
	Acquisition and tenure conversion	<input type="checkbox"/>	New-build	<input type="checkbox"/>	Acquisition without works ('Off the shelf')	<input type="checkbox"/>
	Delivery Risk Rating (Please tick appropriate)					
	High	<input type="checkbox"/>	Medium	<input type="checkbox"/>	Low	<input type="checkbox"/>
	Please provide an explanation for your risk rating:					
	Planning Status (Please tick appropriate – more than one if relevant)					
Not yet applied for	<input type="checkbox"/>	Pre-application stage	<input type="checkbox"/>	Outline planning consent submitted	<input type="checkbox"/>	
Outline planning consent approved	<input type="checkbox"/>	Detailed planning consent submitted	<input type="checkbox"/>	Detailed planning consent approved	<input type="checkbox"/>	
Please provide any further relevant information regarding the scheme's planning status:						
Ownership/Interest in the land for the proposed scheme						
Please provide ownership/interest status in terms of the land for the scheme:						

Section 4 – Scheme cost info	Acquisition Costs					
	Acquisition Costs	£		Works Costs	£	
	On Costs	£		Total Scheme Costs:	£	
	Grant Calculations					
		Total		Grant per unit		Grant per person
	Social rented units	£		£		£
	Intermediate rent units	£		£		£
	New-build Home Buy units	£		£		£
	'Affordable rent' units	£		£		£
	Total	£		£		£
4 con	Other public subsidy					
	Recycled capital grant	£				

Other grant	£	HCA Grant	£
Please confirm which other funding sources have been considered and/or explored:			
Please confirm the current level of Recycled Capital Grant Fund within your organisation which is currently uncommitted		£	

Section 5 – Supporting Information	Please set out any special circumstances which are relevant to this project, including justification of high/low grant rates, added value, community benefits, scheme abnormalities:		
	The council wishes to ensure the delivery of mixed, balanced and sustainable communities that will meet housing need and contribute to the growth of Peterborough. Please set out how this scheme will contribute towards this objective:		
Documents attached (Please tick appropriate)			
Economic appraisal toolkit	<input type="checkbox"/>	HQI Form	<input type="checkbox"/>
Build Cost Plan	<input type="checkbox"/>	HQI scoring spreadsheet	<input type="checkbox"/>

Please return completed form to: Housing Strategy Manager, Stuart House East Wing, St Johns Street, Peterborough PE1 5DD
or housing.strategy@peterborough.gov.uk

Appendix 2 – Standard Terms and Conditions

Dated 2011

PETERBOROUGH CITY COUNCIL
and
[xxxx]

Deed for Grant on affordable housing site
at [xxxx]

This DEED is made on the day of 2011
BETWEEN

- (1) PETERBOROUGH CITY COUNCIL of the Town Hall, Bridge Street, Peterborough, PE1 1HG (the "Council"); and
- (2) [xxxx] a company registered in England with registration number [xxxx] and whose registered office is at [xxxx] (the "Company").

RECITALS

- A The Company has been selected by the Council to develop land at [xxx] with its partner (the "Partner") and intend to build [xxxx] at [xxx].
- C The Company has applied to the Council for funding to enable it to deliver the affordable housing with the Partner.
- D The Council has agreed to award the Grant to the Company on the terms set out in this Deed.

Operative provisions

1 Definitions and interpretations

1.1 In this Deed unless the context otherwise requires the following terms shall have the meaning given to them below:

"Approval" and "Approved" means the written consent of the Council;

"Bank Account" means the bank account nominated by the Company for receipt of the Grant the details of which are:

Bank name: []

Bank address: []

Bank account number: []

Bank sort code: [];

"Business Day" means a day (other than a Saturday or Sunday) on which banks are open for domestic business in the City of London;

"Contracting Authority" means any contracting authority as defined in Regulation 3 of the Public Contracts Regulations 2006 other than the Council;

"Deed" means this deed between the Council and the Company consisting of these clauses;

"Development" means the housing development at [xxxx];

"Environmental Information Regulations" means the Environmental Information Regulations 2004 and any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to them;

"Event of Default" means any of the events set out in Clause 6;

"First Award Date" means the date on which the Council transfers the First Grant to the Bank Account;

"First Grant" means the sum of [£xxxx] ([xxx]);

"FOIA" means the Freedom of Information Act 2000 and any subordinate legislation made under it from time to time together with any guidance and/or codes of practice issued by the Information Commissioner in relation to it;

"Force Majeure" means any event or occurrence which is outside the reasonable control of the Company and which is not attributable to any act or failure to take preventative action by the Company, including fire; flood; violent storm; pestilence; explosion; malicious damage; armed conflict; acts of terrorism; nuclear, biological or chemical warfare; or any other disaster, natural or man-made, but excluding any industrial action occurring within the Company's organisation;

"Fraud" means any offence under Laws creating offences in respect of fraudulent acts or at common law in respect of fraudulent acts in relation to the Deed or defrauding or attempting to defraud or conspiring to defraud the Crown;

"Grants" means the First Grant and the Second Grant;

"Information" has the meaning given under section 84 of the FOIA;

"Law" means any applicable Act of Parliament, sub-ordinate legislation within the meaning of section 21 (1) of the Interpretation Act 1978, exercise of the Royal Prerogative, enforceable community right within the meaning of section 2 of the European Communities Act 1972, bye-law, regulatory policy, guidance or industry code, judgment of a relevant court of law, or directives or requirements of any regulatory body of which the Company is bound to comply;

"Party" means a party to the Deed;

"Request for Information" shall have the meaning set out in the FOIA or any apparent request for information under the FOIA or the Environmental Information Regulations as relevant (where the meaning set out for the term "request" shall apply); and

"Second Award Date" means the date on which the Council transfers the Second Grant to the Bank Account;

"Second Grant" means the sum of £[1xxxx] ([xxxx]); and

"Units" means [xxx].

1.2 In the Deed except where the context otherwise requires:

1.2.1 words importing the singular meaning include where the context so admits the plural meaning and vice versa;

1.2.2 reference to a clause is a reference to the whole of that clause unless stated otherwise;

1.2.3 references to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended by any subsequent enactment, modification, order, regulation or instrument as subsequently amended or re-enacted;

- 1.2.4 references to any person shall include natural persons and partnerships, firms and other incorporated bodies and all other legal persons of whatever kind and however constituted and their successors and permitted assignees or transferees;
- 1.2.5 the words "include", "includes" and "including" are to be construed as if they were immediately followed by the words "without limitation"; and
- 1.2.6 headings are included in the Deed for ease of reference only and shall not affect the interpretation or construction of the Deed.

2 Entire Deed

- 2.1 The Deed constitutes the entire Deed between the Parties relating to the subject matter of the Deed. The Deed supersedes all prior negotiations, representations and undertakings, whether written or oral, except that this Clause 2 shall not exclude liability in respect of any fraudulent misrepresentation.
- 2.2 If and only to the extent of any conflict between the body of the Deed and other documents referred to in the Deed, the conflict shall be resolved in accordance with the following order of precedence:
 - 2.2.1 the body of the Deed; and
 - 2.2.2 any other document referred to in the Deed.
- 2.3 The Deed may be executed in counterparts, each of which when executed and delivered shall constitute an original but all counterparts together shall constitute one and the same instrument.

3 Payment of the Grant

- 3.1 The Council shall pay the First Grant to the Bank Account in accordance with Clause 4 on the terms and subject to the conditions of this Deed.

4 Conditions Precedent

- 4.1 The Council shall pay the First Grant to the Company within 30 Business Days of completion of the following conditions:
 - 4.1.1 delivery to the Council of the Deed duly executed by the Company;
 - 4.1.2 the award of detailed planning permission for the Development;
 - 4.1.3 the provision of evidence satisfactory to the Council of its contract with the Partner for the building of the Units; and
 - 4.1.4 the commencement of building works for the Units at the Development.
- 4.2 The Council shall pay the Second Grant to the Company following the award of a practical completion certificate for all of the Units.

5 Repayment of the Grants

- 5.1 The Company acknowledges that the Council has awarded the Grants to the Company to enable the Units to be built.
- 5.2 The Company further acknowledges that the Council has awarded the Grants because it wishes to secure long term affordable housing in Peterborough.

- 5.3 Subject to Clause 7, if there is an Event of Default, the Council may at any time thereafter by notice in writing to the Company require repayment of a reasonable proportion of either the First Grant (if only the First Grant has been paid to the Company) or the Grants (if both the First Grant and the Second Grant have been paid to the Company) (“**Repayment**”).
- 5.4 The "reasonable proportion" referred to in Clause 5.3 hereof is to be calculated based on the extent to which the objectives in Clauses 5.1 and 5.2 have not been materially achieved.
- 5.5 If there is an Event of Default and the Council requires Repayment, the Company shall reimburse the Council for all reasonable costs and expenses (including legal fees) incurred in or in connection with the Repayment or the enforcement of any of its rights under this Deed.
- 5.6 The Company shall make any payment due to the Council without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Company has a valid court order requiring an amount equal to such deduction to be paid by the Council to the Company.

6 Events of Default

- 6.1 Each of the following events shall constitute an Event of Default:
- 6.1.1 the Company ceases the building of the Units;
 - 6.1.2 the Units are not built in accordance with the Council's specification;
 - 6.1.3 any representation or statement made by the Company in or pursuant to this Deed or in any notice or certificate, statement or other document delivered by it pursuant to this Deed or in connection with this Deed is or proves to have been incorrect or misleading in any material respect or there is any Fraud in relation to this Deed;
 - 6.1.4 the Company takes any corporate action or other steps are taken or legal proceedings are started for its winding-up, dissolution or reorganisation or for the appointment of a receiver, administrator, administrative receiver, trustee or similar officer of it or of any or all of its revenue and assets;
 - 6.1.5 the Company formally repudiates this Deed;
 - 6.1.6 any material adverse change occurs in relation to the Company or any other circumstances arise which means that the Company cannot perform or comply with its obligations under this Deed;
 - 6.1.7 the Company or anyone employed by the Company engages in conduct prohibited by Clauses 8.1 or 8.2;
 - 6.1.8 the Company takes any action whatsoever which it knows or ought to know will result in the Units no longer being available for occupation as affordable housing; or
 - 6.1.9 the Company does not acquire good legal title in the Units.

7 Modification of Repayment Terms

- 7.1 Repayment shall be reduced by 100% if the Events of Default set out in Clauses 6.1.4 and 6.1.6 occur after the fifth anniversary of the Second Award Date.

8 Prevention of Corruption

- 8.1 The Company shall not offer or give, or agree to give, to the Council or any other public body or any person employed by or on behalf of the Council or any public body any gift or consideration of any kind as an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining of the Grant or execution of the Deed or

any other contract with the Council or any other public body, or for showing or refraining from showing favour or disfavour to any person in relation to the Grant, the Deed or any such contract.

- 8.2 The Company warrants that it has not paid commission or agreed to pay any commission to the Council or any other public body or any person employed by or on behalf of the Council or any other public body in connection with the Grant or the Deed.

9 The Contracts (Rights of Third Parties) Act 1999

- 9.1 No person who is not a Party to the Deed (including without limitation any employee, officer, agent or representative of either the Council or the Company) shall have any right to enforce any term of the Deed, which expressly or by implication, confers a benefit on him without the prior agreement in writing of both Parties, which agreement should specifically refer to this Clause 9. This Clause 9 does not affect any right or remedy of any person which exists or is available otherwise than pursuant to the Contracts (Rights of Third Parties) Act 1999 and does not apply to the Crown.

10 Fraud

- 10.1 The Company shall take all reasonable steps to prevent any Fraud by the Company (including its shareholders, members, directors) in connection with the award of the Grant. The Company shall notify the Council immediately if it has reason to suspect that any Fraud has occurred, is occurring or is likely to occur.
- 10.2 Notwithstanding the terms of Clause 7, if the Company commits any Fraud in relation to this Deed or any other agreement with the Crown (including the Council) the Council may at any time:
- 10.2.1 recover in full the Grant; and
 - 10.2.2 recover in full from the Company any other loss sustained by the Council in consequence of any breach of this Clause 10.

11 Freedom of Information

- 11.1 The Company acknowledges that the Council is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Council to enable the Council to comply with these Information disclosure requirements.
- 11.2 The Company shall:
- 11.2.1 transfer to the Council all Requests for Information that it receives as soon as practicable after receipt and in any event within 2 Business Days of receiving a Request for Information;
 - 11.2.2 provide the Council with a copy of all Information in its possession or power in the form that the Council requires within 5 Business Days (or such other period as the Council may specify) of the Council's request; and
 - 11.2.3 provide all necessary assistance as reasonably requested by the Council to enable the Council to respond to a Request for Information within the time for compliance set out in section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.
- 11.3 The Council shall be responsible for determining at its absolute discretion and notwithstanding any other provision in this Deed or any other agreement whether any Information is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information Regulations.
- 11.4 In no event shall the Company respond directly to a Request for Information unless expressly authorised to do so by the Council.

11.5 The Company acknowledges that the Council may, acting in accordance with the Secretary of State for Constitutional Affairs' Code of Practice on the discharge of public authorities' functions under Part 1 of the FOIA (the "**Code**"), be obliged under the FOIA or the Environmental Information Regulations to disclose information concerning the Company or the Services in certain circumstances:

11.5.1 without consulting the Company; or

11.5.2 following consultation with the Company and having taken its views into account

provided always that where Clause 11.5.1 applies the Council shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Company advanced notice, or failing that, to draw the disclosure to the Company's attention after any such disclosure.

11.6 The Company shall ensure that all Information is retained for disclosure and shall permit the Council to inspect such records as requested from time to time.

12 Notices

12.1 Except as otherwise expressly provided within the Deed, no notice or other communication from one Party to the other shall have any validity under the Deed unless made in writing by or on behalf of the Party concerned.

12.2 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand, post, registered post or by the recorded delivery service) or by electronic mail (confirmed by letter). Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given 2 Business Days after the day on which the letter was posted, or 4 hours, in the case of electronic mail or sooner where the other Party acknowledges receipt of such letters, facsimile transmission or item of electronic mail.

12.3 Either Party may change its address for service by serving a notice in accordance with this Clause 12.

13 Publicity, Media and Official Enquiries

13.1 Without prejudice to the Council's obligations under the FOIA, neither Party shall make any press announcements or publicise the Grant or the Deed or any part thereof in any way, except with the written consent of the other Party.

13.2 Both Parties shall take reasonable steps to ensure that their servants, employees, agents, professional advisors and consultants comply with the provisions of Clause 13.1.

14 Assignment

14.1 The Company shall not assign or in any other way dispose of the Deed or any part of it without prior Approval.

14.2 The Council may, upon giving reasonable notice to the Company, assign, novate or otherwise dispose of its rights and obligations under this Deed or any part thereof to:

14.2.1 any other body established by the Crown or under statute in order substantially to perform any of the functions that had previously been performed by the Council; or

14.2.2 any private sector body which substantially performs the functions of the Council provided that any such assignment, novation or other disposal shall not increase the burden of the Company's obligations or liabilities under this Deed.

14.3 Any change in the legal status of the Council such that it ceases to be a Contracting Authority shall not affect the validity of this Deed. In such circumstances, the Deed shall bind and inure to the benefit of any successor body to the Council.

15 Waiver

15.1 The failure of either Party to insist upon strict performance of any provision of the Deed or the failure of either Party to exercise any right or remedy shall not constitute a waiver of that right or remedy and shall not cause a diminution of the obligations established by the Deed.

15.2 No waiver shall be effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with the provisions of Clause 12.

15.3 A waiver of any right or remedy arising from a breach of the Deed shall not constitute a waiver of any right or remedy arising from any other or subsequent breach of the Deed.

16 Severability

16.1 If any provision of the Deed is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed and the remainder of the provisions of the Deed shall continue in full force and effect as if the Deed had been executed with the invalid, illegal or unenforceable provision eliminated.

17 Warranties and Representations

17.1 The Company warrants and represents that:

17.1.1 it has the full capacity and authority and all necessary consents to enter into and perform its obligations under the Deed;

17.1.2 in entering the Deed it has not committed any Fraud;

17.1.3 no claim is being asserted and no litigation, arbitration or administrative proceeding is presently in progress or, to the best of its knowledge and belief, pending and threatened against it or any of its assets which will or might have a material adverse effect on its ability to perform its obligations under this Deed;

17.1.4 it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under this Deed;

17.1.6 no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Company or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Company's assets or revenue;

17.1.7 no member, employee, agent or consultant of the Company has any interest in [xxx] or the Development site;

17.1.8 in the 3 years prior to the date of this Deed:

17.1.8.1 it has conducted all financial accounting and reporting activities in compliance in all material respects with all generally accepted accounting principles that apply to it;

17.1.8.2 it has been in full compliance with all applicable securities and tax laws and regulations; and

17.1.8.3 it has not done or omitted to do anything which could have a material adverse effect on its assets, financial condition or position as an ongoing business concern or its ability to fulfill its obligations under this Deed.

18 Force Majeure

- 18.1 The Company shall not be liable to the Council for any failure to perform its obligations under the Deed to the extent that such delay or failure is a result of a Force Majeure event. Notwithstanding the foregoing, the Company shall use all reasonable endeavours to continue to perform its obligations under this Deed for the duration of such Force Majeure event.
- 18.2 If the Company becomes aware of circumstances of Force Majeure which give rise to or which are likely to give rise to any such failure as described in Clause 18.1 it shall immediately notify the Council of the period for which it is estimated that such failure shall continue.

19 Dispute Resolution

- 19.1 If there is a dispute between the Parties, the Council or the Company shall issue a notice of the dispute to the other Party as soon as reasonably possible (a “**Dispute Notice**”).
- 19.2 Upon receipt of a Dispute Notice the Parties shall use their best endeavours by means of prompt (no more than 4 weeks) bona fide discussions at a level appropriate to the dispute to resolve the dispute unless the Parties agree in writing that some other period is appropriate to resolve the dispute.
- 19.3 If the dispute is not resolved within 4 weeks or such other agreed period then either Party may refer the matter to arbitration by the Royal Institute of Chartered Surveyors (“**RICS**”).
- 19.4 RICS shall be entitled to make such decision or award as it thinks just and equitable having regard to the circumstances then existing and the cost of such arbitration shall follow the event or if neither Party succeeds, the costs shall be apportioned between the Parties as the arbitrator in its absolute discretion deems fit.
- 19.5 Unless the Agreement has been determined by either Party or abandoned by the Company, the Company shall in every case continue to provide the Services in accordance with the Agreement.

