

## **SUSTAINABLE GROWTH SCRUTINY COMMITTEE**

**TUESDAY 10 JANUARY 2012**

**7.00 PM**

**Forli Room - Town Hall**

### **AGENDA**

**Page No**

**1. Apologies for Absence**

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

*At this point Members must declare whether they have an interest, whether personal or prejudicial, in any of the items on the agenda. Members must also declare if they are subject to their party group whip in relation to any items under consideration.*

**3. Minutes of meetings held on:**

**1 - 26**

- 13 October 2011
- 18 October 2011
- 8 November 2011

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

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

**5. Public Consultation Response to the Draft Peterborough Housing Strategy 2011-15**

**27 - 44**

**6. Annual Human Resources Monitoring Report**

**45 - 70**

**7. Forward Plan of Key Decisions**

**71 - 84**

**8. Work Programme**

**85 - 88**

**9. Date of Next Meeting**

Tuesday, 6 March 2012



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#### Committee Members:

Councillors: C Burton (Chairman), S Allen (Vice Chairman), N Arculus, D Day, J Peach, E Murphy and N Sandford

Substitutes: Councillors: G Nawaz, M Jamil and D Fower

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

**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH SCRUTINY COMMITTEE  
HELD AT THE BOURGES/VIERSEN ROOM - TOWN HALL ON 13 OCTOBER 2011**

**Members Present:** Councillors C Burton (Chairman), N Arculus, D Day, E Murphy, J Peach and N Sandford

**Also Present:** J Pusey, Peterborough Youth Council  
Councillor D Seaton, Cabinet Member for Resources  
D Martin, Regional Managing Director, Enterprise  
R Oldfield, Transformation Director, Enterprise

**Officers Present:** John Harrison, Executive Director of Strategic Resources  
Paul Phillipson, Executive Director of Operations  
Simon Machen, Head of Planning, Transport and Environment  
Anne Keogh, Housing Strategy Manager  
Matthew Hogan, Housing Strategy and Enabling Officer  
Dania Castagliolo, Governance Officer  
Jenny Harris, Lawyer  
Louise Tyers, Compliance Manager

**1. Apologies for Absence**

Apologies for absence were received from Councillors Allen and Fower. Councillor Sandford was present as substitute for the Liberal Democrat Group.

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

Councillor Sandford declared a personal interest in item 8, Planning Policies Development Plan Document, as he was employed by the Woodland Trust.

**3. Minutes of Meeting held on 6 September 2011**

The minutes of the meeting held on 6 September 2011 were approved as a correct record.

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

Peterborough City Council's Response to the Draft National Planning Policy Framework

A request for call-in of the decision made by the Cabinet Member for Housing, Neighbourhoods and Planning had been received from Councillors Murphy and Sandford.

The request for call-in stated that the decision had not followed the principles of good decision making as set out in Article 12 of the Council's Constitution, specifically that the Cabinet Member had not realistically considered all alternatives and, where reasonably possible, considered the views of the public.

In support of the request Councillor Sandford made the following points:

- The Cabinet Member did not consult with members of the public or other members of the Council.

- This was not an isolated incident and there needed to be a review of the process in responding to consultation documents so that the views of scrutiny could be put forward.
- Whilst accepting that in some cases there was an urgent need to respond to consultations this consultation had been published for three months.
- He had no major concerns with the comments made in response to the consultation but his issues were around the process.
- The decision should be called in and referred back to the Cabinet Member to ensure that he took in the views of scrutiny.

Councillor Murphy supported the views made by Councillor Sandford however as planning policy was a big issue in Peterborough it should have been expected that there would have been a higher level of consultation however he thought the response had been excellent and challenging.

In responding to the request for call-in, the Head of Planning, Transport and Environment made the following comments:

- He was pleased that the members were supportive of the comments made in the consultation response.
- Authority to respond to consultation documents was delegated to the Executive Director, however due to its importance wider consultation had been undertaken with the Planning and Environmental Protection Committee. This went above the Constitutional requirements.

Comments and observations were made around the following areas:

- Some members of the Committee shared the concerns that scrutiny had not been asked for their views, however they felt that this was not the appropriate forum to raise those concerns.
- The consultation document was open to public consultation by the Government and anyone could have put their views forward.
- Some members believed that the wrong grounds for call-in had been used and that the correct reason was that the Cabinet Member had not followed procedures correctly and was not fair.
- Councillor Sandford advised that he was not aware that the document had been considered by the Planning and Environmental Protection Committee, however as that committee was responsible for making decisions on planning applications should they have been consulted. Planning policy should be scrutinised by scrutiny.
- The Head of Planning, Transport and Engineering advised that the consultation document was a material consideration when considering planning applications from the date it was published. Scrutiny should be responsible for scrutinising local planning policy.

Following the discussion on the merits of the call-in, Councillors Murphy and Sandford withdrew their request and therefore the decision was able to be implemented with immediate effect.

## **5. Draft Housing Strategy 2011-15 (Incorporating the Peterborough Strategic Tenancy Policy)**

The report presented the Draft Peterborough Housing Strategy 2011-15 and incorporated the Peterborough Strategic Tenancy Policy.

The Housing Strategy was the overarching housing-related strategy in Peterborough and was a statutory requirement. The Strategy defined the key objectives for the housing agenda

between 2011 and 2015 and the priorities for action. It set out the role that the housing agenda would play in helping the Council and its partners to meet its key strategic objectives. The Strategy had been produced in collaboration with a wide range of partners. The Strategy had four objectives:

- To support the delivery of substantial yet sustainable Growth
- To secure the regeneration and improvements to Peterborough's housing stock
- To meet existing and future housing needs
- To create mixed and sustainable communities

The Strategic Tenancy Policy was being developed as part of the Government's housing reforms in which Registered Social Landlords (RSLs) had been granted a range of additional flexibilities including:

- Being able to offer fixed term tenancies as well as lifetime tenancies
- Determining the length of tenancy offered to each tenant on an individual basis
- Devising criteria that would determine whether to renew a tenancy at the end of a fixed term
- Building new homes and converting existing stock on re-let to the new 'affordable rent' tenure

Whilst RSLs would be expected to set out their own policies on the new flexibilities, the Government was keen to ensure that local authorities retained a degree of strategic influence. The Strategic Tenancy Policy set out the broad objectives to be taken into consideration when RSLs were devising their policies but RSLs would be expected to give due regard to an authority's Strategic Tenancy Policy.

The Policy had four themes:

- Ensuring Affordability
- Tenancy Flexibilities
- Appropriate Move-on
- Protecting Tenant Mobility

The Policy advocated:

- Social rented tenants should be allowed to retain their existing security of tenure if they chose to transfer
- RSLs taking a responsible view when determining the type, size and location of the stock that they converted to the affordable rent tenure
- Housing providers were mindful of the impact of the conversions upon the tenure profile and overall sustainability of the communities in which they operate

The draft Strategy would be considered by Cabinet in November 2011 and would then undergo four weeks of consultation. The final Strategy would be considered again by Cabinet in February 2012.

Comments and observations were made around the following areas:

- The draft Strategy needed to be proof read properly before it was considered by the Cabinet.
- Policy HS34 made reference to ensuring effective integration of affordable housing provision in developments through a 'pepper potting approach'. What was meant by 'pepper potting'? *It was about taking the wider needs of an area into account and avoiding a whole area being identified as an affordable housing site.*

- What was the validity of Policy HS34 being in the document? The Council's policy was to look for a step up in the quality of developments and in some developments clusters of housing association homes could depress the quality, prestige and price of a development. *The Affordable Housing Strategy was set by the Core Strategy and not the Housing Strategy. The Policy was about avoiding an over concentration of certain tenures by trying to create mixed communities. It was about getting the right balance however in some areas it might not be appropriate to include affordable housing.*
- What evidence was there that 'Pepper Potting' worked? *Work had been undertaken around studies of large developments and the tensions within those communities.*
- The interpretation of 'Pepper Potting' needed to be clarified within the document. *It was suggested that the wording of the paragraph before the policy and the policy could be amended to read:*

Furthermore, to promote social cohesion Council encourages an integrated approach to affordable housing provision on new development rather than social segregation. This involves the Council working with developers and housing association partners to create a mix of affordable housing dwellings and private dwellings throughout the development in an attempt to minimise social exclusion and encourage mixed communities.

### **Policy HS34**

In its role as housing enabler, the Council will work with developers and housing associations to ensure affordable housing provision is effectively integrated into new development.

- How would the Strategy be affected by uncontrollable issues such as Government changes in policy, for example rent restrictions? *The Strategy did make reference to the changes in the benefit system and that was also referred to in the draft Strategic Tenancy Policy.*
- The Strategy made reference to only supporting residential development proposals which made a clear contribution to our Home of Environment Capital aspirations; however it was vague on the importance of open space. *Open space was dealt with through the Planning Policies and not the Housing Strategy. A report on the draft Planning Policies would be considered later on the agenda.*
- Were we achieving the current 30% requirement for affordable housing in new developments? *We were currently in a position where we were delivering more affordable housing but that was because of the current market position. 30% was a starting point but issues around viability needed to be considered. In the future we may be in a different position but flexibility was needed in the Policy.*
- The Strategy stated that the Council would make land available to deliver housing growth, what land would be made available and would this lead to the loss of open space and allotment land? *Planning policies already protected open space from development. If we were to allow development on allotments we would be required to obtain approval from the Secretary of State and prove that the allotments were not required.*
- A number of Motions around Green Deal and renewable energy had been approved by Council, why were they not mentioned in the Strategy? *This was an area of planning policy and a Supplementary Planning Document would be coming forward around this issue. We could however signpost in the Housing Strategy to the forthcoming Planning Document.*
- Is the land which is to the West of Castor included within the document? *That area of land is the government's however they had indicated that they would sell off surplus land. Allocation of the land for housing would be dealt with through the Local Development Framework and not this Strategy.*

- Should the Housing Strategy and Strategic Tenancy Policy be two separate documents? *They were two distinct policies but at the moment the Strategic Tenancy Policy was an appendix to the Housing Strategy.*
- Does the Strategic Tenancy Policy enable landlords to move towards fixed term tenancies and flexibility of rents? *Affordable rent would only be able to be applied if the RSL received funding from the HCA and in Peterborough this would only apply to Cross Keys Homes. Cross Keys were still in the process of developing their own policy and wanted to make it work.*
- The Policy did not include criteria for assessing people made involuntary homeless. When a tenant received a notice to quit the Council should get involved at an early stage. A statement should be included on how the Council would deal with these cases. *Homelessness was not dealt with within this Policy as it was already dealt with through Statute and case law. A revised Homelessness Strategy would be coming to scrutiny in the near future and that was the appropriate document to deal with homelessness issues. The Allocations Policy also determined the priority for housing.*

## RECOMMENDATIONS

- (i) That Cabinet be recommended that the final paragraph of the section 'Ensuring a varied housing offer that supports mixed communities' and Policy HS34 be amended as follows:

Furthermore, to promote social cohesion Council encourages an integrated approach to affordable housing provision on new development rather than social segregation. This involves the Council working with developers and housing association partners to create a mix of affordable housing dwellings and private dwellings throughout the development in an attempt to minimise social exclusion and encourage mixed communities.

### Policy HS34

In its role as housing enabler, the Council will work with developers and housing associations to ensure affordable housing provision is effectively integrated into new development.

- (ii) That the Peterborough Strategic Tenancy Policy be recommended to the Cabinet.

## ACTION AGREED

That officers ensure that the draft document be fully proof read and corrected before being presented to Cabinet.

## 6. Enterprise Peterborough

The Chairman welcomed Dave Martin, Regional Managing Director and Richard Oldfield, Transformation Director of Enterprise to the meeting.

The Enterprise Peterborough partnership had been launched just over six months ago and generally the partnership had worked well and there had been progress in a number of service areas and successes. Due to the nature of the partnership, there had been a few challenges and where such challenges had emerged, the Council had worked hard with Enterprise to understand the issues, resolve them, learn from them and move forward.

The following were an example of some of the key service delivery and improvements that had taken place in during the first six months:

- There were some 102 key performance indicators for Enterprise to meet under the partnership and no defaults had been recorded for failure to perform;
- Recycling levels averaged 44.25% per month against a 46% target for 2011/12;
- An average of 64.59 tonnes of fly-tipped waste had been collected each month;
- Enterprise had worked closely with the Council's enforcement team to gather evidence to assist in enforcement action against unlawful fly tipping;
- Action had to be taken to remove 36 unauthorised travellers' encampments within the Council's boundaries. Enterprise had also responded to a number of media enquiries on travellers in anticipation of the eviction of the travellers in Essex;
- Central Park and Itter Park had been awarded Green Flags for the ninth and fifth times respectively, recognising the high standards being maintained at those Parks. A media event had been held with Friends of the Parks and Enterprise;
- New 'Street Care' initiative was introduced which involved:-
  - multi-skilled integrated teams in five areas of the city to mirror the neighbourhood areas to provide a more localised and responsive service;
  - teams were able to tackle more maintenance and cleansing operations in one pass through; and
  - increased use of mechanised equipment.
- Deep cleanses of the Cathedral Square which involved:-
  - longer cleaning presence (6am to 6pm) in the city centre;
  - re-introducing the mechanical street washer;
  - increased use of mechanical sweepers; and
  - additional cleanses on top of the regular daily bin emptying, litter picking and street sweeping.
- Enterprise highlighted the need to change people's behaviour on dropping gum through the media and a multi-agency approach was now planned;
- Immediate action by Enterprise and its supply chain to make trees safe and keep roads clear when there were two heavy storms in September which caused damage with Enterprise pro-actively reminding people of the importance of being aware of tree damage during and following high winds.

Monitoring of complaints was part of the day to day management of the partnership and the following table indicated the number of service complaints received by Enterprise Peterborough in the first seven months since the partnership began. These had been compared to a similar period last year when the services were carried out by Peterborough City Services. It needed to be remembered that front-line services such as those provided by Enterprise were more likely to attract complaints because of the visibility of the services.

|           | 2011 | 2010 |
|-----------|------|------|
| March     | 0    | 48   |
| April     | 2    | 52   |
| May       | 6    | 15   |
| June      | 26   | 33   |
| July      | 31   | 31   |
| August    | 60   | 30   |
| September | 49   | 27   |

Comments and observations were made around the following areas:

- It would be useful if for future reports more detail could be included to show what service areas the complaints were about and what wards. *That information could be circulated now but approximately 50% of the complaints were in relation to bins.*
- The City Council had a three stage complaints procedure what was the complaint procedure for Enterprise? *A complaint was received, then logged and investigated. Complaints came from a number of different sources. The City Council had a definition of what a complaint was and they were recorded accordingly.*



- With the City Council complaints process, complainants received a written response to the complaint, with Enterprise people were not aware their issue had been recorded as a complaint. Also, a number of residents had complained that they had not been able to get through to Enterprise. *Officers would investigate but in many cases the complaint was actually a request for service.*
- Councillor Seaton, Cabinet Member for Resources advised that if complaints were not being resolved councillors should let him or Councillor Lee know as the appropriate cabinet members.
- Councillor Sandford advised that he had already met with the Chief Executive and Richard Pearn but had still not received responses to his complaints around travellers in his ward, rubbish in Cathedral Square, collection of litter in housing areas and landscape management specifications. *The Executive Director of Operations advised that they were working hard with local residents around travellers but members should speak to him if they had any concerns. With regards to Cathedral Square, the Council was working with Enterprise and Osbornes about putting additional bins in. The process around collection and cleaning was also being reviewed. Additional resources would also be going in around prosecutions.*
- Councillor Seaton gave an undertaking that the issues raised by Councillor Sandford tonight would be looked into by the end of Monday. He would also email the Committee with the complaints procedure and would welcome feedback on it before it was sent out to all members.
- The bidders for the partnership had given a number of presentations to councillors about the future growth of the business but now senior managers were being made redundant, were the commitments made by Enterprise being developed? *Dave Martin, Regional Managing Director clarified that some members of staff would be made redundant but all had been given options about what they wanted to do, for example did they wish to leave immediately or serve their notice period. From the beginning it was recognised that the partnership would not be a quick fix but improvements had already been made and a transformation was underway but Enterprise had always been clear this would not happen quickly. There were a number of cultural issues to work through for example technology was now being used to manage complaints which the teams were embracing. Complaints were being monitored but it needed to be remembered that they equated to only two complaints per 100,000 service transactions. It was believed that street care services were slightly ahead of where it was expected to be but some quick changes had been needed to develop an integrated street care service. Overall Enterprise believed that they were ahead of where they thought they would be at this time. They were also engaging about working on a neighbourhood basis and how that would shape the service going forward.*
- Did Enterprise believe that they bid the right amount for the contract? *Enterprise provided an innovative solution and they hoped provided innovative value for money and they believed that they got the bid right. It would be a stabilised cost environment for 23 years.*
- Most members of the public would not be bothered how the service was run, however the perception was that there was now more litter on the streets and it was not quite as tidy. The Council used to undertake a spring clean each year which had a very positive affect on some areas. *It was hoped by improving the general street care programme one off blitzing programmes could be avoided but this was work in progress.*
- In some cases Enterprise had done a good job, however the perception was things had got worse, particularly around Ravensthorpe, Westwood and the Central area especially around bins being left out, weeding, rubbish in verges and street cleaning. *The issue was mainly around visibility of staff as the areas were clean. It was acknowledged that weeds were an issue to resolve and the way they were being dealt with had changed with an effective control programme being introduced. There had been two sprays of the city and it was hoped to get one more in by the end of the year. Issues around bins being left out could now be reported to and from the*

*vehicles directly. A service change was taking place and it was necessary to ensure that there were clear outcomes when deploying resources and Enterprise would be looking to cement working processes over the winter. Responsibility for grass verges was a difficult issue as it was dependent where they were and members were asked to flag up any areas which were not on the maintenance schedule.*

- *The Biodiversity Strategy made a commitment to minimise the use of herbicides and were Enterprise considering this as it appeared their use of spraying went against that commitment. Enterprise was aware of the Strategy and was looking to minimise the use of herbicides. A practical programme of treatment was now in place.*
- *It was a concern if Enterprise were not complying with our policies. Enterprise needed to show they were complying, for example by showing the amount of herbicide used compared to the Council. Enterprise confirmed that they were complying with the strategy. The strategy says to limit the use of herbicides but it was a balance between limiting the use and outcomes. A detailed update can be brought when the Committee receives the next update. An allegation has been made that there is a breach of the contract and officers would look into that and address it if necessary.*
- *What was the feedback about the work Enterprise did for the Council, for example property maintenance? It had not been raised as an issue and the feedback had been neutral.*
- *How did Enterprise propose to introduce neighbourhood working? Enterprise was looking to break down the street care programme into wards and neighbourhoods to focus resources however it was accepted that there were differences between the neighbourhoods. A strategy would be developed on how to take this work forward and Enterprise would look to engage with local neighbourhoods and communities.*
- *Jeff Pusey from the Youth Council asked what the strategy was around dealing with litter around schools. Schools would form part of the action plan to target resources but Enterprise would ask Jeff to feed into the schools about not dropping litter.*
- *Did Enterprise employ apprentices? Yes, and there are plans to recruit more.*

## **ACTION AGREED**

- (i) That Enterprise and the relevant Cabinet Members return to a future meeting of the Committee to report further on progress.
- (ii) That the next report include enhanced complaint recording by breaking complaints down into wards and services.
- (iii) To congratulate Enterprise on their proposed approach to neighbourhood working.
- (iv) That feedback on Enterprise's compliance with the Biodiversity Policy is included in the next report.

## **7. Adjournment**

Due to the time it was proposed to adjourn the meeting until Tuesday 18 October 2011 at 7pm.

Before agreeing to adjourn Members asked whether there was a deadline for consideration of the item on Manor Drive.

The Executive Director of Strategic Resources advised that he had now made a recommendation on the preferred bidder and the proposed Cabinet Member Decision Notice had now been published for its five day consideration period. The decision had not yet been made and was expected to be taken on 20 October 2011. Once the decision had been made it would then be subject to the call in process.

On being put to the vote it was agreed 4 votes for, 0 against and 2 not voting to adjourn the meeting until 7pm on Tuesday 18 October 2011.

CHAIRMAN  
7.05 - 10.33 pm

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**MINUTES OF A RECONVENED MEETING OF THE SUSTAINABLE GROWTH  
SCRUTINY COMMITTEE HELD AT THE BOURGES/VIERSEN ROOM - TOWN HALL  
ON 18 OCTOBER 2011**

**Members Present:** Councillors C Burton (Chairman), N Arculus, D Day, J Peach,  
E Murphy and N Sandford

**Also Present:** J Pusey, Peterborough Youth Council

**Officers Present:** John Harrison, Executive Director of Strategic Resources  
Paul Phillipson, Executive Director of Operations  
Margaret Welton, Principal Lawyer  
Peter Heath-Brown, Planning Policy Manager  
Harj Kumar, Senior Strategic Planning Officer  
Kim Sawyer, Head of Legal  
Dania Castagliolo, Governance Officer  
Louise Tyers, Compliance Manager

**1. Apologies for Absence**

Apologies for absence had been received from Councillors Allen and Fower. Councillor Sandford was in attendance as substitute.

Councillor Sandford advised that Councillor Fower had resigned as a member of the Committee and would be replaced by Councillor Sandford.

**2. Declarations of Interest**

Councillor Sandford declared a personal interest in item 4, Planning Policies Development Plan Document, as he was employed by the Woodland Trust.

**3. Manor Drive Managed Service**

The report gave an update on the actions taken in relation with the procurement of a suitable external partner for Manor Drive Managed Service.

The Council had a good record in maintaining good performance whilst driving out significant savings through the business transformation programme on the services provided by the Strategic Resources department. In the autumn 2010 it was decided to seek a suitable external partner to achieve further savings through adding scale to the operation and to serve as a catalyst for change to bring in new work, investment and improved delivery to Manor Drive, along with new job opportunities and business to Peterborough.

The following were the services to be included in the partnership at day 1:

- Shared transactional services;
- Business support;
- Financial systems support;
- Operational procurement;
- Business transformation and strategic improvement;
- Customer Services; and
- Strategic Property.

This would be a partnership that would evolve over time and there was potential for the Council to add other services during the partnership's life.

Significant savings of nearly £2m had already been delivered internally on Manor Drive services through service efficiencies, streamlining staff and processes and income generation. The October 2010 Comprehensive Spending Review had an impact on the Council's Medium Term Financial Plan which equated to a £25m net funding loss to the Council by 2014/15 and with pressures in other service areas such as adult social care, meant that the Council needed to look at alternative ways of providing services.

The Council was using the Competitive Dialogue Procedure under the EU procurement rules to procure a suitable partner for the Manor Drive services. The Competitive Dialogue Procedure was recognised as being appropriate for this type of procurement because there was a complex range of services which required innovative solutions by the bidders and this process enabled the Council to work with the bidders to assist them in developing their solutions to meet the Council's requirements and aspirations. The Competitive Dialogue Procedure was a rigorous process and involved a number of stages.

The Cabinet Member Decision Notice had now been published for its five day consultation period where it was being recommended that Serco be approved as the preferred bidder. It was expected that the decision would be signed off on 20 October 2011 and would be subject for the three day call-in period.

The Chairman reminded the Committee that the report was to scrutinise the process which had been followed and not the decision on which bidder should be appointed.

Questions and observations were asked around the following areas:

- To fully scrutinise the process all information was needed to be made available, the Cabinet Member Decision Notice had three exempt annexes and those needed to be available to ensure effective scrutiny.
- The Chairman confirmed that he had seen the exempt annexes and it was his view that they contained commercially sensitive information which could compromise future bids if the information was put in the public domain.
- The Compliance Manager confirmed that the Chairman and two Group Representatives of this Committee had all been sent copies of the exempt annexes as part of the consultation process on the Cabinet Member Decision Notice.
- The Executive Director of Strategic Resources clarified that the Cabinet Member Decision Notice had been published earlier than was required. It was not clear what benefit there was in the Committee seeing the exempt annexes. This was a significant value contract and the information was extremely sensitive. The point of tonight's meeting was to ensure a robust process had been followed. The Committee would not be able to take a view of whether a correct score had been applied in the evaluation without seeing the tender documents, which were very large.
- The Head of Legal confirmed that the Council would soon be entering a highly sensitive period when we would be open to challenge by any of the contractors for the decisions we had made during the process. It was her advice that the exempt information should not be made public. If the Committee wished to look at it then the meeting would have to go into exempt session.
- Some members felt that it would be helpful to see more information about the questions put to the bidders. Without more background it was not possible to say if the process followed was correct. What was the problem that this solution was trying to solve? *The process had started with the budget papers which had been published last November. The process was about looking to grow the service and identifying how it could grow.*

- Councillor Sandford stated that he did not believe the criteria for the bids was confidential. *It was confirmed that the exempt annexes did not contain details of the criteria but the bidders' scores, which was exempt information. The criteria could be made public and was already in the public domain but the Committee had not asked to see it.*
- Some members felt that the procedures around exempt information needed to be looked at to avoid this situation happening again in the future.
- The Head of Legal confirmed that the information contained in these annexes was highly confidential at this time but it could be that the information could be made public once the Alcatel period was over.
- The Decision Notice stated that officers were recommending the most economically advantageous bid was this the lowest priced bid or had there been a split between cost and quality? *Under EU regulations there were two options open to the Council in procuring this contract, one was to accept the lowest priced tender when we could only accept the lowest, the second option was to use the most economically advantageous tender which enabled a split between price and quality. For this contract the split was 60% price and 40% quality.*
- The report made reference to Key Performance Indicators and Performance Indicators, why was it felt 20% was sufficient to monitor the contract? *The key performance indicators were around collection of Council Tax and Business Rates, the percentage of invoices paid within 30 days, payroll and processing time of benefit claims. Officers could provide details of the specific criteria for the indicators.*
- Customer Services was one of the areas going to be outsourced and they were currently based in the city centre, what guarantees had been given about the continuity of an accessible service and not relocating. *Serco would not be allowed to relocate the Customer Access Centre without our permission; however there was no suggestion that the call centre would be moved out of Peterborough. Serco were about building their business in Peterborough.*
- Serco currently managed our IT service and their help desk was based in Birmingham with the calls being referred back to Peterborough. *The two call centres were very different including size, again Serco could not move the call centre without our permission.*
- If the Council decided to sell Bayard Place where the Customer Access Centre was based what would then happen? *The Council would then decide where the Centre would be located.*
- How many people would be outsourced? *Approximately 450 staff would be transferred to Serco, however some of those would be short term temporary staff such as electoral canvassers.*
- Had Serco given solid assurances about keeping jobs in the city and about growth? Would the contract be able to be terminated if the jobs did not arrive? *Within their successful bid Serco had given an assurance that jobs would be coming into the City during the first 12 months of the contract. If the assurance had not been guaranteed then it had not been scored as part of the evaluation process. The contract could be terminated but it would need a fundamental breach of contract, for example non-delivery of services or poor performance.*
- Would it be possible to award the contract for a shorter time period for example to renegotiate more jobs coming? *That would be too late as the contract had been advertised as 10 years with two five year extensions. The sector would not be interested in shorter contracts. We had engaged with the market place before the process began about the length of the contract and no one would have wanted five years.*
- Would a private company be able to employ the staff for a statutory function such as electoral canvassing? *The responsibility for the canvass would remain with the Council and all that Manor Drive did was to secure the people to undertake the canvass by delivering and collecting forms. Responsibility for preparing the Register of Electors would still remain with the Council.*

- What was the make up of the Strategic Partnership Board? *The Board included the Cabinet Members for Resources and Culture, Recreation & Strategic Commissioning and Executive Director or Strategic Resources. Serco would also have three representatives.*
- Why were bereavement and the Register Office not being outsourced? *The process was around the back office services and those two services were seen as high profile public facing services. Internal Audit, Strategic Finance and the client and commissioning side were also not part of the contract.*
- Would Serco be branded Peterborough City Council in any way? *Branding was an important issue and would be looked at in early November. However Serco would be delivering the services and bidding for new contracts.*
- Would Serco be providing staff for the elections such as Presiding Officers and Count Assistants? *That had not been worked through yet in detail but they may run the administration in appointing staff.*
- Would this lead to confusion about to whom and how to complain about services, following the experience of Enterprise. There could be three ways to complain – through the call centre (run by Serco), service delivery (through Enterprise) but the Council was responsible for the service. *It would be essential to ensure the processes were right at the start to avoid any complications; however this was not unusual in the new way local government services were delivered.*
- Are Serco and the other bidders subject to the same Code of Conduct council staff were covered by, for example declaring interests etc? *No, as those standards did not apply to the private sector, however the principles would apply when letting contracts on our behalf.*

#### **ACTION AGREED**

- (i) To note the report.
- (ii) To ensure that when considering similar reports in the future as much information as possible is made available.
- (iii) That a report is brought to a future meeting to consider how the contract is progressing.

#### **4. Planning Policies Development Plan Document**

The report presented the proposed submission version of the Planning Policies Development Plan Document (DPD).

The Planning Policies DPD sets out the detailed development control planning policies which would be used day-to-day by planning officers and the Planning and Environmental Protection Committee when considering the detailed aspects of planning applications. The Planning Policies DPD sat beneath the Peterborough Core Strategy which had been adopted in February 2011.

The document had been consulted on during February and March 2011 and all of the comments made at that stage had been analysed and taken into consideration when formulating the policies in the Proposed Submissions document.

The document would be considered by Cabinet on 7 November 2011 and Council on 7 December 2011. Following consultation it would undergo independent examination by a Planning Inspector and Council should adopt the final plan in December 2012.

