

CABINET

MONDAY 8 FEBRUARY 2016
10.00 AM

Bourges/Viersen Room - Town Hall

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

AGENDA

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Circulation

Cabinet Members

Scrutiny Committee Representatives

Directors, Heads of Service

Press

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

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MINUTES OF CABINET MEETING HELD 18 JANUARY 2016

PRESENT:

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

Cabinet Advisors: Councillor Casey and Councillor Stokes

1. APOLOGIES FOR ABSENCE

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

Cabinet wished for congratulations to be noted to Councillor Maqbool who had recently given birth to a baby boy.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE CABINET MEETING HELD ON 7 DECEMBER 2015

The minutes of the meeting held on 7 December 2015 were agreed as a true and accurate record.

4. PETITIONS PRESENTED TO CABINET

Councillor Peach presented a petition on behalf of local residents which objected to the double yellow lines in Century Square. The recently added lines had been placed in unnecessary places and were causing major car parking problems in the area.

STRATEGIC DECISIONS

5. ADULT SOCIAL CARE CHARGING POLICY REVIEW

Cabinet received a report which was submitted following a consultation on proposals for Adult Social Care charging; a referral from the Scrutiny Commission for Health Issues and a referral from the Corporate Management Team meeting held on 11 November 2015.

The purpose of the report was to provide information for consideration on a number of proposed changes to the Council's Adult Social Care Charging Policy; for Cabinet to receive responses and comments from the public consultation; to receive responses, comments and recommendations from the Scrutiny Commission for Health Issues and to seek Cabinet's approval of the recommended changes to the charging policy and for the method of implementation of these changes.

The Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health introduced the report highlighting the main issues contained within. In response to

concerns raised with regards the proposed increase in charges, he confirmed that the proposals would not affect those individuals who could not afford to pay.

The Council's Financial Systems Manager added further points of clarification and drew Cabinet's attention to an addendum document which had been circulated prior to the meeting which detailed recommendations from the Scrutiny Commission for Health Issues, these being:

- i. That option one in respect of the charging policy proposals, 'Agree to the changes and apply these from the earliest available opportunity as part of the routine financial assessment process,' is the preferred approach; and*
- ii. That income generated from the Adult Social Care Charging Policy be ring-fenced for re-investment in adult social care services.*

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

- Assurance could be given that each resident would only pay what they could afford as the personal financial and care need circumstances of each individual who received care services, and received a financial assessment, were taken into consideration;
- The process of assessment was outlined and it was confirmed that each one was carried out on an individual basis, with no mass assessments undertaken;
- Care charges represented about 16% of the total adult social care budget and in respect of financial implications to the Council, it was advised that in the year 2016/17 additional charges could generate an estimated additional £260k;
- If agreed by Cabinet, the changes would become part of the Council's policy and would be a permanent change to the way the Council calculated how much individuals would have to pay towards their care. The Policy reflected current guidance and should there be any future changes to this guidance, the Policy would be reviewed accordingly; and
- The report highlighted comparator and benchmarking information which detailed how other Councils were approaching the issue. The majority of Councils were facing the same challenges as Peterborough and the opportunity for charging had been taken up in order to maximise revenue.

Cabinet considered the report and **NOTED:**

1. The proposed changes to the Adult Social Care charging policy and the recommended option, this being option 4.7(a), as set out in the Cabinet report;
2. The responses and feedback received from the public consultation on the charging proposals;
3. The comments and recommendations of the Scrutiny Commission for Health Issues on the charging proposals, these being that:
 - i. option 4.7(a) in respect of the charging policy proposals was the preferred approach; and
 - ii. that income generated from the Adult Social Care Charging Policy should be ring-fenced for re-investment in adult social care services.

And **RESOLVED**:

4. To approve the proposed changes to the charging policy, as set out in option 4.7(a) within the report to Cabinet, to take effect from the earliest available opportunity as part of the routine financial assessment.
5. In approving the policy Cabinet **NOTED** the recommendation from the Scrutiny Commission for Health Issues 'that income generated from the Adult Social Care Charging Policy be ring-fenced for re-investment in adult social care services' and confirmed that this was the case.

REASONS FOR THE DECISION

The proposed changes to the charging policy and the preferred method of implementation would ensure that the Council's Adult Social Care Charging policy:

- Met statutory requirements;
- Maximised income from charges, and in so doing generated additional revenue that would assist the Council in setting a balanced budget, and would help to maintain and extend adult social care services against a background of increasing demand and financial constraints; and
- Continued to charge people in a fair, consistent and equitable way.