20 Governing Law

- 20.1 This Deed shall be governed by and interpreted in accordance with English law and the Parties submit to the exclusive jurisdiction of the courts of England and Wales.

EXECUTED as a Deed by the parties hereto:

Executed as a Deed by)
Peterborough City Council)

Authorised Signatory

Name:
Position:
In the presence of a witness: -----

Name:
Occupation:
Executed as a Deed by
[xxxx] acting by a
Director and Company
Secretary/Director

Director

Company Secretary/Director

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SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 7
2 FEBRUARY 2010	Public Report

Report of the Chief Executive

Contact Officer **Mike Kealey, Interim Head of Human Resources**
Contact Details **(01733) 384501**

HUMAN RESOURCES MONITORING REPORT

1. PURPOSE

1.1 To facilitate scrutiny of staffing and workforce matters.

2. RECOMMENDATIONS

2.1 That the Committee scrutinise and comment on the report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

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

4. BACKGROUND

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

5. KEY ISSUES

5.1 HR DEVELOPMENTS \ UPDATES \ PRIORITIES

a. Performance & Development Review (replacement APD):

At a previous Scrutiny Committee meeting, it was reported that work had commenced on the introduction of a new Performance and Development Review (PDR) to replace the complex APD scheme. Since then the new scheme has been launched.

The new system, which aimed to simplify the process of undertaking staff appraisals and provide quantifiable feedback on performance, was introduced following a comprehensive training roll out, which included role playing with professional occupational role players. Measurement of completion rates and the spread of performance ratings are being monitored for the first time. Since the launch of PDR, a monthly "Key Performance Indicator" has been issued to CMT. Feedback has been very positive on the launch of the scheme which is much more objective focussed and simpler to use.

At the time of producing the report, 67% of all staff (1512 people) have had their performance assessed in the last 10 months.

Of the 1512 people assessed, the following percentage ratings were awarded:

5	Consistently exceeds expectations	5%
4	Regularly exceeds expectations	25%

3	Meets expectations	55%
2	Marginally below expectations	3%
1	Significantly below expectations	1%
CR	Cannot rate (e.g. new to position)	11%

Staff rated as falling below expectations are automatically highlighted to the relevant Business Partner, who in turn is proactive on liaising with the line manager to offer their help to resolve the performance issue.

b. Leadership Development Programme (Vision 2010):

Last year, we reported that we had revised the Leadership Development Programme, to cover the following modules:

- Corporate Responsibility
- People Management & Performance
- Financial Management & Performance
- Managing Resources / Activities
- Managing Continuous Improvement

During 2010, 110 line managers completed the Performance and Development Review module. 65 line managers also completed the Corporate Governance Module.

Modules to be launched in the near future will include a management awareness session on Equalities and Diversity and Managing Change.

c. Investors in People – Corporate Recognition:

At a previous meeting we communicated our objective to achieve IIP “Bronze” accreditation in the Autumn of 2010. I am pleased to confirm that this objective was achieved in October 2010. It is now our intention to work towards silver standard, by the end of 2011.

d. Human Resources Review

A pilot of the Human Resources Review is being undertaken in Children’s Services, within Learning and Skills, headed up by Mel Collins. The HR Review which aims to identify our Top Performers and High Potentials also aims to establish succession plans and identify “gaps” in succession which need to be proactively planned for, to enhance business continuity. The scheme also aims to identify Bottom 10% employees and ensure that improvement plans are in place to resolve underperformance. If the pilot is successful, it is intended to roll the HR Review process out across the organisation.

e. Job Evaluation – Stage 2 Appeals:

At a previous meeting we stated that we were aiming to complete the Stage 2 appeals by February 2010. The process was completed on time, effectively “closing the book” on the implementation issues of the Single Status Agreement, with the exception of historical litigation.

f. Employee Relations:

- Restructures:

During the last twelve months, the HR team has supported 36 organisational restructures across the Council and is currently supporting the “lot 3” TUPE transfer process.

- Trade Union Relations:

Relations with the Trade Unions have continued to develop well, with regular meetings being held to discuss strategic staffing issues. In July of last year a “Strategic Trade

Union” meeting took place at which, both Regional Officers of UNISON, UNITE and GMB attended, the purpose of which was to begin sharing ideas on potential cost savings, in anticipation and preparation of the Strategic Spending Review. Many of the ideas shared at this meeting have been followed through in the form of terms and conditions changes currently under discussion.

We continue to build a partnership working approach which is welcomed by the Trade Unions.

We recently received strong praise for the work done on improving employee relations at PCC. The article was written by APSE, sponsored by UNISON and was distributed to all UNISON branches nationally. A copy is attached for information at Appendix 1.

- Redundancy Programme:

A significant amount of time is currently being given to supporting the delivery of the 241 post reduction.

At the time of preparing this report, 76 employees have been accepted for voluntary redundancy, most of which will leave on 11th February 2011.

In addition 24 vacancies have been deleted.

We continue to discuss with the Trade Unions, the proposed changes to terms and conditions which if implemented would reduce the number of potential redundancies by 60, from 241 to 181.

- Policy Review:

Last time, we reported that work was to commence on updating our HR policies, to bring them up to date with legislation and increase line management self dependency, where appropriate.

Since then, a number of policies have been updated which have required the agreement of the TU's and formal agreement of Employment Committee.

Work will continue on this important review, in order to improve the service we deliver to line managers and staff.

g. HR Team Service Delivery:

Since the last report, a number of changes, designed to improve HR service delivery have been implemented to the HR team structure.

As a result of the “Lot 3” project, the HR team will reduce by two people. However, one Senior Business Partner will transfer to a role in Children's Services as a consequence of a member of staff wishing to transfer to City Services. The implication of this “swap” is that two employees will still transfer out.

The structure of the HR team will continue to be kept under review in line with any further changes.

One employee as part of her career development, is undertaking a Masters in Human Resource Management, sponsored by Peterborough City Council.

5.2 PEOPLE REPORT

This report is attached – (see Appendix 2) provides key workforce statistics as at December 2010. This report is provided to Corporate Management Team and Departmental Management Teams to enable discussion of key HR related issues including headcount, turnover, attendance, equality measures.

5.3 **HR BENCHMARKER RESULTS**

In previous HR reports we have included Benchmarking results when available in order to facilitate consideration of workforce and HR trends over time and in relation to other Councils. A copy can be found in Appendix 3.

6. **IMPLICATIONS**

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

7. **NEXT STEPS**

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

8. **BACKGROUND DOCUMENTS**

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

8.1 None.

9. **APPENDICES**

9.1 Appendix 1 – PCC and Trade Union Working Case Study

9.2 Appendix 2 - HR People Report as at December 2010

9.3 Appendix 3 - HR Benchmarking Report – December 2010

Case Study 9

Peterborough City Council – Joint working

Description: *Partnership working between the council and trade unions through a new Joint Consultative Forum with increased facility time for UNISON representatives which has helped to prevent large redundancies and has led to the introduction of a new pay and grading structure following job evaluation.*

Background

Peterborough City Council is a unitary authority located in the east of England around 75 miles north of London. The council has been Conservative controlled since 2002. It employs over 6,500 people, and has an annual budget of £248 million (2009/10). For its most recent CPA (2008) the council received a 3 star rating and was described as improving adequately. In 2009 the council's business transformation programme won the Efficiency Initiative category in the LGC Finance Awards.

Historically relations between the UNISON branch of 1,500 members and the City Council have been punctuated by disputes and until a year ago could be best described as poor. However, things changed significantly in 2009. At the end of 2008 the council announced that 400 jobs were to be axed with up to 80 compulsory redundancies expected by the end of the financial year. Staff were demoralised and fearful for their futures, and were very concerned about the impact the job cuts would have on local services.

The announcement coincided with a number of new senior appointments inside the council and changes in personnel in the union. Both the threat of redundancies and the new teams provided a much needed catalyst for change. Both sides concluded that the serious problems could be best

tackled by the council and UNISON working together in a more open relationship.

What happened and why?

In February 2009 a new Joint Consultative Forum (JCF) involving top tier managers was established. For the first time senior council officers and union representatives had the powerful forum needed to discuss important issues and reach agreements on many of the key issues that affect staff. The council's chief executive attended the first meeting of the JSF and gave it her 100% backing. And in June the new council leader gave his support to the more open and partnership style of working between the council and the local unions.

The council agreed to increase the amount of facility time to UNISON, the biggest union. This was crucial to enabling the union to consult and communicate with its members and engage effectively with council managers.

UNISON then negotiated a redundancy agreement. As part of its implementation managers and union representatives attended joint training sessions. This ensured that the agreement was implemented properly and that the risk of any misinterpretation was minimised.

Outcomes achieved

As a result of the hard work that followed far fewer jobs were lost, and whilst there were 30 compulsory redundancies this was fewer than originally expected. Overwhelmingly staff at risk were either redeployed or opted for voluntary redundancy.

Rona Henry UNISON's branch secretary pointed out: *"We are expecting financial problems in 2010 but we are confident that by working together we will be in a much better position to protect our member's jobs and services to the local community."*

Another big challenge was job evaluation, where following a major disagreement in 2007 the union had withdrawn from the process. Following a determined effort by both sides the process was reinvigorated. Detailed negotiations led to the introduction of a new pay and grading structure with outstanding reviews completed soon after. This sort of progress would have been unthinkable a year ago.

And the new partnership approach has paid dividends elsewhere. New working arrangements have recently been introduced in the refuse collection service that will mean a more efficient service. The union was able to make sure that members were listened to and their proposals taken on board. The changes introduced have been welcomed by staff who have the benefit of a much better work life balance in their new working environment.

Other service reviews are being carried out using the same principles of partnership working.

What they said...

As Rona Henry UNISON's branch secretary says: *"There are still arguments and differences between the union and the council. The local union is fiercely independent and determined to work in its members' best interests. But we are all reaping the benefits of a more open, partnership style of working. And the fact that our membership is growing shows it's what members want too."*

And the last word goes to Gillian Beasley, the council's chief executive who says: *"We value our relationship with the staff unions. We have found that we can achieve so much more for the people of Peterborough and our staff by working together. We don't always agree and it's not an easy option, but get it right and everyone wins."*

PEOPLE MANAGEMENT REPORT AS AT 31st December 2010

Produced by
PCC Human Resources

Mike George - HR Analyst
Human Resources, Peterborough City Council
3rd Floor, Midgate House, Midgate, Peterborough PE1 1TN
Tel: 01733 384516 mike.george@peterborough.gov.uk



**Growing the right way for
a bigger, better Peterborough**



INTRODUCTION

The people report is a tool for presenting key HR statistics and trends covering the Council Directorates. Date represents the month end position or the history for the most recent 12 months with month thirteen included for comparison. This is provided monthly for DMTs, quarterly to CMT. It also forms the basis for reporting to Scrutiny Committees on workforce matters.

ACTION POINTS FOR MANAGERS

It is important managers continue to review establishment reports as restructuring occurs to ensure all posts are grouped into current appropriate business units as all HR measures \ reports depending on the accuracy of this structuring.

HR are undertaking ongoing review of the people report content and format to ensure it continues to be a useful management tool. Please email any feedback you would like to make to [Mike George](mailto:mike.george@peterborough.gov.uk).

NOTES

The focus in this report is on the current Directorates and Services as a basis for future action. Figures generally reflect the teams at the time of the report regardless of their location in the structure in the last 12 months except where previous year comparisons are provided. Staff who transferred to Vivacity have been excluded.

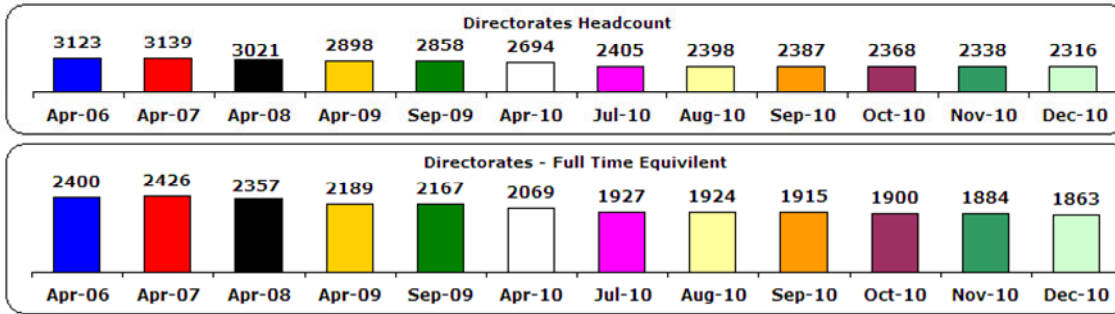
HIGHLIGHTS BOARD

SICKNESS [up to sickness in December 2010]	OTHER [as at 31st December 2010]
WORKING TIME LOST - MONTH	HEADCOUNT AND FTE
Sickness levels in this month were 1.18 days per employee – ↑ on last month [0.90] and the same month in the previous year [1.02]. This is a loss of approximately 6.20% of working days this month. Effect seems to include a rise in winter flues and infections, which was seen in earlier months last year.	FTE Headcount decreased by 21 this month during November [249 in the last 12 months]. Leavers - There were 11 voluntary redundancies and 2 compulsory redundancies out of 24 leavers this month. In the last 12 Months there have been 5 forced redundancies and 70 voluntary redundancies out of 317 Leavers.
WORKING TIME LOST - ANNUAL	HR CASE MANAGEMENT
In the last 12 months the loss was 11.25 days per employee for directorates or approximately 4.93% of working days. ↓ on 09/10 financial year [11.81 days]. Progress has been made in spite of the transfer of staff to Vivacity and Serco who had lowered than average sickness rates. The falling headcount of the council also has an upward effect on sickness figures. Last years sickness was partly increased as a result of swine flu.	Reduction in cases - ↓ number of current cases at month end fell from 66 to 62 this month. At the same time last year there were 83 current cases. Case types – ↓ 34% long term sickness management , ↑44% disciplinary and capability matters, and ↓11% grievances, appeals against redundancy and tribunal cases. Average case resolution time this month was ↑72 days, and 54 days average across the last 12 Months [Increase due to resolution of some longer term cases].
LONG TERM ABSENCE	DIVERSITY
Cases - Staff with an ongoing long term absence at month end ↑ by 8 to 38, but ↓ on same month last year [43]. % of sickness - ↓ 1% to 55% this month. [average for Non-District councils has been falling and is now is 49%.] This would tie in with more short term flu absences.	The workforce has had a generally stable diversity profile in the last 12 months. ↑ Since April 09 in minority ethnic staff 0.17%, DDA self declared disability 0.02% and 0.03% female representation.
DIRECT SICK PAY COSTS OSP/ISSP	OVERTIME
↓ 515K For the most recent 12 months against previous 12 months [partly due to TUPes out of the council and partly to an improving absence rate].	Costs this month ↓14.6K on the same month in the previous year. Overtime costs for the last 12 months ↓30.9K against the financial year 09/10.
ABSENCE BY CATEGORY	PERFORMANCE & DEVELOPMENT
↑ 62.39% of absence occurrences and ↑50.26% of sick days lost fall in three top groups: 1. Infections, Colds and Flu 2. Stomach, liver, kidney and digestion 3. Back, Neck and other Musculo-Skeletal problems. Stress related causes made up 10.87% of occurrences and nearly 17.62% of days lost.	Compliance with PDRs continue to be monitored. Average % of current staff with PDRs 63%. Excluding Childrens services the rate is 80%.
ABSENCE BY CATEGORY	CRB \ SAFEGUARDING
↑ 62.39% of absence occurrences and ↑50.26% of sick days lost fall in three top groups: 1. Infections, Colds and Flu 2. Stomach, liver, kidney and digestion 3. Back, Neck and other Musculo-Skeletal problems. Stress related causes made up 10.87% of occurrences and nearly 17.62% of days lost.	CRB - ↓ 7.40% of checks are in process of checking or rechecking, or due a recheck. Managers need to continue to review and ensure everyone working with vulnerable adults\children have checks in place.

↓↑ Indicate decreases or increases against previous period.