Comments and observations were made around the following areas:

- Policy PP11 - Parking Standards. When the Peterborough Regional College was looking to expand they had great difficulty in getting more car parking at the College



- so a lot of cars were blocking surrounding residential roads and causing problems for local residents. *The standards in relation to residential developments were the minimum that would be expected. The current government was more relaxed on parking standards and the Council had looked to increase the standards. With Houses in Multiple Occupation (HMO) the standard had increased to one parking space for each bedroom. There were design implications around parking and officers would negotiate if it was known problems would be created. The standards for educational establishments were the maximum standards however if a clear case could be put forward then allowing more than the maximum could be considered.*
- *If the Council would consider allowing more than the maximum in some cases then that needed to be made clear within the document, however would it happen in reality? The wording of the policy at paragraph 2.11.5 did say that it could be occasionally justified when all alternatives had been explored.*
  - *The previous government had stated the maximum levels of parking and this was now being addressed by the current government so that residential areas had minimum requirements. This requirement did not apply to commercial or educational areas so there was a need to encourage the use of alternative modes of travel particularly in the City Centre.*
  - *Some commercial areas of the city such as Orton Southgate did not have sufficient parking for their employees, should there be some sites where the standard was one parking space per employee? The Council had an aspiration to be the Home of Environment Capital. There needed to be sustainable solutions in place and a pragmatic approach using a variety of tools including travel plans. Some sites would need to be looked at individually for their parking requirements.*
  - *What was the reasoning behind one parking space for each bedroom in HMOs as many of the residents would be students or young people who might not be able to afford a car? The proposed standards had come following advice from transport colleagues. HMOs caused a lot of problems in some areas and the number one problem was parking and the proposed standard was looking to redress the balance. It was about looking to ensure that problems were not created in the future. Also, some forms of development did not require planning permission and this policy would only take effect when planning permission was required.*
  - *With regard to open space, why had Atkins undertaken the study into open space when Opportunity Peterborough had undertaken some work? Officers were not aware of the work undertaken by Opportunity Peterborough. The open space standards had been set in line with government guidance.*
  - *The policy on prestigious homes (PP4) makes reference to top-of-the-range homes enabling business leaders to live locally, however it was not just business leaders who wanted prestigious homes. Also it was not clear what section (b) of the policy meant, what was reasonable? The wording of the policy was to give some discretion but there would be guidance on what we would expect people to have done before losing a prestigious dwelling.*
  - *Planning Policy 4 – Prestigious Homes was there to promote the supply of prestigious homes and the Committee supported the need for more homes, however the policy appeared to be against that. There was a mistake in the summary of comments and changes document and it should read that the policy protected existing top-of-the-range prestigious homes. Prestigious homes were important and featured in the Core Strategy. The Site Allocations document identified land which had been allocated to prestigious homes and the planning policy protected existing prestigious homes.*
  - *Would the planning policies be implemented retrospectively? The policies would not be implemented retrospectively and would be effective only when applying for planning permission. Enforcement action would be taken if necessary.*
  - *The government was currently consulting on a National Planning Policy Framework. If our Plan was not adopted by December 2012 would our Core Strategy give us enough policy without having to rely on the National Planning Policy Framework?*

- Officers could not give a guarantee however we were well placed in Peterborough as we had an up to date Core Strategy in place which had a number of safeguards in it.*
- *Planning Policy 10 – Transport Implications of Development made reference to consideration of the Transport User Hierarchy, however more emphatic wording was needed as there was a need for clear policies around areas such as transport. When considering planning applications a number of factors would be taken into account including the Core Strategy and transport. Including the Transport User Hierarchy in the policy brought it to the attention of planners.*
  - *Planning Policy 12 – Open Space Standards made reference to the Woodland Access Standard but it did not appear in the appendix, why? The open space standards did not consider woodland as guidance was already available in Planning Policy Guidance 17.*
  - *Planning Policy 17 – Ancient, Semi-natural woodland and Ancient and Veteran Trees stated that planning permission would not be granted for developments which would adversely affect an area of ancient, semi-natural woodland or an ancient or veteran tree. It had been a strong policy but now had had a clarification added that where there was a need or public benefit for the development in that location that would outweigh the loss of the woodland or tree. All developers would argue that that there was an economic benefit for the loss of woodland, however the consultation comments showed that no comments were received so why had the policy wording been changed? The change had been proposed by the Head of Service as he felt that there needed to be some explanation of the circumstances when it may be of benefit. Developers would have to clearly demonstrate the need and public benefit of the loss and it would be a balancing act. The new wording recognised that there may be some circumstances where there was benefit in the loss of a tree. Changes to proposed policies came from a number of different sources, for example something may have been missed when pulling the policy together, case law or changes in legislation. The document would be published again for consultation and would still be open for challenge.*
  - *Ancient woodland was over 400 years old and could not be removed and replaced. The proposed wording is from the National Planning Policy Framework which would impose minimum standards and was not yet government planning policy.*
  - *Members of the Committee supported the view that it was strange that even though there had been no comments on a policy it had still been changed. This meant that the change could not be open to consultation.*
  - *Planning Policy 13 – Nene Valley, was there a map showing the Nene Valley and the areas which would be promoted for development? It was included on the Proposals Map, copies of which had been placed the Group Rooms. The policy was looking to treat the Nene Valley in a holistic way and to protect its character. It would encourage development and ensure quality development.*
  - *How had the list of buildings of local importance been put together as there were some noticeable omissions in some wards? Criteria had been developed along with the Parish Councils and Peterborough Civic Society. The list did not include Grade I or II listed buildings as they were already on a national list. If members had anymore buildings they would like to be considered, please let the Principal Built Environment Officer know and he would look at them against the criteria.*
  - *Would the area which had been allocated as the City Centre be able to be reviewed as due to the way the various Local Development Framework documents had been put together meant that members had not been able to take a holistic view as they had all been considered individually? There were a number of anomalies in the City Centre, for example Railworld. The City Centre boundary had already been decided however it had not been decided what to do in that area.*

## **RECOMMENDATION**

That the Cabinet be recommended that:

- (i) Appendix B – Open Spaces Standards, be amended to include reference to the Woodland Access Standard.
- (ii) The original wording of PP17 – Ancient, Semi-Natural Woodland and Ancient and Veteran Trees, be reinstated as no comments have been received from members of the public during the public consultation and the proposed change made by the Head of Service has not been open to public consultation.

## **5. Forward Plan of Key Decisions**

The Committee received the latest version of the Council's Forward Plan, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following four months. Members were invited to comment on the Plan and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

### **ACTION AGREED**

To note the latest version of the Forward Plan.

## **6. Work Programme**

Members considered the Committee's work programme for 2011/12.

### **ACTION AGREED**

To confirm the work programme for 2011/12.

## **7. Date of Next Meeting**

Tuesday 8 November 2011 at 7pm

CHAIRMAN  
7.00 - 9.55 pm

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**MINUTES OF A MEETING OF THE SUSTAINABLE GROWTH SCRUTINY COMMITTEE  
HELD AT THE BOURGES/VIERSEN ROOM - TOWN HALL  
ON 8 NOVEMBER 2011**

**Present:** Councillors C Burton (Chairman), S Allen (Vice Chairman), N Arculus, J Peach, E Murphy, N Sandford

**Also Present:** Jeffrey Pusey, Youth Council  
Councillor Cereste, Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement  
Councillor Seaton, Cabinet Member for Resources  
Councillor Goodwin, Cabinet Adviser to the Leader

**Officers Present:** Paul Phillipson, Executive Director - Operations  
Steven Pilsworth, Head of Corporate Services  
Emma Latimer, Strategic Planning Officer  
Julia Chatterton, Flood & Water Management Officer  
Neil Darwin, Director of Economic Development, Opportunity Peterborough  
Carrie Dennis, Lawyer  
Dania Castagliuolo, Governance Officer  
Paulina Ford, Senior Governance Officer, Scrutiny

**1. Apologies for Absence**

Apologies were received from Councillor D Day.

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

Agenda item 5 - Portfolio Progress Report

Councillor Murphy declared a personal interest in that he was an employee of a regeneration company and a school governor.

Agenda item 4 – Draft Flood and Water Management Supplementary Planning Document

Councillor Burton declared a personal interest in that Witham Fourth District Internal Drainage Board mentioned in the report was a customer of Councillor Burton's employer.

**3. Call in of any Cabinet, Cabinet Member or Key Officer Decisions**

There were no requests for call-in to consider.

**4. Draft Flood and Water Management Supplementary Planning Document (SPD)**

The report informed the Committee about the draft Flood and Water Management SPD. It was a technical document which had been written to assist applicants and decision makers deliver schemes that took into account flood and water management issues. The objective of the SPD was to provide guidance to applicants and decision makers on:

- a. how to assess whether or not a site was suitable for development based on flood risk grounds.
- b. the use of different sustainable drainage measures within Peterborough.

- c. how development should contribute to protecting aquatic environments.

The Strategic Planning Officer and the Flood and Water Management Officer went through the draft Flood and Water Management SPD. Once adopted the SPD would form part of Peterborough City Council's Local Development Framework (LDF). The Committee were asked to comment on the document prior to submission to Cabinet on 12 December 2011.

Questions and observations were made around the following areas:

- Was this the same document that had been presented to the Committee in June of this year? *The document previously presented in June was the Preliminary Flood Risk Assessment which had been based on flood risk to existing areas from rainfall and smaller watercourses. In contrast, the document being presented at the meeting was solely about new development.*
- Members commented that there was very little mention of green infrastructure in the document. One of the Councils Corporate objectives was to become the Environment Capital and therefore there had been an expectation that policies would reflect this. *The Officer noted the comment and advised that this would be looked at as the green infrastructure was a key point and very important to sustainable drainage systems. The Officer also informed Members that when writing the document it had been decided that it would be better not to repeat all the existing national technical guidance on sustainable drainage because the developers could be signposted to these. The national guidance gave more detail about green infrastructure.*
- Section 5.3 on Sustainable Drainage Systems. Can you advise if this was going to be reflected in all Council projects? *The Officer advised the Committee that going forward all developments would have to consider sustainable drainage. Brownfield sites especially in the City Centre where there were no nearby watercourses were noted to be more complex.*

## RECOMMENDATIONS

The Committee recommended that the Green Infrastructure element within the policy is strengthened before being presented to Cabinet.

## 5. Portfolio Progress Report

The report informed the Committee on how the Growth Agenda had been taken forward in Peterborough. The Growth Agenda was being delivered through the work of three separate groups:

- **Growth and Regeneration** – responsible for enabling and facilitating physical growth activity on specific sites in the city with a focus on regeneration of the city centre. Current activity was being focused on the following sites:
  - Station Quarter
  - North Westgate
  - Southbank Phase 1 which involved the delivery of the Government backed 295 Code for Sustainable Homes Level 6 Carbon Challenge Scheme being administered by the Homes and Community Agency (HCA). PCC had a variety of roles including landowner, co-funders, planning authority and project owner for the overall comprehensive development of Southbank area of which this scheme formed one of the 3 phases.
  - Southbank Phase 2 - London Road Frontages and Stadium project aimed to redevelop 3 of the 4 stands of the existing Stadium into a vibrant multi functional community stadium as part of a comprehensive scheme to regenerate the balance of the land south of the Nuneaton to Felixstowe rail line not covered by the Phase 1 project. This included seeking to deliver

- substantial redevelopment of the eastern side frontages to London Road, an important gateway to the city centre
  - Southbank Phase 3 - Fletton Quays which was a comprehensive regeneration of the key river frontage site east of the Town Bridge around a mixture of uses with the main activities potentially “higher end” residential uses and leisure
- **Strategic Planning functions:**
  - (Planning, Transport and Engineering Services) – current leading initiatives were:
    - Planning for Future Growth
    - Long Term Transport Strategy (2011-2026) and the Local Transport Plan (2011-2016)
    - Education
    - New Development
- **Opportunity Peterborough - Economic Development**

The Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement was in attendance to take questions.

Questions and observations were made around the following areas:

- Members felt that the Station Quarter project was a key and important project to the city. Councillor Murphy wanted to know why the latest proposal for the ING site had not yet been to planning committee. The proposal was for office suites, retail units, food store and integrated car parking. *The Legal Officer advised that it was a specific planning application and therefore could not be discussed.*
- *The Cabinet Member informed Members that work on the Station Quarter was due to start in the spring of 2012.*
- What was being done to keep residents of the city up to date on what was happening with all the projects? *Members were informed that there was no regular publication of updates on the status of projects in place. The status of developments had been published when there was something happening on a project. For example the Moyes End Stand and the Southbank Development.*
- Members wanted to know which site in the city did the Cabinet Member rank as the most important to the long term growth and regeneration of the city. *Members were informed that there were four main sites in the city all of which were hugely important. Each of the sites would create jobs, new housing and new investment in the city. Work was being done on each of the projects to try and get them started as soon as possible. There had been a regular stream of investors coming to the city looking for sites. However a fully comprehensive integrated scheme was required which was right for the city and this had been difficult to deliver under the current economic climate.*
- Do you accept that when people arrive in Peterborough by train that the station gives a bad example of Peterborough? It would be helpful if that aspect of the city could be delivered sooner rather than later. *The Cabinet Member agreed.*
- What is the timescale for completion of the Primark Store and were there plans to further increase the retail side in Peterborough. *The completion date for Primark was November 2012. Other shops that had been boarded up in Queensgate had been committed and would not remain empty. There was a new team in place at Queensgate and they were getting more involved in the city. Members were also advised that Antonio Carlouccio had planned to open a restaurant in Queensgate.*
- Was it still the intention of the Council when regenerating the station quarter to regenerate both sides of the track and have platforms on the Thorpe Road side. *Members were informed that Network Rail had recently given a presentation detailing their intention to invest £3.8M into Peterborough station which included details on plans*

*for the Thorpe Road side and increasing the length of the platforms so that Euro star trains could be accommodated. This would provide a marketing opportunity to promote Peterborough as a gateway to Europe. The Cabinet Member advised that he would come back to the Committee when he had more information from Network Rail.*

- *Members were concerned that the North Westgate development had still not progressed. Members were informed that it had been extremely important to get a fully integrated solution which ensured that North Westgate was integrated with Queensgate shopping centre and that it added value to the existing retail provision. The plan was currently being updated to reflect this and would be sent out for consultation when completed.*
- *Peterborough was one of a few cities that had a river running through it but it had not been utilised and made the most of. What was being done to rectify this? Members were advised that Southbank Phase 3 - Fletton Quays was a comprehensive regeneration scheme for the key river frontage site east of the Town Bridge and would incorporate a mixture of uses with the main activities potentially "higher end" residential uses and leisure. Bridge House had not been demolished yet because of the murals and consideration had been given to how they could be preserved. Some of the buildings along the riverbank were being demolished and the rest would go shortly. There were two developers who were interested in developing the Southbank site. Negotiations were taking place and work should commence shortly.*
- *In the Peterborough Core Strategy the Council signed up to build 25,000 houses by 2021 are we on target for achieving this target. Members were advised that this was still the ambition and target but the council was not on target due to market conditions.*
- *If the target is still to build 25,000 houses then the council should be looking at innovative sustainable transport solutions to accommodate the future increase in population. The current transport plans should be revisited. Members were informed that all suggestions for sustainable transport solutions would be considered and there was a commitment to plan for the increase in population.*

The Chair thanked the Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement for attending and providing the Committee with an interesting and informative update.

## **ACTION AGREED**

That the Committee note the report and the progress that had been made on the Growth Agenda for Peterborough.

## **7. Opportunity Peterborough – Update Report**

The report informed the Committee on the work of Opportunity Peterborough highlighting recent successes and priorities. The Opportunity Peterborough business plan 2011-12 had also been included in the report. The priorities for 2011/12 were:

- a) Ensuring that Peterborough was visible to investors
- b) Support local business ambitions
- c) Create conditions to increase skills level across our communities
- d) Increase our knowledge of the local economy and utilise intelligence effectively
- e) Supporting the Greater Cambridge Greater Peterborough Local Enterprise Partnership

Following a restructure in 2010 Opportunity Peterborough had taken on a more focused role around economic development and working with the private sector. The Council had now become the sole funder of the organisation following the demise of the East of England Development Agency and a withdrawal of the Homes and Communities Agency. The Director of Economic Development was in attendance to take questions.



Questions and observations were made around the following areas:

- There is a projected future population of 250,000 for Peterborough. Where are these people going to work? *Members were advised that there was currently strong growth in Peterborough. Peterborough was well known for environmental technology companies and this was continuing to grow. Peterborough was growing in confidence and this would attract businesses to Peterborough.*
- A member of the Youth Council wanted to know why Peterborough was now the sole funder of Opportunity Peterborough. *Due to changes in government policy there was now a single funder. The previous funder the East of England Development Agency had been abolished and there had been a withdrawal of funding from the Homes and Communities Agency.*
- What progress is being made with skills and learning. *Members were informed that there was a champion for business who was the Cabinet Member for Education and Skills. Work was being done to find out what skills businesses required when looking to employ people so that the right kind of skills and learning was being delivered to meet the needs of business in Peterborough. There had been a lot of interest from senior schools in Peterborough and surrounding areas.*
- Are we still investing in someone to lobby for us in Europe? *There was still a connection in Europe who was currently working on some bids for Peterborough.*
- Peterborough people have a perception that Opportunity Peterborough has only delivered the Cathedral Square. Can you advise what else you are working on? *Opportunity Peterborough received approximately 30 to 40 business enquires in a day. Each enquiry was at a different level of gestation. The advertising campaign at King's Cross had brought in many enquiries. Several projects were being worked on and there were a large number of jobs coming into the city. Opportunity Peterborough now had a good standing within the business community and held a valuable role in helping businesses through the process of setting up in Peterborough.*
- Do you feel that there is a benefit to having a University in Peterborough? *The role of the University in the City was very important. Education for business purposes was around having people who were employable. The University provided a lot more and was extremely important to the City.*
- Has any exploration been done to try and set up the University on a privately funded basis? *The research regarding a private investor had been done but no one had come forward.*
- To what extent do you feel that part of your role is to promote Peterborough's Environment Capital aspirations? *Members were informed that this was a key sector for Peterborough and there were already a large number of companies from that sector in Peterborough. The green sector would grow globally over the next 20 to 30 years and Peterborough could be at the forefront.*
- The business plan states that Opportunity Peterborough supports businesses to resolve 'growth blockages' – such as planning, funding and skills. Is planning therefore a blockage to businesses coming to Peterborough. *Companies do approach Opportunity Peterborough about the planning process and OP are then able to help them by talking to planning about any potential issues and help them through the process. The planning process is often the point where businesses get stuck and therefore OP can guide them through the process to help them resolve issues quickly.*

## **ACTION AGREED**

That the Committee note the report and request a further progress report to the Committee in one year.

## **8. Use of Consultants – Recommendations Monitoring Report**

The report informed the Committee on the progress that had been made on the recommendations of the Consultancy Review which had been endorsed by Cabinet in June

2011. The Cabinet Member for Resources and Head of Corporate Services presented the report.

Questions and observations were made around the following areas:

- Councillor Murphy commented that he had previously asked officers to address the issue of Code of Conduct and transparency of Consultants. He had highlighted that employees of the Council had to follow a higher level of Code of Conduct than Consultants and that Consultants should be required to follow the same level of Code of Conduct. Councillor Murphy referred to Appendix 2 of the report; the Consultancy and Interim Policy and schedule 1 of the policy which had addressed some of his concerns but he felt that the Conflicts of Interest listed had still not met the standard that an employee of the council had to abide by.
- Why had the Cabinet chosen not to adopt all of the recommendations in the final report from the Task and Finish Group? *The Cabinet Member for Resources informed Members that there had appeared to be duplications within the recommendations and therefore six of them were not accepted on the basis that they would be covered in the remaining 27 recommendations.*
- Members discussed each part of Appendix 2: The Consultancy and Interim Policy and made the following comments:
  - Section 1 Aim
    - Members agreed that the wording was suitable.
  - Section 2 Definitions
    - Councillor Arculus requested that the comma should be removed after the wording “Consultants are external third parties”
  - Section 3 Objectives
    - Members requested that an objective be included regarding levels of disclosure which mirrored that of officers and members of the Council. *The Head of Corporate Services said that he would have to take advice on this as there was a wide range of consultants being used and that it may not be appropriate for all companies. An example of that was the use of Experian. However there was no reason why staff filling interim roles should not follow similar levels of disclosure and code of conduct to that of Council employees. The Head of Corporate Services advised that he would prepare some wording to be included under objectives to cover this.*
  - Section 4 Policy Statement.
    - Members requested that the wording:

*“The Consultancy Review report made a number of recommendations upon its publication in March 2011”*

be amended to reflect the fact that Cabinet had approved the recommendations.
- Members discussed the Consultancy or Interim Policy – Procedure and made the following comments:
  - Section 1 Process for Engaging Consultants or Interims
    - Members wanted clarification on who would be the ultimate arbiter on whether expenditure on consultants should be authorised or not. The Consultants review group had been concerned at the level of spend on consultants and interims and wanted to ensure that it was monitored. *The Cabinet Member for Resources informed Members that the Director of Strategic Resources would sign off the business case for expenditure of between £5,000 and £50,000 and anything over £50,000 would be passed to the Cabinet Member for Resources for review before sign off. The Legal Officer advised that this responsibility fell within the Cabinet*

- Members delegations and would not require a Cabinet Member Decision Notice.*
- Members noted that the sign off from the Cabinet Member of Resources was not mentioned in the policy and requested that this be made clear.
  - *The Head of Corporate Services informed Members that business cases were logged on the Verto system and one of the recommendations from the review was that Members would have access to the Verto system. This would shortly be put in place.*
  - Councillor Sandford highlighted that there were two links within the policy to documents on Insite that could not be accessed by members of the public. Members felt that this did not provide transparency and that all contents in the document should be accessible to the public. This was to be avoided in future documents.
- Schedule 1 – Conflicts of Interest
    - Members felt that consultants and or Interims ought to have an obligation to declare any conflicts of interests and that this could be set at the same level as Members or Officers. This could be dealt with by adding a paragraph relating to the Member and Officer protocols. *The Legal Officer informed Members that this was already dealt with through the normal contracting arrangements through the standard contracting documentation. There was a question asking contractors to declare if they had a conflict of interest with the Council.*
    - Councillor Arculus felt that the wording in Schedule 1 needed to be in a more legalistic format.
    - *Cabinet Member for Resources suggested that he and the Head of Corporate Services work on a revised version of the policy taking into account all comments and suggestions. The revised version would be emailed to all Members of the Committee along with the Code of Conduct for Officers and Members for comment prior to being presented back to the Committee in January. The Cabinet Member for Resources advised that if the work could not be completed for the January meeting he would contact the Chair.*
- Members queried the table in the report detailing the cumulative total savings over the past five years. Was it standard practice to calculate a recurrent saving on what in many cases was just a one off event? *The Head of Corporate Services advised that the figures were bankable savings and were amounts that had been taken out of the budget in the Medium Term Financial Strategy. Where somebody had left a post those savings would be repeated year on year. In the case of a one off event the savings would not appear in later years.*
  - In 2008/2009 there had been an annual expenditure on consultants of £8.5M. Can you confirm if expenditure on consultants was increasing or falling? *The Cabinet Member for Resources informed Members that there was a general downward trend on expenditure on consultants but the most important thing had been to ensure that the Council was getting value for money. The table in Appendix 3a of the report had shown a grand total of spend for Quarter4 of 2010/2011 and Quarter1 of 2011/2012 as £2,568,937.49. If doubled the figure for the year would be approximately £5M.*

## **RECOMMENDATION**

The Committee recommends that the Cabinet Member for Resources and Head of Corporate Services take in to account all comments made by the Committee and produce a revised Consultant and Interim Policy and Procedure. The revised policy and procedures to be emailed to the Committee with the Code of Conduct for Members and Officers for comment prior to presenting the policy back to the Committee.

## **9. Forward Plan of Key Decisions**

The Committee received the latest version of the Council's Forward Plan, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following four months. Members were invited to comment on the Plan and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

### **ACTION AGREED**

To note the latest version of the Forward Plan.

## **9. Work Programme**

Members considered the Committee's Work Programme for 2011/12 and discussed possible items for inclusion.

### **ACTION AGREED**

To confirm the work programme for 2011/12 and the Scrutiny Officer to include any additional items as requested during the meeting.

Councillor Murphy commented that the Sustainable Growth Scrutiny Committee had received and scrutinised some good quality reports from officers and wished to acknowledge the quality of reports received from officers.

## **10. Date of Next Meeting**

10 January 2012

CHAIRMAN 7.00 - 9.50 pm

|  |                          |
|--|--------------------------|
| <b>SUSTAINABLE GROWTH SCRUTINY<br/>COMMITTEE</b> | <b>Agenda Item No. 5</b> |
| <b>10 JANUARY 2012</b>                           | <b>Public Report</b>     |

## **Report of the Executive Director of Operations**

**Contact Officer(s) – Richard Kay / Anne Keogh**  
**Contact Details – 863795 / 863815**

### **Public Consultation Response to the Draft Peterborough Housing Strategy 2011-15 (incorporating the Peterborough Strategic Tenancy Policy)**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to seek comments from committee on the attached draft consultation report that sets out the comments received and responses proposed to key issues arising from the public consultation on the draft Peterborough Housing Strategy 2011-15 (incorporating the Peterborough Strategic Tenancy Policy). This report provides a summary of the comments and issues raised during the 4 week public consultation period which commenced on 14<sup>th</sup> November and concluded on 12 December 2012.

#### **2. RECOMMENDATIONS**

- 2.1 That Committee make comments as they see fit on the attached Key Issues Consultation Report with such comments to be reported to Cabinet on 10 February 2012.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The Housing Strategy cuts across all four priorities of the SCS:
- Priority 1 - tackling inequalities (including supporting vulnerable people such as the homeless and regenerating neighbourhoods)
  - Priority 2 – Creating Strong and Supportive Communities (including the empowering of local communities in delivering housing in their area)
  - Priority 3 – Creating the UK’s environment capital (such as tackling fuel poverty in homes)
  - Priority 4 – Substantial and Truly Sustainable Growth (especially the goal of creating better places to live).

#### **4. BACKGROUND & KEY ISSUES**

##### **Introduction**

- 4.1 Committee will recall receiving an item on 13 October 2011 in respect of the draft Peterborough Housing Strategy. The Strategy is a major policy item for the council. It sets out the council’s policies, commitments and programme for the period 2011-2015 for a wide range of housing matters. There are four headline priority areas within the Strategy:
- supporting the delivery of substantial yet sustainable growth;
  - securing the regeneration and improvements to Peterborough’s housing stock;
  - meeting existing and future housing needs; and
  - encouraging the development of mixed and sustainable communities
- 4.2 In clearly setting out the council’s priorities in these matters, the public has full knowledge of what to expect and how to make the most of the services we offer.
- 4.3 Since initially considered by Committee in October, a Strategic Tenancy Policy has, as anticipated, now become a statutory requirement. The enactment of the Localism Bill in

November 2011 introduced the requirement for local authorities to publish a Strategic Tenancy Policy within one year of it being passed by parliament.

- 4.4 The purpose of a Strategic Tenancy Policy is to set out the broad objectives that the council expect housing associations which operate within the district to take into account when determining how they will implement the new flexibilities that Government has granted to them through reforms to social housing policy and legislation. It does not dictate what housing associations must do, but rather what we expect and prefer them to do. For example, it covers matters such as:
- The minimum length of tenancy to be granted to new tenants;
  - The circumstances where it is appropriate for tenancies to be offered that exceed the minimum term;
  - The circumstances where it is appropriate to retain the offer of lifetime tenancies;
  - The criteria to inform whether to renew a tenancy at the end of a fixed term; and
  - The appropriate cap to rent levels for homes let as 'affordable rent' tenure, to ensure affordability
- 4.5 Details of the consultation on the draft Housing Strategy and Strategic Tenancy Policy were made available through local media, including a series of newspaper articles, press releases and a radio feature.
- 4.6 As part of the consultation, the documents were published on Peterborough City Council's online consultation portal. Hard copies of both documents, along with printed representation forms, were made available in each library across the city and within council offices.
- 4.7 A wide range of key stakeholders including all housing associations with housing stock in Peterborough were sent electronic notification of the consultation period, electronic copies of both documents with a representation form and a link to council's online consultation portal as a means of providing their feedback.
- 4.8 During the early part of the consultation period, the city council also held a half day consultation event aimed at professional stakeholders. This event provided an opportunity for partner agencies to gain a better understanding of the proposals set out in these two important documents, and to take part in a series of workshop sessions in order to discuss key housing-related themes.

#### **'Key Issues' raised during the consultation**

- 4.9 Attached as an appendix to this agenda report is 'Key Issues' report which summarises all the key points that were made (rather than every detailed comment, though of course officers will consider each of those detailed points as well).
- 4.10 The report has four components:
- An outline of the comments received for each policy contained in the Housing Strategy and the council's response to the comments made with an indication of whether this has resulted in a change to related text within the strategy document. We have also incorporated any general comments made relating to the Housing Strategy in this section of the report along with our response.
  - An outline of the comments received relating to the Strategic Tenancy Policy and the council's response to the comments made with an indication of whether this has resulted in a change to related text within the policy document.
  - A summary of proposed amendments to the strategy arising from the consultation and also from feedback from internal council services that have contributed to the development of the strategy
  - A summary of the outcome of the professional stakeholder's consultation event along with a list of organisations represented at the event.

## **The Final Housing Strategy and Tenancy Policy**

- 4.11 Officers are currently preparing a revised version of the final Housing Strategy and Tenancy Policy, based on the issues raised in the attached report. It has not been possible in the very short time between the end of the consultation (12 December) and committee paper preparation deadlines (23 December) to bring the full document back to this committee. However, that final document will incorporate the points raised in the attached report.
- 4.12 Cabinet will receive the full documents, and then, of course, all councillors will see the final version when presented to full Council at the end of February.

## **5. IMPLICATIONS**

**Financial:** Preparation of the Housing Strategy (and associated Strategic Tenancy Policy) has minimal costs, and can be met within existing budgets. However, the Housing Strategy, once adopted, commits the council to undertaking various activities in the future, each of which have varying cost implications. These tasks, however, have been agreed with the applicable teams concerned, and therefore it is anticipated budgets are in place in order for reasonable endeavours to be taken to achieve the policies and actions proposed. As such, there are no new financial implications directly arising from the Strategy, other than those already accounted for in existing budgets.

**Legal Implications:** The Housing Strategy, once adopted, should be adhered to by the council in the way it conducts its housing-related business. Failure to do so could result in challenges, but these are unlikely to have any legal standing as the commitments being made in the Strategy are not legally binding. Of course, the council has a number of legal duties across the housing agenda, but there will be nothing in the final Strategy which we believe to be contrary to such legal duties or that create new legal duties. The bigger risk in not achieving what we set out in the Strategy is a reputational risk, rather than any legal risk.

**Environmental:** sections of the Strategy relate to environmental issues, such as tackling fuel poverty and bringing empty housing back into use. Overall, the Strategy can be regarded as having a positive impact on tackling environmental issues.

## **6. CONSULTATION**

- 6.1 The Housing Strategy and Enabling team coordinated the preparation of the draft strategy, in association with a steering group representing a wide range of housing related stakeholders and various teams across the council, reflecting the wide range of issues which the strategy covers. The four week public consultation period has provided feedback from a wide range of stakeholders, and further discussion has also been taken with colleagues across the council's services.
- 6.2 The draft Strategic Tenancy Policy was developed through collaboration with our housing association partners and informal consultation with them prior to commencing the formal public consultation period. The housing associations and the wider public have had the opportunity to formally comment on the draft prior during the public consultation period and their feedback is reflected in the attached Key Issues report.
- 6.3 Comments of today's Sustainable Growth Scrutiny Committee will be made to Cabinet.
- 6.4 Issues raised during that consultation period have been fully considered and changes have been made to the Strategy where appropriate, in preparation for submitting the final version of the Strategy to Cabinet in February 2012. As this is a Major Policy Item, Cabinet will be asked to recommend the Strategy to Council for adoption (target date 22 February 2012).

## **7. NEXT STEPS**

- 7.1 Cabinet consideration and, if recommended by Cabinet, adoption by full Council in February 2012

**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 'Key Issues' Consultation report



**Peterborough Housing Strategy 2011 – 2015  
(Incorporating the Peterborough Strategic Tenancy Policy)**

Report on comments received in respect of the Consultation Draft version (November 2011) and a  
response to the Key Issues raised

December 2011

## **Foreword**

This document sets out a summary of the comments and issues raised at the Consultation Draft stage (November - December 2011) of preparing the Peterborough Housing Strategy 2011 – 2015 and Peterborough Strategic Tenancy Policy, together with the Council's response to the key issues raised.

This is a public document, and helps meet Peterborough City Council's commitment to consult and keep people informed of progress on the preparation of key policy documents that affect the authority area.

The Housing Strategy Team at Peterborough City Council has prepared this document.

## Introduction

- 1.1. Peterborough City Council is very pleased with the response to the public consultation on the Draft Peterborough Housing Strategy 2011 – 2015 and Peterborough Strategic Tenancy Policy. The consultation took place between 14 November and 12 December 2011. We particularly thank all those who took the time to write to us with your thoughts, ideas and concerns.
- 1.2. As part of the consultation, the draft Housing Strategy and Strategic Tenancy Policy was published on Peterborough City Council's online consultation portal. Hard copies of both documents, along with printed representation forms, were made available in each library across the city and within council offices.
- 1.3. Details of the consultation period were also made available through local media, including a series of newspaper articles, press releases and a radio feature.
- 1.4. The purpose of this document is to highlight to everyone a summary of what was said and where possible how we propose to take these comments forward.
- 1.5. We received a lot of responses, and many were very detailed in nature. This document cannot summarise every point made, but rather it tries to capture the most important or frequently mentioned issues. However, rest assured that all comments received have been read and considered in detail, even if you cannot explicitly see it summarised here.
- 1.6. On the following pages, we set out in a standard format the comments received for each policy and explanatory text relating to it. We also incorporate any general comments made in regard to this document.
- 1.7. We have kept the comments as anonymous as possible because what is said is more important than who said it. However, if anyone feels we have substantially misinterpreted your views, then please let us know.
- 1.8. The city council did not receive comments on the following policies and therefore these are not listed in this report

|      |      |
|------|------|
| HS5  | HS25 |
| HS9  | HS28 |
| HS12 | HS29 |
| HS14 | HS30 |
| HS24 | HS38 |
- 1.9. As part of the consultation the city council also held a half day consultation event aimed at professionals. This event provided an opportunity for partner agencies to gain a better understanding of the proposals set out in these two important documents, and to take part in a series of workshop sessions in order to discuss key housing-related themes. A summary of the outcome of this consultation event, along with a list of organisations represented at the event, is included within this document.