ALTERNATIVE OPTIONS CONSIDERED

Alternative charging policy options were outlined within the report to Cabinet. These being (original lettering used):

- b) Agree to the changes but phase these in over a three year period, limiting the increase that would apply to each individual to a third of the total increase figure (i.e. the full impact of the increase would only be felt in the third year – 2017/18);
- c) Agree to implement only some of the proposed changes, and operate a more generous version of the charging policy; and
- d) Leave the charging policy unchanged, and continue to operate a more generous version of the charging policy.

These options were considered and rejected because they would not generate the estimated additional income from care charges that the recommended option would.

The challenging financial climate and increasing cost pressures that the Council faced made it imperative that all revenue sources were maximised where this could be done fairly and legitimately.

6. TREATMENT OF WAR DISABLEMENT PENSION – ADULT SOCIAL CARE CHARGING

Cabinet received a report which was submitted following a motion moved by Councillor John Fox, the Council's Armed Forces Community Champion, to Full Council on 14 October 2015, which has its origins in the Royal British Legions 'Insult to Injury' campaign.

The purpose of the report was to seek approval from Cabinet for a proposed change to the Council's Adult Social Care Charging Policy in response to Councillor Fox's motion.

Veterans injured after 6 April 2005 received income compensation through the Armed Forces Compensation Scheme, which was fully disregarded in the financial assessment calculation. However, veterans injured prior to 5 April 2005 received a War Disablement Pension, which was subject to a £10 disregard, with the remainder of the income taken into account in the financial assessment. War Disablement Pension

income above this £10 level therefore increased the person's care charge, and reduced the Council's contribution towards a person's care costs.

The Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health introduced the report highlighting the main issues contained within.

Following additional comments from the Council's Financial Systems Manager and the Social Inclusion Manager, Cabinet debated the report and in summary, key points raised and responses to questions included:

- The financial impact of the proposals would amount to a negligible loss of revenue of approximately £1.8k. A cost pressure would be created in subsequent years, although amounts would remain comparatively low, in the region of £5.5k per annum;
- There were only small numbers of individuals affected in the city, hence the low cost pressures;
- The motion and proposals represented a commitment to the Armed Forces Covenant that had been signed three years ago;
- The latest information available highlighted that only around 12% of local authorities had opted to implement such proposals; and
- It was commented that the Forces Covenant had been extremely successful and a future report on the funds it had attracted could be considered.

Councillor John Fox was present and thanked Cabinet for the positive response to the motion.

Cabinet considered the report and motion as moved by Councillor John Fox and unanimously supported by Council at the meeting held on 14 October 2015, and **RESOLVED:**

1. To approve that the Adult Social Care Charging Policy be amended to fully disregard the war disablement pension in the social care financial assessment, effective from February 2016, in accordance with the motion moved by Councillor Fox; and
2. To support the Local Government Association's call for additional funding to be provided by Central Government to ensure that such a policy change is financially sustainable.

REASONS FOR THE DECISION

The proposed changes to the charging policy would ensure that the Council's approach to the treatment of military compensation:

- Recognised the sacrifice of those injured in service;
- Was equitable, fair, and consistent with the treatment of other forms of compensation;
- Rectified a widely-perceived anomaly;
- Was within the Council's discretion, and
- Had a negligible/low financial impact.

ALTERNATIVE OPTIONS CONSIDERED

The alternative options considered were:

- a) To leave the charging policy unchanged in respect of its treatment of War Disability Pension.

This option was rejected since there was a widely held view that there was an anomaly in the treatment of military compensation that required rectifying, and the will of the Council had been clearly expressed that such a rectification should be considered locally.

- b) To reduce care charges even further for those injured in military service.

This option was also rejected since this would cause a further loss of revenue to the Council at a time of extreme financial pressure. Also, the recommended option was in accord with the campaigning stance of the Royal British Legion, and the views of the Local Government Association.

7. REVIEW OF THE FOURTH LOCAL TRANSPORT PLAN

Cabinet received a report which was submitted following the Sustainable Growth and Environment Capital Scrutiny Committee, held on 6 January 2016, and as part of the democratic process leading to the proposed adoption of the fourth Local Transport Plan (2016-2021), including the review of the Long Term Transport Strategy (2011-2026) at Full Council in January 2016.