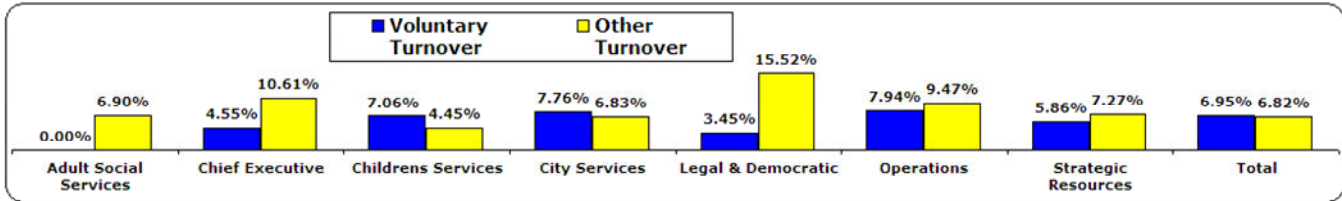
SUMMARY CHARTS

HEADCOUNT



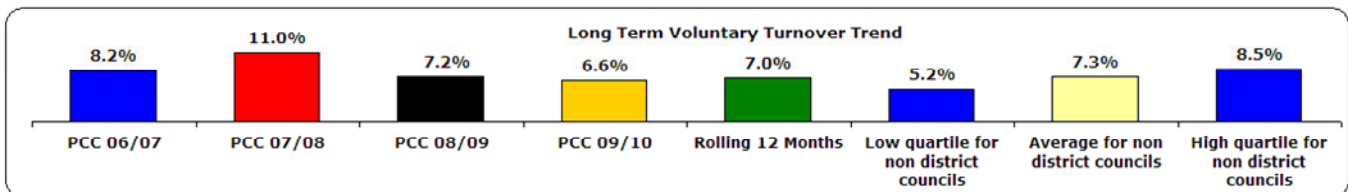
TURNOVER

Turnover Last 12 Months by Directorate



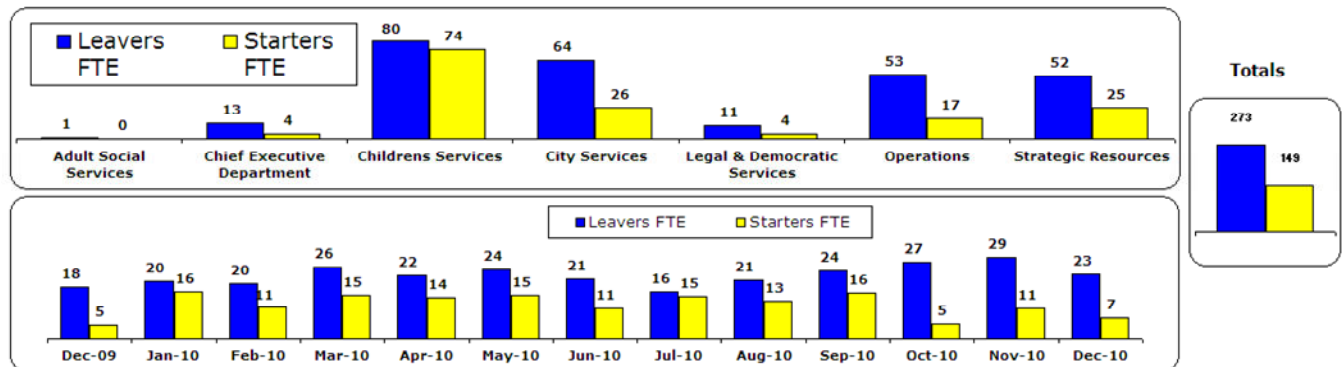
Long Term Voluntary Turnover Trend

External data from HR Benchmarker 2010

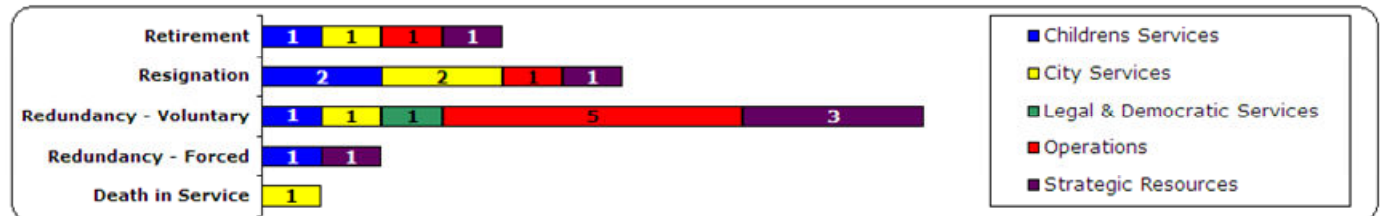


Starters against Leavers for last 12 Months by Directorate and Month

[FTE basis to nearest whole FTE - Permanent & Temporary Appointments - excludes Future Jobs Fund and Cultural Trust TUPE]

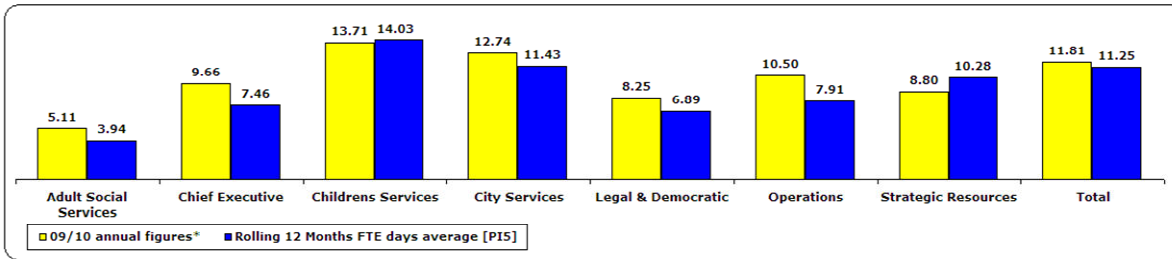


Leavers Breakdown for latest month [Headcount]



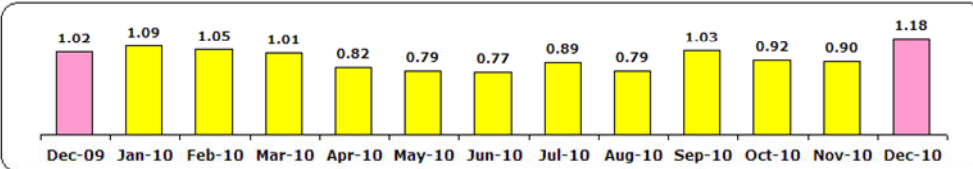
ATTENDANCE

Sickness FTE Days per employee for most recent 12 months against previous year

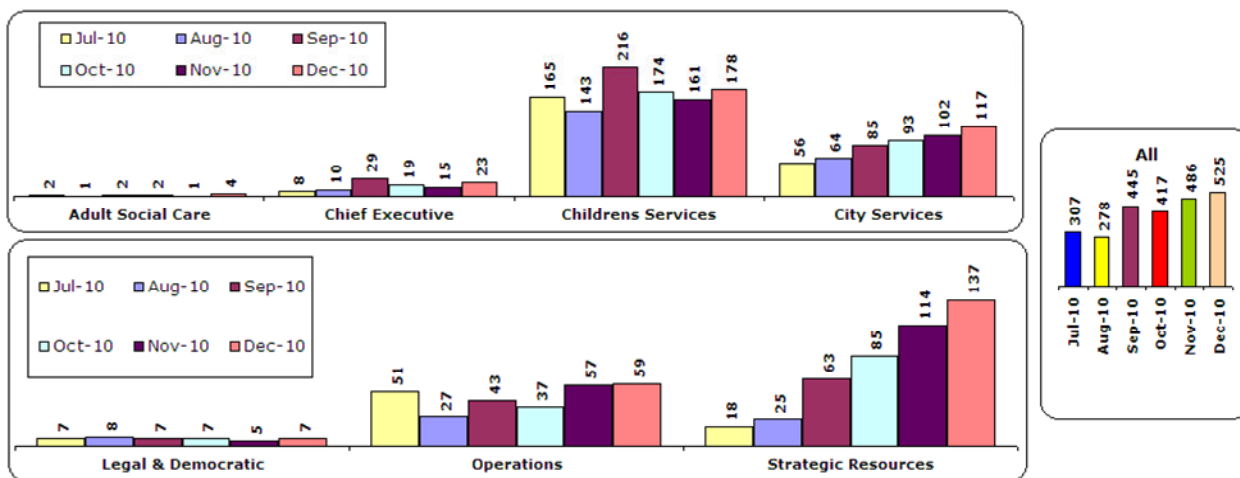


Note - Strategic Resources sickness improved by 1.39 days per employee for the 12 months to November 10 but have a higher rate as a directorate now because of staff transfers from high sickness areas. This is the reason for some decreases in other areas.

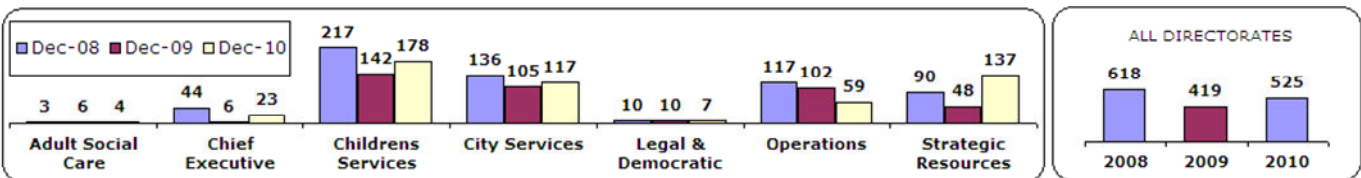
Monthly Trends in days per employee - last 13 months



Trend in the number of Sickness Occasions During Month - 6 months

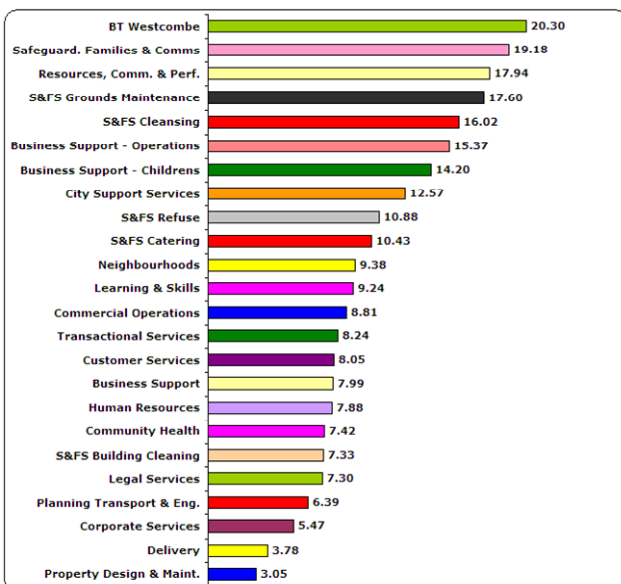


Trend in the number of Sickness Occasions During Month - this month against last year

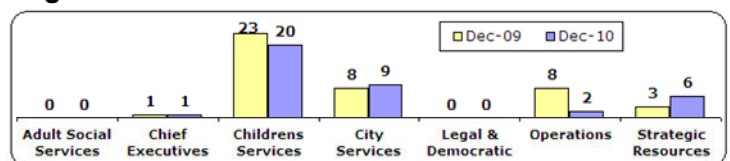


Services Ranked by Days per Employee - 12 Months

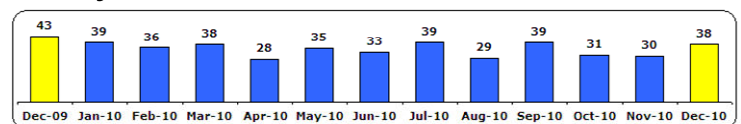
Shows only services with 20 or more average FTE



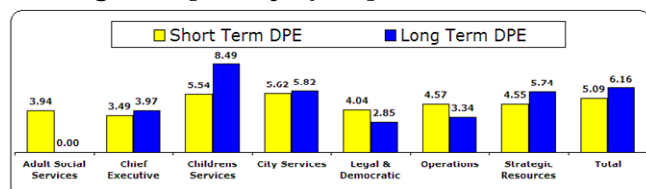
Long Term Sickness Cases at end of month



Trend by Month - 13 Months

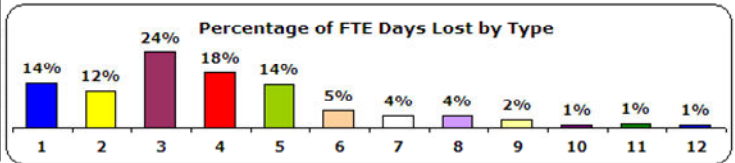
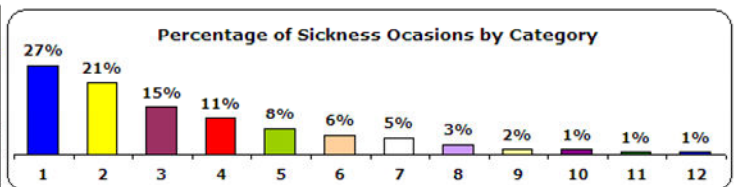


Days Per employee divided into short term and long term [20 days plus]



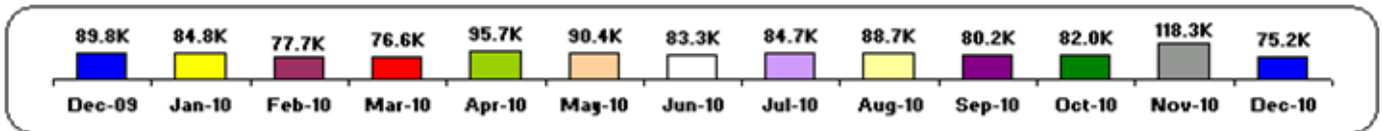
Absence by Type Summary

Code	Absence Category	Occurrences	Days Lost
1	Infections inc. Colds And Flu	26.5%	14.24%
2	Stomach, liver, kidney & digestion	21.3%	11.70%
3	Musculo-skeletal inc Back & Neck	14.6%	24.32%
4	Stress, Depression, Anxiety, Fatigue	10.9%	17.62%
5	Other	7.8%	13.76%
6	Neurological inc. Headaches & Migraine	5.8%	5.33%
7	Eye, Ear, Nose, Mouth, Dental, Sinusitis	5.2%	3.81%
8	Chest & Respiratory inc Chest Infections	3.3%	3.69%
9	Genito-urinary/gynaecological	1.6%	2.42%
10	Pregnancy Related	1.5%	0.84%
11	No Reason Given	1.0%	1.28%
12	Heart, Blood Pressure & Circulation	0.6%	1.00%

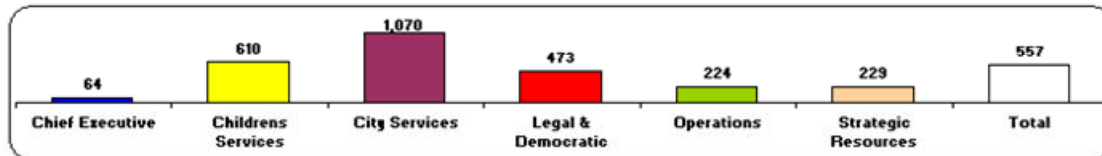


COST MEASURES

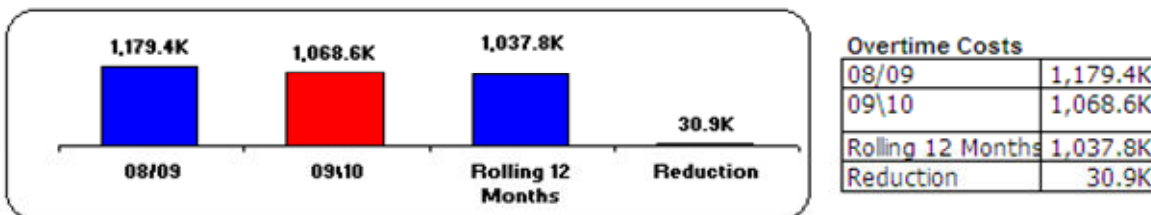
Monthly Overtime Trend [non contractual]



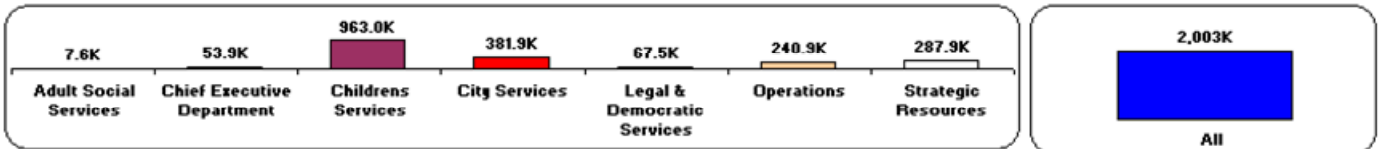
Non Contractual Overtime Expenditure per FTE Employee - Last 12 Months



Non Contractual Overtime - Last 12 Months compared with previous Financial Years

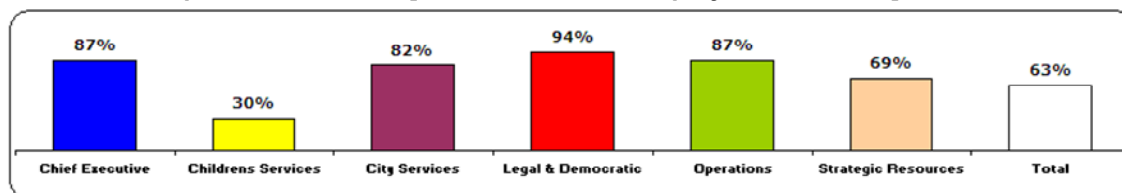


Direct Sickness Costs [OSP \ SSP] - Last 12 Months



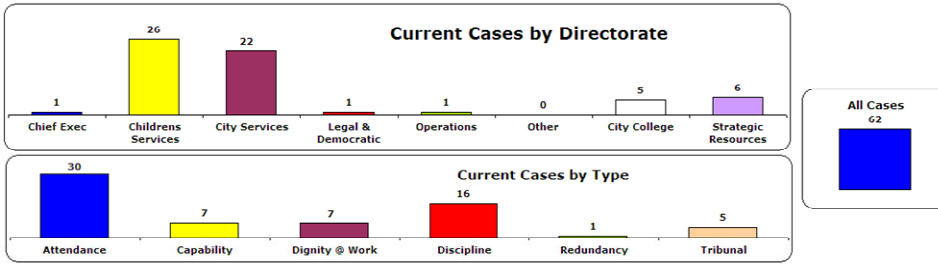
PDR COMPLETION

% of PDRs completed for 2010/11 [based on current employees and FTEs]

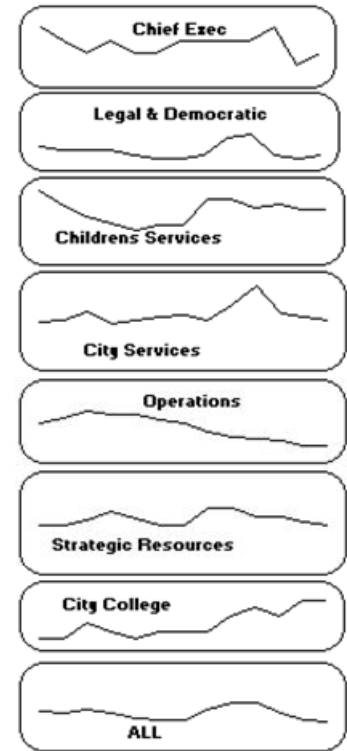


CASE MANAGEMENT

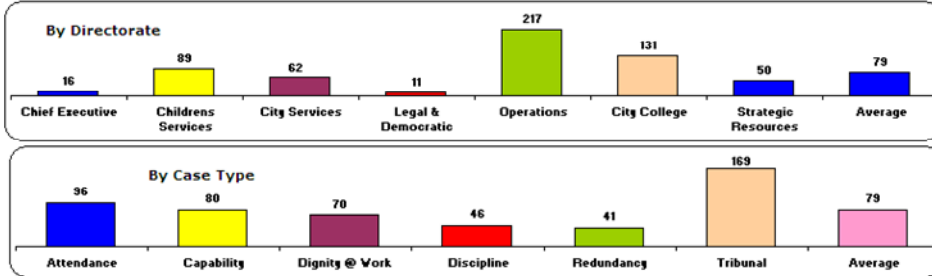
Current Cases at month end.