## Draft Peterborough Housing Strategy 2011-15: Key Issues

| <b>Comments relating to Policy HS1 – Housing growth</b> |  |
|---|--|
| Summary of comments received                            | <ul style="list-style-type: none"> <li>• Support for the city council's commitment to substantial growth, notably the "necessary level of certainty" that the target provides for developers and housing associations.</li> <li>• Concerns were received about the evidential basis that justifies the 1,420 homes per annum target.</li> <li>• The target will be difficult to achieve in present economic climate. As a result, a consultee argues that the target set out in policy needs revisiting.</li> <li>• There is a need for robust forward planning, infrastructure provision and funding in order to meet this target.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>• Support, concerns and comments noted.</li> <li>• There will be no change to the overall housing growth target, as the Peterborough Core Strategy (and the evidence associated with its preparation) justifies this level of growth.</li> </ul>  |

| <b>Comments relating to Policy HS2 – Delivering the infrastructure to support growth</b> |  |
|--|--|
| Summary of comments received   | <ul style="list-style-type: none"> <li>• A representation raised concerns about the flexibility of CIL.</li> <li>• The city council needs to be "cautiously aware" of the "moderating effect" of a Community Infrastructure Levy upon bringing forward development proposals.</li> <li>• The city council should consider individual site viability issues when setting an appropriate level for CIL in order to ensure that development proposals remain financially viable.</li> <li>• The city council should work and consult with its development partners when developing its own CIL in order to ensure that it is "appropriate and proportionate" to Peterborough's specific circumstances.</li> <li>• Alternative policy wording that reflects the need to consult has been suggested; <i>The city council will prepare a Community Infrastructure Levy Charging Schedule and Developer Contributions Supplementary Planning Document setting out the relationship between the two, with a view to carrying out full consultation and having both adopted during the 2012/13 financial year.</i></li> <li>• One representation asks why funds raised by CIL are not to be "ring-fenced".</li> <li>• There are concerns that the introduction of CIL and Developer Contribution SPD may reduce the number of affordable homes that can be developed in the future through s.106 agreements and 'planning gain'.</li> </ul> |
| Response   | <ul style="list-style-type: none"> <li>• The city council is at the very early stages of undertaking detailed viability analysis and consultation in order to set a CIL charge which is appropriate for the Peterborough area. The council is well aware of the importance of achieving a balance between the growth, infrastructure needs and the contributions which developers must make.</li> <li>• The city council will also be directing an updated development viability analysis using suitably qualified specialists in order to ensure the charges set do not place unreasonable demands in terms of overall development viability. Analysis will include a wide range of development types, locations and scenarios etc. It is confident that a balance can be reached.</li> <li>• The city council will be consulting on their CIL proposals at a number of key points in the process and all stakeholders will be given the opportunity to comment and influence this process. In order to reflect this in the document, the city council will amend the wording of this policy as suggested in the representation referred to above.</li> <li>• Funds raised by CIL are in effect 'ring-fenced' for spending on infrastructure demands created by new growth and development.</li> <li>• Concerns regarding the impact of CIL upon affordable housing delivery are noted and understood.</li> </ul>                 |

| <b>Comments relating to Policy HS3 – Increasing the supply of prestige homes</b> |  |
|--|--|
| Summary of comments received   | <ul style="list-style-type: none"> <li>• Measures to develop and protect against the loss of prestige homes are welcomed, especially as a means of providing a range of housing locally for high earners who presently commute from outside of the district</li> </ul> |
| Response   | <ul style="list-style-type: none"> <li>• Comment welcomed</li> </ul>   |

| <b>Comments relating to Policy HS4 – Implementing high environmental standards for new housing</b> |   |
|--|---|
| Summary of comments received   | <ul style="list-style-type: none"> <li>• Achieving higher environmental standards of sustainable design is a "laudable" aspiration. However, there is a correlation between higher environmental standards and construction costs.</li> <li>• A flexible approach may need to be taken towards the assessment of what a "clear contribution" by developers might be in helping achieve the council's environment capital aspirations (as set out in Core Strategy policy CS10).</li> <li>• The city council's own capital funding for new affordable housing, in particular that which is built to higher environmental standards, should not be restricted to housing associations but should instead be made available to private providers.</li> <li>• However, other representations stated that the city council's own funding should be solely preserved for "exemplar" affordable housing development that cannot be funded by any other means other than through public subsidy.</li> <li>• One representation raised the issue of poor indoor air quality as a result of heightened levels of air tightness in energy efficiency housing.</li> </ul> |
| Response   | <ul style="list-style-type: none"> <li>• Concerns and comments about the additional cost and issues associated with higher</li> </ul>   |

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|  | <p>environmental standards are noted. The council intends to prepare further guidance in this regard, in a separate document, during 2012. This separate document will include public consultation.</p> <ul style="list-style-type: none"> <li>• Due to the source of the funding and the existence of a policy that governs how it is spent, the capital funding referred to in this section of the strategy is solely reserved for affordable housing. The city council has no current plans to amend the Affordable Housing Capital Funding Policy.</li> </ul> |
|--|---|

| <b>Comments relating to Policy HS6 – Use of city council land to delivery housing growth</b> |   |
|--|---|
| Summary of comments received   | <ul style="list-style-type: none"> <li>• The release of land to support the delivery of affordable housing is welcomed.</li> <li>• One representation calls for closer collaboration between the city council and the private sector to deliver housing. The consultee calls for the policy to be amended, stating that there is “no logical reason in restricting the release of these assets to housing associations”.</li> <li>• One representation questions whether the plans to enter into closer collaboration arrangements with housing associations will be to the detriment of other housing associations that want to develop in Peterborough.</li> <li>• Another representation calls for “comprehensive public consultation” prior to any disposals being undertaken.</li> <li>• One consultee asked whether the city council will consider both deferred payment terms for its own land, and the sale of land at below market consideration, as a means of aiding housing supply.</li> <li>• Another consultee asked for the city council to use this section of the document to set out targets and timescales with regards to the city council's asset disposal strategy.</li> </ul>  |
| Response   | <ul style="list-style-type: none"> <li>• Disposal of land assets is an important contributor to the Capital Funds of the Council. Therefore, any disposal must be measured against best value criteria irrespective of the disposal route chosen.</li> <li>• Closer collaboration agreements with local housing associations will not be to the detriment of other housing associations that wish to develop in Peterborough. The disposal of council assets still requires each case to be considered on a site-by-site basis which may or may not include a housing association with which the city council has a collaboration agreement.</li> <li>• The city council is required to consult with both ward and cabinet members over the disposal of assets such as council land.</li> <li>• The city council is prepared to consider deferred payment for city council land, along with sale at below market consideration as a means of aiding housing supply. The text in the strategy will be amended to reflect this.</li> <li>• Targets and timescales regarding sites for consideration for disposal are already identified and approved at Full Council meetings as part of budget papers. Values are not identified but proposed disposal dates in terms of programmed for specific years are.</li> </ul> |

| <b>Comments relating to Policy HS7 – Stimulating the local housing market</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>• Support received for Local Authority Mortgage Scheme, including one comment that stated a wish to see the scheme expanded to assist more households.</li> <li>• One consultee remarked that the scheme will provide “valuable assistance for those entering the housing market”, as well as providing “a stimulus to the housing market”.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>• Support welcomed.</li> </ul>   |

| <b>Comments relating to Policy HS8 - Stimulating the local housing market</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>• General support for this policy.</li> <li>• One representation highlighted “the hugely valuable role” that private shared equity schemes can play in delivering homes for those who cannot access the market, as an alternative to government-funded schemes.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>• Support welcomed and comments noted</li> </ul>   |

| <b>Comments relating to Policy HS10 – Supporting self-build</b> |  |
|---|--|
| Summary of comments received                                    | <ul style="list-style-type: none"> <li>• In order to maintain consistency with government terminology, should this policy refer to “custom build” as opposed to “self-build”? The term “custom build” has been widened to encompass a range of other initiatives for small scale build, including community build projects.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>• This policy relates strictly to ‘self-build’ accommodation, as opposed to the types of housing encompassed by the wider term ‘custom build’. No change to the wording of the policy proposed.</li> </ul>  |

| <b>Comments relating to Policy HS11 – Bringing empty homes back into use</b> |  |
|--|--|
| Summary of comments received   | <ul style="list-style-type: none"> <li>• Some representations considered this to be an ambitious target, and called for the city council to adopt “preventative measures” to address the issue.</li> <li>• One consultee made the comment that issues of conservation often worked against the need for empty homes to be redeveloped.</li> <li>• Wider comments were received about the merit of using government funding to bring empty homes back into use as affordable housing at a time when demand for privately rented accommodation is increasing.</li> </ul> |
| Response   | <ul style="list-style-type: none"> <li>• Comment noted, and officers will consider whether any change in emphasis in the policy is needed. However, the principle of the policy will be maintained.</li> </ul>   |

| <b>Comments relating to Policy HS13 – Addressing hazardous levels of disrepair</b> |  |
|--|--|
| Summary of comments received   | <ul style="list-style-type: none"> <li>Given the findings of the Stock Condition Survey, more needs to be done to address poor condition in private sector housing than what the strategy is presently proposing.</li> <li>“If problems are to be significantly reduced, greater numbers need to be dealt with”.</li> </ul>  |
| Response   | <ul style="list-style-type: none"> <li>The targets set out in the housing strategy are based upon the budgets available to enable the city council to <i>directly</i> intervene in addressing the condition of private sector accommodation in Peterborough. It is hoped that the strategic work of the city council, including work relating to the Green Deal, will lead to broader improvements in a much greater number of homes.</li> </ul> |

| <b>Comments relating to Policy HS15 – Supporting the Green Deal and ‘retrofit’ agenda</b> |  |
|---|--|
| Summary of comments received  | <ul style="list-style-type: none"> <li>General support for this policy.</li> <li>One representation requested the city council’s support in lobbying the government to ensure that housing association tenants are included as part of the ‘green deal’ initiative.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Comments welcomed and noted</li> </ul>  |

| <b>Comments relating to Policy HS16 - Supporting the Green Deal and ‘retrofit’ agenda</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>General support for this policy</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support welcomed</li> </ul>                |

| <b>Comments relating to Policy HS18 – Improving awareness of domestic energy efficiency</b> |  |
|---|--|
| Summary of comments received  | <ul style="list-style-type: none"> <li>General support for this policy, but one representation has raised the question whether there is scope to target Community Energy Challenges at housing association tenants.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>The city council would welcome the opportunity to include housing association tenants within the Community Energy Challenge.</li> </ul>   |

| <b>Comments relating to Policy HS19 - Improving awareness of domestic energy efficiency</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>Support received for the city council’s plans to include Energy Performance Certificates as part of Choice Based Lettings property advertisements, including support from local housing associations.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support welcomed.</li> </ul>   |

| <b>Comments relating to Policy HS20 – Supporting the affordable rent delivery model</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>The council’s support of the new ‘affordable rent’ tenure is welcomed.</li> <li>One consultee welcomed ‘affordable rent’ as a means of maintaining the financial viability of development schemes.</li> <li>Support was also received for the council’s proposed flexible approach towards the application of affordable housing targets.</li> <li>However, some representations voiced concern about the sustainability of the affordable rent delivery model beyond the lifetime of the strategy due to the reduced financial capacity of housing providers</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support, along with concerns about the sustainability of the affordable rent tenure, are welcomed and noted.</li> </ul>  |

| <b>Comments relating to Policy HS21 – Enabling the delivery of the affordable rent tenure</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>Support received for this policy.</li> <li>One representation commented that adopting a more flexible approach to tenure will go some way to ensuring that delivery is encouraged and promoted.</li> <li>Another representation stated that the overall target of 30% affordable housing should remain intact. Similar comments expressed concern that by taking a more flexible approach with regards to tenure split, developers may seek to use this to avoid the provision of onsite affordable housing.</li> <li>However, one consultee expressed a concern about this policy containing “no recognition” of the reduced viability of affordable housing development (along with the associated implications) in the short to medium term. The consultee states that the city council’s adherence to the 30% affordable housing policy is “unrealistic”.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Text within the strategy to be expanded to reflect, and be consistent with, that of Core Strategy policy CS8, which states that viability will be taken into account when negotiating the percentage of affordable housing on a site by site basis.</li> </ul>   |

| <b>Comments relating to Policy HS22 – Developing a Strategic Tenancy Policy</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>Support received for plans to develop a Strategic Tenancy Policy.</li> </ul> |

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| Response | <ul style="list-style-type: none"> <li>Support welcomed.</li> </ul> |
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| <b>Comments relating to Policy HS23 – Utilising public land as a catalyst for affordable housing delivery</b> |  |
|---|--|
| Summary of comments received  | <ul style="list-style-type: none"> <li>The release of land to support the delivery of affordable housing is welcomed.</li> <li>However, one representation calls for closer collaboration between the city council and the private sector to deliver housing. The consultee calls for the policy to be amended, stating that there is “no logical reason in restricting the release of these assets to housing associations”.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>The wording of this policy, along with policy HS6, will be amended to better clarify the city council’s approach towards the sale of assets and its plans to closely collaborate with housing association partners.</li> </ul>  |

| <b>Comments relating to Policy HS26 – Preventing and alleviating rough sleeping</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>Support received for this policy.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support welcomed.</li> </ul>                 |

| <b>Comments relating to Policy HS27 – Ensuring the continued provision of targeted housing-related support services</b> |  |
|---|--|
| Summary of comments received  | <ul style="list-style-type: none"> <li>General support for this policy, with some consultees expressing a willingness to support the city council in utilising Supporting People funded services to bring about measures designed to prevent homelessness.</li> <li>However, one representation requested details of the outcome of the Supporting People contract review that the strategy states was completed in June 2011</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support noted. Strategy text to be updated to reflect latest developments with regards to Supporting People.</li> </ul>   |

| <b>Comments relating to Policy HS31 – Future housing provision that caters for households with specific housing needs</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>One representation stated that encouraging residential development to the Lifetime Homes Standard is “an aspiration that is supported in principle”.</li> <li>Due to the costs associated with meeting the requirements of Lifetime Homes, the universal roll-out of the standard could have a negative impact upon those trying to enter the private housing market by driving up price.</li> <li>Building all homes to Lifetime Standards is not financially viable or sustainable in meeting all residents’ needs.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>The recently published government Housing Strategy has removed the plans to roll-out the Lifetime Homes Standard by 2013. Instead, the Government has suggested that decisions regarding the provision of Lifetime Home units on developments should be made at a local level. The text of the policy will be amended accordingly.</li> </ul>  |

| <b>Comments relating to Policy HS32 – Future housing provision that caters for households with specific housing needs</b> |  |
|---|--|
| Summary of comments received  | <ul style="list-style-type: none"> <li>NHS Peterborough’s plan to produce a Health and Social Care Accommodation Strategy is supported.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>Support welcomed.</li> </ul>  |

| <b>Comments relating to Policy HS33 – Meeting gypsy and traveller housing needs</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>Representation voiced concerns about the responsiveness of this policy to the city council’s ability to meet needs arising from any future growth in the gypsy and traveller population in Peterborough.</li> <li>Citing traveller cultural issues as a key factor, another representation raises concerns with the suitability of the provision of one large transit traveller site in the present proposed location at Norwood Lane. Instead, the consultee advocates that the provision of a number of smaller locations catering for smaller groups would be “the most appropriate course of action to consider”.</li> <li>Some representations made reference to a need for the city council to engage with local residents and stakeholders in order to recognise public concern with illegal encampments.</li> <li>Any local assessment of need should provide an indication of the rate of expansion required both for transit locations, but also for permanent locations.</li> </ul>   |
| Response  | <ul style="list-style-type: none"> <li>The policy relating to Gypsy and Travellers in the Housing Strategy reflects the council’s already adopted position in both its Core Strategy and its almost complete Site Allocations Document. The Housing Strategy is not proposing to change that policy position.</li> <li>However, it should be noted that the council continually monitors the situation and is always seeking a solution which best meets the needs of the Gypsy and Traveller community as well as the settled community. This could mean that, if a better site or sites are found, then the proposed safeguarded transit (or ‘temporary stay’) site allocated at Norwood Land would not be required (and therefore not implemented).</li> <li>A recent Gypsy and Traveller needs assessment (prepared in conjunction with Cambridgeshire County and District Councils) was concluded in late 2011. This assessment, which is available on the council’s website, did not identify such a high need for new permanent Gypsy and Traveller sites as to warrant the council to identify and allocate new sites through the planning system.</li> </ul> |

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|  | <p>However, should a site be proposed by a private individual through the planning application process, then the council will consider it carefully in accordance with the council's criteria based Gypsy and Traveller policy as set out in the Core Strategy.</p> <ul style="list-style-type: none"> <li>The Housing Strategy text will be updated slightly to reflect the up to date position, though there will not be a significant shift in policy compared with the version in the draft Housing Strategy as consulted upon.</li> </ul> |
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**Comments relating to Policy HS34 – Ensuring a varied housing offer that supports mixed communities**

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| Summary of comments received | <ul style="list-style-type: none"> <li>One representation called into question the value of the city council's proposed 'integrated approach' towards affordable housing provision on new development as a means of encouraging mixed communities within the context of the financial viability of open market private sector housing and addressing anti-social behaviour.</li> <li>Grouping rented properties in close proximity generates economies of scale with regards to their management.</li> <li>There is potential conflict between the proposed 'integrated approach' to affordable housing provision and policy HS3 (Prestige Homes).</li> </ul>   |
| Response                     | <ul style="list-style-type: none"> <li>The city council is strongly supportive of the effective and appropriate integration of affordable housing development into wider housing schemes as a means of promoting social cohesion and community sustainability. The benefits of an integrated approach to affordable housing provision is supported by research by the Joseph Rowntree Foundation.</li> <li>In terms of the financial viability of development schemes and supporting the development of prestige homes, an exception to an 'integrated approach' for development may be agreed where the council considers that the specific circumstances of a scheme merits an alternative approach that will benefit that particular development and the wider community.</li> </ul> |

**Comments relating to Policy HS35 – Managing the growth of the Housing in Multiple Occupation (HMO) sector**

|                              |   |
|------------------------------|---|
| Summary of comments received | <ul style="list-style-type: none"> <li>The city council's recognition of the issues associated with Houses in Multiple Occupation (HMOs) is welcomed.</li> <li>Some comments urge the city council to take more urgent action to address residential amenity issues caused by HMOs in the centre of Peterborough, and request that the city council strengthens the wording of Policy HS35.</li> <li>However, one consultee commented that an Article Four Directive would not be an appropriate tool to address HMO issues in areas of the city where there have been long standing issues with this type of accommodation.</li> <li>The consultee claims that the focus upon HMO landlords is "unfair", given the prevalence of issues with other forms of rented accommodation in certain areas of Peterborough. Instead, the consultee recommends that the city council uses an alternative policy to manage over-occupation in owner occupied properties in the areas where issues exist.</li> </ul> |
| Response                     | <ul style="list-style-type: none"> <li>Support welcomed.</li> <li>The comment regarding the suitability of an Article Four Directive approach towards managing HMO growth in areas of the city with long standing issues are noted. However, as the wording of the policy does not specify the use of an Article Four Directive in a specific area of the city, the city council intends to retain this policy within the strategy as there may be scope for utilising Article Four in areas of the city where future HMO issues may arise.</li> <li>In response to suggestions that an alternative approach will be required to address issues of sub-standard privately rented accommodation in areas of the city with longstanding issues, an additional policy is proposed to be added to the strategy that relates to exploring the use of a 'selective licensing scheme' for rented accommodation in the 'Operation Can Do' area.</li> </ul>  |

**Comments relating to Policy HS36 – Ensuring the sustainability of rural communities**

|                              |   |
|------------------------------|---|
| Summary of comments received | <ul style="list-style-type: none"> <li>The Rural Communities see their children having to move away because of the lack of affordable homes and the policies that prevent this situation from being positively addressed.</li> </ul>  |
| Response                     | <ul style="list-style-type: none"> <li>The city council is seeking to address the issue of a lack of affordable housing in rural areas through the work of the Rural Housing Delivery Partnership. This partnership is working to identify opportunities for affordable housing development within the constraints of national and local planning policy.</li> <li>The level of future development growth in rural areas is primarily defined through planning policy. The city council will give consideration as to how best to meet the needs of rural communities as part of any future review of local planning policies.</li> </ul> |

**Comments relating to Policy HS37 – Supporting community-led housing solutions**

|                              |  |
|------------------------------|--|
| Summary of comments received | <ul style="list-style-type: none"> <li>One representation requested clarification as to what "continue to support" means within the context of the city council's stance on community-led housing initiatives.</li> </ul>  |
| Response                     | <ul style="list-style-type: none"> <li>The city council is firmly supportive of community-led housing initiatives and the wider 'localism' agenda. The Housing Strategy sets out the city council's plans to support community-led housing solutions in various forms, including supporting the growth of Community Land Trusts through the Community Area Action Plan process, and through the continued work of the Rural Housing Delivery Partnership.</li> </ul> |



| <b>Comments relating to Policy HS39 – Affordable housing allocation policies that support mixed and sustainable communities</b> |   |
|---|---|
| Summary of comments received  | <ul style="list-style-type: none"> <li>• The refresh and review of the current Peterborough Housing Allocations Policy is welcomed.</li> <li>• One comment strongly advocates the creation of a policy that seeks to tackle welfare dependency and worklessness.</li> <li>• Another representation stresses a need to consider low to middle income earners within housing allocation policies, due to them being “squeezed from the home ownership market as never before”.</li> </ul> |
| Response  | <ul style="list-style-type: none"> <li>• Comments noted. The role of the Housing Allocations Policy in tackling worklessness and welfare dependency, along with meeting the needs of low and middle income earners, will be considered as part of the refresh and review.</li> </ul>  |

The following box outlines other comments which were received which were not specific to any individual policy.

| <b>Other comments</b>        |  |
|------------------------------|--|
| Summary of comments received | <ul style="list-style-type: none"> <li>• Strong support for the four objectives that form the basis of the Housing Strategy.</li> <li>• Taking into consideration the city council’s growth targets, one comment asks whether the city council expects to delivery keep pace with rising demand for social housing.</li> <li>• Referring to section two of the document, one comment asks the city council to include greater contextual information about the condition of the social rented stock in Peterborough, as opposed to the current focus upon the condition of private rented housing.</li> <li>• One representation requests that the city council utilises the Housing Strategy to set out how it plans to utilise s.106 contributions and the New Homes Bonus to support housing and infrastructure growth.</li> <li>• The strategy does not include details of specific support and/or the allocation of housing provision for service men and women.</li> <li>• Within the context of the objective to create mixed and sustainable communities, the strategy should set out the city council’s policy on housing density and space standards.</li> <li>• As a consequence of how the strategy is written, the document “leaves the feeling” that the city council’s success in meeting objectives 2, 3 and 4 is dependent upon meeting objective 1 (supporting the delivery of substantial yet truly sustainable growth). As a result, the strategy needs to address the issue of sustainability.</li> <li>• The housing strategy consultation refers to a steering group of key stakeholders. The group did not include community representatives.</li> <li>• The general approach appears to be the needs of the city rather than the Soke of Peterborough as a whole. The position of rural communities therefore remains largely unaddressed.</li> </ul>   |
| Response                     | <ul style="list-style-type: none"> <li>• Support for the four objectives noted.</li> <li>• With regards to the condition of housing association owned stock, the city council will explore making additions to the text.</li> <li>• There are no present plans to utilise the New Homes Bonus to bring forward new affordable housing development. However, the city council plans to explore whether the income generated from the empty homes aspect of the New Homes Bonus will enable additional resources to be dedicated to bringing more properties back into use.</li> <li>• The city council has no immediate plans to provide bespoke assistance to service men and women, other than the statutory assistance that they are presently entitled to. Recent changes to homelessness legislation will work in the favour of service men and women who are based at Wittering but wish to settle in Peterborough at the end of their duty.</li> <li>• With regards to housing space standards and housing density, these issues are dealt with through the planning system and planning policy as opposed to the Housing Strategy. However, the comments are noted and the planning policy team of the council are considering whether a separate document covering these issues can be prepared during 2012.</li> <li>• Sustainability is a key theme within the Housing Strategy, as well as being a central consideration for the housing-related work of the city council.</li> <li>• The draft Housing Strategy was produced in conjunction with a group of key housing stakeholders and sector professionals. The remit of this group was to provide a steer and direction to the officers overseeing the production of the draft document. As part of the public consultation, community representatives have been granted the opportunity to comment on and feed into the draft Housing Strategy.</li> <li>• The city council disagrees with the comment that the Housing Strategy focuses upon the needs of the city as opposed to the whole Peterborough authority area. Unless explicitly stated otherwise, all policies within the Housing Strategy should be read as applying to the whole Peterborough authority area.</li> </ul> |

## Draft Peterborough Strategic Tenancy Policy: Key Issues

|                                     |   |
|-------------------------------------|---|
| <p>Summary of comments received</p> | <ul style="list-style-type: none"> <li>• General support received for the Strategic Tenancy Policy, including support from many of the city council's key housing provider partners.</li> <li>• However, one representation raised concerns about the tone of the policy, and specifically questioned the need to include "a set of prescriptive demands" that the consultee claims already encompass the "raison d'être" for all housing associations.</li> <li>• The same representation requests that the city council amends the document so that the tone reflects the "collaborative approach" taken between the city council and its housing association partners in producing the policy.</li> <li>• With regards to the section of the policy entitled 'protecting tenant mobility', one representation called into question the feasibility of being able to ensure that social rented tenants will be able to retain their existing security of tenure if they choose to apply for and transfer to an alternative property that is designated to be let as an affordable rent property.</li> </ul>   |
| <p>Response</p>                     | <ul style="list-style-type: none"> <li>• Support for the Strategic Tenancy Policy welcomed and noted.</li> <li>• The city council continues to hold extremely good relationships with its key housing provider partners, and it acknowledges the positive contribution that its partners make towards meeting the city council's own strategic objectives.</li> <li>• However, given the recent announcement that the Government plans to encourage new private 'for profit' entrants into the social housing market, the city council is keen to ensure that the wording of its Strategic Tenancy Policy is unambiguous and robust, yet fair and reasonable.</li> <li>• The city council will seek to ensure that its positive relationship with its housing provider partners is reflected within the final policy document.</li> <li>• The comment regarding tenant mobility is correct to note that where a property is advertised as an 'affordable rent' property and a social rent tenant applies for it, it would difficult to allow that tenant to retain their existing security of tenure. The city council will consider amending the wording of the policy to reflect the importance of facilitating an ongoing element of choice of rented tenures available to existing (and new) tenants within affordable housing provider's stock.</li> </ul> |

## Other Proposed amendments

The following section sets out other potential amendments to the Strategy, to ensure the Strategy is up to date and reflects the council's intentions i.e. these changes may or may not be being made as result of a specific consultation comment.

| Amendment  | Reason  |
|--|---|
| Details of new Government housing strategy added to section one of the document.   | Since the publication of the draft Peterborough Housing Strategy, the Government has published its own housing strategy setting out its agenda for housing during the lifetime of the existing parliament. Details of the Government's new strategy will be added to the document.  |
| Introduction of new policy relating to the possible introduction of a 'selective licensing scheme' for private rented accommodation in the Millfield and New England areas of Peterborough. Strategy text relating to housing enforcement updated and expanded upon accordingly to reflect this. | There are several strands that have fed into the creation of this new policy. Since the publication of the draft Housing Strategy, the city council has launched its Operation Can Do project in the Millfield and New England areas of Peterborough. As part of this project, the city council will be exploring how to utilise policy to address many of the social and environmental issues in these areas. The introduction of a 'selective licensing' scheme for all rented accommodation will be considered as part of this project.<br><br>Furthermore, the city council received consultation comments that support a broader approach towards addressing housing issues in Millfield and New England, as opposed to the present focus upon HMOs. |
| Wording of policy HS6 and HS23 amended to better define the difference between the two policies  | Some comments received during the consultation process alluded to some confusion over the differences between policy HS6 and HS23. The wording of these two policies has been amended in order to create a better distinction between the two.  |
| Strategy text relating to policy HS6 amended to include reference to the city council being prepared to dispose of assets at a price below market value if doing so is considered to be in the best interests of the community.  | This amendment has arisen out of comments received through the consultation process on the Housing Strategy, and discussions with the city council's Growth and Regeneration team.  |
| Strategy text relating to policy HS6 amended to include reference to the city council being prepared to consider alternative payment mechanisms, such as deferred payments, for council land on a case-by-case basis   | This amendment has arisen out of comments received through the consultation process on the Housing Strategy, and discussions with the city council's Growth and Regeneration team.  |
| Wording of policy HS2 amended to include text emphasising the city council's plan to consult when producing a Community Infrastructure Levy Charging Scheme and Developer Contribution SPD   | One consultation representation reiterated the need for the city council to consult when producing a Community Infrastructure Levy Charging Scheme and Developer Contribution SPD, and suggested alternative wording that slightly amends the emphasis of the existing policy. This wording is to be adopted for the purposes of the policy.  |
| Wording of strategy text that related to policy HS21 amended so that it better reflects Core Strategy policy CS8, specifically that viability will be taken into account when negotiating the percentage of affordable housing on a site by site basis   | This amendment has arisen from comments received through the consultation process.  |
| Wording to text that relates to policy HS27 amended to reflect that Supporting Contract review is not yet complete.  | This review is now scheduled to be completed by April 2012.   |
| Wording of policy HS31 amended to remove reference to Lifetime Homes being a requirement of housing development from 2013.   | Since the publication of the draft Housing Strategy, the Government has indicated that it no longer plans to legislate to make Lifetime Homes a requirement of all residential development beyond 2013.   |
| Wording of strategy text relating to the Green Deal expanded upon  | Now includes details of recently announced Government plans to enable private tenants to access the Green Deal scheme   |
| Wording of strategy text that relates to policy HS25 amended   | The national situation regarding the availability of funding for the Mortgage Rescue scheme has changed. Wording now reflects this.   |
| Wording of policy HS39 amended to reflect new date for review of Peterborough Homes Housing Allocation Policy  | Date for review removed from April 2012 to December 2012  |
| Strategy text relating to policy HS32 and the planned Health and Social Care Accommodation Strategy altered  | Date for publication of strategy has changed from June 2011 to April 2012.  |
| Text relating to the retention of existing rights for social rented tenants in the Strategic Tenancy   | Some comments received during the consultation period questioned the feasibility of the aspect of the policy that requests housing associations to allow their existing social rented tenants to retain their existing security of tenure when they transfer to an alternative  |

|  |  |
|--|--|
| Policy has been altered.   | property. The policy will be expanded to suggest that this could be achieved by ensuring that providers retain a “sustainable mix of rented tenures” that will “allow an element of choice of tenure type for both existing transferring and new tenants”. |
| Text reinforcing the collaborative approach between the council and housing association partners to develop the principles of the Strategic Tenancy Policy added to introduce section three of the policy.   | This amendment has arisen from a comment received through the consultation process which expressed concern that the tone of the text in the policy did not reflect the collaborative approach involved in its development.                                 |
| <p>Various amendments to bring the text within the strategy up to date, including;</p> <ul style="list-style-type: none"> <li>• Removing reference to the Localism ‘Bill’, and replacing with details of the Localism Act</li> <li>• Removing reference to the ‘draft’ strategy</li> <li>• Tables and figures will be updated with more up to date data when it becomes available</li> </ul> | Localism Bill received Royal Assent in November 2011   |

## Housing Strategy and Strategic Tenancy Policy Consultation Event Summary

On 17 November 2011, Peterborough City Council held a half day Housing Strategy and Strategic Tenancy Policy consultation event aimed at professionals working within the housing sector. This event was designed to provide partner agencies with an opportunity to gain a better understanding of the proposals set out in these two important documents, and to take part in a series of workshop sessions where many of the key housing-related themes in the documents could be discussed.

The following organisations and teams were represented at the Housing Strategy and Strategic Tenancy Consultation Event:

- Cross Keys Homes
- Hyde Minster
- Longhurst Group
- Axiom Housing
- BPHA
- Larkfleet
- Peterborough Streets
- Accent Nene
- Homes and Communities Agency
- NHS Peterborough
- Neighbourhoods team, Peterborough City Council
- Housing Strategy team, Peterborough City Council
- Housing Needs team, Peterborough City Council
- Housing Enforcement, Peterborough City Council
- Climate Change team, Peterborough City Council
- Planning Policy team, Peterborough City Council

The event was structured as follows;

- ❖ **Welcome and Introduction.** A brief welcome note written by Cllr Peter Hiller, Cabinet Member for Housing, Neighbourhoods and Planning, was read by Richard Kay, Group Manager – Strategic Planning, Housing and Environment
- ❖ **Overview of the draft Peterborough Housing Strategy 2011-15.** Anne Keogh, Housing Strategy Manager, gave a presentation on the draft Housing Strategy followed by a Q&A session
- ❖ **Overview of the draft Peterborough Strategic Tenancy Policy.** Matthew Hogan, Housing Strategy and Enabling Officer, gave a presentation on the draft Strategic Tenancy Policy followed by a Q&A session
- ❖ **Workshop sessions.** Attendees broke into four groups to each consider two of the following four topics as part of a workshop exercise:
  - What action should the council and its partners take to bring more empty homes back into use?
  - How should we respond to meeting the needs for specialist housing amongst vulnerable groups?
  - What needs to be done to address issues with Houses in Multiple Occupation and substandard accommodation in Peterborough?
  - What more can we do to prevent homelessness and reduce rough sleeping in Peterborough?