The purpose of the report was for Cabinet to consider the fourth Local Transport Plan (2016-2021), including the review of the Long Term Transport Strategy (2011-2026), and to make any recommendations for changes where appropriate and to consider recommendations arising from the Sustainable Growth and Environment Capital Scrutiny Committee, these being:

- i. Air quality is monitored in the fourth Local Transport Plan in a manner that is easy to understand and would allow Peterborough to be compared to other cities; and*
- ii. The long term aspiration to support the addition of further stations along the Stamford and Spalding train lines be included within the Fourth Local Transport Plan and the Council will pursue these aspirations with the relevant rail authorities.*

The report further requested that Cabinet recommend that Full Council consider and adopt the Local Transport Plan 2016 to 2021 (LTP4) including the Long Term Transport Strategy 2011 to 2026 (LTTS).

The Cabinet Member for Growth, Planning, Housing and Economic Development introduced the report highlighting the main points contained within. The Plan was produced every five years and set out how existing and future transport issues would be tackled. The Plan would continue to support the city's growth agenda, it was deliverable, and it set out what the Council could realistically achieve given its finances. The Plan would also help to bring in more grant funding from the Local Enterprise Partnership and the Government in future.

Following additional comments from the Council's Head of Peterborough Highway Services, the Principal Transport Planning Officer and the Principal Passenger Transport Contracts and Planning Officer, Cabinet debated the report and in summary, key points raised and responses to questions included:

- Throughout the Plan there were many policies and information which supported walking and cycling, both via infrastructure improvements and 'Smarter Choices' which actively encouraged people to walk and cycle;
- Work was undertaken with all schools across the city in relation to road safety, with a range of safety measures being offered to each school. Work was also undertaken with parents and pupils to encourage safe walking and cycling. Capital money was spent on a yearly basis to make school journeys safer;

- Motorcyclists were key and vulnerable road users and there was a dedicated policy contained within the Plan which focused on this group;
- Armadillos, a form of speed hump, had been put in place elsewhere in the country, but the Council was still under deliberation as to whether they would be suitable for the city of Peterborough. The Council was aware of the concerns raised by motorcycle groups and the issue was under consideration;
- Motorcycles being permitted to utilise bus lanes would be taken on board as a future consideration. Peterborough did not have a large number of bus lanes, and each lane would need to be looked at on a case by case basis;
- The Plan would encourage growth over forthcoming years owing to it feeding into a number of council wide documents including the emerging Local P
- Rural area transport was taken into account, there was a dedicated Rural Strategy and a dedicated section for rural residents within each policy;
- The recommendations from the Scrutiny Committee had been taken on board, however it was suggested that the recommendation relating to the addition of further stations along the Stamford and Spalding train lines should have a caveat that this goal should not come at the cost of existing aspirations;
- The Plan contributed to people's health by ensuring fast journey times, as a key factor in air pollution was stationary traffic. Work would be undertaken to improve traffic movement further, and electric and ultra-low emission vehicles would be promoted along with the promotion of walking and cycling; and
- The Council did support some bus services, but it did not operate any itself. Bus operation was a commercial business and bus operators were encouraged to consider servicing rural areas, along with infill urban areas.

Cabinet considered the report and **NOTED:**

1. The fourth Local Transport Plan (2016-2021), including the review of the Long Term Transport Strategy (2011-2026) together with the minor amendments to the Plan as outlined in the report;
2. The recommendations from the Sustainable Growth and Environment Capital Scrutiny Committee, these being that:
 - i. Air quality was monitored in the fourth Local Transport Plan in a manner that was easy to understand and would allow Peterborough to be compared to other cities; and
 - ii. The long term aspiration to support the addition of further stations along the Stamford and Spalding train lines should be included within the Fourth Local Transport Plan and the Council should pursue these aspirations with the relevant rail authorities.

And **RESOLVED:**

3. To endorse recommendation (i) and (ii) of the Sustainable Growth and Environment Capital Scrutiny Committee for inclusion within the Plan, but in relation to recommendation (ii) these (a) being supported by Cabinet and (b) only where they did not take priority over existing proposals for the rail network.

And **RESOLVED TO RECOMMEND TO COUNCIL:**

4. To consider and adopt the Local Transport Plan 2016 to 2021 (LTP4) including the Long Term Transport Strategy 2011 to 2026 (LTTS) as set out in the report, subject to the following additions:

- i. Air quality be monitored in the fourth Local Transport Plan in a manner that was easy to understand and would allow Peterborough to be compared to other cities; and
- ii. The long term aspiration to support the addition of further stations along the Stamford and Spalding train lines should be included within the Fourth Local Transport Plan and the Council should pursue these aspirations with the relevant rail authorities subject to these (a) being supported by Cabinet and (b) only where they did not take priority over existing proposals for the rail network.