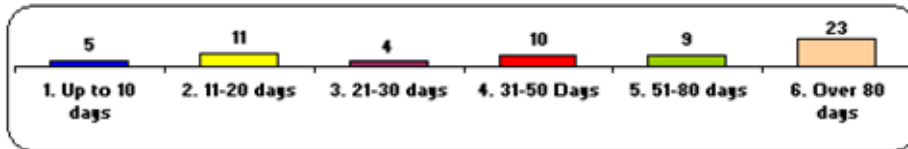
Number of current cases trend - 12 Months



Average Age of Currently open Cases [Working Days]

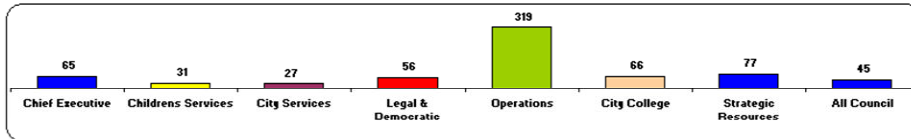


Age analysis of current Cases

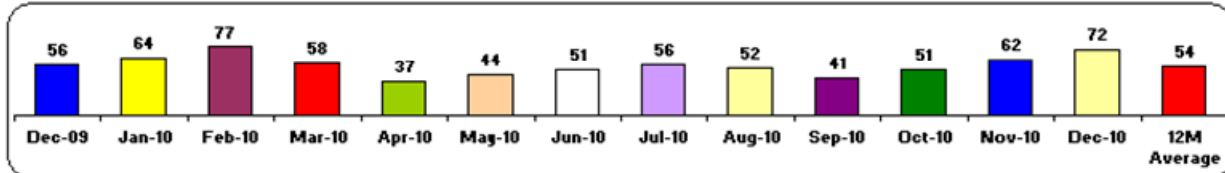


Ratio of current cases to employees - 1 current case per x employees

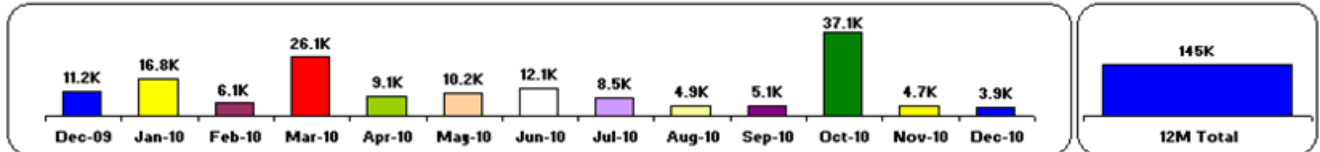
[Higher is better]



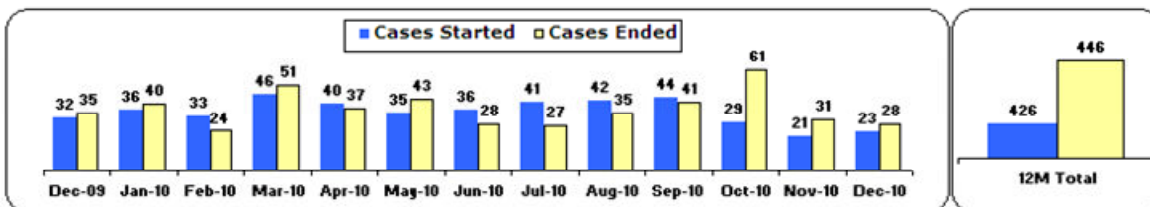
Average Case Closure Times



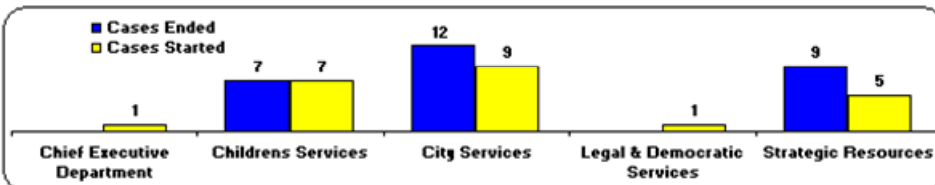
Case Estimated Costs Trend by Month Incorporates estimated HR and other investigation time, legal costs, awards etc.



Case Turnover Statistics - Trend by Month

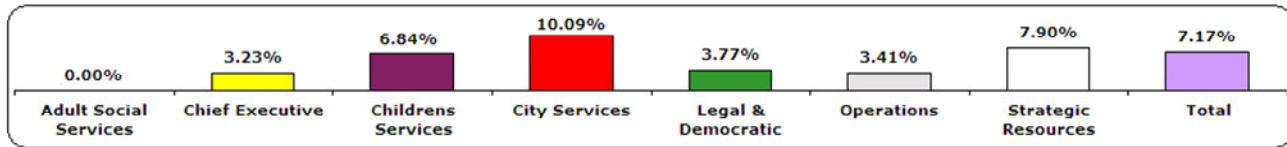


Case Turnover by Department - Most Recent Month

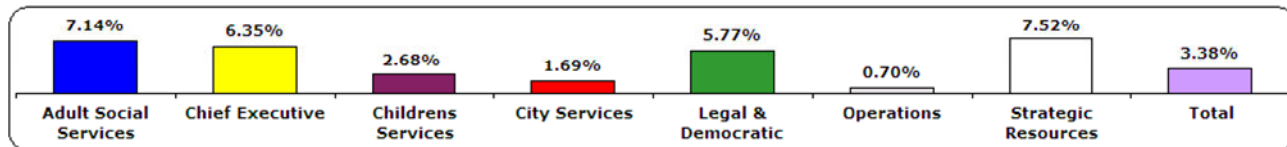


EQUALITY MEASURES

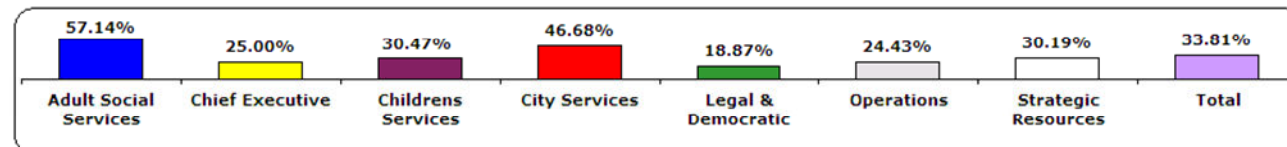
% Employees from ethnic minority and mixed backgrounds



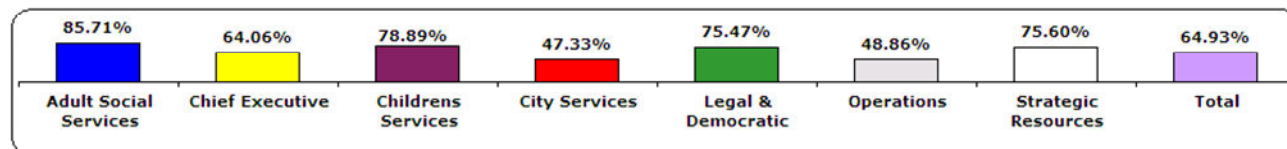
% employees who consider themselves to have a disability



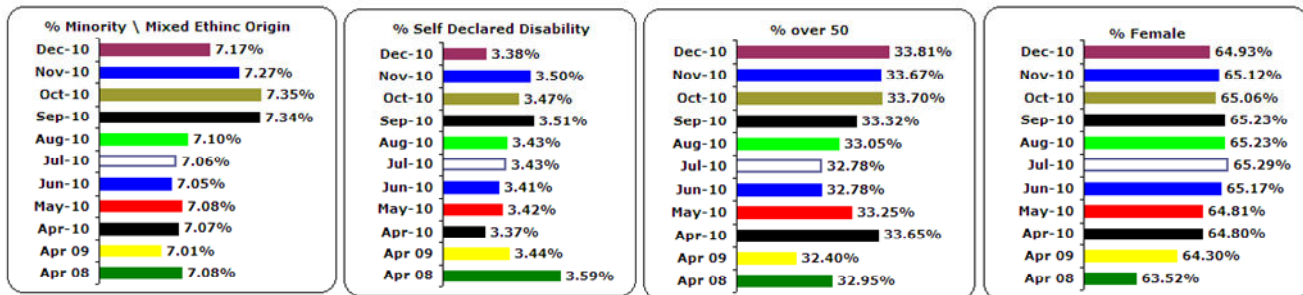
% employees aged 50 or over



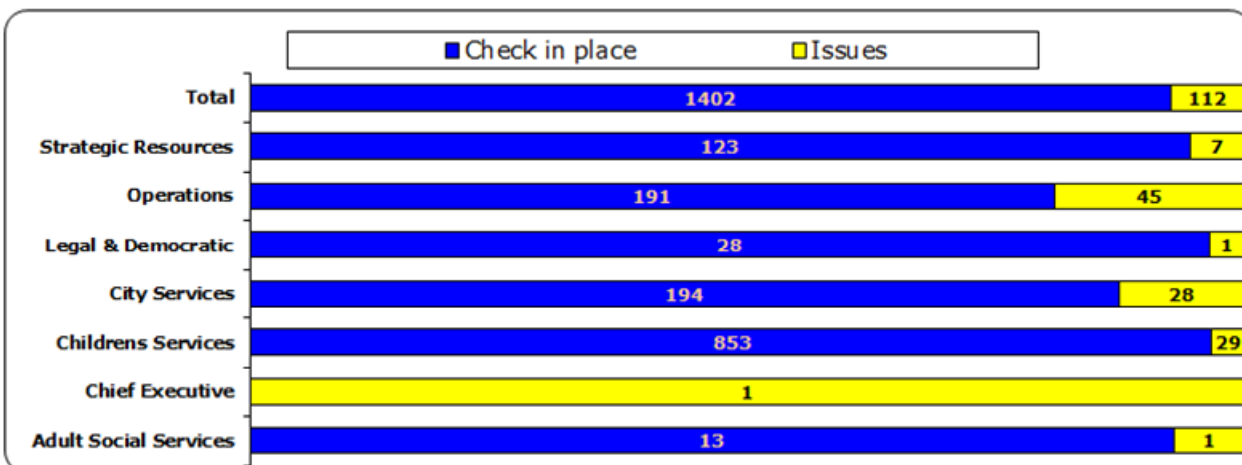
% employees by gender - female



Trends in Diversity Measures



CRB CHECKING



DIRECTORATE & SERVICE DETAILED TABLES

Headcount and FTE figures

Directorates as at month end

Service	Headcount Breakdown									FTE CHANGE OVER MONTH*	FTE CHANGE 12 Months*
	Head count	Appoint ments	Full Time Equivalent	Casual	Full Time	Part Time	Permanent	Temporary			
Adult Social Services	14	14	12.62		8	6	14		0.00	-0.50	
Chief Executive Office	6	6	5.54		5	1	6		0.00	0.83	
Communications	13	13	12.80		12	1	13			-3.80	
Delivery	21	21	19.80		17	4	17	4	0.00	19.80	
Human Resources	25	25	22.98		19	6	23	2	0.46	-0.83	
Chief Executive	65	65	61.12		53	12	59	6	0.46	-18.95	
Directors Office	2	2	2.00		2		2				
Community Health	84	110	45.44	30	22	32	50	4	0.00	45.44	
Learning & Skills	335	373	269.72	33	187	115	276	26	0.64	52.66	
Resources, Comm. & Perf.	156	172	140.37	9	117	30	137	10	-1.36	-3.49	
Safeguard. Families & Comms	231	258	202.11	23	168	40	200	8	-1.46	13.82	
Childrens Services	808	915	659.63	95	496	217	665	48	-2.19	-88.84	
Building & Technical	15	15	14.00	1	14		12	2		-5.22	
City Directors Office	2	2	2.00		2		2				
City Support Services	78	83	62.44	4	41	33	71	3	-2.00	-10.93	
Property Design & Maint.	39	39	34.67		29	10	33	6	0.00	-1.20	
S&FS Building Cleaning	147	285	48.39	75	1	71	70	2	-0.33	-1.48	
S&FS Catering	74	79	36.93	3	4	67	71		-1.04	-17.05	
S&FS Cleansing	67	72	66.43		66	1	65	2	0.00	-11.92	
S&FS Grounds Maintenance	66	66	65.43		65	1	63	3	-2.00	1.86	
S&FS Management	2	2	1.57		1	1	2		0.00		
S&FS Parks Trees Spaces	14	14	12.54	1	12	1	12	1	-1.00	-18.60	
S&FS Refuse	65	65	65.00		65		64	1		-7.00	
S&FS Waste Management	22	22	21.06		19	3	15	7	0.00	21.06	
City Services	591	744	430.45	84	319	188	480	27	-6.38	-72.19	
Democratic Services	20	26	16.32	5	13	2	15		-1.00	-9.50	
Investigation Team	11	11	9.59		8	3	11		0.00	1.00	
Legal Services	24	24	22.58		21	3	24		0.00	-3.00	
Solicitor & Support Staff	1	1	1.00		1		1				
Legal & Democratic	56	62	49.49	5	43	8	51		-1.00	-11.50	
Commercial Operations	43	44	36.67	1	23	19	41	1	-0.64	-8.01	
Cultural Services	1	1	1.00		1		1		7.00	7.00	
Environment Capital	25	27	7.00	18	7		7				
Finance& EP	9	9	9.00		9		8	1		9.00	
Neighbourhoods	140	148	126.86	2	110	28	124	14	-12.37	2.98	
Operations Directors Office	2	2	2.00		2		2				
Planning Transport & Eng.	99	103	96.94		87	12	96	3	-1.50	49.69	
Operations	319	334	279.48	21	239	59	279	19	-7.50	-197.98	
Business Support	78	79	24.84	51	20	7	27		0.00	4.32	
Business Support - Childrens	88	95	79.39		51	37	84	4	-1.66	79.39	
Business Support - Operations	31	31	27.41		21	10	31		-1.00	-18.18	
Business Transformation	20	20	19.27		18	2	14	6	-4.46	0.51	
BT Westcombe	21	21	19.53		15	6	19	2	-0.23	-2.18	
Corporate Services	26	26	24.82		22	4	26		0.00	11.19	
Customer Services	90	92	77.53	1	52	37	86	3	4.00	14.86	
Internal Audit	8	8	6.78		4	4	8		0.00	6.78	
Transactional Services	78	78	69.87		57	21	78		-3.48	24.38	
SP Asset Management	15	15	13.82		12	3	13	2	0.00	13.82	
Strategic Improvement	7	7	5.99		4	3	6	1	2.49	-1.01	
SR Directors Office	1	1	1.00		1		1				
Strategic Resources	463	473	370	52	277	134	393	18	-4	141	
Total	2,316	2,607	1,863	257	1,435	624	1,941	118	-21	-249	

*Large changes in service numbers often represents re-organisation of structures.

Directorate figures represent history of employee numbers in Directorate and are not simply totals for the services as now structured.