The main comments to emerge from these workshop sessions include:

- An identified need for specialist accommodation provision that meets the needs of:
  - Young people with disabilities
  - Those who reside in residential accommodation but require residential care
  - Those who are in between being able to live independently and those who need residential care
- A suggestion that the city council, NHS Peterborough and its housing association partners should seek to plan for the needs of specific residents at the development stage. This could be accompanied by early nominations to avoid costly adaptations post-completion.
- The city council should seek to create an empty property indemnity, similar to the model utilised under the Local Authority Mortgage Scheme, as a means of funding the refurbishment of long-term empty properties.
- The city council should seek to tie its empty homes work into other initiatives such as young offender rehabilitation programmes and apprenticeship schemes.
- The city council should consider the implementation of a 'selective licensing' scheme for all rented accommodation as a means of addressing social and environmental issues in certain areas of the city.
- There is a need to improve the accommodation options available to households in the city so that they do not have to rent from unscrupulous landlords.
- There is a need to educate tenants on their rights and how they can pursue them.
- In order to protect against debt and prevent homelessness, social landlords need to be seeking to identify which of their tenants are most likely to be adversely affected by the proposed changes to housing benefit rules and the introduction of direct payments through 'Universal Credit'.
- The introduction of 'Universal Credit' and direct payments is likely to have a profound impact upon the housing sector, from increases in homelessness through to higher borrowing costs for housing associations when funding new development.

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|  |                          |
|--|--------------------------|
| <b>SUSTAINABLE GROWTH SCRUTINY COMMITTEE</b> | <b>Agenda Item No. 6</b> |
| <b>10 JANUARY 2012</b>                       | <b>Public Report</b>     |

## 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. Training and Development

##### Performance and Development Review

As at November 2011, 68% of all employees have had an annual Performance and Development Review.

Of the 785 people assessed (allowing for staff who have Tupe'd out), the following percentage ratings were awarded.

|                                       | This Year | Last Year |
|---------------------------------------|-----------|-----------|
| 5 consistently exceeds expectations   | 10.7%     | 5%        |
| 4 regularly exceeds expectations      | 35.4%     | 25%       |
| 3 meets expectations                  | 40.8%     | 55%       |
| 2 marginally below expectations       | 2.4%      | 3%        |
| 1 significantly below expectations    | 0.5%      | 1%        |
| CR cannot rate (e.g. new to position) | 10.2%     | 11%       |

The new process, introduced in 2010 continues to be well accepted as a tool for supporting performance management processes, having received some very positive feedback from line managers and employees in a recent internal survey.

The HR team continue to be supplied the names of underperforming employees (approximately 24 staff this year) to provide proactive support to line managers.

### **Investors in People – Corporate Recognition**

Last year, we reported that we had achieved Bronze status in October 2010 and that we were now working towards achieving “Silver” status. We are working towards the achievement of silver status by March 2012.

## **b. Organisational Development**

### HR Review Process

The HR review process – a diagnostic tool used to improve our organisational capability has been piloted successfully in Children’s Services and has been adopted as one of the improvement actions from the recent Ofsted inspection.

### Terms and Conditions Amendments

This year, we successfully reduced the number of compulsory redundancies through reaching an agreement with the Trade Unions to adopt cost saving changes to terms and conditions as a way of saving jobs. All of the measures, which included the removal of car allowances and the reduction of mileage rates claimable to a standard 45p per mile were implemented at the beginning of April this year. As a consequence, 60 full time equivalent jobs were saved.

### Redundancies

During the current financial year, the HR department has supported the organisation implement a number of redundancy programmes. In total, 180 employees have been made redundant this year. A breakdown by Directorate is provided below.

| Reason                  | Chief Executive | Childrens Services | City Services | Legal & Governance | Operations | Strategic Resources | Manor Drive | Total |
|-------------------------|-----------------|--------------------|---------------|--------------------|------------|---------------------|-------------|-------|
| Redundancy - Compulsory |                 | 1                  |               | 1                  | 2          |                     | 2           | 6     |
| Redundancy - Voluntary  | 7               | 78                 | 29            | 3                  | 29         | 1                   | 27          | 174   |
| Total                   | 7               | 79                 | 29            | 4                  | 31         | 1                   | 29          | 180   |

### Outsourcing/Restructures

The HR function has successfully supported the organisation through a number of restructures, in particular the outsourcing of City Services (581 employees) and more recently “Manor Drive” (357 employees, including 60 “casuals”).

During the same period, the HR team have supported the tupe “in” of a small number of employees from Rutland.

## **c. Employee Relations**

### Employment Tribunal Claims

Despite managing a significant number or redundancies and other situations that always carry the potential for employment litigation claims, none of these have resulted in a single employment tribunal claim during the year.



Of the five claims in progress carried forward from last year, we have two claims still outstanding. Of the three closed cases, two were withdrawn by the employees at no cost/settlement. One was settled for a small “commercial” settlement payment.

#### Attendance Improvement

We have undertaken some work recently to develop a new set of management reports and process changes to address staff with high absence patterns. These further improvements to our absence management practices will be implemented in 2012 and will support the ongoing downward trend in absence levels within the Council, currently running at 3.38% for active employees on the payroll as at December 2011.

#### Grievances

During the year we have only received/managed 5 formal grievances of which two have been resolved with no detriment to the Council. The remaining 3 are still being considered under the grievance procedure.

#### Policy Review

A significant amount of work has been undertaken to update our policies, to ensure they are legally compliant and to simplify them. 20 key policy documents (including disciplinary, grievance and redundancy) have been updated and approved by the Trade Unions and Employment Committee. In addition a new policy to address the use of social media (Facebook Twitter etc) has also been implemented.

We plan to conclude the entire policy review by May 2012.

#### T.U. Relations

Trade Union relations have continued to be maintained at a high level (both within the Council and with external officials), underpinning the “partnership” ethos developed in recent years.

### **d. HR Team Service Delivery**

The HR team structure has continued to be managed effectively during the year, balancing carefully the need for appropriate support with delivering cost savings to the organisation. The HR team headcount has reduced from 26 (January 2011) to 21 people currently.

The HR budget has been managed carefully with a positive variance last year and a forecasted positive variance for the current financial year.

All HR team members have had a Performance and Development Review in the last 6 months and have clear priorities.

Particular points to note are that we have diverted some HR resource to support the improvement work required in Children’s Services and released 3 employees following the transfer out of City Services and Manor Drive.

## **5.2 PEOPLE REPORT**

This report is attached – (see Appendix 1) provides key workforce statistics as at December 2011. 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 2.

**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 - HR People Report as at November 2011
- 9.2 Appendix 2 - HR Benchmarking Report – December 2011

# PEOPLE MANAGEMENT REPORT AS AT 30<sup>th</sup> November 2011

Produced by  
PCC Human Resources

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## INTRODUCTION

The people report is a tool for presenting key HR statistics and trends covering the Council Directorates. 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. We have excluded data related to services which have TUPEd out of the organisation such as City Services \ Manor Drive where appropriate to show trends related to the services currently in the council. Tables and graphs will therefore vary potentially from complete historic figures produced for other purposes. The basis for data should be clear, but clarification and different views may be available on request. Previous financial year figures on some tables may be only approximate equivalents where services have been reorganised or changed substantially.

## HIGHLIGHTS BOARD – WORKFORCE MEASURES

| HEADCOUNT AND FTE  | OVERTIME  |
|--|---|
| <p>↓ <i>FTE Headcount</i> - decreased by 259 in November due mainly to the TUPE transfer to Serco.</p> <p><i>Leavers</i> – In addition to the TUPE there were 8 resignations and 4 voluntary redundancies.</p> <p><i>Redundancies</i> - In the last 12 Months there have been 4 forced redundancies and 118 voluntary redundancies out of 216 Leavers.</p>   | <p><i>Overtime costs for the last 12 months</i> - ↓77.5K against the previous 12 months. While overtime may be budgeted and unavoidable in some cases, and the cheapest alternative in others, the long term aspiration would be to see a continuing reducing trend.</p>  |
| HR CASE MANAGEMENT   | TRAINING, PERFORMANCE & DEVELOPMENT   |
| <p><i>Current Cases</i> - ↓ <i>number of current cases at month end fell from 59 to 36 this month compared with 42 cases last year.</i></p> <p><i>Current Case types</i> – ↓-15 <i>attendance management</i> , ↓-7 <i>disciplinary and capability matters</i>, ↓-1 <i>grievance.</i></p> <p><i>Average case resolution time this month</i> ↓29 <i>days [due to resolution of a number of long term cases this month.] and 23 days average across the last 12 Months.</i></p> | <p>According to returns requested from Heads of Service, 67% of 2011/12 PDRs were completed by 30th November [Less than previous month due to TUPE. For remaining departments this was an overall increase of 0.3%] All PDRs were originally targeted for completion by June. The highest percentage completed is in Legal and Governance at 98.2%, the lowest in Children's Services at 50.3% [up from 48% in October]. Monitoring is continuing.</p> <p>75 places were provided on attended 11 corporate training courses in November with an 91% attendance rate. 100% rated courses as excellent, good or meeting expectations. 32 e-learning modules were completed.</p> |
| CRB \ SAFEGUARDING   | DIVERSITY   |
| <p>CRB – Apparent discrepancies again analysed this month by HR and referred to managers for resolution. ↑ Approximately 8% of records have an issue which needs following up, from starting a recheck to chasing an employee for form completion to awaiting return of check in progress.</p>   | <p>The workforce had a generally stable diversity profile in recent years, but recent significant TUPEs mean there has been changes to the workforce profile. Compared with April 09 and excluding TUPE'd services change in minority ethnic staff ↓ by 0.2% of staff, ↓ DDA self declared disability -1.1% and ↓2.2% female representation.</p>  |

## HIGHLIGHTS BOARD – SICKNESS \ ATTENDANCE

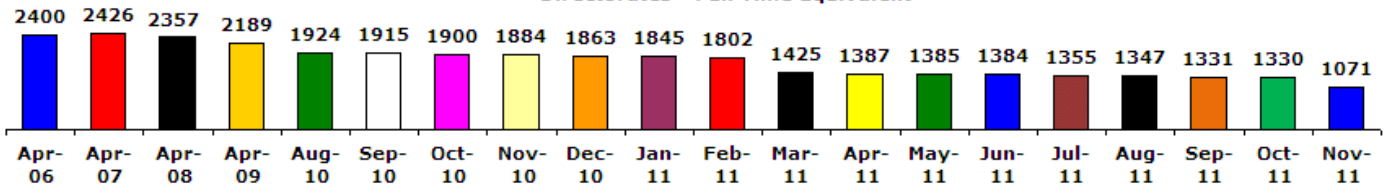
| WORKING TIME LOST - MONTH  | LONG TERM ABSENCE  |
|--|--|
| <p>Sickness levels this month were 0.88 days per employee – ↑ on last month [0.08] but ↓ on November 10 [1.06]. This is a loss of approximately 4.6% of working days instead of 5.6% last year.</p> <p>Areas with better rates than previous November: Adult Social Services, Childrens Services, Strategic Resources</p> <p>Areas with worse rates than previous October: Operations, Legal &amp; Governance, Chief Exec [Smaller depts. Tend to have more volatile rates].</p>   | <p>Cases - Staff with an ongoing long term absence ↓ on last month from 32 to 26, 10 less than in October 2010.</p> <p>% of sickness days that are long term has not changed at 51% this month. [average for Non-District councils has been falling and is now is 49%. This is much higher than the private sector and is a major cause of different rates [due to workforce profile differences].</p>   |
| WORKING TIME LOST - ANNUAL   | ABSENCE BY CATEGORY  |
| <p>In the last 12 months the loss was 8.9 days per employee or approximately 3.9% of working days. ↓ on 10/11 financial year [10.71 days]. There was an upward effect on figures from the TUPE of Manor Drive which had lower than average sickness rate. Comparing the score excluding Manor Drive the rate fell this month from 9.13 days for the 12 months, so the figures continue to represent an improvement.</p> <p>Above average annual rates: Chief Executive, Childrens Services, Adult Social Services.</p> <p>Below average annual rates: Operations, Legal &amp; Governance, Strategic Resources</p> <p>All Directorates had better rates than the previous year except Chief Exec and Adult Social Services.</p> | <p>↑ 75% of absence occurrences and ↑66% of sick days lost fall in four top groups:</p> <ol style="list-style-type: none"> <li>1. Infections, Colds and Flu</li> <li>2. Stomach, liver, kidney and digestion</li> <li>3. Back, Neck and other Musculo-Skeletal problems.</li> <li>4. Stress related causes – fourth most frequent cause but this tends to be long term and so it leads currently to the second highest loss of days for a single category. This has also increased in proportion due to the change in the composition of the workforce with many more manual occupations transferred outside the council.</li> </ol> |
|  | DIRECT SICK PAY COSTS OSP\SSP  |
|  | <p>↓ 217.5K For the most recent 12 months against previous 12 months.</p>  |

↓↑ Indicate decreases or increases against previous period. Previous comparisons exclude Services now TUPEd outside of the Council in most cases to show the trends for the Council as it is currently.

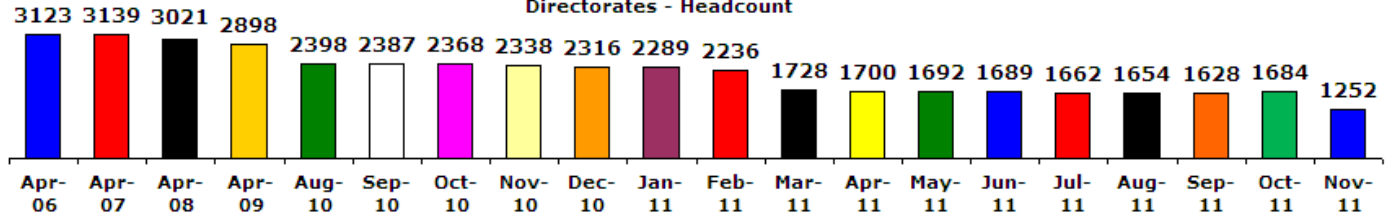
# Summary Charts

## FTE & Headcount

Directorates - Full Time Equivalent

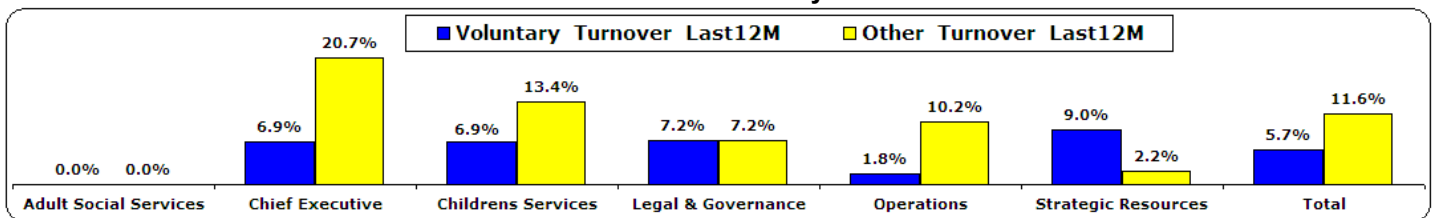


Directorates - Headcount



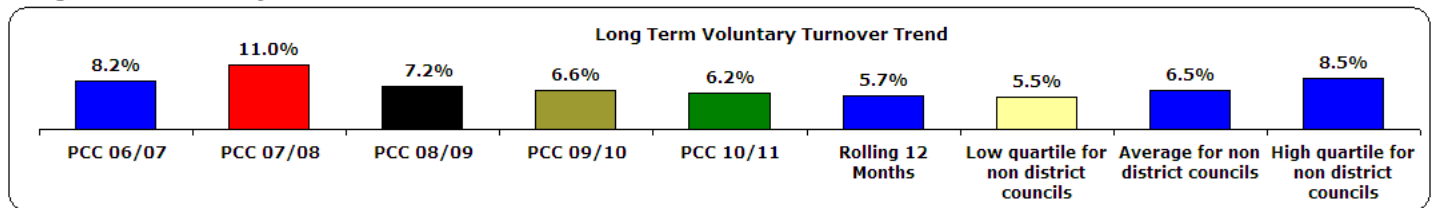
## Turnover

Turnover Last 12 Months by Directorate



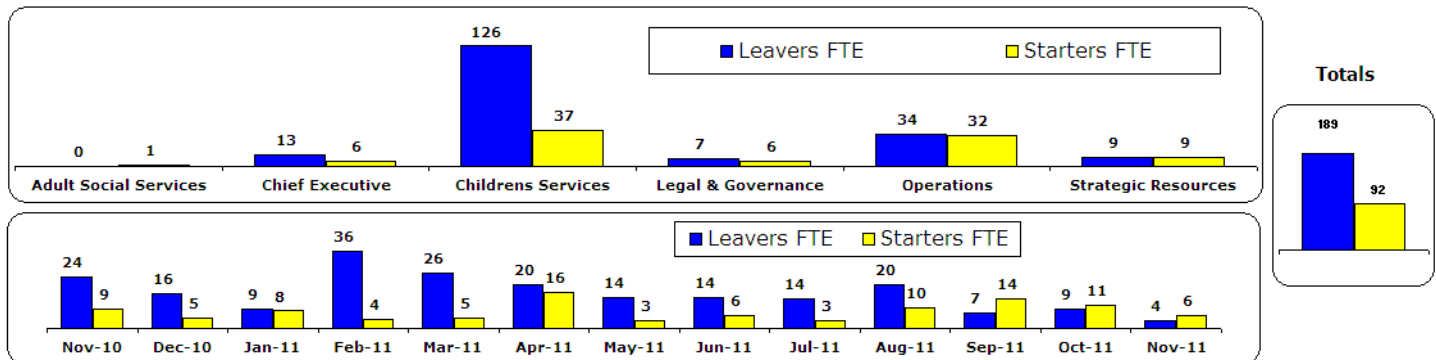
## Long Term Voluntary Turnover Trend

External data from HR Benchmarker 2011

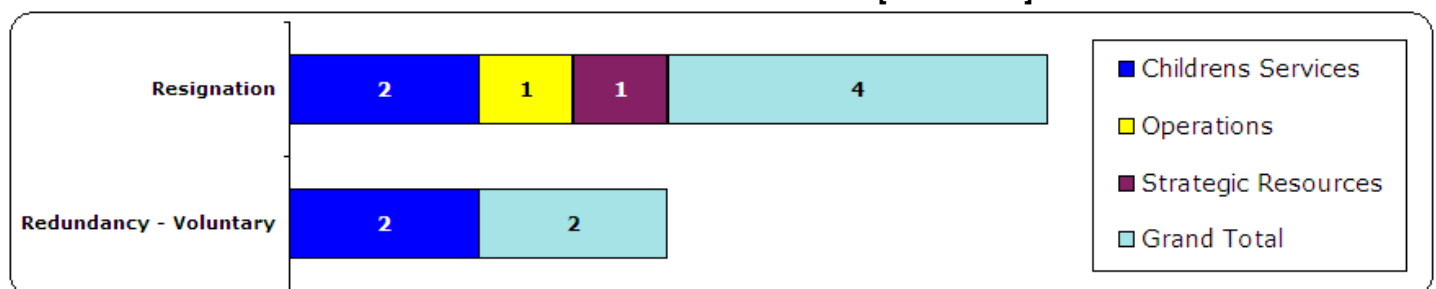


## Starters against Leavers for last 12 Months by Directorate and Month

[FTE basis to nearest whole FTE - Permanent & Temporary Appointments]

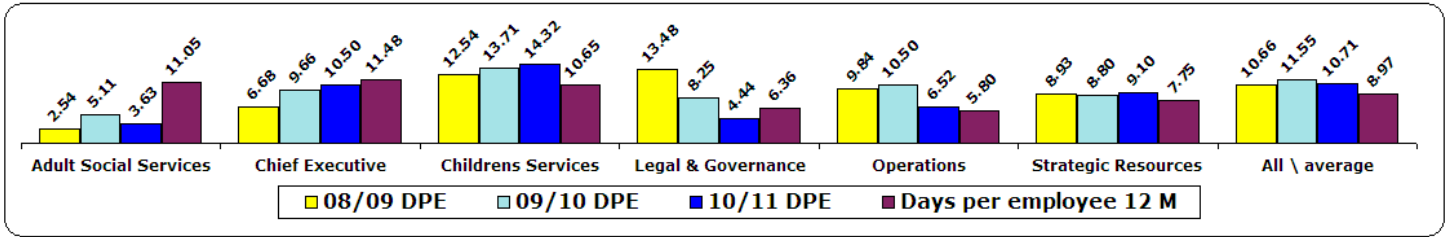


## Leavers Breakdown for latest month [Headcount]

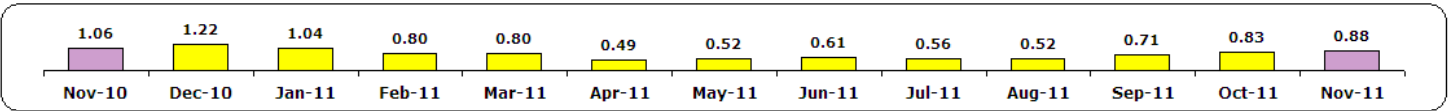


# Attendance

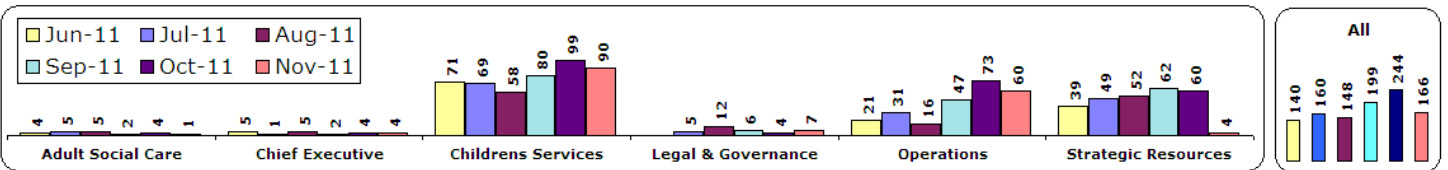
## Sickness FTE Days per employee trend by Directorate



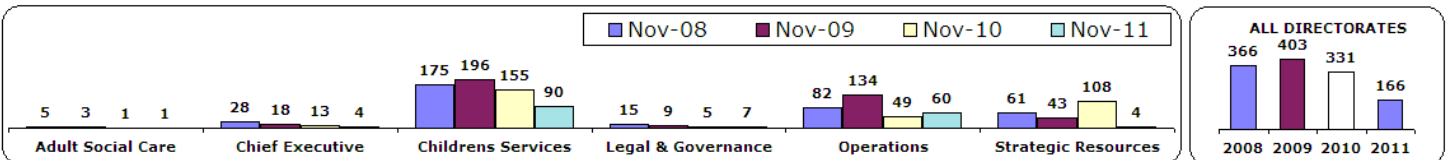
## Monthly Trends in days per employee - last 13 months



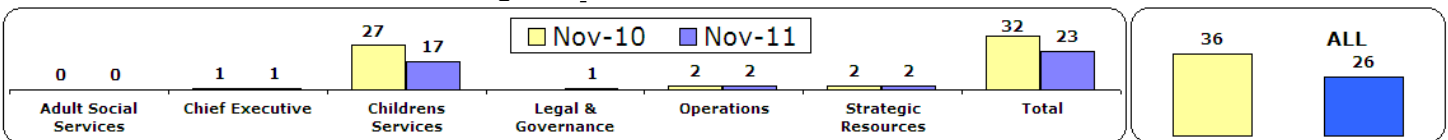
## Trend in the number of Sickness Occasions During Month - last 6 months



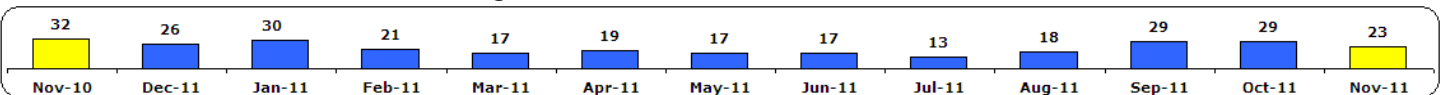
## Trend in the number of Sickness Occasions During Month - this month against previous years



## Long Term Sickness Cases at end of month

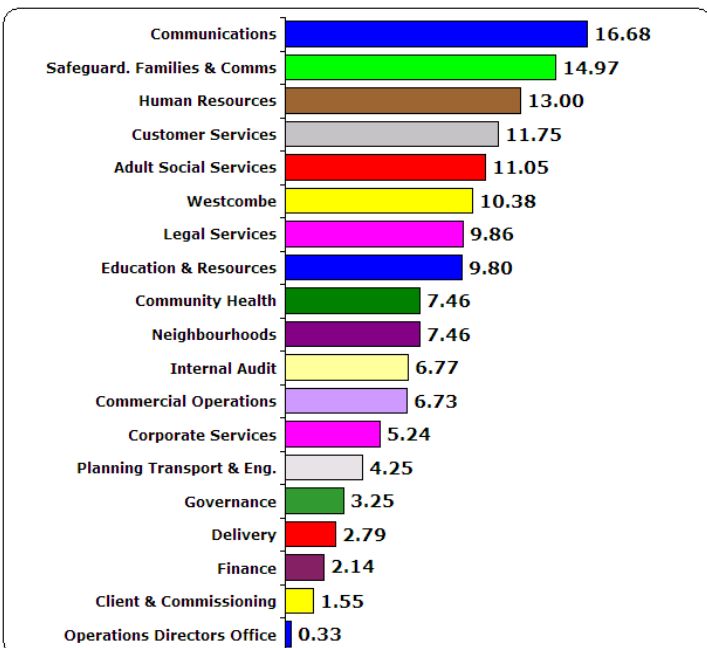


## Trend in Long Term Sickness Cases at month end - 13 Months

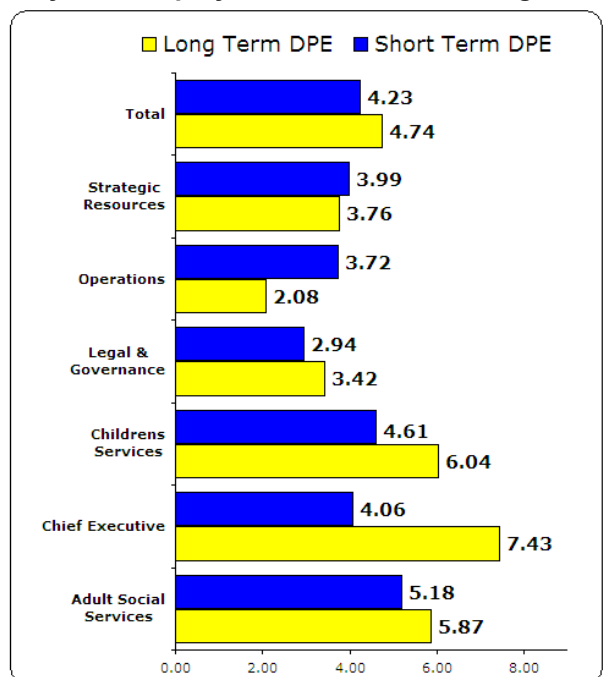


## Services Ranked by Days per Employee - 12 Months

Shows only services with 10 or more average FTE



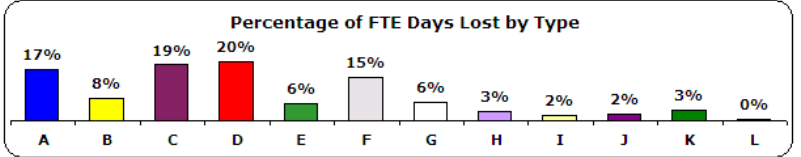
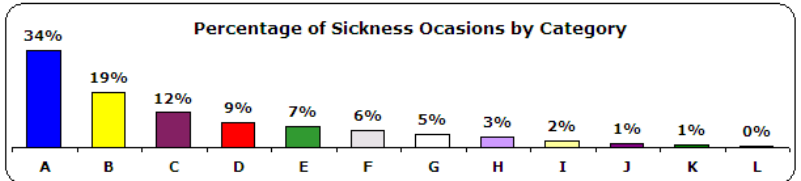
## Days Per employee - short term and long term



# Attendance

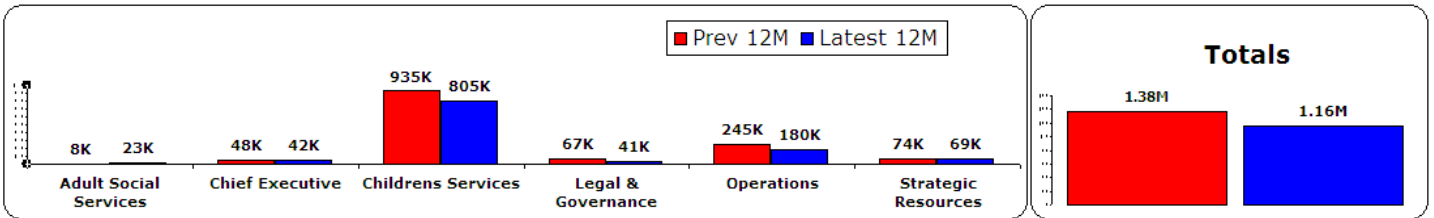
## Absence by Type Summary

| Code | Absence Category                         | Occasions | Days Lost |
|------|--|-----------|-----------|
| A    | Infections inc. Colds And Flu            | 33.9%     | 17.14%    |
| B    | Stomach, liver, kidney & digestion       | 19.2%     | 7.65%     |
| C    | Musculo-skeletal inc Back & Neck         | 12.4%     | 18.71%    |
| D    | Stress, Depression, Anxiety, Fatigue     | 8.7%      | 19.71%    |
| E    | Neurological inc. Headaches & Migraine   | 7.3%      | 5.57%     |
| F    | Other                                    | 5.7%      | 14.68%    |
| G    | Eye, Ear, Nose, Mouth, Dental, Sinusitis | 4.5%      | 6.06%     |
| H    | Chest & Respiratory inc Chest Infections | 3.4%      | 3.06%     |
| I    | Pregnancy Related                        | 2.1%      | 1.65%     |
| J    | Gento-urinary/gynaecological             | 1.5%      | 2.03%     |
| K    | No Reason Given                          | 1.0%      | 3.31%     |
| L    | Heart, Blood Pressure & Circulation      | 0.4%      | 0.45%     |

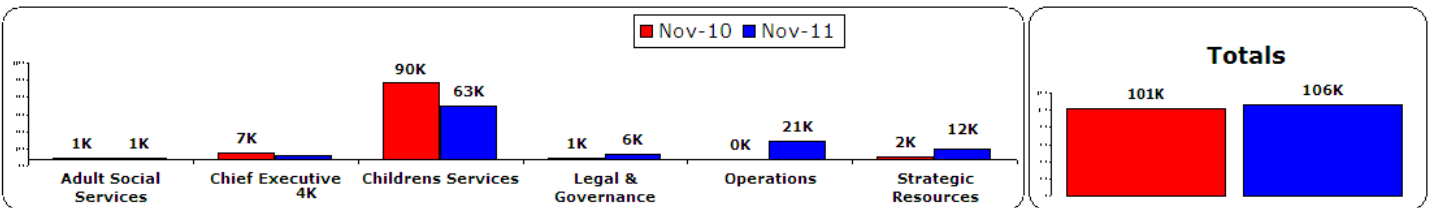


## Cost Measures

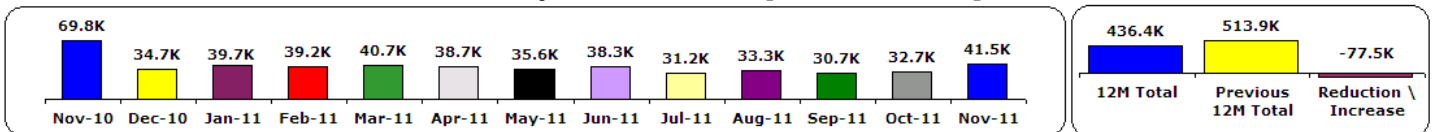
### Direct Sickness Costs [OSP \ SSP] - Last 12 Months compared with previous 12 Months [excludes TUPEd services]