TURNOVER, LEAVERS, AND STARTERS

Turnover by Service for last 12 Months

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

Service	Average posts held	Voluntary Leavers	Other Leavers	All Leavers	Voluntary Turnover Last12M	Other Turnover Last12M	All Turnover Last12M	All Leavers by Month - Last 13 Months												Total					
								Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10		Dec-10				
Adult Social Services	14.5	0	1	1	0.00%	6.90%	6.90%					1												1	
Chief Executive Office	6.0	0	0	0	0.00%	0.00%	0.00%																		0
Communications	15.0	1	3	4	6.67%	20.00%	26.67%		1	1											1	1			4
Delivery	21.0	0	4	4	0.00%	19.05%	19.05%		1	2							1								4
Human Resources	24.0	2	0	2	8.33%	0.00%	8.33%	1	1													1			2
Chief Executive	66.0	3	7	10	4.55%	10.61%	15.15%	1	3	3							1	1	2						10
Directors Office	2.0	0	0	0	0.00%	0.00%	0.00%																		0
Community Health	55.5	0	0	0	0.00%	0.00%	0.00%																		0
Learning & Skills	333.0	17	13	30	5.11%	3.90%	9.01%	6	4	1	2			3	1	2	8	6			2	1			30
Resources, Comm. & Perf.	149.5	18	9	27	12.04%	6.02%	18.06%	1	2	2	3	2	2	3	1	3	3	3	2	2	2	2	2	2	27
Safeguard. Families & Comms	224.5	19	12	31	8.46%	5.35%	13.81%	2	4	4	2	1	5	2	2	5	1	3	0		3	0	2	2	31
Childrens Services	764.5	54	34	88	7.06%	4.45%	11.51%	9	10	7	7	3	10	6	5	16	10	5	4						88
Building & Technical	14.0	1	2	3	7.14%	14.29%	21.43%		1	1	1														3
City Directors Office	2.0	0	0	0	0.00%	0.00%	0.00%																		0
City Support Services	81.0	7	7	14	8.64%	8.64%	17.28%				1	3	1	2	2	1			2	1	1				14
Property Design & Maint.	37.5	0	1	1	0.00%	2.67%	2.67%				1														1
S&FS Building Cleaning	181.0	12	7	19	6.63%	3.87%	10.50%		1	2	1	4	1	1	2		2	2	2	2	1	1			19
S&FS Catering	87.5	16	14	30	18.29%	16.00%	34.29%	2	1	12	2	3	1	1	2	2	2	2	1	1	1				30
S&FS Cleansing	70.0	2	6	8	2.86%	8.57%	11.43%			1	2			2	2				1	1	1				8
S&FS Grounds Maintenance	67.0	7	3	10	10.45%	4.48%	14.93%				1	2		3	1				2						10
S&FS Management	2.0	0	0	0	0.00%	0.00%	0.00%																		0
S&FS Parks Trees Spaces	13.0	1	1	2	7.69%	7.69%	15.38%					1										1			2
S&FS Refuse	69.0	3	3	6	4.35%	4.35%	8.70%			1	1								3			1			6
S&FS Waste Management	20.0	1	0	1	5.00%	0.00%	5.00%							1											1
City Services	644.0	50	44	94	7.76%	6.83%	14.60%		4	6	17	15	5	8	8	3	7	9	7	5					94
Democratic Services	21.5	2	6	8	9.30%	27.91%	37.21%		1	1		1		1	1			2	1	1					8
Investigation Team	10.0	0	0	0	0.00%	0.00%	0.00%																		0
Legal Services	25.5	0	3	3	0.00%	11.76%	11.76%				1		1			1									3
Solicitor & Support Staff	1.0	0	0	0	0.00%	0.00%	0.00%																		0
Legal & Democratic	58.0	2	9	11	3.45%	15.52%	18.97%		1		2		2		1	1		2	1	1					11
Commercial Operations	46.5	2	5	7	4.30%	10.75%	15.05%	1					3			2				2					7
Environment Capital	9.0	0	2	2	0.00%	22.22%	22.22%						2												2
Finance & EP	9.0	0	0	0	0.00%	0.00%	0.00%																		0
Neighbourhoods	152.5	16	17	33	10.49%	11.15%	21.64%	3	3	1	3	4	1	3	2		2	4	4	6					33
Operations Directors Office	2.0	0	0	0	0.00%	0.00%	0.00%																		0
Planning Transport & Eng.	105.0	7	6	13	6.67%	5.71%	12.38%			1	1		2	3	1		1	2	1	1					13
Operations	327.5	26	31	57	7.94%	9.47%	17.40%	4	4	3	4	4	8	6	3	2	3	6	7	7					57
Business Support	26.5	1	0	1	3.77%	0.00%	3.77%		1																1
Business Support - Childrens	91.5	8	3	11	8.74%	3.28%	12.02%	1			1				4		4	2		0					11
Business Support - Operations	32.5	3	0	3	9.23%	0.00%	9.23%	1			1						1		1						3
Business Transformation	19.5	0	0	0	0.00%	0.00%	0.00%																		0
BT Westcombe	22.0	1	5	6	4.55%	22.73%	27.27%	1	1		1	2						1		1					6
Corporate Services	26.0	1	0	1	3.85%	0.00%	3.85%							1											1
Customer Services	88.0	2	2	4	2.27%	2.27%	4.55%	1		1								1	1	1	1				4
Internal Audit	8.0	0	0	0	0.00%	0.00%	0.00%																		0
Transactional Services	89.5	6	18	24	6.70%	20.11%	26.82%	1		1	1	2			1	1	5	2	8	3					24
SP Asset Management	14.5	0	2	2	0.00%	13.79%	13.79%		1				1												2
Strategic Improvement	7.5	3	1	4	40.00%	13.33%	53.33%				2		1										1		4
SR Directors Office	1.0	0	0	0	0.00%	0.00%	0.00%																		0
Strategic Resources	426.5	25	31	56	5.86%	7.27%	13.13%	5	3	2	1	7	3	2	5	1	10	6	10	6					56
Total	2,301.0	160	157	317	6.95%	6.82%	13.78%	19	25	21	32	29	28	22	22	24	31	30	29	24					317

The TUPE to the Cultural Trust is not included in these figures to avoid distortion.

Directorate figures may include some figures for Services no longer present, they are not simple subtotals of the items listed.

All Leavers by Type & Directorate

All employees excluding Casual & Relief Staff & temporary staff of less than one year - last 12 Months.

Reason Group	Adult Social Services	Chief Executive	Childrens Services	City Services	Legal & Democratic	Operations	Strategic Resources	Total
Death in Service			1	4		1	1	7
Dismissal			7	8	1		3	19
End of Temporary Work			3	2		2		7
Redundancy - Forced		1	1	1	1		1	5
Redundancy - Voluntary		6	4	9	4	24	23	70
Resignation		3	54	50	2	26	25	160
Retirement	1		18	9	3	4	3	38
Transfer of Undertaking				11		0		11
Total	1	10	88	94	11	57	56	317

SICKNESS DAYS PER EMPLOYEE - ROLLING 12 MONTHS.

Service	12M Average FTE	Occ FTE Days	Rolling 12 Months FTE days average [PI5]	08/09 annual figures*	09/10 annual figures*	Change 12M on last year DPE (minus is good)	Approx % working time lost 12M	Occasion In final Month	Occurrences	Long Term Sick %	Long Term DPE	Short Term DPE
Adult Social Services	13	51	3.94	2.54	5.11	(1.16)	1.73%	4	27			3.94
Chief Executive Office	6	2	0.36	1.43	5.99	(5.64)	0.16%		2			0.36
Communications	15	220	14.87	2.42	6.47	8.40	6.52%	5	32	72%	10.74	4.13
Delivery	21	81	3.78	5.01	4.91	(1.13)	1.66%	3	19	31%	1.17	2.61
Human Resources	22	176	7.88	0.33	12.60	(4.72)	3.46%	15	76	40%	3.17	4.71
Chief Executive	64	480	7.46	6.68	9.66	(2.20)	3.27%	23	129	53%	3.97	3.49
Community Health	43	322	7.42	---	---		3.25%	11	112	45%	3.31	4.11
Learning & Skills	268	2,480	9.24	9.02	9.24	0.00	4.05%	64	503	46%	4.23	5.01
Resources, Comm. & Perf.	139	2,489	17.94	8.98	19.83	(1.89)	7.87%	29	260	64%	11.47	6.47
Safeguard. Families & Comms	206	3,953	19.18	14.80	14.10	5.08	8.41%	74	557	69%	13.22	5.96
Childrens Services	659	9,244	14.03	12.54	13.71	0.32	6.15%	178	1,432	61%	8.49	5.54
Building & Technical	15	130	8.58	8.34	13.27	(4.69)	3.76%	4	29			8.58
City Support Services	65	822	12.57	12.37	11.75	0.82	5.51%	26	125	55%	6.86	5.71
Property Design & Maint.	33	100	3.05	7.37	3.39	(0.34)	1.34%	8	50			3.05
S&FS Building Cleaning	49	361	7.33	10.48	4.64	2.69	3.22%	8	77	69%	5.03	2.31
S&FS Catering	42	441	10.43	12.45	10.89	(0.47)	4.57%	12	142	56%	5.83	4.60
S&FS Cleansing	69	1,113	16.02	13.51	17.19	(1.17)	7.03%	24	149	44%	7.07	8.95
S&FS Grounds Maintenance	66	1,166	17.60	18.83	19.90	(2.31)	7.72%	15	104	72%	12.65	4.95
S&FS Parks Trees Spaces	12	131	10.65	3.64	16.32	(5.67)	4.67%	1	10	69%	7.33	3.33
S&FS Refuse	69	751	10.88	12.79	14.92	(4.03)	4.77%	17	186	30%	3.25	7.64
S&FS Waste Management	19	66	3.45	3.64	2.29	1.16	1.51%	2	13			3.45
City Services	444	5,082	11.43	12.57	12.74	(1.31)	5.01%	117	887	51%	5.82	5.62
Democratic Services	18	161	8.92	8.85	9.51	(0.59)	3.91%	3	78	36%	3.21	5.71
Investigation Team	9	23	2.53	31.18	4.08	(1.55)	1.11%	1	9			2.53
Legal Services	24	176	7.30	12.51	8.72	(1.42)	3.20%	3	40	52%	3.78	3.52
Legal & Democratic	52	360	6.89	13.48	8.25	(1.36)	3.02%	7	127	41%	2.85	4.04
Commercial Operations	40	352	8.81	22.80	19.72	(10.91)	3.86%	9	85	53%	4.65	4.16
Environment Capital	9	78	8.67	---	---		3.80%	2	13	63%	5.44	3.22
Finance& EP	9	8	0.89	---	8.33	(7.44)	0.39%	1	4			0.89
Neighbourhoods	133	1,249	9.38	9.34	11.77	(2.39)	4.12%	30	290	39%	3.67	5.71
Planning Transport & Eng.	100	639	6.39	8.90	10.00	(3.61)	2.80%	17	127	41%	2.63	3.76
Operations	295	2,335	7.91	9.84	10.50	(2.59)	3.47%	59	523	42%	3.34	4.57
Business Support	25	203	7.99	---	13.50	(5.50)	3.51%	24	61	54%	4.33	3.67
Business Transformation	19	69	3.62	15.21	3.64	(0.03)	1.59%	2	14			3.62
Corporate Services	25	137	5.47	10.80	2.93	2.54	2.40%	5	25	45%	2.44	3.03
Customer Services	77	621	8.05	10.22	7.31	0.74	3.53%	46	166	31%	2.48	5.58
Internal Audit	7	145	20.84	---	---		9.14%	2	20	74%	15.41	5.42
SP Asset Management	14	65	4.74	---	---		2.08%	1	27			4.74
Strategic Improvement	7	68	10.12	0.33	12.60	(2.48)	4.44%	2	12	66%	6.67	3.45
Transactional Services	80	658	8.24	3.33	11.04	(2.80)	3.62%	27	131	64%	5.24	3.00
Strategic less recent transfers	255	1,965	7.71	8.93	8.80	(1.09)	3.38%	109	456	47%	3.66	4.06
BT Westcombe	21	420	20.30	23.32	18.82	1.48	8.90%	4	30	83%	16.88	3.42
Business Support - Childrens	76	1,075	14.20		7.79	6.41	6.23%	21	231	58%	8.30	5.90
Business Support - Operations	29	453	15.37		5.20	10.17	6.74%	3	96	60%	9.27	6.11
Strategic Resources	381	3,913	10.28	8.93	8.80	1.48	4.51%	137	813	56%	5.74	4.55
Total	1,908	21,464	11.25	11.11	11.81	(0.57)	4.93%	525	3,938	55%	6.16	5.09

- › Annual comparisons may only be an approximate comparison where posts or teams have been reorganised between Services.
- › Some increases and decreases result from reorganisation and specific long term cases rather than general changes in performance.
- › This monitoring report uses PI5 definition from the Value for Money in Corporate Services benchmark.
- › Services with less than 4 FTE are not shown separately, but included in Department totals.

Monthly breakdown of last 13 months days per employee.

Directorate	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total
Adult Social Services	1.02	0.36	0.35	0.29	0.14	0.77	0.00	0.47	0.31	0.22	0.44	0.07	0.53	3.94
Chief Executive	0.32	1.10	0.19	0.38	0.41	0.39	0.79	0.69	0.48	0.79	0.68	0.71	0.86	7.46
Childrens Services	1.00	1.16	1.08	1.09	1.05	1.00	1.09	1.20	1.03	1.33	1.18	1.31	1.48	13.99
City Services	1.18	1.32	1.42	1.02	0.79	0.72	0.69	0.77	0.65	1.01	0.92	0.87	1.31	11.49
Legal & Democratic	1.29	1.26	1.11	1.06	0.21	0.32	0.37	1.04	0.73	0.11	0.13	0.24	0.31	6.89
Operations	1.04	1.07	0.85	0.83	0.70	0.65	0.43	0.45	0.44	0.68	0.52	0.50	0.79	7.91
Strategic Resources	0.91	0.71	0.90	1.12	0.75	0.75	0.67	0.88	0.87	1.01	0.93	0.69	1.00	10.28
Grand Total	1.02	1.09	1.05	1.01	0.82	0.79	0.77	0.89	0.79	1.03	0.92	0.90	1.18	11.25

Figures are recomplied monthly to take into account all adjustments. The table apportions sickness to each month based on latest DPE calculation, current structure, and the % of sick days by month. Monthly figures will change to reflect structure changes but also changes in the average FTE across the year.

Trend in the number of Sickness Occasions During Month - 13 months

Occasions are counted once only in the month in which they started.

Directorate	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total
Adult Social Services	6	5	2	2	2	3		2	2	2	2	1	4	27
Chief Executive	7	10	4	8	5	5	6	6	7	24	18	14	22	129
Childrens Services	128	160	108	91	74	87	82	152	103	147	146	150	132	1432
City Services	102	123	83	84	60	60	64	57	50	65	64	85	92	887
Legal & Democratic	10	7	29	44	2	5	6	7	4	5	6	5	7	127
Operations	72	69	68	35	37	29	47	46	22	38	30	49	53	523
Strategic Resources	85	74	59	61	39	64	35	50	32	94	70	110	125	813
Grand Total	410	448	353	325	219	253	240	320	220	375	336	414	435	3938

Sickness Occasions by Department and Category - Last 12 months

Highlighted numbers indicate the reason by department with the highest occasions lost.

Absence Category	Adult Social Services	Chief Executive	Childrens Services	City Services	Legal & Democratic	Operations	Strategic Resources	Total
Infections inc. Colds And Flu	29.63%	20.16%	31.08%	24.01%	18.90%	27.53%	22.76%	26.54%
Stomach, liver, kidney & digestion	7.41%	10.85%	18.58%	30.78%	16.54%	22.18%	17.84%	21.25%
Musculo-skeletal inc Back & Neck	7.41%	2.33%	14.53%	21.08%	4.72%	7.07%	16.24%	14.60%
Stress, Depression, Anxiety, Fatigue	0.00%	42.64%	8.73%	2.59%	43.31%	14.53%	11.56%	10.87%
Other	3.70%	3.88%	7.19%	5.98%	6.30%	12.62%	8.86%	7.82%
Neurological inc. Headaches & Migraine	48.15%	3.88%	5.38%	3.27%	4.72%	5.93%	8.49%	5.84%
Eye, Ear, Nose, Mouth, Dental, Sinusitis	3.70%	3.88%	6.42%	5.07%	0.00%	6.31%	3.32%	5.15%
Chest & Respiratory inc Chest Infections	0.00%	3.10%	3.84%	3.61%	3.15%	1.34%	3.20%	3.25%
Genito-urinary/gynaecological	0.00%	0.78%	1.33%	1.47%	0.00%	1.53%	2.71%	1.60%
Pregnancy Related	0.00%	3.88%	1.61%	0.00%	1.57%	0.00%	3.57%	1.50%
No Reason Given	0.00%	4.65%	0.63%	1.47%	0.79%	0.19%	0.98%	0.96%
Heart, Blood Pressure & Circulation	0.00%	0.00%	0.70%	0.68%	0.00%	0.76%	0.49%	0.61%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Sickness Days Lost by Department and Category - Last 12 months

Highlighted numbers indicate the reason by department with the highest sickness days lost.

Absence Category	Adult Social Services	Chief Executive	Childrens Services	City Services	Legal & Democratic	Operations	Strategic Resources	Total
Musculo-skeletal inc Back & Neck	5.27%	1.88%	22.31%	37.38%	20.55%	8.66%	24.79%	24.32%
Stress, Depression, Anxiety, Fatigue	0.00%	43.58%	21.69%	6.16%	24.58%	26.89%	13.75%	17.62%
Infections inc. Colds And Flu	44.69%	12.29%	12.99%	12.40%	14.64%	20.13%	15.87%	14.24%
Other	13.79%	24.92%	14.76%	9.51%	15.00%	19.45%	12.07%	13.76%
Stomach, liver, kidney & digestion	3.52%	4.91%	9.23%	16.35%	19.68%	12.53%	11.21%	11.70%
Neurological inc. Headaches & Migraine	31.32%	1.04%	6.06%	3.37%	1.94%	2.62%	8.25%	5.33%
Eye, Ear, Nose, Mouth, Dental, Sinusitis	1.41%	1.67%	4.10%	4.62%	0.00%	5.23%	1.86%	3.81%
Chest & Respiratory inc Chest Infections	0.00%	1.25%	4.06%	5.38%	1.67%	1.00%	2.79%	3.69%
Genito-urinary/gynaecological	0.00%	0.83%	2.08%	1.92%	0.00%	1.63%	4.82%	2.42%
No Reason Given	0.00%	3.43%	0.69%	2.05%	0.83%	0.86%	1.71%	1.28%
Heart, Blood Pressure & Circulation	0.00%	0.00%	1.24%	0.87%	0.00%	1.01%	0.79%	1.00%
Pregnancy Related	0.00%	4.20%	0.80%	0.00%	1.11%	0.00%	2.09%	0.84%
Total	100%	100%	100%	100%	100%	100%	100%	100%

'Hurt at Work' Occasions

Rolling 12 Months period.

Absence Category	FTE Days			Occasions		
	Childrens Services	City Services	Total	Childrens Services	City Services	Total
Chest & Respiratory inc Chest Infections		10.00	10.00		1	1
Eye, Ear, Nose, Mouth, Dental, Sinusitis	0.00		0.00	1		1
Musculo-skeletal inc Back & Neck	443.86	341.00	784.86	23	22	45
Other	9.00	22.00	31.00	3	1	4
Stomach, liver, kidney & digestion	29.00		29.00	1		1
Stress, Depression, Anxiety, Fatigue	9.00		9.00	1		1
Total	490.86	373.00	863.86	29	24	53

Hurt at work days as a % of

All sickness Days lost 21,464 4.02%

All sickness Occasions 3,938 1.35%

Staff With Ongoing Sickness Over 20 Weekdays At Month End by Service - 13 Months History

SERVICE	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Adult Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Communications						1	1			1	1	1	1
Delivery		1											
Human Resources							1	1					
Strategic Improvement				1									
Chief Executives	1	2	1	3	2	2	3	2	1	2	1	1	1
Community Health										1			1
Safeguarding Families & Com.	13	8	9	11	11	13	11	11	11	3	4	8	10
Learning & Skills	4	3	3	3	1	2	3	4		5	6	5	4
Resources, Comm. & Perf.	6	6	4	6	4	8	8	5	5	5	5	6	5
Childrens Services	23	17	16	20	16	23	22	20	16	14	15	19	20
Building & Technical													
City Support Services		3	3	1	1	2	1	2	1	3	3	1	1
S&FS Building Cleaning	1			1						3	4	3	3
S&FS Catering	2	1			1		1	4	1	2	1	1	1
S&FS Cleansing	2	2	1					2	1	3			1
S&FS Green Open Spaces													
S&FS Grounds Maintenance	1	2	3	5	2	2	2	1		1	2	1	3
S&FS Parks Trees Spaces		1									1		
S&FS Refuse	2	1	1		1			1		1			
City Services	8	10	8	7	5	4	4	10	3	13	11	6	9
Legal & Democratic	0	2	1	0	0	0	0	2	1	0	0	0	0
City Operations	1	1	2	2	1	1	1						
Cultural Services		1											
Env. Transport & Engineering	5	2		1	1	3	1	1	1	---	---		
Env. & Public Protection													
Environmental Capital													1
Neighbourhoods	1		1	1	1				1	2			1
Planning, Transport & Engineering	1	1	1	1						1			
Operations	8	5	4	5	3	4	2	2	2	3	0	0	2
Customer Services		1	1						1	1	1	1	1
Corporate Services								1	1	1			
Revenues& Benefits	2	3	4	3									
Transactional Services	1		1		2	2	2	2	2			1	
Business Support									2	4		2	1
Business Support Ops								1			2		
Business Support Childrens													1
Business Transformation										1			
BT Westcombe	1	1	1	2	2	1	1	1	1	1	1		3
Strategic Resources	3	4	6	3	2	2	2	3	6	7	4	4	6
Total	43	39	36	38	28	35	33	39	29	39	31	30	38

CASE MANAGEMENT STATISTICS

as at month end.