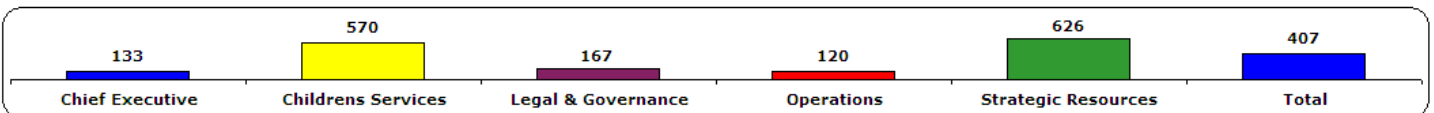
### Direct Sickness Costs [OSP \ SSP] - Most recent month compared [excludes TUPEd services]



### Monthly Overtime Trend [non contractual]

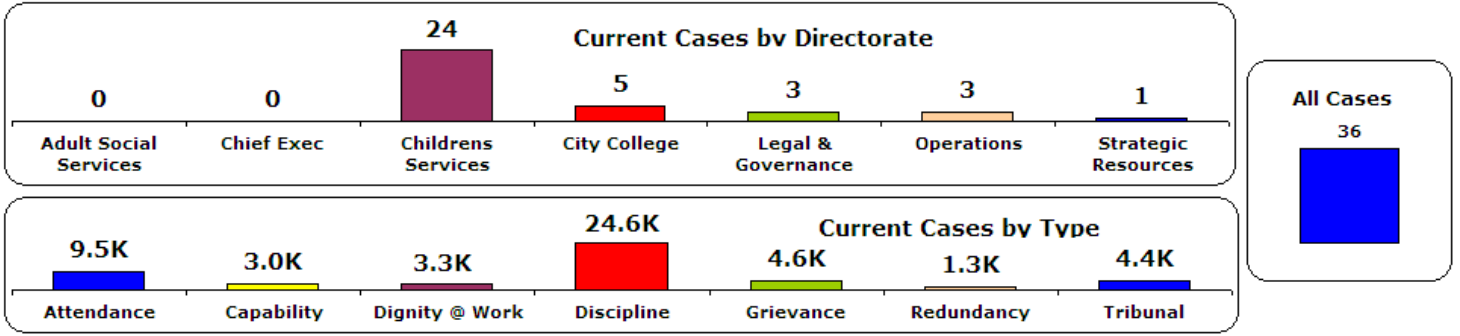


### Non Contractual Overtime Expenditure per FTE Employee - Last 12 Months

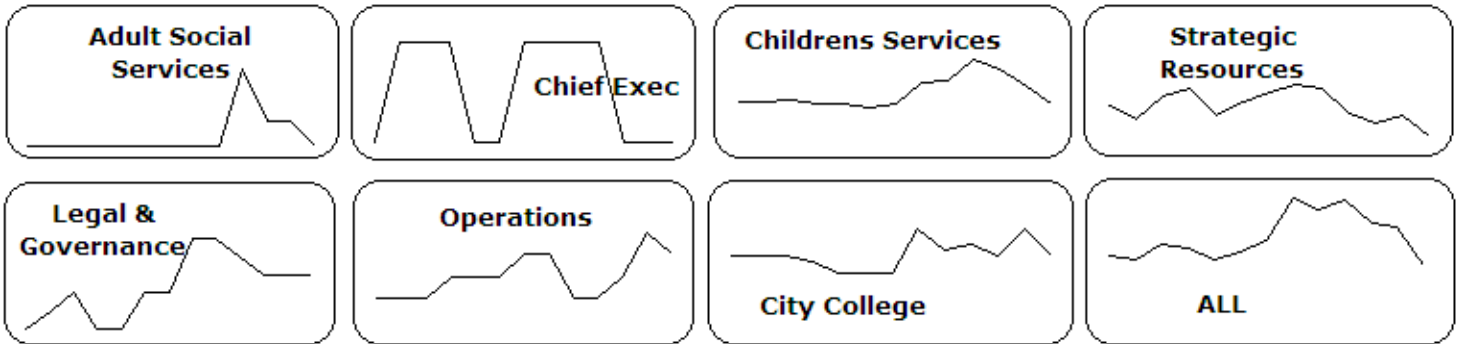


# CASE MANAGEMENT

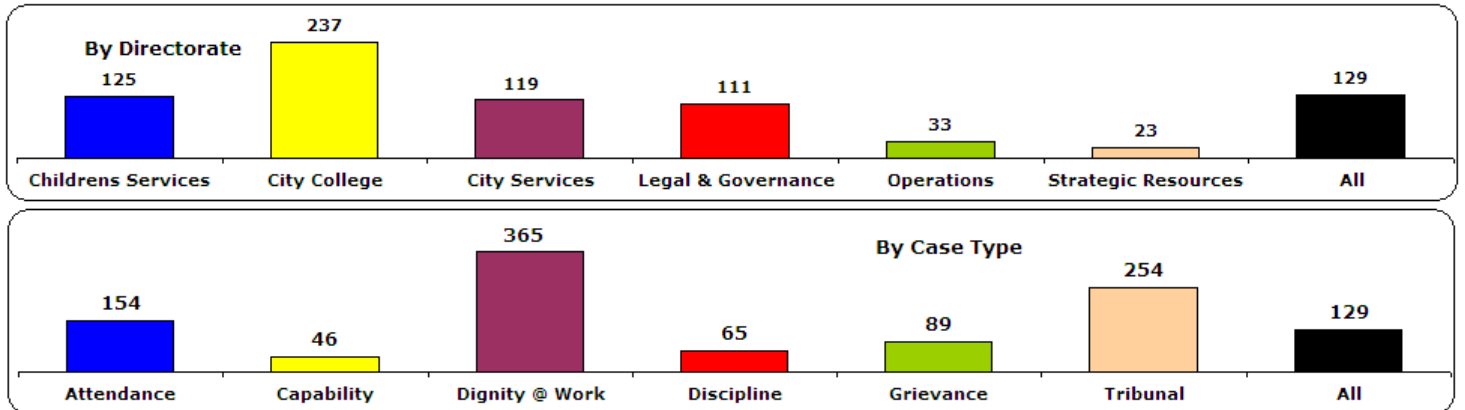
## Current cases at month end



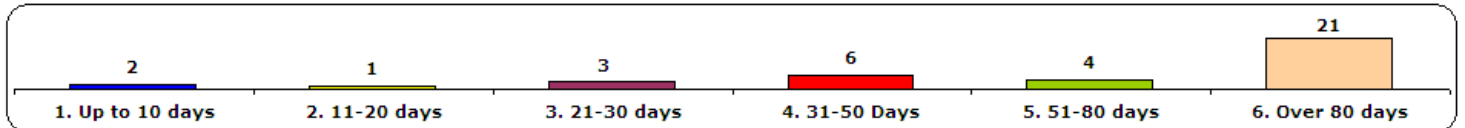
## Number of current cases trend – 12 Months



## Average Age of Currently open Cases [Working Days]

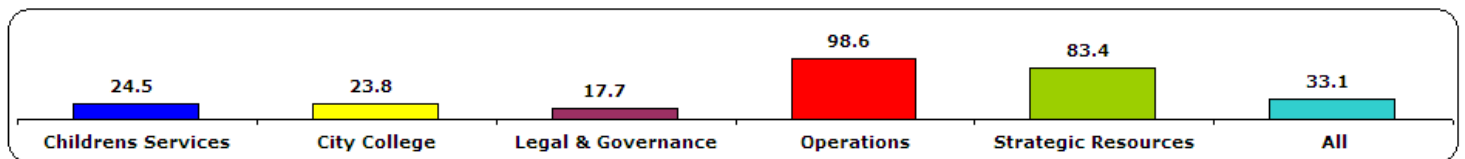


## Age analysis of current Cases

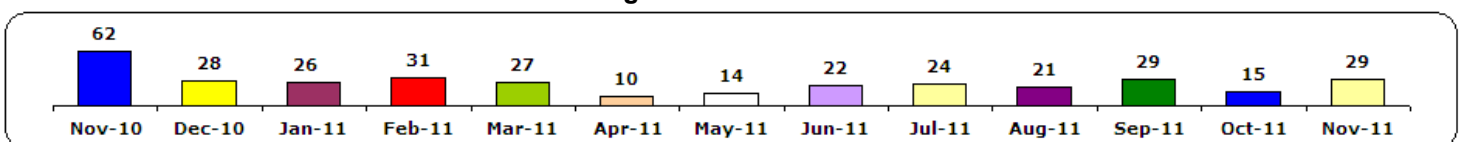


## Ratio of current cases to employees - 1 current case per x employees

[Higher is better]

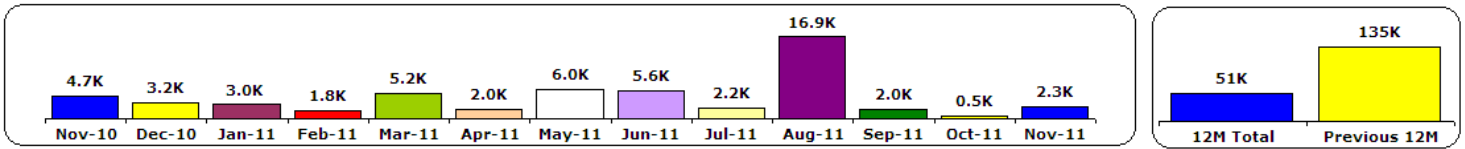


## Average Case Closure Times





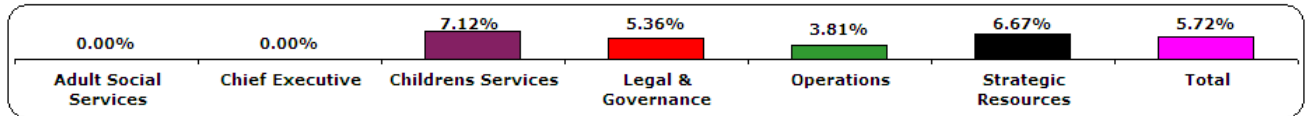
**Case Estimated Costs Trend by Month** Incorporates estimated HR \ investigation time, legal costs, awards etc.



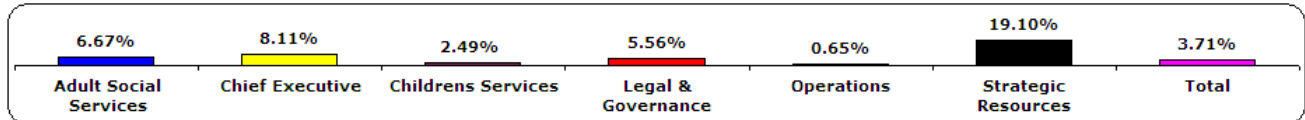
## EQUALITY AND DIVERSITY

### Current Workforce by Directorate

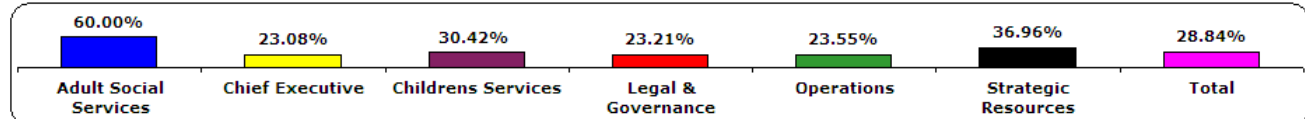
**% Employees from ethnic minority and mixed backgrounds**



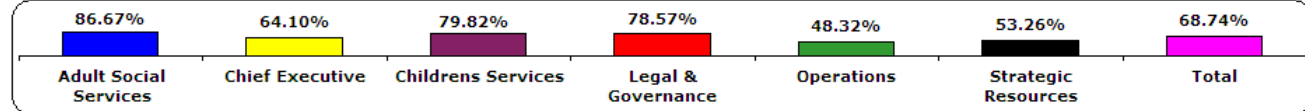
**% employees who consider themselves to have a disability**



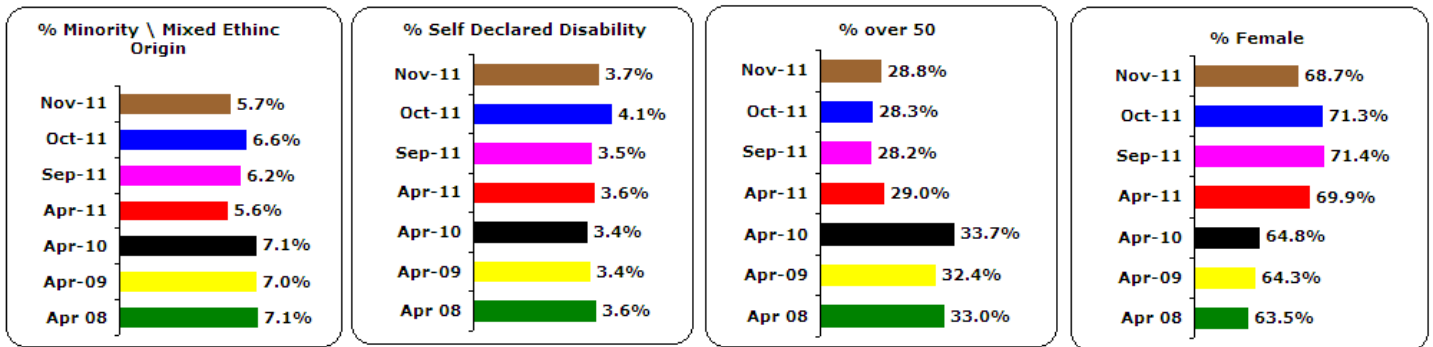
**% employees aged 50 or over**



**% employees by gender - female**

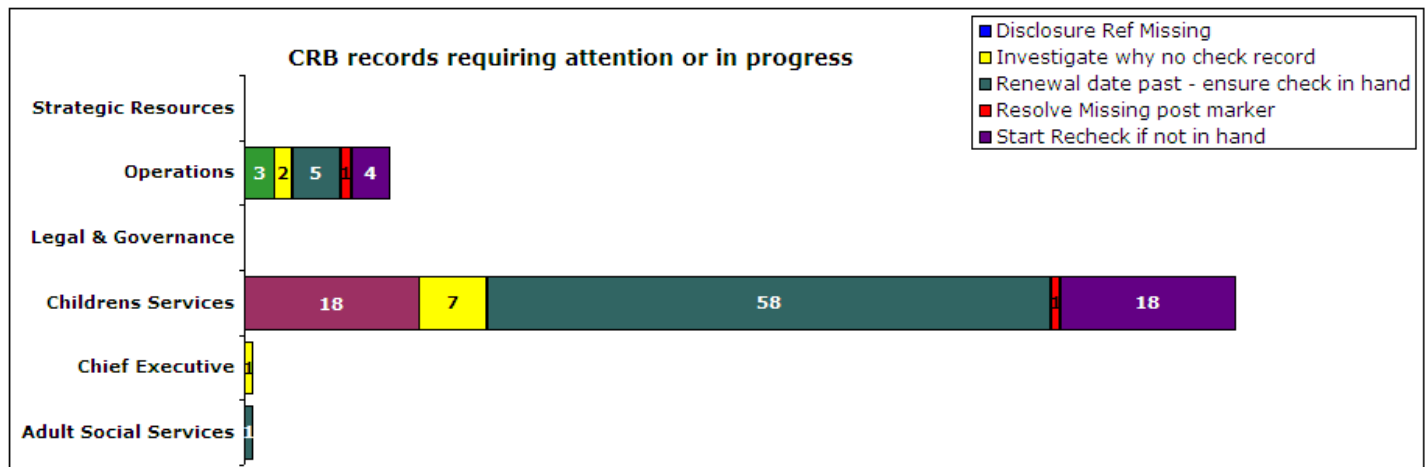


### Trends in Key Diversity Measures



## Criminal Records Checks Requiring Attention

Checks in progress or due but not completed, records requiring review etc – Detailed on establishment reports.



## DIRECTORATE & SERVICE DETAILED TABLES

### Headcount and FTE figures - Directorates as at month end

| Service                       | Head count | Appoint ments | Full Time Equivalent | Casual | Full Time | Part Time | Perm anent | Temp orary | FTE CHANGE OVER MONTH* | FTE CHANGE 12 Months* |
|-------------------------------|------------|---------------|----------------------|--------|-----------|-----------|------------|------------|------------------------|-----------------------|
| <b>Adult Social Services</b>  | 15         | 15            | 13.5                 | 0      | 7         | 8         | 15         | 0          | (0.2)                  | 0.9                   |
| Chief Executive Office        | 3          | 3             | 2.5                  | 0      | 2         | 1         | 3          | 0          | 0.0                    | (3.0)                 |
| Communications                | 11         | 11            | 10.4                 | 0      | 10        | 1         | 11         | 0          | 1.0                    | (2.4)                 |
| Delivery                      | 5          | 5             | 5.0                  | 0      | 5         | 0         | 5          | 0          | 0.0                    | (14.8)                |
| Human Resources               | 22         | 23            | 20.2                 | 0      | 14        | 8         | 18         | 4          | (1.0)                  | (2.3)                 |
| <b>Chief Executive</b>        | 41         | 42            | 38.1                 | 0      | 31        | 10        | 37         | 4          | 0.0                    | (22.5)                |
| Directors Office              | 1          | 1             | 1.0                  | 0      | 1         | 0         | 1          | 0          | 0.0                    | (1.0)                 |
| Community Health              | 290        | 332           | 211.5                | 51     | 129       | 110       | 220        | 19         | 110.5                  | 166.1                 |
| Education & Resources         | 147        | 168           | 127.0                | 11     | 95        | 41        | 124        | 12         | 0.7                    | (14.8)                |
| Safeguard. Families & Comms   | 277        | 313           | 247.5                | 28     | 206       | 43        | 244        | 5          | (111.8)                | 43.9                  |
| <b>Childrens Services</b>     | 715        | 814           | 587.0                | 90     | 431       | 194       | 589        | 36         | (0.6)                  | (74.9)                |
| Governance                    | 25         | 27            | 23.9                 | 1      | 19        | 5         | 24         | 0          | 9.6                    | 6.6                   |
| Legal Services                | 29         | 29            | 27.1                 | 1      | 26        | 2         | 28         | 0          | 1.0                    | 4.6                   |
| Solicitor & Support Staff     | 2          | 2             | 2.0                  | 0      | 2         | 0         | 2          | 0          | 0.0                    | 1.0                   |
| <b>Legal &amp; Governance</b> | 56         | 58            | 53.1                 | 2      | 47        | 7         | 54         | 0          | 1.0                    | 2.6                   |
| Commercial Operations         | 43         | 44            | 34.5                 | 0      | 20        | 23        | 43         | 0          | (0.4)                  | (2.8)                 |
| Finance                       | 6          | 6             | 6.0                  | 0      | 6         | 0         | 6          | 0          | (1.0)                  | (3.0)                 |
| Neighbourhoods                | 142        | 152           | 130.7                | 2      | 115       | 25        | 136        | 4          | 3.0                    | (8.5)                 |
| Operations Directors Office   | 6          | 6             | 6.0                  | 0      | 6         | 0         | 6          | 0          | 1.0                    | 4.0                   |
| Planning Transport & Eng.     | 133        | 139           | 118.6                | 13     | 104       | 16        | 117        | 3          | 1.2                    | 20.1                  |
| <b>Operations</b>             | 330        | 347           | 295.8                | 15     | 251       | 64        | 308        | 7          | 3.8                    | 8.8                   |
| Client & Commissioning        | 8          | 8             | 8.0                  | 0      | 8         | 0         | 8          | 0          | 3.0                    | (16.8)                |
| Corporate Services            | 25         | 25            | 22.9                 | 0      | 20        | 5         | 25         | 0          | 0.0                    | (50.6)                |
| Customer Services             | 30         | 30            | 23.6                 | 1      | 15        | 14        | 29         | 0          | 0.0                    | 16.8                  |
| Internal Audit                | 7          | 7             | 6.0                  | 0      | 4         | 3         | 7          | 0          | 0.0                    | 5.0                   |
| SR Director                   | 2          | 2             | 2.0                  | 0      | 2         | 0         | 2          | 0          | 0.0                    | 2.0                   |
| Westcombe                     | 23         | 23            | 21.0                 | 0      | 18        | 5         | 20         | 3          | 1.0                    | 1.2                   |
| <b>Strategic Resources</b>    | 95         | 95            | 83.4                 | 1      | 67        | 27        | 91         | 3          | (263.3)                | (291.1)               |
| <b>Total</b>                  | 1252       | 1371          | 1,070.9              | 108    | 834       | 310       | 1094       | 50         | (259.2)                | (813.0)               |

- 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 appointments | Monthly Breakdown of Leavers |                   |               |             |                            |                        |                      |        |        |        |        | Total |        |        |        |        |        |        |        |        |
|-------------------------------|----------------------|------------------------------|-------------------|---------------|-------------|----------------------------|------------------------|----------------------|--------|--------|--------|--------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
|                               |                      | Apps 30th Nov                | Voluntary Leavers | Other Leavers | All Leavers | Voluntary Turnover Last12M | Other Turnover Last12M | All Turnover Last12M | Dec-10 | Jan-11 | Feb-11 | Mar-11 |       | Apr-11 | May-11 | Jun-11 | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 |
| <b>Adult Social Services</b>  | 14.5                 | 15                           | 0                 | 0             | 0           | 0.0%                       | 0.0%                   | 0.0%                 |        |        |        |        |       |        |        |        |        |        |        |        | 0      |
| Chief Executive Office        | 4                    | 3                            | 0                 | 1             | 1           | 0.0%                       | 25.0%                  | 25.0%                |        | 1      |        |        |       |        | 0      |        |        |        |        |        | 1      |
| Communications                | 12                   | 11                           | 1                 | 4             | 5           | 8.3%                       | 33.3%                  | 41.7%                |        | 1      | 1      |        |       | 2      |        |        |        |        | 1      |        | 5      |
| Delivery                      | 6                    | 5                            | 0                 | 1             | 1           | 0.0%                       | 16.7%                  | 16.7%                |        |        | 1      |        |       |        |        |        |        |        |        |        | 1      |
| Human Resources               | 21.5                 | 20                           | 2                 | 3             | 5           | 9.3%                       | 14.0%                  | 23.3%                |        |        | 2      | 1      |       | 1      |        |        | 1      |        |        |        | 5      |
| <b>Chief Executive</b>        | 43.5                 | 39                           | 3                 | 9             | 12          | 6.9%                       | 20.7%                  | 27.6%                |        | 2      | 4      | 1      |       | 1      | 2      | 0      | 1      |        | 1      |        | 12     |
| Directors Office              | 1.5                  | 1                            | 1                 | 0             | 1           | 66.7%                      | 0.0%                   | 66.7%                |        |        |        |        |       |        |        |        |        |        |        | 1      | 1      |
| Community Health              | 273.5                | 259                          | 19                | 29            | 48          | 6.9%                       | 10.6%                  | 17.6%                | 2      |        | 11     | 6      | 4     | 2      | 4      | 4      | 8      | 3      | 3      | 1      | 48     |
| Education & Resources         | 161                  | 149                          | 6                 | 26            | 32          | 3.7%                       | 16.1%                  | 19.9%                | 1      |        | 9      | 1      | 2     | 4      | 2      | 3      | 8      |        | 1      | 1      | 32     |
| Learning & Skills             | 1                    | 0                            | 0                 | 2             | 2           | 0.0%                       | 200.0%                 | 200.0%               |        |        |        | 1      | 1     |        |        |        |        |        |        |        | 2      |
| Safeguard. Families & Comms   | 286.5                | 265                          | 24                | 40            | 64          | 8.4%                       | 14.0%                  | 22.3%                | 5      | 4      | 12     | 9      | 12    | 5      | 4      | 4      | 3      | 1      | 3      | 2      | 64     |
| <b>Childrens Services</b>     | 723.5                | 674                          | 50                | 97            | 147         | 6.9%                       | 13.4%                  | 20.3%                | 8      | 4      | 32     | 17     | 19    | 11     | 10     | 11     | 19     | 5      | 7      | 4      | 147    |
| Governance                    | 27.5                 | 26                           | 3                 | 4             | 7           | 10.9%                      | 14.5%                  | 25.5%                | 1      |        | 1      | 1      |       | 1      |        |        | 3      |        |        |        | 7      |
| Legal Services                | 26.5                 | 28                           | 1                 | 0             | 1           | 3.8%                       | 0.0%                   | 3.8%                 |        |        | 1      |        |       |        |        |        |        |        |        |        | 1      |
| Solicitor & Support Staff     | 1.5                  | 2                            | 0                 | 0             | 0           | 0.0%                       | 0.0%                   | 0.0%                 |        |        |        |        |       |        |        |        |        |        |        |        | 0      |
| <b>Legal &amp; Governance</b> | 55.5                 | 56                           | 4                 | 4             | 8           | 7.2%                       | 7.2%                   | 14.4%                | 1      |        | 2      | 1      |       | 1      |        |        | 3      |        |        |        | 8      |
| Commercial Operations         | 43.5                 | 44                           | 1                 | 11            | 12          | 2.3%                       | 25.3%                  | 27.6%                |        |        |        | 2      |       |        | 2      | 7      |        |        |        | 1      | 12     |
| Cultural Services             | 0.5                  | 0                            | 0                 | 1             | 1           | 0.0%                       | 200.0%                 | 200.0%               |        |        |        | 1      |       |        |        |        |        |        |        |        | 1      |
| Environment Capital           | 1                    | 0                            | 0                 | 0             | 0           | 0.0%                       | 0.0%                   | 0.0%                 |        |        |        |        |       |        |        |        | 0      |        |        |        | 0      |
| Finance                       | 7                    | 6                            | 0                 | 1             | 1           | 0.0%                       | 14.3%                  | 14.3%                |        |        |        |        | 1     |        |        |        |        |        |        |        | 1      |
| Neighbourhoods                | 146                  | 147                          | 3                 | 17            | 20          | 2.1%                       | 11.6%                  | 13.7%                | 6      | 1      | 2      | 8      |       | 1      |        |        | 1      | 1      |        |        | 20     |
| Operations Directors Office   | 6                    | 6                            | 0                 | 0             | 0           | 0.0%                       | 0.0%                   | 0.0%                 |        |        |        |        |       |        |        |        |        |        |        |        | 0      |
| Planning Transport & Eng.     | 121                  | 124                          | 2                 | 3             | 5           | 1.7%                       | 2.5%                   | 4.1%                 | 1      |        |        |        |       |        |        |        | 2      | 2      |        |        | 5      |
| <b>Operations</b>             | 325                  | 327                          | 6                 | 33            | 39          | 1.8%                       | 10.2%                  | 12.0%                | 7      | 1      | 2      | 11     | 1     |        | 3      | 7      | 3      | 3      |        | 1      | 39     |
| Client & Commissioning        | 7                    | 8                            | 1                 | 0             | 1           | 14.3%                      | 0.0%                   | 14.3%                |        |        |        |        | 1     |        |        |        |        |        |        |        | 1      |
| Corporate Services            | 25.5                 | 25                           | 1                 | 0             | 1           | 3.9%                       | 0.0%                   | 3.9%                 |        |        |        |        |       |        |        |        |        |        | 1      |        | 1      |
| Customer Services             | 27                   | 29                           | 4                 | 0             | 4           | 14.8%                      | 0.0%                   | 14.8%                |        | 1      |        |        | 1     | 1      |        |        |        |        |        | 1      | 4      |
| Internal Audit                | 7.5                  | 7                            | 0                 | 1             | 1           | 0.0%                       | 13.3%                  | 13.3%                |        |        |        |        |       | 1      |        |        |        |        |        |        | 1      |
| SR Director                   | 1.5                  | 2                            | 0                 | 0             | 0           | 0.0%                       | 0.0%                   | 0.0%                 |        |        |        |        |       |        |        |        |        |        |        |        | 0      |
| Westcombe                     | 20.5                 | 21                           | 2                 | 1             | 3           | 9.8%                       | 4.9%                   | 14.6%                | 1      |        |        |        |       | 1      |        |        |        |        | 1      |        | 3      |
| <b>Strategic Resources</b>    | 89                   | 92                           | 8                 | 2             | 10          | 9.0%                       | 2.2%                   | 11.2%                | 1      | 1      |        |        | 2     | 1      | 2      |        |        | 1      | 1      | 1      | 10     |
| <b>Total</b>                  | 1251                 | 1203                         | 71                | 145           | 216         | 5.7%                       | 11.6%                  | 17.3%                | 17     | 8      | 40     | 30     | 22    | 14     | 17     | 18     | 26     | 9      | 9      | 6      | 216    |

- The TUPE of City Services \ Cultural Services \ Manor Drive etc. are 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            | Chief Executive | Childrens Services | Legal & Governance | Operations | Strategic Resources | Total      |
|-------------------------|-----------------|--------------------|--------------------|------------|---------------------|------------|
| Dismissal               |                 | 3                  |                    |            |                     | 3          |
| End of Temporary Work   |                 | 7                  |                    |            |                     | 7          |
| Redundancy - Forced     |                 | 1                  | 1                  | 2          |                     | 4          |
| Redundancy - Voluntary  | 7               | 78                 | 3                  | 29         | 1                   | 118        |
| Resignation             | 3               | 50                 | 4                  | 6          | 8                   | 71         |
| Retirement              |                 | 8                  |                    | 1          | 1                   | 10         |
| Transfer of Undertaking | 2               |                    |                    | 1          |                     | 3          |
| <b>Total</b>            | <b>12</b>       | <b>147</b>         | <b>8</b>           | <b>39</b>  | <b>10</b>           | <b>216</b> |

- The TUPE of City Services \ Cultural Services \ Manor Drive etc. are not included in these figures to avoid distortion.

# ATTENDANCE

## SICKNESS DAYS PER EMPLOYEE - ROLLING 12 MONTHS

| Service                       | 12M Average FTE | FTE Days | Days per employee 12 M | 08/09 DPE | 09/10 DPE | 10/11 DPE | Change 12M on 10/11 DPE (minus is good) | Approx % working time lost 12M | Occasion in final Month | 12M Occasions | Long Term % | Long Term DPE | Short Term DPE |
|-------------------------------|-----------------|----------|------------------------|-----------|-----------|-----------|---|--------------------------------|-------------------------|---------------|-------------|---------------|----------------|
| <b>Adult Social Services</b>  | 13.1            | 144.6    | 11.1                   | 2.54      | 5.11      | 3.63      | 7.42                                    | 4.8%                           | 1                       | 30            | 53%         | 5.87          | 5.18           |
| Communications                | 11.6            | 193.5    | 16.7                   | 2.42      | 6.47      | 18.76     | -2.07                                   | 7.3%                           | 2                       | 17            | 74%         | 12.41         | 4.27           |
| Delivery                      | 5.8             | 16.2     | 2.8                    | 5.01      | 4.91      | 2.14      | 0.65                                    | 1.2%                           |                         | 7             | 0%          | 0.00          | 2.79           |
| Human Resources               | 19.6            | 254.5    | 13.0                   | 0.33      | 12.60     | 10.33     | 2.67                                    | 5.7%                           | 2                       | 49            | 62%         | 8.02          | 4.99           |
| <b>Chief Executive</b>        | 40.5            | 465.2    | 11.5                   | 6.68      | 9.66      | 10.50     | 0.98                                    | 5.0%                           | 4                       | 74            | 65%         | 7.43          | 4.06           |
| Directors Office              | 1.5             |          | 0.0                    | --        | --        | --        |   | 0.0%                           |                         |               |             | 0.00          | 0.00           |
| Community Health              | 265.7           | 1,981.9  | 7.5                    | --        | --        | 6.79      | 0.67                                    | 3.3%                           | 36                      | 427           | 35%         | 2.63          | 4.83           |
| Education & Resources         | 134.5           | 1,317.4  | 9.8                    | 8.98      | 19.83     | 6.34      | 3.46                                    | 4.3%                           | 21                      | 170           | 63%         | 6.20          | 3.60           |
| Safeguard. Families & Comms   | 221.1           | 3,310.3  | 15.0                   | 14.80     | 14.10     | 21.18     | -6.21                                   | 6.6%                           | 33                      | 387           | 67%         | 9.97          | 5.00           |
| <b>Childrens Services</b>     | 623.7           | 6,641.7  | 10.6                   | 12.54     | 13.71     | 14.32     | -3.67                                   | 4.7%                           | 90                      | 985           | 57%         | 6.04          | 4.61           |
| Governance                    | 25.4            | 82.5     | 3.2                    | 8.85      | 9.51      | 5.41      | -2.16                                   | 1.4%                           | 2                       | 32            | 0%          | 0.00          | 3.25           |
| Legal Services                | 25.4            | 250.0    | 9.9                    | 12.51     | 8.72      | 4.45      | 5.41                                    | 4.3%                           | 5                       | 28            | 72%         | 7.06          | 2.80           |
| <b>Legal &amp; Governance</b> | 52.3            | 332.5    | 6.4                    | 13.48     | 8.25      | 4.44      | 1.93                                    | 2.8%                           | 7                       | 60            | 54%         | 3.42          | 2.94           |
| Commercial Operations         | 35.5            | 239.1    | 6.7                    | 22.80     | 19.72     | 7.56      | -0.84                                   | 3.0%                           | 5                       | 74            | 32%         | 2.14          | 4.59           |
| Finance                       | 7.0             | 15.0     | 2.1                    | --        | 8.33      | 1.56      | 0.59                                    | 0.9%                           |                         | 8             | 0%          | 0.00          | 2.14           |
| Neighbourhoods                | 128.8           | 960.1    | 7.5                    | 9.34      | 11.77     | 7.67      | -0.22                                   | 3.3%                           | 42                      | 256           | 38%         | 2.87          | 4.59           |
| Operations Directors Office   | 6.0             | 2.0      | 0.3                    |           |           |           | 0.33                                    | 0.1%                           |                         | 2             | 0%          | 0.00          | 0.33           |
| Planning Transport & Eng.     | 115.9           | 492.8    | 4.3                    | 8.90      | 10.00     | 5.00      | -0.75                                   | 1.9%                           | 13                      | 128           | 34%         | 1.44          | 2.81           |
| <b>Operations</b>             | 294.7           | 1,709.1  | 5.8                    | 9.84      | 10.50     | 6.52      | -0.72                                   | 2.5%                           | 60                      | 468           | 36%         | 2.08          | 3.72           |
| Client & Commissioning        | 10.0            | 15.5     | 1.6                    | --        | --        | --        |   | 0.7%                           |                         | 6             | 0%          | 0.00          | 1.55           |
| Corporate Services            | 23.7            | 123.9    | 5.2                    | 10.80     | 2.93      | 5.14      | 0.10                                    | 2.3%                           | 1                       | 74            | 19%         | 0.97          | 4.27           |
| Customer Services             | 21.8            | 256.0    | 11.8                   | 10.22     | 7.31      | 8.05      | 3.70                                    | 5.2%                           | 1                       | 36            | 70%         | 8.20          | 3.55           |
| Internal Audit                | 6.4             | 43.2     | 6.8                    | --        | --        | 17.85     | -11.08                                  | 3.0%                           |                         | 12            | 0%          | 0.00          | 6.77           |
| Westcombe                     | 19.8            | 205.7    | 10.4                   | 23.32     | 18.82     | 14.75     | -4.37                                   | 4.6%                           | 2                       | 27            | 54%         | 5.60          | 4.78           |
| <b>Strategic Resources</b>    | 83.1            | 644.3    | 7.8                    | 8.93      | 8.80      | 9.10      | -1.35                                   | 3.4%                           | 4                       | 155           | 49%         | 3.76          | 3.99           |
| <b>Total</b>                  | 1,107.4         | 9,937.4  | 9.0                    | 10.66     | 11.55     | 10.71     | -1.74                                   | 3.9%                           | 166                     | 1,772         | 53%         | 4.74          | 4.23           |

- Annual comparisons may only be an approximate 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 Departments.
- To avoid distortion all figures in table exclude services TUPE'd from the council in the last 12 Months.

### Monthly breakdown of last 13 months days per employee.

| Directorate                     | Average FTE | Nov-10 | Dec-10 | Jan-11 | Feb-11 | Mar-11 | Apr-11 | May-11 | Jun-11 | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 | 12M Total |
|---------------------------------|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|
| Adult Social Services           | 13.1        | 0.43   | 0.52   | 0.30   | 0.38   | 0.15   | 1.07   | 0.46   | 0.94   | 2.08   | 1.64   | 1.42   | 1.98   | 0.12   | 11.05     |
| Chief Executive Department      | 40.5        | 1.00   | 1.15   | 0.96   | 1.29   | 1.38   | 1.27   | 1.22   | 1.38   | 0.55   | 0.43   | 0.27   | 0.58   | 1.01   | 11.48     |
| Childrens Services              | 623.7       | 1.25   | 1.55   | 1.44   | 1.02   | 0.90   | 0.51   | 0.59   | 0.69   | 0.55   | 0.51   | 0.88   | 1.01   | 1.03   | 10.67     |
| Legal and Governance            | 52.3        | 0.14   | 0.31   | 0.28   | 0.19   | 0.32   | 0.06   | 0.09   | 0.51   | 1.03   | 1.48   | 0.65   | 0.84   | 0.60   | 6.36      |
| Operations                      | 294.7       | 0.53   | 0.82   | 0.54   | 0.42   | 0.51   | 0.48   | 0.39   | 0.28   | 0.35   | 0.33   | 0.50   | 0.52   | 0.67   | 5.80      |
| Strategic Resources             | 83.1        | 0.87   | 0.94   | 0.53   | 0.76   | 1.11   | 0.26   | 0.39   | 0.79   | 0.82   | 0.58   | 0.28   | 0.52   | 0.77   | 7.75      |
| All \ average                   | 1,107.4     | 1.06   | 1.22   | 1.04   | 0.80   | 0.80   | 0.49   | 0.52   | 0.61   | 0.56   | 0.52   | 0.71   | 0.83   | 0.88   | 8.99      |
| Approximate % working time lost |             | 5.6%   | 6.4%   | 5.5%   | 4.2%   | 4.2%   | 2.6%   | 2.7%   | 3.2%   | 2.9%   | 2.8%   | 3.7%   | 4.4%   | 4.6%   | 3.9%      |

Figures are recomputed 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.

# Attendance

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

Occasions are counted once only in the month in which they started - this differs from occasions in final month on page 11 which indicates all occasions partly within the most recent month.

| Directorate           | Nov-10     | Dec-10     | Jan-11     | Feb-11     | Mar-11     | Apr-11    | May-11     | Jun-11     | Jul-11     | Aug-11    | Sep-11     | Oct-11     | Nov-11     | Total       |
|-----------------------|------------|------------|------------|------------|------------|-----------|------------|------------|------------|-----------|------------|------------|------------|-------------|
| Adult Social Services | 1          | 4          | 3          | 3          | 2          | 2         |            | 4          | 4          | 4         | 1          | 3          |            | 30          |
| Chief Executive       | 13         | 20         | 17         | 2          | 7          | 5         | 4          | 4          | 1          | 4         | 3          | 3          | 3          | 73          |
| Childrens Services    | 154        | 141        | 145        | 58         | 79         | 41        | 57         | 78         | 65         | 54        | 77         | 82         | 60         | 937         |
| Legal & Governance    | 5          | 7          | 8          | 3          | 6          | 2         | 3          | 4          | 4          | 10        | 7          | 1          | 5          | 60          |
| Operations            | 49         | 57         | 31         | 31         | 32         | 24        | 50         | 21         | 27         | 15        | 49         | 72         | 53         | 462         |
| Strategic Resources   | 18         | 29         | 34         | 21         | 21         | 2         | 2          | 10         | 4          | 9         | 3          | 14         | 1          | 150         |
| <b>Total</b>          | <b>240</b> | <b>258</b> | <b>238</b> | <b>118</b> | <b>147</b> | <b>76</b> | <b>116</b> | <b>121</b> | <b>105</b> | <b>96</b> | <b>140</b> | <b>175</b> | <b>122</b> | <b>1712</b> |

## 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 | Legal & Governance | Operations     | Strategic Resources | Total          |
|--|-----------------------|-----------------|--------------------|--------------------|----------------|---------------------|----------------|
| Infections inc. Colds And Flu            | 16.67%                | 21.62%          | 35.03%             | 35.00%             | 40.17%         | 16.13%              | 33.86%         |
| Stomach, liver, kidney & digestion       | 13.33%                | 13.51%          | 16.45%             | 20.00%             | 17.09%         | 46.45%              | 19.19%         |
| Musculo-skeletal inc Back & Neck         | 0.00%                 | 4.05%           | 12.28%             | 11.67%             | 13.25%         | 16.77%              | 12.36%         |
| Stress, Depression, Anxiety, Fatigue     | 3.33%                 | 25.68%          | 8.63%              | 6.67%              | 8.76%          | 2.58%               | 8.69%          |
| Neurological inc. Headaches & Migraine   | 53.33%                | 4.05%           | 7.72%              | 5.00%              | 5.77%          | 2.58%               | 7.28%          |
| Other                                    | 3.33%                 | 5.41%           | 6.09%              | 5.00%              | 4.49%          | 7.74%               | 5.70%          |
| Eye, Ear, Nose, Mouth, Dental, Sinusitis | 3.33%                 | 8.11%           | 4.47%              | 6.67%              | 4.06%          | 3.87%               | 4.51%          |
| Chest & Respiratory inc Chest Infections | 0.00%                 | 9.46%           | 2.84%              | 3.33%              | 4.27%          | 2.58%               | 3.44%          |
| Pregnancy Related                        | 0.00%                 | 5.41%           | 2.64%              | 3.33%              | 0.85%          | 0.65%               | 2.09%          |
| Genito-urinary/gynaecological            | 6.67%                 | 0.00%           | 1.83%              | 0.00%              | 1.07%          | 0.65%               | 1.47%          |
| No Reason Given                          | 0.00%                 | 2.70%           | 1.42%              | 1.67%              | 0.21%          | 0.00%               | 1.02%          |
| Heart, Blood Pressure & Circulation      | 0.00%                 | 0.00%           | 0.61%              | 1.67%              | 0.00%          | 0.00%               | 0.40%          |
| <b>Total</b>                             | <b>100.00%</b>        | <b>100.00%</b>  | <b>100.00%</b>     | <b>100.00%</b>     | <b>100.00%</b> | <b>100.00%</b>      | <b>100.00%</b> |

## 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 Department | Childrens Services | Legal and Governance | Operations     | Strategic Resources | Total          |
|--|-----------------------|----------------------------|--------------------|----------------------|----------------|---------------------|----------------|
| Stress, Depression, Anxiety, Fatigue     | 2.47%                 | 8.38%                      | 22.86%             | 33.53%               | 14.94%         | 4.72%               | 19.71%         |
| Musculo-skeletal inc Back & Neck         | 0.00%                 | 0.75%                      | 18.75%             | 30.97%               | 23.72%         | 15.86%              | 18.71%         |
| Infections inc. Colds And Flu            | 10.95%                | 7.13%                      | 17.18%             | 11.73%               | 24.42%         | 8.77%               | 17.14%         |
| Other                                    | 0.56%                 | 53.42%                     | 13.42%             | 3.62%                | 11.98%         | 15.66%              | 14.68%         |
| Stomach, liver, kidney & digestion       | 4.71%                 | 4.16%                      | 6.12%              | 5.41%                | 11.44%         | 17.67%              | 7.65%          |
| Eye, Ear, Nose, Mouth, Dental, Sinusitis | 0.69%                 | 5.85%                      | 4.96%              | 10.22%               | 5.82%          | 17.29%              | 6.06%          |
| Neurological inc. Headaches & Migraine   | 26.89%                | 8.97%                      | 4.60%              | 0.75%                | 3.01%          | 17.62%              | 5.57%          |
| No Reason Given                          | 0.00%                 | 1.30%                      | 4.65%              | 1.50%                | 0.48%          | 0.00%               | 3.31%          |
| Chest & Respiratory inc Chest Infections | 0.00%                 | 5.91%                      | 3.10%              | 1.20%                | 3.25%          | 1.65%               | 3.06%          |
| Genito-urinary/gynaecological            | 53.72%                | 0.00%                      | 1.70%              | 0.00%                | 0.59%          | 0.15%               | 2.03%          |
| Pregnancy Related                        | 0.00%                 | 4.14%                      | 1.99%              | 0.90%                | 0.35%          | 0.62%               | 1.65%          |
| Heart, Blood Pressure & Circulation      | 0.00%                 | 0.00%                      | 0.66%              | 0.15%                | 0.00%          | 0.00%               | 0.45%          |
| <b>Total</b>                             | <b>100.00%</b>        | <b>100.00%</b>             | <b>100.00%</b>     | <b>100.00%</b>       | <b>100.00%</b> | <b>100.00%</b>      | <b>100.00%</b> |

# Attendance

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

| Service                       | 10-Nov | 11-Dec | 11-Jan | 11-Feb | 11-Mar | 11-Apr | 11-May | 11-Jun | 11-Jul | 11-Aug | 11-Sep | 11-Oct | 11-Nov |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Adult Social Services</b>  |        |        |        |        |        |        |        | 1      | 1      | 1      | 1      | 1      |        |
| Communications                | 1      | 1      | 1      | 1      | 1      | 1      | 1      |        |        |        |        |        |        |
| Human Resources               |        |        | 1      |        | 1      | 1      | 1      | 1      |        |        | 1      | 1      | 1      |
| <b>Chief Executive</b>        | 1      | 1      | 2      | 1      | 2      | 2      | 2      | 1      |        |        | 1      | 1      | 1      |
| Community Health              | 3      | 3      | 5      | 3      | 2      | 1      | 1      | 3      | 1      | 3      | 6      | 4      | 4      |
| Education & Resources         | 3      | 3      | 3      | 2      | 2      | 4      | 4      | 2      | 1      | 1      | 6      | 6      | 5      |
| Learning & Skills             |        |        | 1      | 1      |        |        |        |        |        |        |        |        |        |
| Safeguard. Families & Comms   | 21     | 14     | 16     | 11     | 8      | 8      | 6      | 4      | 5      | 8      | 8      | 10     | 8      |
| <b>Childrens Services</b>     | 27     | 20     | 25     | 17     | 12     | 13     | 11     | 9      | 7      | 12     | 20     | 20     | 17     |
| Legal Services                |        |        |        |        |        |        |        | 1      | 2      | 1      | 2      | 2      | 1      |
| <b>Legal &amp; Governance</b> |        |        |        |        |        |        |        | 1      | 2      | 1      | 2      | 2      | 1      |
| Commercial Operations         |        |        | 1      | 1      | 1      | 1      |        |        |        |        |        |        |        |
| Neighbourhoods                | 1      | 3      | 1      |        |        | 1      | 2      | 2      | 2      | 3      | 3      | 2      | 1      |
| Planning Transport & Eng.     | 1      | 1      | 1      | 1      | 1      | 1      |        |        |        |        | 1      | 1      | 1      |
| <b>Operations</b>             | 2      | 4      | 3      | 2      | 2      | 3      | 2      | 2      | 2      | 3      | 4      | 3      | 2      |
| Corporate Services            | 1      |        |        |        |        |        |        |        |        |        |        | 1      | 1      |
| Customer Services             | 1      | 1      |        |        |        |        | 1      | 2      | 1      | 1      | 1      | 1      | 1      |
| Westcombe                     |        |        |        | 1      | 1      | 1      | 1      | 1      |        |        |        |        |        |
| <b>Strategic Resources</b>    | 2      | 1      |        | 1      | 1      | 1      | 2      | 3      | 1      | 1      | 1      | 2      | 2      |
| <b>Total</b>                  | 32     | 26     | 30     | 21     | 17     | 19     | 17     | 17     | 13     | 18     | 29     | 29     | 23     |

### Identified 'Hurt at Work' Occasions - Rolling 12 Months period.

| Team         | Occasions | FTE Days     |
|--------------|-----------|--------------|
| Clare Lodge  | 3         | 118.6        |
| New Horizons | 1         | 1.0          |
| <b>Total</b> | <b>4</b>  | <b>119.6</b> |

Hurt at work days as a % of

All sickness Days lost 1.2%  
All sickness Occasions 0.2%

# CASE MANAGEMENT STATISTICS

## Breakdown of cases open at month end

| Directorate         | FTE            | Attendance | Capability | Dignity @ Work | Discipline | Grievance | Tribunal | Grand Total | % Cases       | Ratio 1 case to x employees |
|---------------------|----------------|------------|------------|----------------|------------|-----------|----------|-------------|---------------|-----------------------------|
| Childrens Services  | 587.0          | 11         | 3          | 1              | 6          | 1         | 2        | 24          | 64.9%         | 24.5                        |
| City College        | 119.0          | 4          |            |                | 1          |           |          | 5           | 13.5%         | 23.8                        |
| Legal & Governance  | 53.1           | 1          |            |                |            | 2         |          | 3           | 8.1%          | 17.7                        |
| Operations          | 295.8          | 1          | 1          |                | 1          |           |          | 3           | 8.1%          | 98.6                        |
| Strategic Resources | 83.4           | 1          |            |                |            |           |          | 1           | 2.7%          | 83.4                        |
| <b>Grand Total</b>  | <b>1,189.9</b> | <b>18</b>  | <b>4</b>   | <b>1</b>       | <b>8</b>   | <b>3</b>  | <b>2</b> | <b>36</b>   | <b>100.0%</b> | <b>33.1</b>                 |
| Cases Last Month    |                | 33         | 10         | 1              | 9          | 4         | 2        | 59          |               |                             |
| % Cases             |                | 50.0%      | 11.1%      | 2.8%           | 22.2%      | 8.3%      | 5.6%     | 100.0%      |               |                             |
| Change              |                | -15        | -6         | 0              | -1         | -1        | 0        | -23         |               |                             |

## Number of Cases open at month end - 13 Month Trend

| Area                  | Nov-10    | Dec-10    | Jan-11    | Feb-11    | Mar-11    | Apr-11    | May-11    | Jun-11    | Jul-11    | Aug-11    | Sep-11    | Oct-11    | Nov-11    |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Adult Social Services | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 3         | 1         | 1         | 0         |
| Chief Exec            | 0         | 1         | 1         | 1         | 0         | 0         | 1         | 1         | 1         | 1         | 0         | 0         | 0         |
| Childrens Services    | 26        | 26        | 27        | 24        | 25        | 22        | 24        | 37        | 38        | 50        | 45        | 34        | 24        |
| City College          | 5         | 5         | 5         | 4         | 2         | 2         | 2         | 10        | 6         | 7         | 5         | 10        | 5         |
| Legal & Governance    | 0         | 1         | 2         | 0         | 0         | 2         | 2         | 5         | 5         | 4         | 3         | 3         | 3         |
| Operations            | 1         | 1         | 1         | 2         | 2         | 2         | 3         | 3         | 1         | 1         | 2         | 4         | 3         |
| Strategic Resources   | 10        | 6         | 13        | 15        | 7         | 11        | 14        | 16        | 15        | 8         | 5         | 7         | 1         |
| <b>Total</b>          | <b>42</b> | <b>40</b> | <b>49</b> | <b>46</b> | <b>40</b> | <b>44</b> | <b>51</b> | <b>75</b> | <b>69</b> | <b>74</b> | <b>61</b> | <b>59</b> | <b>36</b> |

## 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        | Prev 12M      | Change        |
|-----------------------|-------------|-------------|----------------|--------------|-------------|-------------|-------------|--------------|---------------|---------------|
| Adult Social Services | 0.1K        |             |                |              |             |             |             | 0.1K         |               | 0.1K          |
| Childrens Services    | 3.9K        | 0.6K        | 1.9K           | 4.0K         | 0.1K        | 1.1K        | 4.3K        | 16.0K        | 46.3K         | -30.4K        |
| City College          | 0.5K        | 0.2K        | 0.2K           |              |             | 0.2K        | 0.2K        | 1.3K         | 3.2K          | -2.0K         |
| Operations            | 0.3K        | 0.4K        |                | 16.7K        |             |             |             | 17.5K        | 46.6K         | -29.2K        |
| Strategic Resources   | 3.9K        | 1.8K        | 1.3K           | 2.9K         | 2.5K        |             |             | 12.3K        | 33.1K         | -20.8K        |
| Chief Executive       | 0.0K        |             |                | 0.6K         |             |             |             | 0.6K         | 2.4K          | -1.8K         |
| Legal & Governance    | 0.7K        |             |                | 0.4K         | 2.0K        |             |             | 3.0K         | 2.9K          | 0.1K          |
| <b>Total</b>          | <b>9.5K</b> | <b>3.0K</b> | <b>3.3K</b>    | <b>24.6K</b> | <b>4.6K</b> | <b>1.3K</b> | <b>4.4K</b> | <b>50.7K</b> | <b>134.6K</b> | <b>-83.9K</b> |

# COST MEASURES

## 13 Month Non Contractual Overtime Breakdown [Excludes TUPEd services]

| SERVICE                       | Nov-10       | Dec-10       | Jan-11       | Feb-11       | Mar-11       | Apr-11       | May-11       | Jun-11       | Jul-11       | Aug-11       | Sep-11       | Oct-11       | Nov-11       | 12M Spend     | Prev 12 M     | Change        |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| Chief Executive Office        |              |              |              |              | 0.1K         | 0.5K         | 0.3K         | 0.3K         |              |              | 0.4K         | 0.4K         | 0.1K         | 2.0K          | 0.2K          | 1.9K          |
| Communications                | 0.1K         |              | 0.5K         | 0.1K         | 0.3K         | 0.2K         | 0.1K         | 0.1K         | 0.3K         | 0.1K         |              | 0.1K         | 0.2K         | 2.0K          | 2.3K          | -0.3K         |
| Human Resources               | 0.3K         | 0.1K         | 0.2K         |              |              |              |              |              |              |              |              | 0.2K         | 0.6K         | 1.0K          | 1.3K          | -0.3K         |
| <b>Chief Executive</b>        | <b>0.4K</b>  | <b>0.1K</b>  | <b>0.7K</b>  | <b>0.1K</b>  | <b>0.5K</b>  | <b>0.7K</b>  | <b>0.4K</b>  | <b>0.4K</b>  | <b>0.3K</b>  | <b>0.1K</b>  | <b>0.4K</b>  | <b>0.6K</b>  | <b>0.9K</b>  | <b>5.1K</b>   | <b>3.9K</b>   | <b>1.2K</b>   |
| Community Health              | 15.2K        | 11.1K        | 10.7K        | 11.9K        | 14.5K        | 15.5K        | 14.6K        | 12.3K        | 11.1K        | 10.2K        | 12.5K        | 8.9K         | 15.4K        | 148.7K        | 123.4K        | 25.3K         |
| Education & Resources         | 3.3K         | 4.6K         | 5.1K         | 5.1K         | 3.3K         | 3.2K         | 1.9K         | 4.8K         | 3.1K         | 2.9K         | 1.0K         | 1.1K         | 2.6K         | 38.8K         | 40.1K         | -1.3K         |
| Safeguard. Families & Comms   | 42.4K        | 12.8K        | 11.1K        | 14.1K        | 14.0K        | 11.9K        | 11.0K        | 10.5K        | 8.8K         | 14.0K        | 11.4K        | 13.4K        | 14.4K        | 147.3K        | 256.6K        | -109.3K       |
| <b>Childrens Services</b>     | <b>61.0K</b> | <b>28.5K</b> | <b>26.9K</b> | <b>31.0K</b> | <b>31.9K</b> | <b>30.7K</b> | <b>27.4K</b> | <b>27.6K</b> | <b>23.0K</b> | <b>27.0K</b> | <b>25.0K</b> | <b>23.5K</b> | <b>32.4K</b> | <b>334.8K</b> | <b>420.1K</b> | <b>-85.3K</b> |
| Governance                    |              |              |              |              |              |              | 0.5K         | 3.5K         | 2.0K         | 0.3K         | 0.1K         | 1.0K         | 1.5K         | 8.8K          | 5.6K          | 3.3K          |
| Legal Services                |              |              |              |              |              |              |              |              |              |              |              |              |              |               | 0.2K          | -0.2K         |
| <b>Legal &amp; Governance</b> |              |              |              |              |              |              | <b>0.5K</b>  | <b>3.5K</b>  | <b>2.0K</b>  | <b>0.3K</b>  | <b>0.1K</b>  | <b>1.0K</b>  | <b>1.5K</b>  | <b>8.8K</b>   | <b>5.8K</b>   | <b>3.1K</b>   |
| Commercial Operations         | 1.2K         | 1.1K         | 1.1K         | 1.1K         | 1.3K         | 1.8K         | 1.7K         | 2.1K         | 1.1K         | 1.5K         | 0.2K         | 1.2K         | 1.3K         | 15.5K         | 12.9K         | 2.6K          |
| Environment Capital           |              |              |              |              |              |              |              |              |              |              |              |              |              |               | 0.1K          | -0.1K         |
| Finance                       |              |              |              |              |              |              |              |              |              |              |              |              |              |               | 0.3K          | -0.3K         |
| Neighbourhoods                | 4.0K         | 2.5K         | 1.7K         | 0.7K         | 0.8K         | 0.7K         | 0.2K         |              |              | 0.1K         |              | 0.2K         | 1.0K         | 8.1K          | 34.6K         | -26.5K        |
| Planning Transport & Eng.     | 0.9K         | 1.2K         | 2.3K         | 1.3K         | 1.7K         | 1.1K         | 0.8K         | 0.6K         | 0.5K         | 0.2K         | 0.5K         | 1.7K         | 0.1K         | 11.8K         | 15.4K         | -3.6K         |
| <b>Operations</b>             | <b>6.1K</b>  | <b>4.8K</b>  | <b>5.0K</b>  | <b>3.2K</b>  | <b>3.8K</b>  | <b>3.7K</b>  | <b>2.7K</b>  | <b>2.7K</b>  | <b>1.6K</b>  | <b>1.8K</b>  | <b>0.7K</b>  | <b>3.0K</b>  | <b>2.3K</b>  | <b>35.4K</b>  | <b>63.3K</b>  | <b>-27.9K</b> |
| Client & Commissioning        |              | 0.1K         | 0.0K         |              | 0.3K         | 0.4K         |              |              |              |              |              | 0.5K         | 0.3K         | 1.6K          |               | 1.6K          |
| Customer Services             | 1.9K         | 1.2K         | 2.7K         | 2.6K         | 2.5K         | 3.3K         | 2.8K         | 3.4K         | 3.2K         | 3.1K         | 3.3K         | 2.4K         | 2.7K         | 33.3K         | 20.1K         | 13.2K         |
| Westcombe                     | 0.5K         |              | 4.3K         | 2.3K         | 1.9K         |              | 1.7K         | 0.8K         | 1.2K         | 0.9K         | 1.2K         | 1.7K         | 1.3K         | 17.3K         | 0.8K          | 16.6K         |
| <b>Strategic Resources</b>    | <b>2.3K</b>  | <b>1.3K</b>  | <b>7.1K</b>  | <b>4.8K</b>  | <b>4.6K</b>  | <b>3.7K</b>  | <b>4.5K</b>  | <b>4.2K</b>  | <b>4.4K</b>  | <b>4.1K</b>  | <b>4.5K</b>  | <b>4.6K</b>  | <b>4.3K</b>  | <b>52.2K</b>  | <b>20.9K</b>  | <b>31.3K</b>  |
| <b>Total</b>                  | <b>69.8K</b> | <b>34.7K</b> | <b>39.7K</b> | <b>39.2K</b> | <b>40.7K</b> | <b>38.7K</b> | <b>35.6K</b> | <b>38.3K</b> | <b>31.2K</b> | <b>33.3K</b> | <b>30.7K</b> | <b>32.7K</b> | <b>41.5K</b> | <b>436.4K</b> | <b>513.9K</b> | <b>-77.5K</b> |

## Direct Sickness Costs [OSP \ SSP] - 13 Month Breakdown [excludes TUPEd services]

| Service                       | Nov-10        | Dec-10        | Jan-11        | Feb-11        | Mar-11        | Apr-11       | May-11       | Jun-11       | Jul-11       | Aug-11       | Sep-11       | Oct-11        | Nov-11        | Latest 12M      | Prev 12M        |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|-----------------|-----------------|
| <b>Adult Social Services</b>  | 0.8K          | 0.1K          | 0.6K          | 0.3K          | 0.7K          | 0.1K         | 1.1K         | 2.7K         | 5.0K         | 4.4K         | 3.4K         | 3.3K          | 1.4K          | 23.1K           | 7.9K            |
| Chief Executive Office        |               |               |               | 0.1K          |               |              |              |              |              |              |              |               |               | 0.1K            | -0.1K           |
| Communications                | 2.3K          | 2.2K          | 3.4K          | 2.5K          | 1.7K          | 5.7K         | -0.8K        | 1.7K         | 0.3K         |              | 2.0K         | 0.9K          | 0.1K          | 19.8K           | 18.4K           |
| Delivery                      |               |               | 0.2K          | 0.2K          |               | 0.6K         |              |              | 0.3K         |              | 0.4K         |               |               | 1.7K            | 4.8K            |
| Human Resources               | 4.6K          | 2.5K          | -3.7K         | 2.1K          | 5.7K          | -0.5K        | 3.4K         | 3.2K         | 3.2K         | -0.2K        | 9.4K         | -8.9K         | 4.2K          | 20.5K           | 25.3K           |
| <b>Chief Executive</b>        | <b>6.9K</b>   | <b>4.7K</b>   | <b>-0.1K</b>  | <b>4.9K</b>   | <b>7.4K</b>   | <b>5.8K</b>  | <b>2.6K</b>  | <b>4.9K</b>  | <b>3.8K</b>  | <b>-0.2K</b> | <b>11.8K</b> | <b>-7.9K</b>  | <b>4.3K</b>   | <b>42.1K</b>    | <b>48.3K</b>    |
| Directors Office              |               |               |               |               |               |              |              |              |              |              |              |               |               |                 | 0.1K            |
| Community Health              | 24.3K         | 17.5K         | 43.5K         | 14.0K         | 8.3K          | 9.1K         | 14.7K        | 10.3K        | 1.6K         | 12.7K        | 18.7K        | 20.4K         | -2.5K         | 168.3K          | 195.1K          |
| Education & Resources         | 21.4K         | 9.0K          | 32.0K         | 2.9K          | 5.8K          | 10.9K        | 6.1K         | 14.3K        | 12.4K        | 0.4K         | -3.1K        | 34.1K         | 14.0K         | 138.8K          | 141.5K          |
| Learning & Skills             | 0.4K          |               |               | 5.9K          | 4.3K          | -2.1K        |              |              |              |              |              |               |               | 8.2K            | 0.5K            |
| Safeguard. Families & Comms   | 43.6K         | 98.5K         | 45.6K         | 72.3K         | 35.5K         | 42.4K        | -2.7K        | 49.3K        | 12.1K        | 4.8K         | 40.3K        | 40.5K         | 51.0K         | 489.6K          | 597.4K          |
| <b>Childrens Services</b>     | <b>89.8K</b>  | <b>125.0K</b> | <b>121.1K</b> | <b>95.2K</b>  | <b>53.9K</b>  | <b>60.3K</b> | <b>18.2K</b> | <b>73.8K</b> | <b>26.2K</b> | <b>17.9K</b> | <b>55.8K</b> | <b>95.0K</b>  | <b>62.5K</b>  | <b>804.9K</b>   | <b>934.6K</b>   |
| Governance                    | 0.6K          | 0.2K          | 0.5K          | 0.9K          | 2.0K          | -0.5K        | 0.2K         | 0.0K         |              | 0.1K         | 3.2K         | 0.7K          | 0.3K          | 7.5K            | 17.9K           |
| Legal Services                | 0.3K          | 0.1K          | 1.1K          | 0.3K          | 0.3K          | 1.1K         | 0.1K         | 0.4K         |              | 14.1K        | 4.3K         | 5.9K          | 5.5K          | 33.1K           | 48.7K           |
| <b>Legal &amp; Governance</b> | <b>0.9K</b>   | <b>0.3K</b>   | <b>1.6K</b>   | <b>1.1K</b>   | <b>2.3K</b>   | <b>0.6K</b>  | <b>0.3K</b>  | <b>0.4K</b>  |              | <b>14.2K</b> | <b>7.5K</b>  | <b>6.5K</b>   | <b>5.8K</b>   | <b>40.6K</b>    | <b>66.5K</b>    |
| Commercial Operations         | -1.4K         | 0.8K          | 3.8K          | 3.1K          | 4.5K          | 1.5K         | 2.5K         | -3.0K        | 4.4K         | -1.3K        | 0.3K         | 1.7K          | 0.4K          | 18.7K           | 40.3K           |
| Cultural Services             |               |               |               |               |               |              |              |              |              |              |              |               |               |                 | 1.5K            |
| Environment Capital           |               |               |               |               |               |              |              |              |              |              |              |               |               |                 | 3.6K            |
| Finance                       |               | 0.3K          | 0.2K          | 0.2K          | 3.0K          | -2.4K        |              |              |              |              |              | 0.2K          | 0.4K          | 1.9K            | 0.9K            |
| Neighbourhoods                | 6.3K          | 15.3K         | 4.3K          | 9.6K          | 15.3K         | -0.4K        | 5.4K         | 6.0K         | 8.0K         | 4.6K         | 8.0K         | 13.0K         | 14.6K         | 103.8K          | 119.7K          |
| Operations Directors Office   | -5.9K         |               |               |               |               |              |              | 0.2K         |              |              |              |               | 0.2K          | 0.3K            | 9.9K            |
| Planning Transport & Eng.     | 1.3K          | 10.4K         | 9.5K          | 0.7K          | 13.5K         | -0.2K        | 2.9K         | 2.8K         | 0.2K         | -0.3K        | 1.9K         | 9.0K          | 5.1K          | 55.4K           | 69.6K           |
| <b>Operations</b>             | <b>0.3K</b>   | <b>26.8K</b>  | <b>17.7K</b>  | <b>13.6K</b>  | <b>36.3K</b>  | <b>-1.5K</b> | <b>10.8K</b> | <b>6.0K</b>  | <b>12.6K</b> | <b>3.0K</b>  | <b>10.2K</b> | <b>23.9K</b>  | <b>20.5K</b>  | <b>180.2K</b>   | <b>245.5K</b>   |
| Client & Commissioning        |               |               | 0.6K          | 0.1K          | 0.1K          |              | 0.4K         |              |              |              |              |               |               | 1.2K            | 0.3K            |
| Corporate Services            | 0.3K          | 6.0K          | -0.5K         | 0.8K          | 2.0K          | 0.4K         | 0.5K         | 0.2K         | 0.6K         | 1.4K         | 0.7K         |               | 3.7K          | 15.8K           | 14.0K           |
| Customer Services             | 4.0K          | 2.3K          | 4.5K          | -0.8K         | 0.4K          | 1.0K         |              | 5.3K         | 6.0K         | 1.5K         | 7.3K         | -2.2K         | 7.6K          | 32.8K           | 10.8K           |
| Internal Audit                | -2.1K         |               | 3.1K          | -0.5K         | 1.3K          |              | 2.3K         |              |              |              |              | 0.1K          | 0.1K          | 6.4K            | 37.3K           |
| Westcombe                     | 0.1K          | 4.3K          | -2.0K         | 0.1K          | 4.3K          | 1.0K         | 1.8K         | 1.5K         | 1.8K         | 0.3K         | 3.1K         | -3.7K         | 0.2K          | 12.7K           | 12.0K           |
| <b>Strategic Resources</b>    | <b>2.3K</b>   | <b>12.6K</b>  | <b>5.8K</b>   | <b>-0.3K</b>  | <b>8.1K</b>   | <b>2.3K</b>  | <b>5.0K</b>  | <b>7.0K</b>  | <b>8.3K</b>  | <b>3.2K</b>  | <b>11.1K</b> | <b>-5.8K</b>  | <b>11.6K</b>  | <b>68.9K</b>    | <b>74.5K</b>    |
| <b>Total</b>                  | <b>101.1K</b> | <b>169.6K</b> | <b>146.7K</b> | <b>114.9K</b> | <b>108.6K</b> | <b>67.6K</b> | <b>38.1K</b> | <b>94.8K</b> | <b>55.9K</b> | <b>42.6K</b> | <b>99.8K</b> | <b>115.0K</b> | <b>106.1K</b> | <b>1,159.8K</b> | <b>1,377.3K</b> |