Breakdown of cases open at month end

Department	Headcount	Attendance	Capability	Dignity @ Work	Discipline	Redundancy	Tribunal	All	% of cases	Ratio - 1 case to x employees
Chief Executive	65.00				1.00			1.00	1.61%	65
Childrens Services	808.00	4.00	2.00	4.00	11.00	1.00	4.00	26.00	41.94%	31
City Services	591.00	11.00	2.00	1.00	8.00			22.00	35.48%	27
Legal & Democratic	56.00	1.00						1.00	1.61%	56
Operations	319.00				1.00			1.00	1.61%	319
City College	329.00	2.00		1.00		1.00	1.00	5.00	8.06%	66
Strategic Resources	463.00	3.00	2.00	1.00				6.00	9.68%	77
All Council	2779.00	21.00	6.00	7.00	21.00	2.00	5.00	62.00	100.00%	45
% of cases		33.87%	9.68%	11.29%	33.87%	3.23%	8.06%	100.00%		

Number of Cases open at month end - 13 Month Trend

Area	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Chief Exec	3	2	1	2	1	1	2	2	2	2	3	0	1
Childrens Services	36	28	22	18	14	17	17	31	31	27	29	26	26
City Services	20	22	27	19	22	24	25	22	32	45	26	24	22
Legal & Democratic	3	2	2	2	1	0	0	1	5	6	1	0	1
Operations	14	18	22	20	20	17	14	9	6	5	4	1	1
Other	0	0	0	0	0	0	0	1	1	0	0	0	0
City College	0	0	2	1	0	1	1	1	3	4	3	5	5
Strategic Resources	7	7	11	19	13	7	7	22	22	15	14	10	6
Total	83	79	87	81	71	67	66	89	102	104	80	66	62

Total Case Cost Estimates in last 12 months

Incorporates estimated HR and other investigation time, legal costs, awards etc.

Department	Attendance	Capability	Dignity @ Work	Discipline	Grievance	Redundancy	Tribunal	Total
Chief Executive	0.6K			0.3K				0.9K
Childrens Services	13.4K	1.4K	0.2K	17.4K	9.9K	1.6K	1.5K	45.4K
City Services	4.4K	0.8K	0.4K	10.8K	0.4K		0.0K	16.9K
Deputy Chief Exec				1.1K	0.0K			1.1K
Legal & Democratic	1.1K	1.6K					0.1K	2.9K
Operations	10.6K	5.1K	15.0K	3.1K	2.8K		8.6K	45.3K
City College	0.1K			1.0K	1.3K	0.1K		2.5K
Strategic Resources	4.8K	1.7K		2.4K	1.5K		19.2K	29.6K
Total	35.1K	10.7K	15.6K	36.2K	15.9K	1.7K	29.4K	144.6K

COST MEASURES

13 Month Non Contractual Overtime Breakdown

Direct OT pay - Additional costs also arise from overtime& agency staffing,& more indirectly in service disruption& staff wellbeing.

SERVICE	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total
Chief Executive Office						0.0K			0.2K					0.2K
Communications	0.1K	0.4K	0.1K	0.2K	0.1K	0.2K	0.2K	0.3K	0.2K	0.2K	0.3K	0.1K		2.3K
Human Resources						0.0K	1.0K					0.3K	0.1K	1.5K
Chief Executive	0.1K	0.4K	0.1K	0.2K	0.1K	0.2K	1.2K	0.3K	0.4K	0.2K	0.3K	0.4K	0.1K	3.9K
Community Health	5.8K	2.8K	7.0K	6.9K	5.3K	5.8K	5.1K	6.7K	6.7K	5.8K	6.4K	9.8K	7.3K	75.6K
Learning & Skills	9.8K	3.3K	5.6K	6.3K	6.9K	6.9K	6.5K	6.7K	9.2K	4.9K	5.4K	8.2K	8.2K	78.1K
Resources, Comm. & Perf.	18.8K	13.3K	17.8K	16.8K	20.1K	17.5K	15.6K	13.0K	14.4K	16.4K	13.5K	38.8K	9.2K	206.3K
Safeguard. Families & Comms	4.1K	4.6K	2.7K	2.3K	4.5K	3.7K	2.4K	3.0K	5.5K	3.8K	2.7K	3.6K	3.4K	42.3K
Childrens Services	38.5K	24.0K	33.1K	32.3K	36.9K	33.9K	29.6K	29.5K	35.9K	30.9K	28.0K	60.4K	28.0K	402.4K
Building & Technical	0.7K	1.5K	1.1K	1.6K	2.2K	1.3K	2.5K	1.4K	0.8K	1.0K	0.8K	0.6K	0.6K	15.6K
City Support Services	10.8K	12.6K	10.6K	12.8K	17.0K	12.7K	15.6K	14.8K	17.3K	16.1K	15.1K	15.4K	15.2K	175.3K
Property Design & Maint.	0.1K	0.2K	0.1K		1.4K	0.4K	0.6K	0.5K	0.1K	0.0K		0.1K		3.3K
S&FS Building Cleaning	2.2K	2.7K	1.9K	2.2K	3.1K	3.3K	2.2K	3.1K	2.5K	3.5K	2.3K	3.0K	2.7K	32.5K
S&FS Cleansing	8.0K	6.9K	7.6K	5.9K	6.7K	6.1K	6.6K	5.2K	8.3K	8.0K	8.0K	8.9K	6.6K	84.8K
S&FS Grounds Maintenance	6.8K	4.4K	5.1K	4.9K	6.1K	7.2K	5.5K	9.8K	6.6K	7.6K	9.1K	10.2K	7.2K	83.7K
S&FS Management						0.0K				0.4K				0.4K
S&FS Parks Trees Spaces	0.1K	0.2K	0.2K	0.3K	0.1K	0.0K								0.8K
S&FS Refuse	6.9K	15.1K	3.5K	3.4K	2.7K	11.1K	4.3K	3.3K	3.4K	4.2K	5.6K	4.5K	2.1K	63.3K
S&FS Waste Management	0.1K	0.3K				0.1K	0.3K	0.1K						0.8K
City Services	35.7K	43.9K	30.3K	31.0K	39.4K	42.0K	37.6K	38.2K	39.2K	40.5K	41.3K	42.7K	34.3K	460.4K
Democratic Services	3.1K	2.4K	2.2K	1.6K	2.8K	1.6K	2.3K	4.7K	3.2K	1.2K	0.6K	0.7K	0.1K	23.3K
Legal Services	0.1K				0.1K	0.0K								0.1K
Legal & Democratic	3.2K	2.4K	2.2K	1.6K	2.9K	1.6K	2.3K	4.7K	3.2K	1.2K	0.6K	0.7K	0.1K	23.4K
Commercial Operations	2.0K	0.6K	1.0K	0.5K	0.8K	1.1K	1.9K	1.0K	0.8K	0.7K	1.5K	1.2K	1.1K	12.1K
Environment Capital		0.1K				0.0K								0.1K
Finance& EP	2.6K			0.2K		0.1K								0.3K
Neighbourhoods	0.7K	2.8K	2.8K	1.3K	6.1K	2.6K	2.2K	2.3K	3.2K	1.9K	2.6K	4.0K	2.5K	34.5K
Planning Transport & Eng.	5.4K	5.3K	2.5K	1.8K	0.8K	0.9K	0.4K	0.7K	0.2K	0.4K	0.9K	0.9K	1.2K	15.8K
Operations	0.6K	8.8K	6.3K	3.8K	7.8K	4.6K	4.5K	4.0K	4.2K	3.0K	4.9K	6.1K	4.8K	62.7K
Business Support		0.5K	0.5K	0.4K	0.6K	0.2K	0.4K	0.5K	0.6K		0.6K	0.3K		4.6K
Business Support - Childrens	1.5K	1.1K	1.2K	1.6K	1.4K	1.9K	1.7K	1.3K	1.3K	1.1K	2.2K	1.4K	1.4K	17.6K
Business Support - Operations						0.0K						0.6K	0.2K	0.8K
BT Westcombe				0.3K		0.0K						0.5K		0.8K
Customer Services	1.4K	1.2K	1.3K	1.2K	1.6K	2.3K	2.2K	2.8K	2.4K	2.4K	2.5K	2.3K	2.4K	24.6K
Transactional Services	3.5K	2.5K	2.8K	4.2K	5.0K	3.6K	3.9K	3.4K	1.6K	0.9K	1.7K	3.0K	3.9K	36.4K
SP Asset Management					0.2K	0.0K								0.2K
Strategic Resources	7.0K	5.3K	5.8K	7.7K	8.7K	8.0K	8.2K	8.0K	6.0K	4.4K	6.9K	8.0K	7.9K	84.9K
Total	89.8K	84.8K	77.7K	76.6K	95.7K	90.4K	83.3K	84.7K	88.7K	80.2K	82.0K	118.3K	75.2K	1,037.8K

DIVERSITY MEASURES

at end of month

This table shows minority ethnic and mixed race [BME], gender, disability [DDA], and over 50s representation in the workforce. These do not tally to the headcount section because [a] the indicator applies only to permanent staff and staff who have worked on a temporary basis for more than a year and [b] not all staff elect to provide equality data and [c] diversity measures are based on counting each post held separately. This chart does not show services with five or less headcount, but all staff are included in Directorate totals.

Service	Staff from Minority \ Mixed Origins	% Staff from Minority \ Mixed Origins	Self Identified Disability	% DDA	% 50+	Female %	% of staff who have declared their ethnicity or chosen not to state
Adult Social Services	0	0.00%	1	7.14%	57.14%	85.71%	100.00%
Chief Executive Office	0	0.00%	0	0.00%	33.33%	100.00%	83.33%
Communications	0	0.00%	0	0.00%	7.69%	76.92%	100.00%
Delivery	2	9.52%	0	0.00%	19.05%	38.10%	100.00%
Human Resources	0	0.00%	4	16.67%	37.50%	70.83%	100.00%
Chief Executive	2	3.23%	4	6.35%	25.00%	64.06%	98.44%
Community Health	1	2.22%	1	1.92%	35.59%	84.75%	98.31%
Learning & Skills	22	7.56%	14	4.96%	34.04%	75.90%	96.69%
Resources, Comm. & Perf.	8	5.97%	0	0.00%	24.66%	75.34%	95.21%
Safeguard. Families & Comms	15	7.46%	3	1.46%	27.40%	84.47%	99.09%
Childrens Services	46	6.84%	18	2.68%	30.47%	78.89%	97.23%
Building & Technical	0	0.00%	0	0.00%	46.15%	15.38%	92.31%
City Support Services	4	5.80%	3	4.84%	50.00%	32.05%	93.59%
Property Design & Maint.	3	8.11%	0	0.00%	64.86%	27.03%	100.00%
S&FS Building Cleaning	43	31.16%	2	2.35%	58.01%	88.40%	90.61%
S&FS Catering	2	2.82%	1	1.61%	30.26%	98.68%	100.00%
S&FS Cleansing	0	0.00%	0	0.00%	44.78%	1.49%	100.00%
S&FS Grounds Maintenance	0	0.00%	0	0.00%	49.21%	3.17%	95.24%
S&FS Parks Trees Spaces	0	0.00%	0	0.00%	46.15%	30.77%	100.00%
S&FS Refuse	0	0.00%	2	3.70%	24.62%	3.08%	98.46%
S&FS Waste Management	2	10.53%	0	0.00%	25.00%	45.00%	100.00%
City Services	54	10.09%	8	1.69%	46.68%	47.33%	95.62%
Democratic Services	1	5.88%	0	0.00%	23.53%	82.35%	100.00%
Investigation Team	0	0.00%	0	0.00%	18.18%	63.64%	100.00%
Legal Services	1	4.17%	2	8.33%	16.67%	75.00%	100.00%
Legal & Democratic	2	3.77%	3	5.77%	18.87%	75.47%	100.00%
Commercial Operations	0	0.00%	0	0.00%	36.36%	56.82%	100.00%
Environment Capital	0	0.00%	0	0.00%	0.00%	71.43%	100.00%
Finance & EP	1	11.11%	0	0.00%	11.11%	33.33%	100.00%
Neighbourhoods	7	5.15%	1	0.75%	21.13%	54.23%	100.00%
Planning Transport & Eng.	2	2.06%	1	1.03%	26.47%	37.25%	98.04%
Operations	10	3.41%	2	0.70%	24.43%	48.86%	99.35%
Business Support	3	11.54%	1	4.00%	19.23%	92.31%	100.00%
Business Support - Childrens	6	6.82%	3	3.45%	39.13%	93.48%	97.83%
Business Support - Operations	1	3.33%	1	3.23%	35.48%	96.77%	100.00%
Business Transformation	3	15.00%	3	15.79%	10.00%	55.00%	100.00%
BT Westcombe	1	5.26%	15	83.33%	35.00%	25.00%	95.00%
Corporate Services	5	19.23%	1	4.00%	11.54%	69.23%	100.00%
Customer Services	5	5.56%	3	3.41%	32.97%	71.43%	100.00%
Internal Audit	0	0.00%	0	0.00%	25.00%	75.00%	100.00%
Transactional Services	6	7.79%	2	2.60%	26.58%	68.35%	98.73%
SP Asset Management	2	15.38%	1	7.69%	46.15%	69.23%	100.00%
Strategic Improvement	0	0.00%	0	0.00%	14.29%	71.43%	100.00%
Strategic Resources	32	7.90%	30	7.52%	30.19%	75.60%	99.03%
Total	146	7.17%	66	3.38%	33.81%	64.93%	97.53%
Comparison April 09	172	7.00%	81	3.40%	33.20%	64.90%	

CRIMINAL RECORD BUREAU CHECKS

Percentage Of Checks Due Requiring Action at month end

Checks are considered current if there is a record of a check undertaken in the last three years. A current record will not exist if a check or recheck is in progress so a certain percentage of checks will always be in progress. Also checks can be 'overdue' for some casual staff will not be rechecked until re-engaged. Managers must ensure no one is working with children or vulnerable adults without a completed check.

Directorate& Service	Check started but not completed	Due recheck	No record of check	All Issues	Check in place	Grand Total	% with an issue
Adult Social Services	1			1	13	14	7.14%
Chief Executive							
Chief Executive Office			1	1		1	100.00%
Chief Executive Total			1	1		1	100.00%
Childrens Services							
Directors Office					1	1	
Community Health		1	1	2	107	109	1.83%
Learning & Skills	8	1	7	16	351	367	4.36%
Resources, Comm. & Perf.	3		3	6	144	150	4.00%
Safeguard. Families & Comms	1	1	3	5	250	255	1.96%
Childrens Services Total	12	3	14	29	853	882	3.29%
City Services							
Building & Technical					10	10	
City Directors Office					1	1	
City Support Services	3			3	51	54	5.56%
Property Design & Maint.	3			3	17	20	15.00%
S&FS Building Cleaning	6	9		15	31	46	32.61%
S&FS Catering	5	1		6	62	68	8.82%
S&FS Cleansing	1			1		1	100.00%
S&FS Grounds Maintenance					14	14	
S&FS Parks Trees Spaces					1	1	
S&FS Refuse					2	2	
S&FS Waste Management					5	5	
City Services Total	18	10		28	194	222	12.61%
Legal & Democratic							
Investigation Team	1			1	7	8	12.50%
Legal Services					20	20	
Solicitor & Support Staff					1	1	
Legal & Democratic Total	1			1	28	29	3.45%
Operations							
Commercial Operations					6	6	
Environment Capital	1	1	4	6	18	24	25.00%
Neighbourhoods	7	2	4	13	85	98	13.27%
Neighbourhoods FJobs Fund	3		23	26	81	107	24.30%
Operations Directors Office					1	1	
Operations Total	11	3	31	45	191	236	19.07%
Strategic Resources							
Business Support					9	9	
Business Support - Childrens	1	2	1	4	68	72	5.56%
Westcombe					4	4	
Customer Services	1	1		2	37	39	5.13%
Transactional Services					2	2	
SP Asset Management					3	3	
SR Directors Office			1	1		1	100.00%
Strategic Resources Total	2	3	2	7	123	130	5.38%
Total	45	19	48	112	1402	1514	7.40%