## DIVERSITY MEASURES

| Service  | Staff from Minority \ Mixed Ethnic Origins | % staff from Minority \ Mixed Origins | Self Identified Disability | % Disab. | % 50+ | Female % | EO Stated | Disab. Declared | Over 50 | All Staff | Ethnic % Declared | Disab % Declared |
|--|--|---------------------------------------|----------------------------|----------|-------|----------|-----------|-----------------|---------|-----------|-------------------|------------------|
| <b>Adult Social Services</b>                   |  |                                       | 1                          | 6.7%     | 60.0% | 86.7%    | 15        | 15              | 9       | 15        | 100.0%            | 100.0%           |
| Communications                                 |  |                                       |                            |          |       | 63.6%    | 11        | 9               |         | 11        | 100.0%            | 81.8%            |
| Delivery                                       |  |                                       |                            |          |       | 40.0%    | 5         | 5               |         | 5         | 100.0%            | 100.0%           |
| Human Resources                                |  |                                       | 3                          | 15.0%    | 40.0% | 65.0%    | 20        | 20              | 8       | 20        | 100.0%            | 100.0%           |
| <b>Chief Executive</b>                         |  |                                       | 3                          | 8.1%     | 23.1% | 64.1%    | 39        | 37              | 9       | 39        | 100.0%            | 94.9%            |
| Community Health                               | 19   | 8.4%                                  | 10                         | 4.4%     | 31.3% | 80.7%    | 225       | 229             | 81      | 259       | 86.9%             | 88.4%            |
| Education & Resources                          | 5  | 3.6%                                  | 3                          | 2.3%     | 36.9% | 76.5%    | 139       | 128             | 55      | 149       | 93.3%             | 85.9%            |
| Safeguard. Families & Comms                    | 19   | 7.9%                                  | 2                          | 0.8%     | 26.0% | 80.8%    | 239       | 244             | 69      | 265       | 90.2%             | 92.1%            |
| <b>Childrens Services</b>                      | 43   | 7.1%                                  | 15                         | 2.5%     | 30.4% | 79.8%    | 604       | 602             | 205     | 674       | 89.6%             | 89.3%            |
| Governance                                     |  |                                       |                            |          | 26.9% | 80.8%    | 26        | 26              | 7       | 26        | 100.0%            | 100.0%           |
| Legal Services                                 | 3  | 10.7%                                 | 2                          | 7.7%     | 21.4% | 75.0%    | 28        | 26              | 6       | 28        | 100.0%            | 92.9%            |
| <b>Legal &amp; Governance</b>                  | 3  | 5.4%                                  | 3                          | 5.6%     | 23.2% | 78.6%    | 56        | 54              | 13      | 56        | 100.0%            | 96.4%            |
| Commercial Operations                          | 2  | 4.9%                                  |                            |          | 25.0% | 54.5%    | 41        | 40              | 11      | 44        | 93.2%             | 90.9%            |
| Finance  | 1  | 16.7%                                 |                            |          | 16.7% |          | 6         | 5               | 1       | 6         | 100.0%            | 83.3%            |
| Neighbourhoods                                 | 5  | 3.5%                                  | 1                          | 0.7%     | 21.8% | 55.8%    | 143       | 138             | 32      | 147       | 97.3%             | 93.9%            |
| Operations Directors Office                    |  |                                       |                            |          | 33.3% | 50.0%    | 6         | 5               | 2       | 6         | 100.0%            | 83.3%            |
| Planning Transport & Eng.                      | 4  | 3.4%                                  | 1                          | 0.8%     | 25.0% | 39.5%    | 119       | 120             | 31      | 124       | 96.0%             | 96.8%            |
| <b>Operations</b>                              | 12   | 3.8%                                  | 2                          | 0.6%     | 23.5% | 48.3%    | 315       | 308             | 77      | 327       | 96.3%             | 94.2%            |
| Client & Commissioning                         |  |                                       | 1                          | 14.3%    | 12.5% | 37.5%    | 8         | 7               | 1       | 8         | 100.0%            | 87.5%            |
| Corporate Services                             | 5  | 20.0%                                 | 1                          | 4.0%     | 16.0% | 64.0%    | 25        | 25              | 4       | 25        | 100.0%            | 100.0%           |
| Customer Services                              |  |                                       |                            |          | 62.1% | 65.5%    | 28        | 28              | 18      | 29        | 96.6%             | 96.6%            |
| Internal Audit                                 |  |                                       |                            |          | 14.3% | 71.4%    | 7         | 7               | 1       | 7         | 100.0%            | 100.0%           |
| Westcombe                                      | 1  | 4.8%                                  | 15                         | 71.4%    | 42.9% | 23.8%    | 21        | 21              | 9       | 21        | 100.0%            | 100.0%           |
| <b>Strategic Resources</b>                     | 6  | 6.7%                                  | 17                         | 19.1%    | 37.0% | 53.3%    | 90        | 89              | 34      | 92        | 97.8%             | 96.7%            |
| <b>Total</b>                                   | 64   | 5.7%                                  | 41                         | 3.7%     | 28.8% | 68.7%    | 1,119     | 1,105           | 347     | 1,203     | 93.0%             | 91.9%            |
| Comparison April 09 excluding TUPE'd Services. | 100  | 5.95%                                 | 81                         | 4.78%    | 30.1% | 70.9%    |           |                 |         |           |                   |                  |

This table shows minority ethnic and mixed race, gender, disability and over 50s representation in the workforce. These do not tally to the headcount section because the indicator applies only to permanent staff and staff who have worked on a temporary basis for more than a year and not all staff elect to provide equality data. 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. Please note trends reflect the change in the structure of services through TUPE as well as progress in recruitment and retention of minority staff.



# CRIMINAL RECORD BUREAU CHECKS

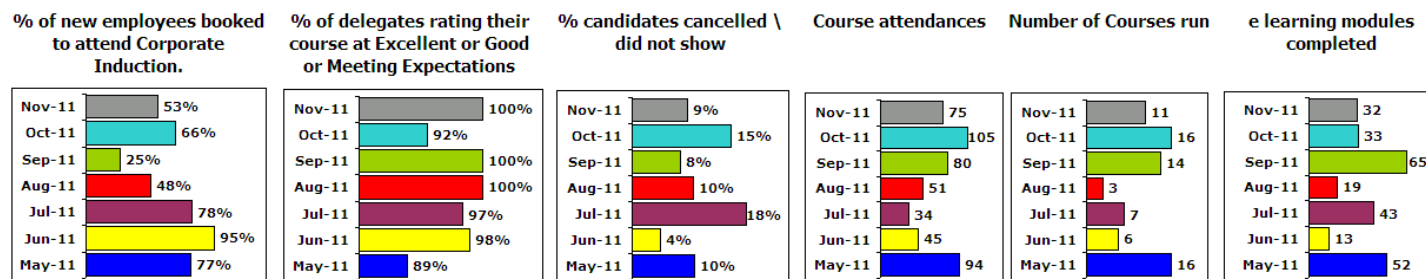
## Percentage Of Checks Due Requiring Action

| Service                       | Actions required       |                                 |  |                             |                              | Checks with no issues | Total | % checks or rechecks apparently missing or in progress |
|-------------------------------|------------------------|---------------------------------|--|-----------------------------|------------------------------|-----------------------|-------|--|
|                               | Disclosure Ref Missing | Investigate why no check record | Renewal date past - ensure check in hand | Resolve Missing post marker | Start Recheck if not in hand |                       |       |  |
| <b>Adult Social Services</b>  |                        |                                 | 1  |                             |                              | 14                    | 15    | 6.7%   |
| <b>Chief Executive</b>        |                        | 1                               |  |                             |                              | 0                     | 1     | 100.0%   |
| Community Health              | 10                     | 1                               | 23                                       |                             | 7                            | 290                   | 331   | 7.3%   |
| Education & Resources         | 3                      | 4                               | 12                                       | 1                           | 5                            | 124                   | 149   | 10.7%  |
| Safeguard. Families & Comms   | 5                      | 2                               | 23                                       |                             | 6                            | 276                   | 312   | 8.0%   |
| <b>Childrens Services</b>     | 18                     | 7                               | 58                                       | 1                           | 18                           | 690                   | 792   | 8.2%   |
| Governance                    |                        |                                 |  |                             |                              | 7                     | 7     | 0.0%   |
| Legal Services                |                        |                                 |  |                             |                              | 21                    | 21    | 0.0%   |
| Solicitor & Support Staff     |                        |                                 |  |                             |                              | 2                     | 2     | 0.0%   |
| <b>Legal &amp; Governance</b> |                        |                                 |  |                             |                              | 30                    | 30    | 0.0%   |
| Commercial Operations         | 1                      |                                 | 5  |                             |                              | 6                     | 7     | 0.0%   |
| Neighbourhoods                | 2                      | 2                               | 5  | 1                           | 4                            | 67                    | 81    | 8.6%   |
| Operations Directors Office   |                        |                                 |  |                             |                              | 2                     | 2     | 0.0%   |
| Planning Transport & Eng.     |                        |                                 |  |                             |                              | 3                     | 3     | 0.0%   |
| <b>Operations</b>             | 3                      | 2                               | 5  | 1                           | 4                            | 78                    | 93    | 7.5%   |
| SR Director                   |                        |                                 |  |                             |                              | 1                     | 1     | 0.0%   |
| Westcombe                     |                        |                                 |  |                             |                              | 6                     | 6     | 0.0%   |
| <b>Strategic Resources</b>    |                        |                                 |  |                             |                              | 7                     | 7     | 0.0%   |
| <b>Total</b>                  | 21                     | 10                              | 64                                       | 2                           | 22                           | 819                   | 938   | 7.9%   |

Figures relate to all posts marked as requiring a CRB check. Managers must ensure posts are correctly marked [via Establishment report] and all checks required are initiated \ completed and returned promptly.

At any point in time, some rechecks will be in progress, other factors such as Long term absences e.g. Maternity, sickness, casual staff not currently working etc may cause delays in rechecks. The purpose of these statistics is to ensure attention is given to checks which have stalled or records that need to be updated in order to ensure all proper checks for the protection of clients are in place.

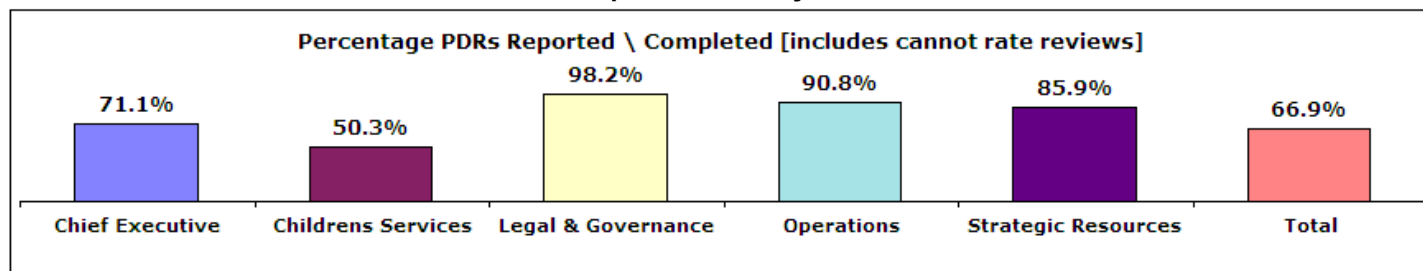
## TRAINING & DEVELOPMENT STATISTICS



\* Figures are calculated mid month rather than for calendar months.

## PDR completed rates from returns to Training and Development

### PDR Completion rates by Directorate



## PDR completed rates from returns to Training and Development

### Breakdowns by Service

| Service                       | Completable | Not completed | Completed by Month |          |           |           |            |            |            |           |           |           |           |            | Completed signed off | % reported complete |
|-------------------------------|-------------|---------------|--------------------|----------|-----------|-----------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|----------------------|---------------------|
|                               |             |               | Jan-11             | Feb-11   | Mar-11    | Apr-11    | May-11     | Jun-11     | Jul-11     | Aug-11    | Sep-11    | Oct-11    | Nov-11    |            |                      |                     |
| Safeguard. Families & Comms   | 221         | 149           | 3                  | 1        |           | 1         | 8          | 25         | 14         | 4         | 11        | 4         | 6         | 77         | 34.1%                |                     |
| Education & Resources         | 145         | 85            |                    |          | 1         | 4         | 6          | 26         | 5          | 7         | 1         | 5         | 8         | 63         | 42.6%                |                     |
| Community Health              | 287         | 99            | 12                 | 3        | 7         | 5         | 16         | 71         | 48         | 6         | 21        | 3         | 4         | 196        | 66.4%                |                     |
| Directors Office              | 1           |               |                    |          |           |           |            | 1          |            |           |           |           |           | 1          | 100.0%               |                     |
| <b>Childrens Services</b>     | <b>654</b>  | <b>333</b>    | <b>15</b>          | <b>4</b> | <b>8</b>  | <b>10</b> | <b>30</b>  | <b>123</b> | <b>67</b>  | <b>17</b> | <b>33</b> | <b>12</b> | <b>18</b> | <b>337</b> | <b>50.3%</b>         |                     |
| Communications                | 10          | 10            |                    |          |           |           |            |            |            |           |           |           |           |            | 0.0%                 |                     |
| Chief Exec & direct reports   | 6           | 3             |                    |          |           |           |            | 2          |            | 1         |           |           |           | 3          | 50.0%                |                     |
| Chief Executive Office        | 2           |               |                    |          |           |           |            |            | 2          |           |           |           |           | 2          | 100.0%               |                     |
| Delivery                      | 4           |               |                    |          |           |           | 3          |            | 1          |           |           |           |           | 4          | 100.0%               |                     |
| Human Resources               | 23          |               |                    |          |           |           | 8          | 7          | 4          | 3         |           | 1         |           | 23         | 100.0%               |                     |
| <b>Chief Executive</b>        | <b>45</b>   | <b>13</b>     |                    |          |           |           | <b>11</b>  | <b>9</b>   | <b>7</b>   | <b>4</b>  |           | <b>1</b>  |           | <b>32</b>  | <b>71.1%</b>         |                     |
| Internal Audit                | 6           | 4             |                    |          |           |           |            |            |            | 1         | 2         |           |           | 3          | 42.9%                |                     |
| Client & Commissioning        | 10          | 4             |                    |          |           | 1         | 1          | 5          |            |           |           |           |           | 7          | 63.6%                |                     |
| Westcombe                     | 7           | 1             |                    |          |           |           |            | 4          |            |           |           | 1         | 1         | 6          | 85.7%                |                     |
| Corporate Services            | 25          | 1             |                    |          |           |           |            | 9          | 11         | 4         |           |           |           | 24         | 96.0%                |                     |
| Customer Services             | 27          | 1             |                    |          |           |           | 4          | 5          | 11         | 6         |           |           |           | 26         | 96.3%                |                     |
| SR Director                   | 1           |               |                    |          |           |           | 1          |            |            |           |           |           |           | 1          | 100.0%               |                     |
| <b>Strategic Resources</b>    | <b>76</b>   | <b>11</b>     |                    |          |           | <b>1</b>  | <b>6</b>   | <b>23</b>  | <b>22</b>  | <b>11</b> | <b>2</b>  | <b>1</b>  | <b>1</b>  | <b>67</b>  | <b>85.9%</b>         |                     |
| Commercial Operations         | 42          | 14            |                    |          |           |           | 1          | 10         | 13         | 3         | 1         |           |           | 28         | 66.7%                |                     |
| Operations Directors Office   | 5           | 1             |                    |          |           |           |            | 1          |            | 3         |           |           |           | 4          | 80.0%                |                     |
| Neighbourhoods                | 144         | 12            |                    | 4        | 1         | 5         | 36         | 82         | 3          |           | 2         | 3         |           | 136        | 91.9%                |                     |
| Planning Transport & Eng.     | 122         | 3             | 5                  |          | 7         | 31        | 19         | 53         | 3          | 1         |           |           | 2         | 121        | 97.6%                |                     |
| Finance                       | 6           |               |                    |          |           |           | 1          | 5          |            |           |           |           |           | 6          | 100.0%               |                     |
| <b>Operations</b>             | <b>319</b>  | <b>30</b>     | <b>5</b>           | <b>4</b> | <b>8</b>  | <b>36</b> | <b>57</b>  | <b>151</b> | <b>19</b>  | <b>7</b>  | <b>3</b>  | <b>3</b>  | <b>2</b>  | <b>295</b> | <b>90.8%</b>         |                     |
| Legal Services                | 27          | 1             |                    |          |           |           | 4          | 15         | 6          |           | 1         |           | 1         | 27         | 96.4%                |                     |
| Governance                    | 26          |               |                    |          |           |           | 2          | 12         | 9          |           | 1         | 1         | 1         | 26         | 100.0%               |                     |
| Solicitor & Support Staff     | 1           |               |                    |          |           |           |            |            | 1          |           |           |           |           | 1          | 100.0%               |                     |
| <b>Legal &amp; Governance</b> | <b>54</b>   | <b>1</b>      |                    |          |           |           | <b>6</b>   | <b>27</b>  | <b>16</b>  |           | <b>2</b>  | <b>1</b>  | <b>2</b>  | <b>54</b>  | <b>98.2%</b>         |                     |
| <b>Total</b>                  | <b>1148</b> | <b>388</b>    | <b>20</b>          | <b>8</b> | <b>16</b> | <b>47</b> | <b>110</b> | <b>333</b> | <b>131</b> | <b>39</b> | <b>40</b> | <b>18</b> | <b>23</b> | <b>785</b> | <b>66.9%</b>         |                     |

\* Accuracy relies on returns being returned by the monthly deadlines by Managers.

\* Compares current employee count with PDRs completed for current staff.

\* Groupings are from HR system according to the post - any changes need to be processed via HR Admin

\* Employees will report once only under their current main post.

**HR BENCHMARKING REPORT DECEMBER 2011**

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.

There were 37 participating councils in this scheme in 2011 [down from 50 in 2010]. This includes 7 unitary councils. The majority are council councils or metropolitan councils, with some district councils also. Since the removal of Best Value Performance Indicators, there has not been any national database incorporating measures for all councils, though localism and data transparency requirements may eventually move comparison of national figures in that direction again.

This HR Benchmarker scheme runs separate exercises for Local Authorities and Schools. This gives better comparisons for PCC than other Benchmarking clubs, as schools HR is provided externally in Peterborough. Great care should be taken when 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 \ devolved and therefore authorities are not being compared like for like. HR Benchmarker also runs for other sectors outside local government allowing wider comparison.

HR for the purposes of this benchmarking incorporates Occupational Health \ Health and Safety. It also includes HR Shared Services \ Payroll, at the time of the study within Strategic Resources but now outsourced to SERCO. The results therefore cover a wider range of services than those managed by the Head of HR. Additionally many of the metrics cover wider workforce issues related to management throughout the organisation such as sickness absence rates.

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, 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 for example, tend to appear more efficient, simply because people spending less than 50% of their time on HR matters will not be included in HR ratios or cost figures. Councils which outsource more of their HR service may also appear more efficient, or to have lower staff ratios when in reality this may be due to a different delivery model. To some extent the best comparison is that which shows the change within Peterborough over several years. However the council has also changed greatly in structure and size in recent years, which has a large effect on the year on year results, e.g. where figures are expressed per employee.

The last data supplied relates to the financial year 10/11, although the results come in two parts. Some of the data in this analysis is still from 09/10 as we are awaiting release of the second part of the study currently. It should be remembered that the annual benchmarking process necessarily takes some time and further progress, changes and developments will have occurred since these periods, such as the outsourcing of Manor Drive.

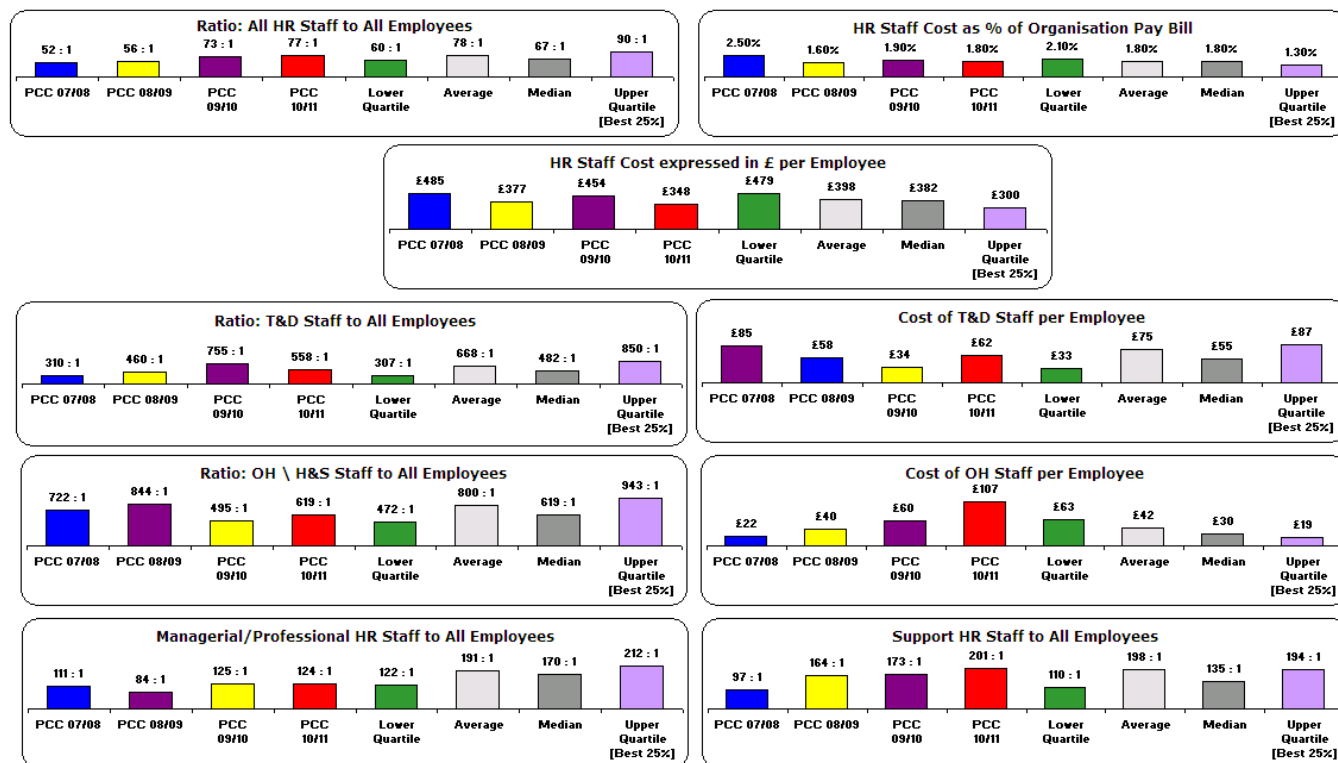
Some of the figures are to allow comparison of workforce issues and are not as such performance indicators, or have no clear 'polarity'. For example a low sickness absence rate is obviously better. But different views may be taken on the turnover rate, a certain level of turnover assists with change management, reducing the need for redundancies etc. On the other hand a turnover rate that was too high might raise questions about the level of employee satisfaction, management techniques and quality of recruitment and selection practices.

Cost figures have a clear polarity in terms of efficiency, but this has to be balanced against effectiveness. An organisation providing no training may have a very good cost ratio, but may not be that effective at carrying out its functions, which would not be captured in benchmarking. Again authorities with the lowest costs for Business Partnering may be running risks, for example in equal pay matters or potential industrial tribunal claims. Being in the 'Best Quartile' in terms of efficiency may not be the same thing as providing best value.

The full report gives results in quartiles and discusses trends and good practice. We have presented the main top line figures 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



In the last four years the overall ratio of HR staff to employees has been made more efficient [i.e. there was 1 HR member to 52 employees but there are now one HR employee to every 77 employees] despite the considerable transfer of staff outside of the council and reducing staff numbers. The ratio of Managerial \ Professional HR Staff has remained fairly consistent [i.e. the HR structure has reduced by a similar ratio to the whole organisation]. Mostly over recent years the support staff levels have fallen, while Training and Development Staff teams \ Occupational Health have remained to drive key programmes within the organisation. The level of resources required for Training and Occupational Health depends on the ongoing demands within the organisation. As the core of the organisation reduces it is not possible to necessarily reduce the resources needed to the same proportion in the shorter term, for example in managing HR policy or management orientated training. HR services are key to successfully managing change such as transitioning effectively to a smaller workforce, and in facing growth in staff numbers in receiving additional employees from Adult Social Care.

The figures place PCC expenditure on HR at the average level for larger councils – despite being compared mostly with larger County and Metropolitan Councils where more efficiencies of scale might be expected. Other positive figures to note are the fall in HR staff cost per employee and a support staff ratio in the top 25%.

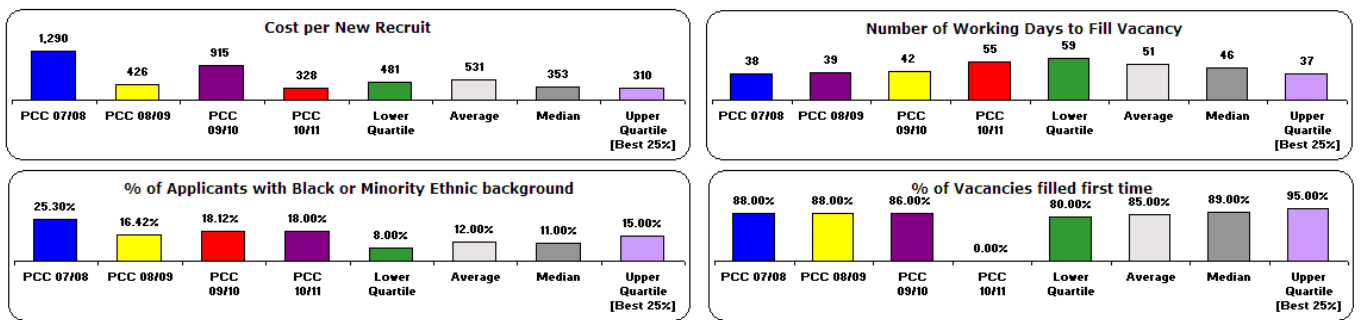
The cost of delivering Occupational Health has risen, mainly because approximately the same staffing levels have been required despite falling employee numbers, and agency staffing has been used pending consideration of the best method of future delivery, which is now progressing. Although the ratio to employees looks poor comparatively this is likely to be caused by those organisations largely or

completely outsourcing their Occupational Health requirements already.

In cost terms the percentage of the organisation’s paybill spent on HR is around average. 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 creates an upward pressure on staff ratios and costs.

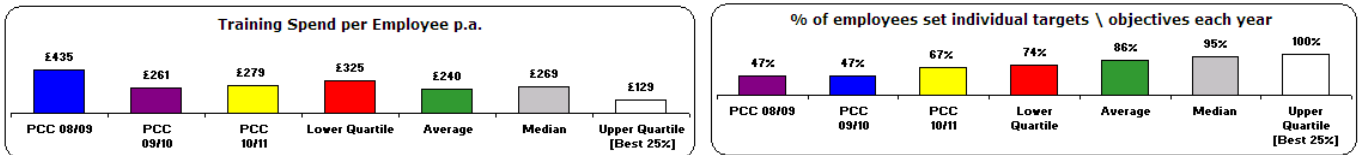
The position since April has changed quite considerably with more transfer of both employees and HR staff outside of the council. In particular the outsourcing to Manor Drive has included most administrative work related to HR, which will alter considerably the ratios within Benchmarker next year.

**Recruitment and Selection**



Recruitment costs per recruit have fallen in the latest study, the number of vacancies which need to be recruited to is a key factor as the costs of online recruitment systems are more fixed than previous approaches media advertising. The council attracts a high rate of applications from ethnic minorities. The time taken to fill vacancies has been rising and is below average, however this is quite complex to measure, and one might expect a rise where there is less recruitment to administrative roles and more to essential professional roles. We were not able to measure % vacancies filled first time – however additional reporting tools have recently been provided by the current recruitment system supplier and we plan to develop these to ensure better information becomes available on recruitment matters.

**Training & Development**



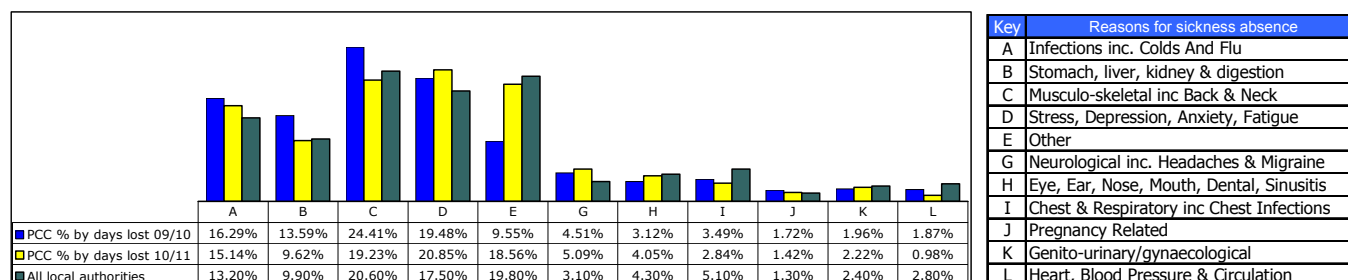
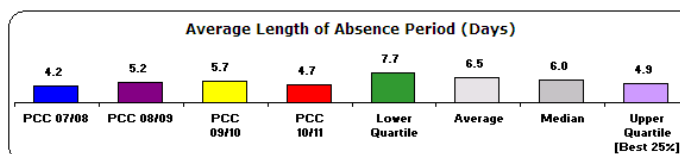
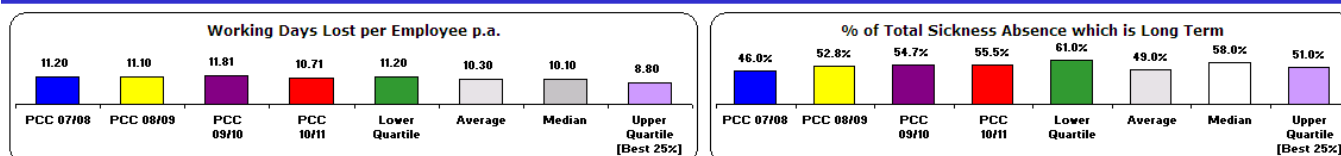
Training and Development expenditure rose per employee slightly and represents a higher investment in training than average for councils, though again the pattern is highly influenced by the reducing size of the organisation this year.. Net expenditure within the council has been falling. Most organisations have chosen to cut learning and development budgets as a cost saving mechanism in recent years.

These figures say nothing about the value added by training activities, and those with the lowest expenditure are not necessarily achieving the best value for money. Training and Development are currently implementing a revised evaluation system for training courses so robust measures can be provided in future showing the impact and benefits achieved through training activities.

Extended use of E-learning courses is continuing and helps reduce the unit costs for training in appropriate areas, as does the use of NVQ’s and other opportunities 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. However there has been considerable improvement from the previous year and HR are working to ensure it becomes fully embedded in the organisation. In the current year three Directorates have completion rates between 86% and 98% and additional training and support has been targeted to those areas where the process is yet to become fully embedded. Data on the scores is being collected in order to gather a picture of performance issues throughout the organisation which are being addressed and is being used to inform the HR Review process and identify top performers and those with high potential. The same process is also used for identifying individual training needs.

## Sickness Absence



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

Sickness absence was 0.41 days per employee above average, however the absence rate was reduced by 9.3% over the previous year. Apart from 09/10, [which was affected by swine flu], the sickness trend has been towards improved rates in recent years.

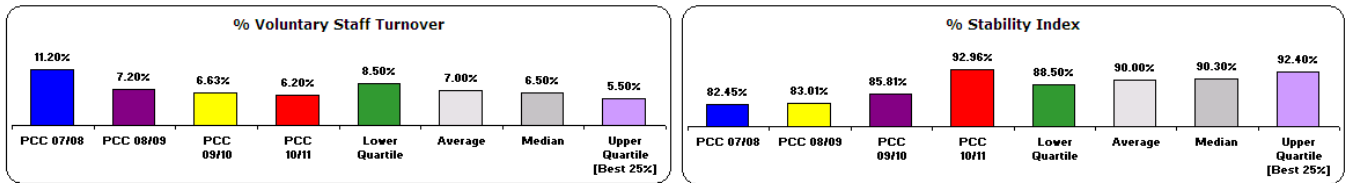
The percentage of sickness that is long term is above the mean average but below the middle [median] value. The trend continues to rise for Peterborough. It is suggested this is because work to better manage sickness absence over recent years has had a somewhat greater impact on curbing short term absences. The average length of absences was shorter than in other authorities, although this would depend on how each organisations payroll counts split sickness occasions.

The analysis by sickness type shows the stress related category overtook musculo-skeletal as the biggest single cause of sickness days in 2010/11. It should however be remembered that the transfer of specific services such as Vivacity and City Services will affect the likely types of sickness occasions away from some types of physical problems, rather than there being a real trend towards increasing stress levels. There was a noticeable increase in days due to the 'other' category – an investigation may be needed to ensure only those items which should be placed in this category are so labelled, although we still had less such sickness than average. A project is underway to raise awareness of managing stress across the council.

Improved attendance rates have continued to be achieved in the current year and are currently standing at 9 days per employee for the most recent 12 months for current Directorates. This is despite transfer of staff to SERCO, who had below average absence rates. HR sees further improvement as a priority and a revision to the absence monitoring triggers is being planned. This is intended to ensure regular monthly review of all staff that have above average sickness rates, and therefore ensure timely management action occurs in all cases. Rather than base sickness 'triggers' on a fixed number of occasions or days lost, this relates the individuals rates to the average rate, for which continual improvement will be aimed at.

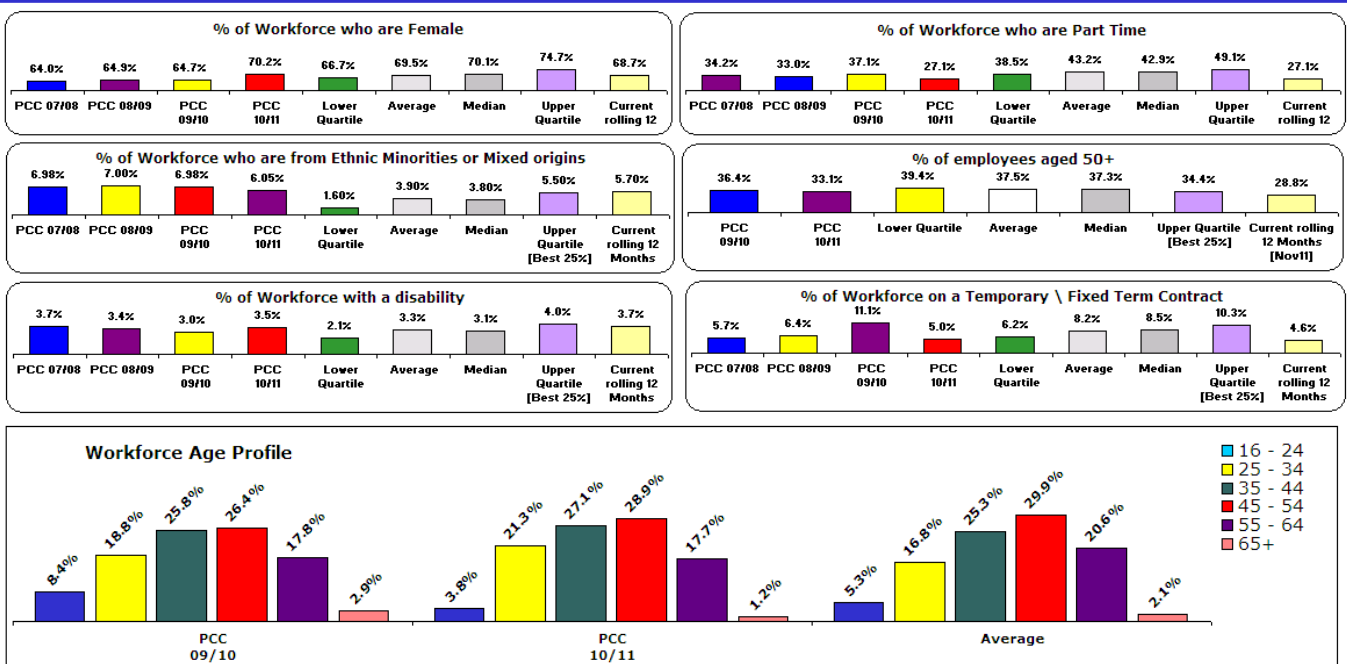
Inevitably, discussion on sickness rates when published raise the issue of comparison with the private sector. There are a number of important factors in comparing public and private sector absence rates. One reason for this gap is that public sector employers have an older age profile in their workforce, 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. 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 and median - generally considered a good sign of relative employee satisfaction. Strict control of recruitment has contributed to an ongoing fall in FTE \ Headcount each month as well as gains from reorganisations, transfers 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. Our stability index [the percentage of current employees who were in the council's employment one year ago] is in the upper performance quartile. This is partly an indicator of control of recruitment, partly of current economic conditions, and partly related to employee retention.

## Employee Diversity

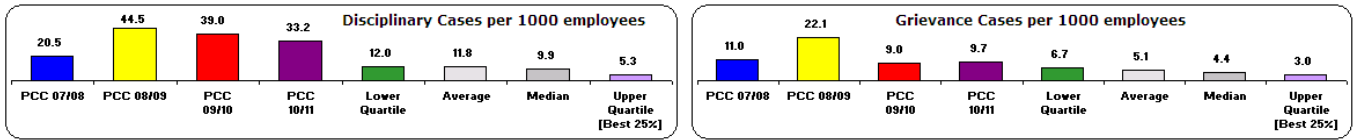


The large transfers from the council to Vivacity, Enterprise and SERCO have meant the diversity pattern within the council has changed considerably, not due to recruitment or retention issues but simply because different areas of the business have had different equality profiles and a good percentage of council jobs has moved outside of the council. At November 11 the workforce headcount for directorates is 55% of that at January 11. In these charts we have added to November 11 figures to show the effects of these changes.

Disability representation has increased proportionally. Ethnic Minority representation, and the percentage of women who are female have reduced proportionally within the council, as have the percentage of staff over 50, the percentage of staff who are part time, and the percentage of staff on a fixed term or temporary contract. However ethnicity and disability representation remain favourable relative to other councils.

The potential contribution to increased diversity made by recruitment is more restricted in times of a contracting workforce and limited recruitment, however work continues in HR on equality impact assessment of HR policies and processes, and consideration and reporting of equality data. The Equality Act 2010 has increased the data publishing requirements related to staffing, and by April 2012 the council is obliged to publish specific and measurable equality objectives which the corporate diversity group is leading on.

## Employment Tribunals, Disciplinary and Grievance Cases



The number of both disciplinary and grievance cases per 1,000 employees are in the upper quartile area.

A relatively high rate of disciplinary cases is thought to indicate a proactive approach to ensuring workforce issues are properly managed and resolved and a robust recording system for cases. This includes addressing breaches of Health and Safety and other policies \ procedures and unsatisfactory work performance.

The number of formally disciplinary cases [92] reduce proportionally in 10/11 and is likely to fall further in the current year since 45 percent of formal cases occurred in City Services. Cases recorded by the council incorporate all cases not resolved informally [74 in 2010/11]. The majority of cases arise from unacceptable behaviour [38%] and breaches of policy or procedure [32%].

Formal grievances fell from 37 in the previous year to 19 in 09/10 which represented a rise proportionally. As the workforce contracts such figures, based on a limited number of cases will become more volatile. The vast majority of cases were not against council policies or procedures [6%] but complaints against colleagues [44%] and managers [50%].

Timely and satisfactory resolution of cases reduces the exposure of the council to Employment Tribunal Claims. 50% of logged disciplinary and grievance cases were resolved informally in 09/10.



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| <b>SUSTAINABLE GROWTH SCRUTINY COMMITTEE</b> | <b>Agenda Item No. 7</b> |
| <b>10 JANUARY 2012</b>                       | <b>Public Report</b>     |

## **Report of the Solicitor to the Council**

**Report Author** – Paulina Ford, Senior Governance Officer, Scrutiny

**Contact Details** – 01733 452508 or email paulina.ford@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 JANUARY 2012 TO 30 APRIL 2012**

## FORWARD PLAN OF KEY DECISIONS - 1 JANUARY 2012 TO 30 APRIL 2012

During the period from 1 January 2012 To 30 April 2012 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](mailto: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](http://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:

**City of Peterborough Academy – Free School Academy and free special school - KEY/03JAN/12**

**Clare Lodge Refurbishment - KEY/04JAN/12**

**Cowgate Enhancement Scheme - KEY/05JAN/12**

**Local Broadband Plan - KEY/06JAN/12**

**Eye C of E Primary School Extension - KEY/02FEB/12**

**All Saints Junior School - Extension of Age Range - KEY/03FEB/12**

**School Term Dates 2013-2014 - KEY/03MAR/12**

## JANUARY

| KEY DECISION REQUIRED   | DATE OF DECISION    | DECISION MAKER   | RELEVANT SCRUTINY COMMITTEE | CONSULTATION  | CONTACT DETAILS / REPORT AUTHORS   | REPORTS  |
|---|---------------------|--|-----------------------------|---|--|--|
| <p><b>Delivery of the Council's Capital Receipt Programme through the Sale of Land and Buildings - Vawser Lodge Thorpe Road - KEY/04DEC/10</b><br/>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>January 2012</p> | <p><b>Cabinet Member for Resources</b></p>   | <p>Sustainable Growth</p>   | <p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments &amp; external stakeholders as appropriate</p> | <p>Andrew Edwards<br/>Head of Peterborough Delivery Partnership<br/>Tel: 01733 452303<br/>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><b>Energy Services Company - KEY/03JUL/11</b><br/>To consider potential future developments of energy related products.</p>  | <p>January 2012</p> | <p><b>Cabinet Member for Environment Capital, Cabinet Member for Resources</b></p> | <p>Environment Capital</p>  | <p>Internal and External Stakeholders</p>   | <p>John Harrison<br/>Executive Director-Strategic Resources<br/>Tel: 01733 452398<br/>john.harrison@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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| <p><b>Sale of surplus former residential care home - Eye - KEY/01OCT/11</b><br/>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 for Resources, to negotiate and conclude the sale of a former care home now surplus to requirement -The Croft, Eye.</p> | January 2012 | <b>Cabinet Member for Resources</b>  | Sustainable Growth                               | Consultation will take place with the Cabinet Member, & Ward councillors, as appropriate | Simon Webber<br>Capital Receipts Officer<br>Tel: 01733 384545<br>simon.webber@peterborough.gov.uk                          | A public report will be available from the Governance team one week before the decision is taken. |
| <p><b>Section 75 agreement with Cambridge and Peterborough Foundation Trust - KEY/03OCT/11</b><br/>To approve the section 75 agreement with CPFT for the provision of mental health services.</p>  | January 2012 | <b>Cabinet Member for Adult Social Care</b>  | Health Issues                                    | Internal and external stakeholders as appropriate.                                       | Terry Rich<br>Executive Director Adult Social Services (interim)<br>Tel: 01733 758444                                      | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Hampton Community School - KEY/07OCT/11</b><br/>To vary the Ormiston Bushfield Academy (OBA) Design and Build Contract with Kier Eastern to allow for the design and build of Hampton Community School.</p>  | January 2012 | <b>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</b> | Creating Opportunities and Tackling Inequalities | Public, ward councillors and internal departments  | Brian Howard<br>Programme Manager - Secondary Schools Development<br>Tel: 01733 863976<br>brian.howard@peterborough.gov.uk | A public report will be available from the Governance Team one week before the decision is taken  |

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| <p><b>Review of Play Centres in Peterborough - KEY/09OCT/11</b><br/>To approve recommendations for changes in play centre delivery.</p>                                      | <p>January 2012</p> | <p><b>Cabinet Member for Children's Services</b></p>              | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Officers and a Councillor Reference Group</p> | <p>Karen Moody<br/>Head of Early Intervention and Prevention and Strategic Lead for Adult Learning and Skills<br/>Tel: 01733 863938<br/>karen.moody@peterborough.gov.uk</p> | <p>A public report will be available from the Governance Team one week before the decision is taken.</p> |
| <p><b>Peterborough's Transport Partnership Policy for pupils aged 4-16 years - KEY/01NOV/11</b><br/>To approve the new policy for September 2012.</p>                        | <p>January 2012</p> | <p><b>Cabinet Member for Education, Skills and University</b></p> | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Internal and public consultation</p>          | <p>Isabel Clark<br/>Head of Assets and School Place Planning<br/>Tel: 01733 863914<br/>isabel.clark@peterborough.gov.uk</p>   | <p>A public report will be available from the Governance team one week before the decision is taken.</p> |
| <p><b>Children's Centres Commissioning - KEY04/NOV/11</b><br/>To approve the award of contracts for the management and operation of 12 Children Centres in Peterborough.</p> | <p>January 2012</p> | <p><b>Cabinet Member for Children's Services</b></p>              | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Providers, Councillors, Staff,</p>            | <p>Pam Setterfield<br/>Assistant Head of Children &amp; Families Services (0-13)<br/>Tel: 01733 863897<br/>pam.setterfield@peterborough.gov.uk</p>                          | <p>A public report will be available from the Governance Team one week before the decision is taken.</p> |

|  |              |  |                     |   |  |   |
|--|--------------|--|---------------------|---|--|---|
| <p><b>Section 75 agreement with NHS Peterborough - KEY/02DEC/11</b><br/>To approve the section 75 agreement with NHSP for the commissioning and provision of learning disability services.</p>                           | January 2012 | <b>Cabinet Member for Adult Social Care</b>                    | Health Issues       | Internal and external stakeholders as appropriate | Terry Rich<br>Executive Director Adult Social Services (interim)<br>Tel: 01733 758444                              | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Solar Photo-voltaic (PV) Panels Framework Agreement - KEY/06DEC/11</b><br/>Award of contract for design supply installation operation &amp; maintenance of solar photovoltaic (pv) panels framework agreement.</p> | January 2012 | <b>Cabinet Member for Resources</b>                            | Sustainable Growth  | Relevant internal and external stakeholders.      | John Harrison<br>Executive Director-Strategic Resources<br>Tel: 01733 452398<br>john.harrison@peterborough.gov.uk  | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Traffic Signals LED Project - award of contract - KEY/03SEP/11</b><br/>Contract to replace all traffic signal head lamps in Peterborough with LED Heads.</p>   | January 2012 | <b>Cabinet Member for Housing, Neighbourhoods and Planning</b> | Environment Capital | Internal and external stakeholders as appropriate | Amy Wardell<br>Team Manager - Passenger Transport Projects<br>Tel: 01733 317481<br>amy.wardell@peterborough.gov.uk | A public report will be available from the Governance Team one week before the decision is taken. |



|   |                     |   |   |   |  |  |
|---|---------------------|---|---|---|--|--|
| <p><b>Heltwate Special School Extension - KEY/01JAN/12</b><br/>To authorise the award of the contract for extension works to Heltwate Special School.</p>   | <p>January 2012</p> | <p><b>Cabinet Member for Education, Skills and University</b></p>                               | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Internal and external stakeholders as appropriate.</p> | <p>Alison Chambers<br/>Principal Assets Officer (Schools)<br/><br/>alison.chambers@peterborough.gov.uk</p>                           | <p>A public report will be available from the Governance Team one week before the decision is taken.</p> |
| <p><b>Budget and Medium Term Financial Strategy - KEY/02JAN/12</b><br/>To approve the draft budget and Medium Term Financial Strategy for public consultation.</p>  | <p>January 2012</p> | <p><b>Cabinet</b></p>   | <p>Sustainable Growth</p>                               | <p>Internal and external stakeholders as appropriate.</p> | <p>Steven Pilsworth<br/>Head of Strategic Finance<br/>Tel: 01733 384564<br/>Steven.Pilsworth@peterborough.gov.uk</p>                 | <p>A public report will be available from the Governance Team one week before the decision is taken.</p> |
| <p><b>City of Peterborough Academy – Free School Academy and free special school - KEY/03JAN/12</b><br/>To procure a design and build contractor to carry out remodelling and refurbishment works to the existing school buildings and design and build a new special school building at the former Hereward Community College site, Reeves Way</p> | <p>January 2012</p> | <p><b>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</b></p> | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Ward Councillors and local residents.</p>              | <p>Brian Howard<br/>Programme Manager - Secondary Schools Development<br/>Tel: 01733 863976<br/>brian.howard@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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|---|--------------|--|--|--|--|---|
| <p><b>Clare Lodge Refurbishment - KEY/04JAN/12</b><br/>To award a contract for the refurbishment of two courtyard areas and extension of bedroom wings to provide four additional lounge areas.</p> | January 2012 | <b>Cabinet Member for Children's Services</b>  | Creating Opportunities and Tackling Inequalities       | Relevant internal and external stakeholders. | Sharon Bishop<br>Assets Officer<br>Tel: 01733 863997<br>sharon.bishop@peterborough.gov.uk                | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Cowgate Enhancement Scheme - KEY/05JAN/12</b><br/>To award the contract to undertake engineering works as part of the Cowgate Enhancement Scheme.</p>   | January 2012 | <b>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement</b> | Sustainable Growth / Strong and Supportive Communities | Relevant internal and external stakeholders  | Stuart Mounfield<br>Senior Engineer<br>Tel: 01733 453598<br>stuart.mounfield@peterborough.gov.uk         | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Local Broadband Plan - KEY/06JAN/12</b><br/>To approve the Local Broadband Plan for Peterborough and Cambridgeshire to release funding for Superfast Broadband.</p>                           | January 2012 | <b>Cabinet Member for Resources</b>  | Sustainable Growth                                     | Relevant internal and external stakeholders. | Heather Darwin<br>Head of Service Improvement<br>Tel: 01733 452495<br>heather.darwin@peterborough.gov.uk | A public report will be available from the Governance Team one week before the decision is taken. |

## FEBRUARY

| KEY DECISION REQUIRED   | DATE OF DECISION | DECISION MAKER   | RELEVANT SCRUTINY COMMITTEE                       | CONSULTATION   | CONTACT DETAILS / REPORT AUTHORS   | REPORTS   |
|---|------------------|--|---|--|--|---|
| <p><b>Single Equality Scheme - KEY/02SEP/11</b><br/>To approve the Single Equality Scheme.</p>  | February 2012    | <b>Cabinet</b>   | Creating Opportunities and Tackling Inequalities. | Public consultation via stakeholders and partnerships. | Paul Phillipson<br>Executive Director Operations<br>Tel: 01733 453455<br>paul.phillipson@peterborough.gov.uk | A public report will be available from the governance team one week before the decision is taken. |
| <p><b>Budget 2012/13 and Medium Term Financial Strategy 2022/2023 - KEY/01FEB/12</b><br/>To approve the final proposed budget including Council Tax for submission to full Council.</p> | February 2012    | <b>Cabinet</b>   | Sustainable Growth                                | Internal and external stakeholders as appropriate.     | Steven Pilsworth<br>Head of Strategic Finance<br>Tel: 01733 384564<br>Steven.Pilsworth@peterborough.gov.uk   | A public report will be available from the Governance Team one week before the decision is taken. |
| <p><b>Eye C of E Primary School Extension - KEY/02FEB/12</b><br/>Award of contract for 3 additional classrooms and an additional staffroom with refurbishment of reception area.</p>    | February 2012    | <b>Cabinet Member for Education, Skills and University</b> | Creating Opportunities and Tackling Inequalities  | Relevant Internal and External Stakeholders.           | Sharon Bishop<br>Assets Officer<br>Tel: 01733 863997<br>sharon.bishop@peterborough.gov.uk                    | A public report will be available from the Governance Team one week before the decision is taken. |

|   |                      |   |   |   |   |  |
|---|----------------------|---|---|---|---|--|
| <p><b>All Saints Junior School - Extension of Age Range - KEY/03FEB/12</b><br/>To commission a new all through Voluntary Aided Primary School to enable the extension of the age range of All Saints Junior School.</p> | <p>February 2012</p> | <p><b>Cabinet Member for Education, Skills and University</b></p> | <p>Creating Opportunities and Tackling Inequalities</p> | <p>Relevant internal stakeholders as appropriate.</p> | <p>Alison Chambers<br/>Principal Assets Officer (Schools)<br/>Tel: 01733 863975<br/>alison.chambers@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><b>Local Transport Plan Capital Programme of Works (CPW) 2012/13 - KEY/01MAR/12</b><br/>To approve the Capital Programme of Works for financial year 2012/13.</p> | <p>March 2012</p> | <p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p> | <p>Sustainable Growth</p>   | <p>Neighbourhood Committees, internal and external stakeholders.</p> | <p>Michael Stevenson<br/>Project Engineer<br/>Tel: 01733 317473<br/>michael.stevenson@peterborough.gov.uk</p> | <p>A public report will be available from the Governance Team one week before the decision is taken.</p> |

|   |                   |                       |                           |  |   |  |
|---|-------------------|-----------------------|---------------------------|--|---|--|
| <p><b>Statement of Community Involvement (including Neighbourhood Planning guidance) - draft - KEY/02MAR/12</b></p> <p>To approve the draft Statement of Community Involvement (including Neighbourhood Planning guidance) for public consultation.</p> | <p>March 2012</p> | <p><b>Cabinet</b></p> | <p>Sustainable Growth</p> | <p>Internal and external as appropriate.</p> | <p>Richard Kay<br/>Policy and Strategy Manager</p> <p>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> |
|---|-------------------|-----------------------|---------------------------|--|---|--|

**CHIEF EXECUTIVE'S DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1HG**

Communications  
Strategic Growth and Development Services  
Legal and Democratic Services  
Policy and Research  
Economic and Community Regeneration  
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

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

Finance  
Internal Audit  
Information Communications Technology (ICT)  
Business Transformation  
Strategic Improvement  
Strategic Property  
Waste  
Customer Services  
Business Support  
Shared Transactional Services  
Cultural Trust Client

**CHILDRENS' SERVICES DEPARTMENT Bayard Place, Broadway, PE1 1FB**

Safeguarding, Family & Communities  
Education & Resources  
Children's Community Health

**OPERATIONS DEPARTMENT Bridge House, Town Bridge, PE1 1HB**

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)  
Commercial Operations (Resilience, Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Passenger Transport)  
Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion)  
Operations Business Support (Finance)  
Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)

**SUSTAINABLE GROWTH SCRUTINY COMMITTEE  
WORK PROGRAMME 2011/12**

| Meeting Date  | Item  | Progress   |
|---|---|--|
| <b>7 June 2011</b><br><i>Draft Report 19 May</i><br><i>Final Report 26 May</i>            | <b>Preliminary Flood Risk Assessment</b><br>To scrutinise Peterborough's Preliminary Flood Risk Assessment.<br><b>Contact Officer: Richard Kay/Julia Chatterton</b>   | Recommendations to Cabinet meeting 13 June 2011. |
|   | <b>Review of 2009/10 and Future Work Programme</b><br>To review the work undertaken during 2009/10 and to consider the future work programme of the Committee.<br><b>Contact Officer: Paulina Ford</b>        |  |
| <b>29 June 2011</b>   | <b>Call-In Meeting</b>  |  |
| <b>12 July 2011</b><br><i>Draft Report 24 June</i><br><i>Final Report 1 July</i>          | <b>CANCELLED</b>  |  |
|   |   |  |
| <b>6 September 2011</b><br><i>Draft Report 18 August</i><br><i>Final Report 25 August</i> | <b>Facilitating Growth in Peterborough</b><br>To receive and comment on a report on the operational overview of the growth and planning service areas.<br><b>Contact Officer: Andrew Edwards/Simon Machen</b> |  |
|   | <b>Local Development Framework Scrutiny Group</b><br>To consider the continuation of the Local Development Framework Scrutiny Group.<br><b>Contact Officer: Paulina Ford</b>                                  |  |

| Meeting Date  | Item  | Progress |
|---|---|----------|
|   | <p><b>Disposal of Vawser Lodge</b></p> <p>To receive an update on the progress of the sale of land and buildings at Vawser Lodge.</p> <p><b>Contact Officer: Andrew Edwards</b></p>   |          |
| <p><b>13 October 2011</b></p> <p><i>Draft Report 27 Sept</i></p> <p><i>Final Report 4 Oct</i></p> | <p><b>Enterprise Peterborough</b></p> <p>To scrutinize the Enterprise Contract and make any recommendations.</p> <p><b>Contact Officer: John Harrison</b></p>   |          |
|   | <p><b>Manor Drive Managed Service</b></p> <p>To receive and comment on the Manor Drive contract and make any recommendations.</p> <p><b>Contact Officer: John Harrison</b></p>  |          |
|   | <p><b>Planning Policies Development Plan Document</b></p> <p>To scrutinize and comment on the Planning Policies Planning Development Document and make any recommendations</p> <p><b>Contact Officer: Richard Kay</b></p>                         |          |
|   | <p><b>Draft Housing Strategy and Strategic Tenancy Policy</b></p> <p>To scrutinize and comment on the draft Housing Strategy and Strategic Tenancy Policy and make any recommendations.</p> <p><b>Contact Officer: Richard Kay/Anne Keogh</b></p> |          |
| <p><b>8 November 2011</b></p> <p><i>Draft Report 21 Oct</i></p> <p><i>Final Report 28 Oct</i></p> | <p><b>Progress on the Delivery of the Growth, Strategic Planning and Economic Development Portfolio</b></p>   |          |
|   | <p><b>Opportunity Peterborough – Update Report</b></p> <p>To scrutinise and comment on an update report on the work of Opportunity Peterborough and make any recommendations</p>  |          |



| Meeting Date  | Item   | Progress |
|---|--|----------|
|   | <p><b>Contact Officer: Neil Darwin</b></p> <p><b>Use of Consultants - Recommendations Monitoring Report</b><br/>To scrutinise and monitor the progress being made on the recommendations from the Use of Consultants Review.<br/><b>Contact Officer: Steven Pilsworth</b></p> <p><b>Draft Flood and Water Management Supplementary Planning Document</b><br/>To scrutinise for future consultation and make any recommendations.<br/><b>Contact Officer: Emma Latimer / Julia Chatterton</b></p> |          |
| <p><b>10 January 2012</b><br/><i>Draft Report 22 Dec</i><br/><i>Final Report 29 Dec</i></p>         | <p><b>Housing Strategy and Strategic Tenancy Policy</b><br/>To scrutinize and comment on the Housing Strategy and Strategic Tenancy Policy and make any recommendations.<br/><b>Contact Officer: Anne Keogh / Richard Kay</b></p> <p><b>Annual Human Resources Monitoring Report</b><br/>To scrutinise the Annual HR Monitoring Report.<br/><b>Contact Officer: Mike Kealey</b></p>  |          |
| <p><b>30 January 2012</b><br/><b>(Joint Meeting of the Scrutiny Committees and Commissions)</b></p> | <p><b>Budget 2011/12 and Medium Term Financial Plan</b><br/>To scrutinise the Executive's proposals for the Budget 2011/12 and Medium Term Financial Plan.<br/><b>Contact Officer: John Harrison/Steven Pilsworth</b></p>  |          |
| <p><b>6 March 2012</b></p>  | <p><b>Community Infrastructure Levy (CIL)</b><br/>To scrutinise the Community Infrastructure Levy and how the council proposes to implement it and make recommendations.</p>   |          |

| Meeting Date               | Item  | Progress |
|----------------------------|---|----------|
|                            | <b>Contact Officer: Richard Kay</b>   |          |
|                            | <b>Complaints Monitoring Report 2010/11</b><br>To scrutinise the complaints monitoring report 2009/10 and identify any areas of concern.<br><b>Contact Officer: Mark Sandhu/Belinda Evans</b> |          |
|                            | <b>City Centre Development Plan Document</b><br>To Scrutinise the City Centre Development Plan Document and make any recommendations.<br><b>Contact Officer: Richard Kay</b>                  |          |
|                            | <b>Benefits Service</b><br><br><b>Contact: Margaret Welton</b>  |          |
|                            | <b>Use of Consultants – Consultancy and Interim Policy</b><br>To Scrutinise the Consultancy and Interim Policy and make any recommendations<br><b>Contact Officer: Steven Pilsworth</b>       |          |
| <b>To be programmed in</b> |   |          |

|   |               |
|---|---------------|
| <b>Refresh of Statement of Community Involvement (SCI)</b><br><b>Contact Officer: Richard Kay</b> |               |
| <b>Opportunity Peterborough – Update report</b><br><b>Contact Officer: Neil Darwin</b>            | November 2012 |