PDR completed rates from returns to Training and Development

Thu 13-Jan-11

Service	Headcount main jobs 130111	PDRs completed by month												Total	% completed	
		Apr-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	NCICR	Not reviewed			
Chief Executive Office	6												1	5	6	17%
Communications	14	1	1	1	4	5	1	1					1	1	14	93%
Delivery	22	17	17	1				1					1	2	22	91%
Human Resources	25			12	8	2						2		1	25	96%
Chief Executive	67	18	18	14	12	7	1	2				2	2	9	67	87%
Directors Office	2							1						1	2	50%
Community Health	57							2	2	1	6			46	57	19%
Learning & Skills	327	10	10	5	7	23	15	13	54	1		3	196	327	40%	
Resources, Comm. & Perf.	152	6	6	9	12	14	4	3	1			2	101	152	34%	
Safeguard. Families & Comms	217		3					1	3	13	11	2	184	217	15%	
Childrens Services	755	16	19	14	19	37	23	21	69	18	2	5	528	755	30%	
Building & Technical	14					1	1	9					3	14	79%	
City Directors Office	2							1					1	2	50%	
City Support Services	78					6	9	4	12	21		1	25	78	68%	
Property Design & Maint.	39			7		11	5	4	4				8	39	79%	
S&FS Building Cleaning	128							78					50	128	61%	
S&FS Catering	75	56	56				3	1					15	75	80%	
S&FS Cleansing	65						64				1		65	65	100%	
S&FS Grounds Maintenance	66					3	2	56			3	2	66	66	100%	
S&FS Management	2					1					1		2	2	100%	
S&FS Parks Trees Spaces	13				3	9	1						13	13	100%	
S&FS Refuse	64						31	25	8				64	64	100%	
S&FS Waste Management	22					3	11	4	4				22	22	100%	
City Services	568	56	56	7	3	34	127	182	28	26		3	102	568	82%	
Democratic Services	17				2	4	10						1	17	94%	
Investigation Team	11			4	3		2				2		11	11	100%	
Legal Services	24			6	7	5	4		1				1	24	96%	
Solicitor & Support Staff	1												1	1		
Legal & Democratic	53			10	12	9	16		1	2			3	53	94%	
Commercial Operations	44	1	1	3	12	4	8	3					13	44	70%	
Cultural Services	1												1	1		
Environment Capital	7			1	6								7	7	100%	
Finance & EP	9			7	2								9	9	100%	
Neighbourhoods	138	7	9	14	15	18	44	19		4		8	7	138	95%	
Operations Directors Office	2			1									1	2	50%	
Planning Transport & Eng.	102	27	27	5	19	11	19	3					18	102	82%	
Operations	303	35	37	31	54	33	71	25		4		8	40	303	87%	
Business Support	27			7	8		10						2	27	93%	
Business Support - Childrens	92	1	3		6		4	1	2				76	92	17%	
Business Support - Operations	28			1	17	7	1				1		1	28	96%	
Business Transformation	20			5	3	2	3	4	2				1	20	95%	
BT Westcombe	21				1								20	21	5%	
Corporate Services	26	2	2	9	9	3	1						2	26	92%	
Customer Services	89	4	5	22	40	5	7	1				1	8	89	91%	
Internal Audit	8		1		1				2	4			8	8	100%	
Transactional Services	81			3	21	34						10	13	81	84%	
SP Asset Management	15	5	5	5					2			2	1	15	93%	
Strategic Improvement	7			1	1		1					1	3	7	57%	
SR Directors Office	1												1	1		
Strategic Resources	415	12	16	53	100	58	23	9	7	6		15	128	415	69%	
Total	2161	137	146	129	200	178	261	239	105	58	2	33	810	2161	63%	

> April* - also includes data for PDRs carried out prior to 1/4/10 + those in pilots

> Includes data on current employees only against current headcount to give position on current employees

> Therefore rates can go down as well as up.

> Excludes Casual and relief staff

HR BENCHMARKING REPORT DECEMBER 2010

Human Resources has continued to take part in the HR Benchmarker scheme, which provides comparison information on workforce and HR activities in order to inform strategy and performance improvement plans. It also links into the audit agencies 'Value for Money in Corporate Services' voluntary benchmarking scheme.

Benchmarking schemes have become more important in providing comparative data because government returns on workforce matters ceased to be collected and published when Best Value Performance Indicators were abolished.

There were 50 Council participants this year. This scheme runs separate exercises for Local Authorities and Schools. This gives better comparisons for PCC than other clubs as in the main HR services are not provided to schools internally. HR Benchmarker also runs for other sectors outside local government. Great care should be taken in comparing data with studies which include schools since [a] authorities that provide HR services to schools will benefit from more economies of scale and [b] the level of services provided to schools is generally more restricted and therefore involve a lower staff \ cost ratio.

HR for the purposes of this benchmarking incorporates Occupational Health \ Health and Safety and HR Shared Services \ Payroll, now within Manor Drive Solutions. It does not relate solely to the HR Service. Additionally some of the metrics cover wider workforce issues related to management throughout the organisation such as sickness absent rates.

The data used relates to the financial year 09/10. There have been further changes in HR and Manor Drive Structures in the current year which will show further improvements to costs and headcount ratios in next years benchmarking.

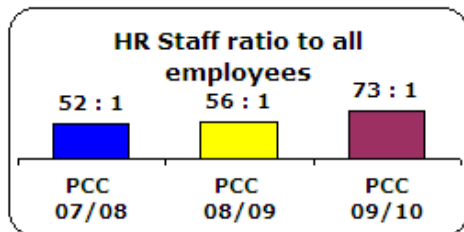
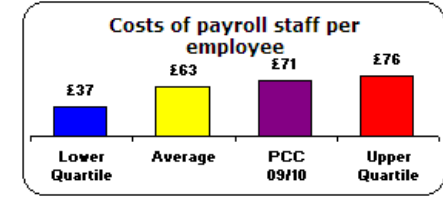
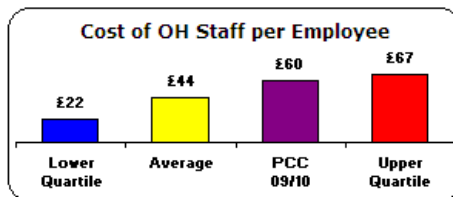
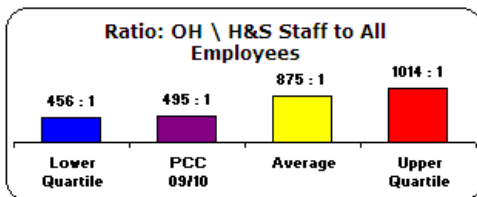
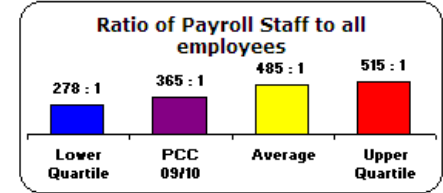
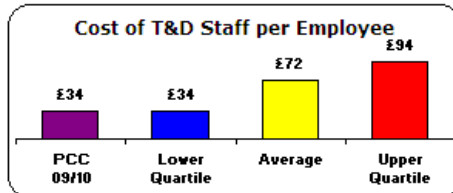
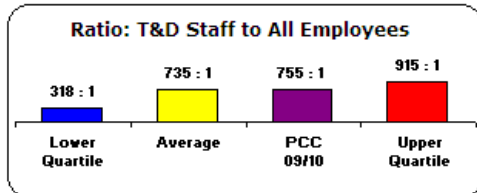
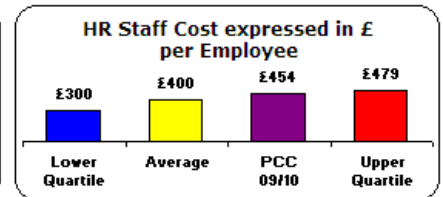
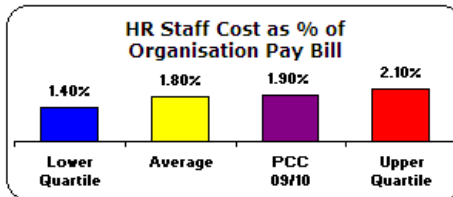
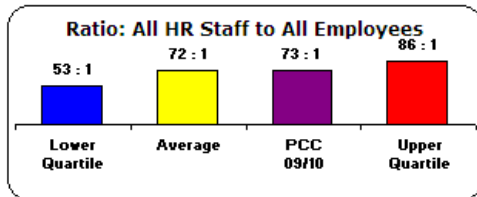
Benchmarking exercises provide a sense of how we are doing as a basis for discussion, exchanging ideas, looking for excellence and driving organisational improvement. When reading the results, there are differences between organisations which can explain differences in results. In this study for example, we are compared not only with other unitary councils but participating County Councils, Metropolitan Boroughs, London Boroughs etc [i.e. all non district councils], many of whom may be considerably larger in headcount than Peterborough. Many will have HR Functions that work on different models to our own. Councils with a more devolved HR service tend to appear cheaper simply because people spending less than 50% of their time on HR matters will not be included in HR ratios or cost figures.

The lowest [or highest] results are not necessarily the best on all measures. For example having a low voluntary turnover rate is usually considered good in that it will reduce recruitment and training costs, retain expertise and demonstrates a level of employee satisfaction. On the other hand turnover is good for bringing in new talent, and helps to avoid the need for redundancies at a time of reducing financial resources. An other example would be that an authority spending a smaller proportion of its turnover on HR might be doing so at the expense of quality in its organisational development and might therefore cost more indirectly. So the relationship between efficiency and effectiveness has to be considered in looking at benchmarks.

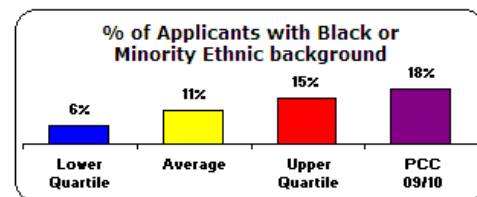
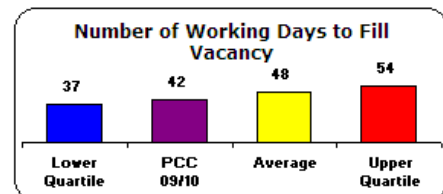
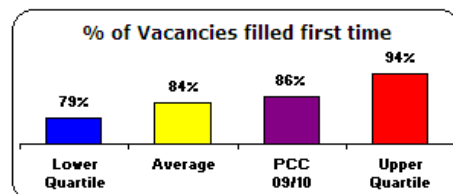
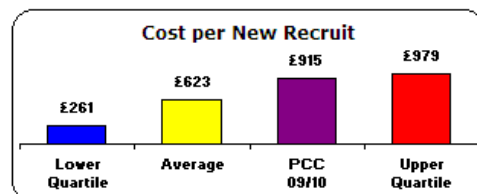
The full report gives results in quartiles and discusses trends and good practice. We have presented the main measures graphically showing where PCC rated in relation to averages and upper and lower quartiles.

SUMMARY OF LATEST HR BENCHMARKER COMPARISONS

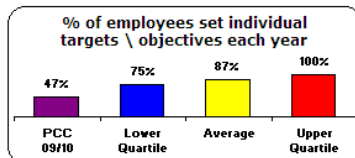
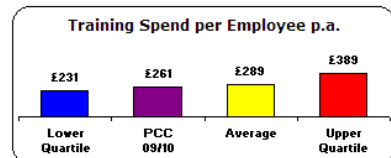
HR Staff Ratios and Costs



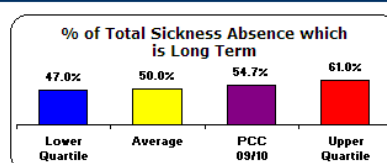
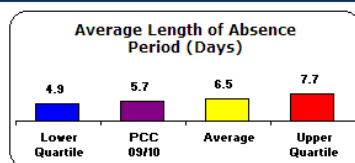
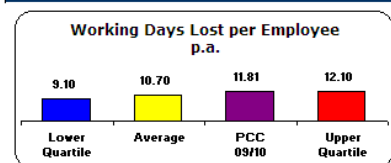
Recruitment and Selection



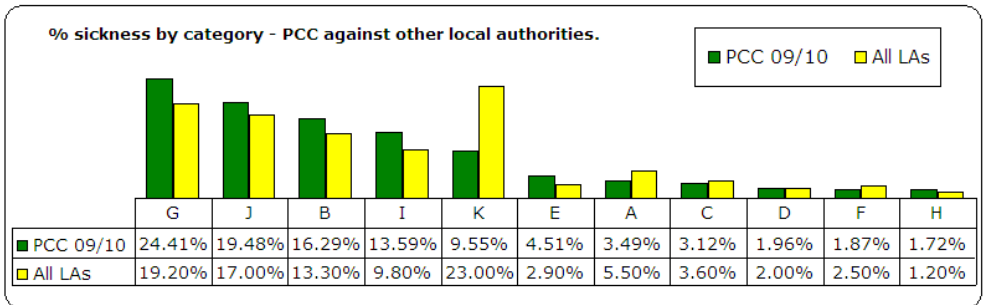
Training & Development



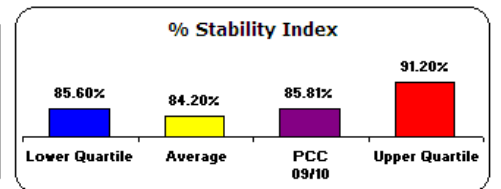
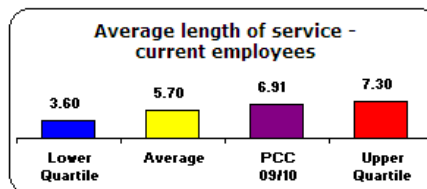
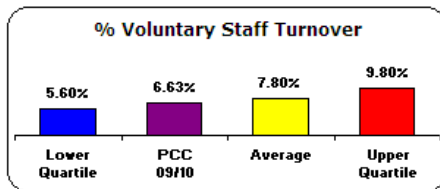
Sickness Absence



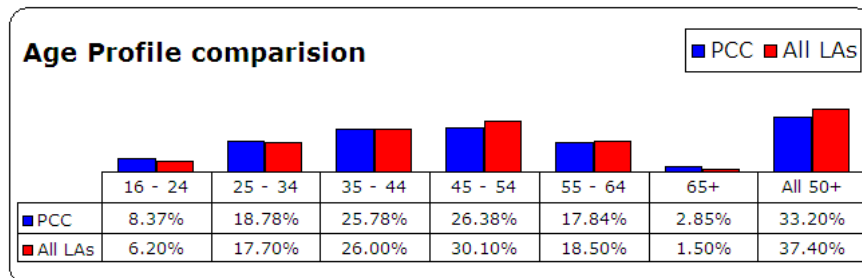
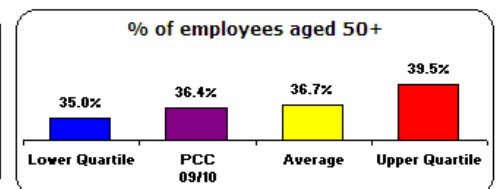
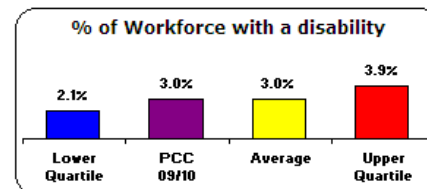
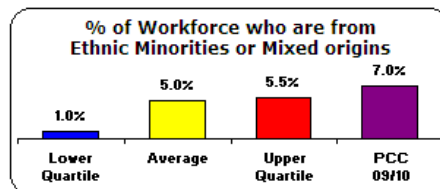
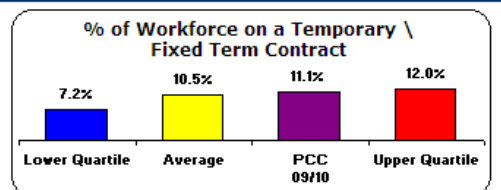
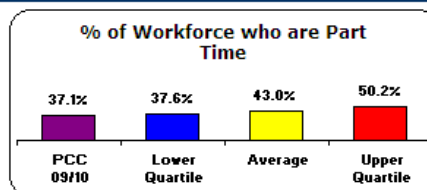
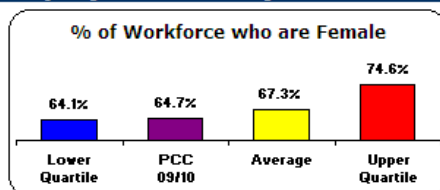
Category	Key
Musculo-skeletal inc Back & Neck	G
Stress, Depression, Anxiety, Fatigue	J
Infections inc. Colds And Flu	B
Stomach, liver, kidney & digestion	I
Other	K
Neurological inc. Headaches & Migraine	E
Chest & Respiratory inc Chest Infections	A
Eye, Ear, Nose, Mouth, Dental, Sinusitis	C
Genito-urinary/gynaecological	D
Heart, Blood Pressure & Circulation	F
Pregnancy Related	H



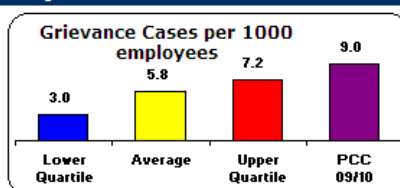
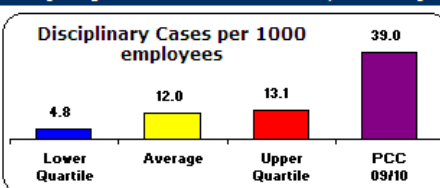
Voluntary Staff Turnover and Retention



Employee Diversity



Employment Tribunals, Disciplinary and Grievance Cases



COMMENTARY

HR Staff ratios and costs

In the last three years the ratio of HR staff to employees has been consistently reducing as a result of reorganisation exercises and other efficiency gains. The same trend can be seen across different Professional HR staff \ administrative staff, training and development, the only exception being the small occupational health team.

In cost terms the percentage of the organisation's paybill spent on HR is around average despite being compared with larger organisations where more efficiencies of scale might be expected. It has been reduced over time from 2.5% in 07/08 to 1.9% in 09/10. The spend per employee fell over the same

period from £485 to £454. The headcount of the organisation has fallen considerably over the same period [8.35%] which also creates an upward pressure on staff ratios and costs at a time when HR services are important in transitioning effectively to a smaller workforce.

Corporate training and development has a comparatively low level of staffing and expenditure, while Payroll staffing and costs were above average. This reflects lower internal staffing for corporate training in recent years although overall spending on training is also a little below average. Ratios for payroll are however more likely to be skewed because of some participants having outsourced their payroll. Improved payroll ratios are likely for 2010/11 as a result of ongoing transformation of processes and structures in Manor Drive.

Recruitment and Selection

On recruitment and selection we appear to be slightly above average on recruiting first time and quicker at filling vacancies. Job advertising costs have fallen considerably in recent years as we have made increasing use of online recruitment. The reason costs per recruitment rose considerably in 09/10 was because of a dramatic fall in the number of vacancies being filled so that fixed costs [mainly for the online recruitment system] was spread across fewer recruitments.

Training & Development

Training and Development spend is now a little below average. The CIPD's Learning and Talent Development Report 2010 identifies that most organisations have chosen to cut learning and development budgets as a cost saving mechanism. The PCC spend was also reduced this year because external spend on situational leadership training and Vision 2010 programmes has finished and been replaced by more internal delivery. Other recent initiatives include the launching of E-learning courses for some areas as well as use of NVQ's which attract external funding.

It can be seen from the charts that PCC had a lower quartile result in terms of appraisals and setting individual goals and targets in 09/10. The appraisal scheme has been redesigned \ re-launched in April 10 and is becoming embedded in the organisation. 5 of 6 Directorates have so far completed between 82% and 97% of annual appraisals, and data on the scores is being collected in order to gather a picture of performance issues throughout the organisation. The same process is also used for identifying training needs.

Sickness Absence

Sickness absence was at the median level and slightly above average for 09/10. After several years of reducing rates PCC rates did rise in 09/10, partly as a result of swine flu absences. Generally the trend among authorities taking part in benchmarking has been a gradual improvement in rates. Unfortunately there is now no simple way to review performance against all unitary authorities for example.

The percentage of sickness days lost falling within long term absences has increased at Peterborough as a percentage of all absences in the last three years and is above average against the benchmark. This suggests improving short term absence management and culture, because less short term absences increases the long term proportion of all absence. This also ties in with the average length of absences increasing.

Looking at sickness by category we have a similar trend to other authorities. Although most categories show a slightly higher figure for PCC, it would seem a lot of authorities have a higher level of 'other' sickness, which although a valid category in itself may have been boosted by authorities not being so robust in collecting sickness reasons under the categorisation scheme.

Peterborough sees further improvement as a priority and staff briefings on budgets for next year and redundancies which need to be made have highlighted the contribution which can be made to retaining jobs and reducing costs through improved attendance. An attendance improvement programme is included in the plans for savings.

As Appendix A shows some progress has been made on reducing sickness rates against last year. This is despite the TUPE transfer of staff to Vivacity and to SERCO, who collectively had a lower than average sickness rate. This causes an upward pressure on rates even if performance in other areas remain the same. The reduction of organisational headcount generally can also have an upward influence in rates in the short term.

Inevitably discussion on sickness rates when published raise the issue of comparison with the private sector.

There are a number of important factors in comparing public and private sector absence rates. One reason for this gap is that public sector employers have an older age profile in their workforce, and statistics show long term absence is higher for older age groups. Some reports estimate long term absences in the private sector only account for 12-18% of absences. Similarly studies have shown female staff on average have higher absence and the public sector has a far greater percentage of female staff than the private sector. [although the differences between male and female have not been in evidence particularly at Peterborough City Council.] Another arguable difference is the physical and stress related demands of different sectors of the economy. This is not to suggest that the Council should or does not aspire to similar rates as the private sector, but to recognise that there are significant differences between the private and public sector workforces.

Voluntary Staff Turnover and Retention

Staff voluntary turnover was below average - generally considered a good sign of relative employee satisfaction. On the other hand a level of turnover does give opportunities to rationalise services and make efficiency gains. Strict control of recruitment has contributed to an ongoing fall in FTE \ Headcount each month as well as gains from reorganisations and specific redundancy programmes. Because turnover only measures leavers from the organisation it does not indicate the level of change within the organisation through reorganisations as well as TUPEs which HR has supported through Business Partners. Average retention periods for employees are above average as is the stability index [the percentage of employees who were in the council's employment one year ago].

Employee Diversity

The workforce has had a generally stable diversity profile in the last 12 months. There have been slight rises since April 09 in ethnicity [+0.27%], disability [+0.10%] and [+0.22%] female representation. As a authority with high ethnic diversity it is perhaps not surprising that our workforce has an upper quartile level of ethnic diversity. It also has average level of disability in the work force. 18% of job applicants are from ethnic minority communities which is also an upper quartile rate. It is intended to review success rates of candidates from minorities in considering the impact of policies and procedures on different groups using data from the e-recruitment system implemented this year.

Changes to employer duties in relation to equality and diversity arise from the Equality Act 2010. One change on which detailed guidance is still awaited from the Equality and Human Rights Commission concerns the annual publishing of monitoring data from April 2011. Although there are current requirements for publishing data, the new requirements are likely to include publishing of information on gender pay gaps as well as other changes such as disability rates broken down for different parts of the organisation. A similar open data ethos to those emerging for Council financial data are expected.

Employment Tribunals, Disciplinary and Grievance Cases

The number of both disciplinary and grievance cases per 1,000 employees are in the upper quartile area, though both are lower than the PCC figures for the previous year. It is a difficult area to compare because different authorities will have different recording systems and take a different view on what registers as a formal case. A high rate can indicate an authority which ensures disciplinary and capability matters and workforce issues are properly managed and resolved. This includes addressing breaches of Health and Safety and other policies \ procedures and unsatisfactory work performance. Of the 37 formal grievance cases in 09/10 nearly 58% related to Managers or Colleagues with the remainder relating to terms and conditions or council policies. Just over 30% of cases were resolved at the informal stage.

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SUSTAINABLE GROWTH SCRUTINY COMMITTEE	Agenda Item No. 8
2 FEBRUARY 2011	Public Report

Report of the Solicitor to the Council

Report Author – Louise Tyers, Scrutiny Manager

Contact Details – 01733 452284 or email louise.tyers@peterborough.gov.uk

FORWARD PLAN OF KEY DECISIONS

1. PURPOSE

- 1.1 This is a regular report to the Sustainable Growth Scrutiny Committee outlining the content of the Council's Forward Plan.

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 The latest version of the Forward Plan is attached at Appendix 1. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) will be making over the next four months.
- 3.2 The information in the Forward Plan provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4. CONSULTATION

- 4.1 Details of any consultation on individual decisions are contained within the Forward Plan.

5. BACKGROUND DOCUMENTS

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

None

6. APPENDICES

Appendix 1 – Forward Plan of Executive Decisions

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**PETERBOROUGH CITY
COUNCIL'S FORWARD PLAN
1 FEBRUARY 2011 TO 31 MAY 2011**

FORWARD PLAN OF KEY DECISIONS - 1 FEBRUARY 2011 TO 31 MAY 2011

During the period from 1 February 2011 To 31 May 2011 Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. The dates detailed within the Plan are subject to change and those items amended or identified for decision more than one month in advance will be carried over to forthcoming plans. Each new plan supersedes the previous plan. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the papers listed on the Plan can be viewed free of charge although there will be a postage and photocopying charge for any copies made. All decisions will be posted on the Council's website: www.peterborough.gov.uk. If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this plan.

NEW ITEMS THIS MONTH:

Novation of contract from Computer Recognition Systems to Vysionics ITS Ltd - KEY/04FEB/11

Delivery of the Council's Capital Receipt Programme through the Sale of 26-29 Maxwell Road Woodston PE2 7JE - KEY/05FEB/11

Budget and Medium Term Financial Strategy - KEY/06FEB/11

Novation of Contract from ACIS to VIX ACIS for Real Time Passenger Information - KEY/07EB/11

Section 75 Variation 2011-12 - KEY/08FEB/11

Refuse Derived Fuel - KEY/09FEB/11

Hampton Community School - KEY/10FEB/11

Interim Adult Drug Treatment Services - KEY/11FEB/11

Section 75 Agreements with Cambridgeshire Community Services and NHS Peterborough - KEY/12FEB/11

Integrated Case Management System for Children's Services - KEY/13FEB/11

Adult Drug Treatment Plan 2011-2014 - KEY/04MAR/11

FEBRUARY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Coneygree Lodge, Coneygree Road - KEY/01NOV/10</p> <p>To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Coneygree Lodge at Coneygree Road.</p>	February 2011	Cabinet Member for Resources	Sustainable Growth Scrutiny Committee	Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate	Alastair Smith Temp Capital Projects Officer Tel: 01733 384532 alastair.smith@peterborough.gov.uk	Public report will be available from the Governance team one week before the decision is made
<p>Contract Award - Adult Drug Treatment Services - KEY/11NOV/10</p> <p>To award the contracts for the delivery of Adult Drug Treatment Services</p>	February 2011	Cabinet Member for Community Cohesion, Safety and Women's Enterprise	Strong and Supportive Communities	Internal departments as appropriate Safer Peterborough Partnership	Gary Goose Community Safety Strategic Manager Tel: 01733 863780 gary.goose@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p>Museum Redevelopment Project - KEY/03DEC/10 To authorise the award of the contract for the Museum Redevelopment project.</p>	February 2011	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	Strong and Supportive Communities	Consultation will take place with relevant internal stakeholders as appropriate	<p>Steven Pilsworth Head of Strategic Finance Tel: 01733 384564 Steven.Pilsworth@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken.
<p>Security Framework Contract - lot 2 - KEY/09DEC/10 Award lot 2 of framework contract; cash collection and cash in transit services, delivering services for the council such as collecting cash from parking meters and banking it securely.</p>	February 2011	<p>Cabinet Member for Resources</p>	Sustainable Growth	Internal and external stakeholders as appropriate	<p>Matthew Rains P2P Manager Tel: 01733 317996 matthew.rains@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is made
<p>Grant Support to Anglia Ruskin University - KEY/11DEC/10 The approval of a capital grant to support Anglia Ruskin University's purchase and refurbishment of the Guild House.</p>	February 2011	<p>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</p>	Creating Opportunities and Tackling Inequalities	Internal and external stakeholders as appropriate	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	Public report will be available from the Governance Team one week before the decision is made.

<p>Peterborough Local Investment Plan - KEY/01FEB/11 Document for submission to the Homes and Communities Agency, drawn largely from the Integrated Development Programme (Adopted December 2009). The LIP is the first stage towards applying for funding from the HCA for primarily housing-related project aspirations in the City.</p>	<p>February 2011</p>	<p>Cabinet</p>	<p>Sustainable Growth</p>	<p>Internal and External stakeholders as appropriate.</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken.</p>
<p>Affordable Housing: Revised Council Policy for Awarding Grants - KEY/02FEB/11 To agree revised policy and process for awarding affordable housing grants</p>	<p>February 2011</p>	<p>Cabinet</p>	<p>Sustainable Growth</p>	<p>Internal as appropriate</p>	<p>Richard Kay Strategic Planning Manager richard.kay@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken.</p>

<p>Supply of Utility in respect of Electricity, Gas and Oil to Council Owned properties managed by Strategic Property Unit - KEY/03FEB/11</p> <p>To award the contract for supply of Electricity and Gas to the single source supplier under the nationally awarded EU compliant ESPO framework agreement.</p>	February 2011	Cabinet Member for Resources	Sustainable Growth	Internal consultation where appropriate	Mandy Sterling Strategic Sourcing Manager Tel: 01733 384607 mandy.sterling@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.
<p>Novation of contract from Computer Recognition Systems to Vysionics ITS Ltd - KEY/04FEB/11</p> <p>To permit the assignment of the existing contract to Vysionics ITS Ltd for automatic number plate recognition services</p>	February 2011	Cabinet Member for Housing, Neighbourhoods and Planning	Environment Capital	Internal departments as appropriate	Susan Fitzwilliam ITS Development Officer Tel: 01733 452441 susan.fitzwilliam@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken

<p>Delivery of the Council's Capital Receipt Programme through the Sale of 26-29 Maxwell Road Woodston PE2 7JE - KEY/05FEB/11</p> <p>To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of an industrial investment site at Maxwell Road Woodston.</p>	February 2011	Cabinet Member for Resources	Sustainable Growth	Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate	Sandra Neely Temp Capital Projects Officer Tel: 01733 384541 sandra.neely@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is made.
<p>Budget and Medium Term Financial Strategy - KEY/06FEB/11</p> <p>To approve the final proposed budget for submission to full Council.</p>	February 2011	Cabinet	Sustainable Growth	Relevant internal and external stakeholders	John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p>Novation of Contract from ACIS to VIX ACIS for Real Time Passenger Information - KEY/07EB/11 To transfer Real Time Passenger Information purchasing and maintenance contract from ACIS to VIX ACIS.</p>	February 2011	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	Sustainable Growth	Internal and External stakeholders as appropriate.	<p>Amy Wardell Team Manager - Passenger Transport Projects Tel: 01733 317481 amy.wardell@peterborough.gov.uk</p>	<p>A public report will be available from the Governance team one week before the decision is taken.</p>
<p>Section 75 Variation 2011-12 - KEY/08FEB/11 To extend the existing partnership agreement under the National Health Act 2006 to pool funding from NHS Peterborough and PCC to commission drugs services by one year.</p>	February 2011	<p>Cabinet Member for Community Cohesion, Safety and Women's Enterprise</p>	Strong and Supportive Communities	Internal and external partners	<p>Karen Kibblewhite Community Safety And Substance Misuse Manager Tel: 01733 864122 karen.kibblewhite@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken</p>
<p>Refuse Derived Fuel - KEY/09FEB/11 To amend existing contract to enter into a 1 year agreement with HW Martin Waste Ltd to send material to Refuse Derived Fuel Facility</p>	February 2011	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	Environment Capital	Internal and external stakeholders as appropriate	<p>Emma Blakely Waste Management Officer emma.blakely@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken</p>

<p>Hampton Community School - KEY/10FEB/11 To launch a school competition for a new Primary School with community sports and library facilities in Hampton</p>	February 2011	Cabinet Member for Education, Skills and University	Creating Opportunities and Tackling Inequalities	The local community and all potential bidders. A public meeting will be arranged as part of the process.	Isabel Clark Head of Assets and School Place Planning Tel: 01733 863914 isabel.clark@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is made
<p>Interim Adult Drug Treatment Services - KEY/11FEB/11 To agree short term provision of adult drug treatment services before final award of Adult Drug Treatment Services tender.</p>	February 2011	Cabinet Member for Community Cohesion, Safety and Women's Enterprise	Strong and Supportive Communities	Internal departments as appropriate Safer Peterborough Partnership	Karen Kibblewhite Community Safety And Substance Misuse Manager Tel: 01733 864122 karen.kibblewhite@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.
<p>Section 75 Agreements with Cambridgeshire Community Services and NHS Peterborough - KEY/12FEB/11 Approval of s.75 Agreements with Cambridgeshire Community Services for the provision of Adult Social Care and with NHS Peterborough for the provision of Learning Disability Services.</p>	February 2011	Cabinet Member for Health and Adult Social Care	Health Issues	Relevant internal and external Stakeholders	Denise Radley Executive Director of Adult Social Services Tel: 01733 758444 denise.radley@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.

<p>Integrated Case Management System for Children's Services - KEY/13FEB/11 To award a contract to replace existing Children's Services case management systems with a single integrated system.</p>	<p>February 2011</p>	<p>Cabinet Member for Children's Services</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal stakeholders</p>	<p>Elaine Alexander Head of Programmes and Project Management (Children's Services) Tel: 01733 317984 elaine.alexander@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
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MARCH

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Land and Buildings - Vawser Lodge Thorpe Road - KEY/04DEC/10 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Vawser Lodge</p>	<p>March 2011</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate</p>	<p>Sandra Neely Temp Capital Projects Officer Tel: 01733 384541 sandra.neely@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken</p>

<p>Local Transport Plan Capital Programme of Works 2011/12 - KEY/01MAR/11 To approve the proposed LTP Capital Programme of Works for 2011/12</p>	March 2011	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	Environment Capital	Relevant internal stakeholders and the Environment Capital Scrutiny Committee	<p>Michael Stevenson Project Engineer Tel: 01733 317473 michael.stevenson@peterborough.gov.uk</p>	A public report will be available from the Governance team one week before the decision is taken.
<p>Supply of Temporary Agency Workers - KEY/02MAR/11 To approve a framework agreement to supply temporary agency following a competitive tendering exercise.</p>	March 2011	<p>Cabinet Member for Community Cohesion, Safety and Women's Enterprise</p>	Sustainable Growth	Internal consultation as appropriate	<p>Mandy Sterling Strategic Sourcing Manager Tel: 01733 384607 mandy.sterling@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken.
<p>Bayard Place - replacement of air-conditioning system (legislative works) - KEY/03MAR/11 To authorise the award of the contract for the replacement of the air-conditioning system at Bayard Place</p>	March 2011	<p>Cabinet Member for Resources</p>	Sustainable Growth	Consultation will take place with relevant internal stakeholders as appropriate	<p>Julie Robinson-Judd Head of Strategic Property Tel: 01733 384544 julie.robinson.judd@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken

<p>Adult Drug Treatment Plan 2011-2014 - KEY/04MAR/11 To approve the plan.</p>	<p>March 2011</p>	<p>Cabinet Member for Community Cohesion, Safety and Women's Enterprise</p>	<p>Strong and Supportive Communities</p>	<p>Safer Peterborough Partnership Board; SPP Delivery Board; SPP Adult Joint Commissioning Group for Drugs; local service providers; and the local service user group, SUGA</p>	<p>Karen Kibblewhite Community Safety And Substance Misuse Manager Tel: 01733 864122 karen.kibblewhite@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken</p>
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APRIL

There are currently no Key decisions scheduled for April.

MAY

There are currently no Key decisions scheduled for May.

**SUSTAINABLE GROWTH SCRUTINY COMMITTEE
WORK PROGRAMME 2010/11**

Meeting Date	Item
15 March 2011 (Papers to be despatched on 7 March 2011)	Progress on the Growth and Resources Portfolios (Councillors Cereste and Seaton) To scrutinise the progress of the Growth and Resources Portfolios. Contact Officer: Louise Tyers
	Building of Executive Family Homes To receive an update on the provision of executive family homes. Contact Officer: Andrew Edwards
	City Centre Area Action Plan To consider the development of the City Centre Area Action Plan. Contact Officer: Richard Kay
	Complaints Monitoring Report 2009/10 To scrutinise the complaints monitoring report 2009/10 and identify any areas of concern. Contact Officer: Mark Sandhu/Belinda Evans

SPECIAL MEETING TO BE ARRANGED

Item
Review of the Use of Consultants To consider the final report on the use of consultants. Contact Officer: Karen Whatley

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