REASONS FOR THE DECISION

It was a statutory requirement that all local transport authorities outside of London produced a five year Local Transport Plan under the Transport Act 2000, as amended by the Local Transport Act 2008. It was also a major policy framework document under Part 3 Section 1 of the Council's Constitution and as such it was required to be submitted to Full Council for adoption. Cabinet was asked to support the submission of the document to Full Council for consideration and adoption in January 2016.

ALTERNATIVE OPTIONS CONSIDERED

The only other option considered was that the Council would not write and publish the fourth Local Transport Plan. This was rejected as the Plan was a statutory document and therefore the Council was required to prepare and publish the Plan. The Plan was also essential to securing external funding for transport.

8. COUNCIL TAX SUPPORT SCHEME

Cabinet received a report which was submitted following consultation on proposals for the Council Tax Support Scheme 2016/17, including discussion at the Joint Budget Scrutiny Committee held on 26 November 2015.

The purpose of the report was for Cabinet to make a recommendation to Council on the Council Tax Support Scheme to be implemented in Peterborough from April 2016, including the introduction of a council tax discretionary hardship policy.

The Cabinet Member for Growth, Planning, Housing and Economic Development introduced the report, on behalf of the Cabinet Member for Resources, highlighting the main points contained within. It was proposed that there be no change to the existing scheme reduction of 30%, but with some minor amendments to housing benefit rules.

The public consultation responses had been mixed and Cabinet was advised that one further response had been circulated prior to the meeting in addition to those contained within the report. The consultation would remain open and a further update would be provided to Council at its meeting due to be held on Wednesday 27 January 2016.

Cabinet considered the report and **NOTED:**

1. The feedback received to date on the consultation and proposed changes to the council tax support scheme, including the additional consultation response as tabled at the meeting;

And **RESOLVED TO RECOMMEND TO COUNCIL:**

2. To approve a Local Council Tax Support Scheme for Peterborough that contains the following components, as set out in the report:

- a) No change to the existing scheme reduction of 30% for all eligible working age claimants;
- b) Aligns the Council tax support scheme to Housing Benefit rules making it less complicated for claimants, namely to:
 - i. Limit backdating of council tax support to one month;
 - ii. Remove family premiums from all new claimants, or existing claimants who would otherwise have had a new entitlement to the premium, with effect from 1 May 2016.

Cabinet further **RESOLVED**:

- 3. To approve the introduction of a council tax discretionary hardship policy with effect from 1 April 2016.

REASONS FOR THE DECISION

The Council was statutorily required to approve a council tax support scheme by 31 January 2016 having had regard for the Council's financial position and feedback from responses to the consultation. As part of the consultation, the Council had consulted on a council tax discretionary hardship policy.

ALTERNATIVE OPTIONS CONSIDERED

The Council was statutorily required to approve a local scheme by 31 January. Cabinet had discussed the current 30% council tax support scheme with the cross party Budget Working Group as part of ongoing budget discussions. Options discussed were:

- i. One option would have been to increase the 30% scheme, however this would have had a negative impact on low income households with claimants having to pay more council tax.
- ii. Another option would have been to reduce the 30% scheme, however, this would have required the Council to find savings of up to £2.4m from elsewhere in the budget.

9. COUNCIL TAX BASE, BUSINESS RATES AND COLLECTION FUND DECLARATION 2016/17

Cabinet received a report which formed part of the preparation for setting the Council's budget. It needed to be considered so that figures for the tax base, the Collection Fund and the amount of business rates to be collected could be used in setting the Council Tax and business rate income and could be notified to other affected authorities.

The Cabinet Member for Growth, Planning, Housing and Economic Development introduced the report, on behalf of the Cabinet Member for Resources, highlighting the main points contained within.

Cabinet considered the report and **RESOLVED**:

- 1. That the calculation of the Council Tax Base for 2016/17 should be set at a level of 54,100.4 Band D equivalent properties based on a council tax support scheme of 30% and delegated authority of final confirmation of the Band D equivalent properties to the Corporate Director: Resources following approval of the council tax support scheme by Council on 27 January.

And **NOTED:**

2. The estimated position on the Collection Fund in respect of Council Tax as at 31 March 2016 being:

Council Tax	£1.816m surplus
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3. The estimated position on the Collection Fund in respect of Business Rates as at 31 March 2016 being:

Business Rates	£0.832m deficit
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Cabinet further **RESOLVED:**

4. To delegate to the Corporate Director Resources authority for approving and returning the final NNDR1 return to the Secretary of State by 31 January 2016, to include any further revision to the business rates position 2015/16 and Business Rate income 2016/17.

REASONS FOR THE DECISION

The Council Tax Base could be set at a higher or lower level. However, this could have the effect of either inflating unnecessarily the amount of Council Tax to be set or setting the tax at a level insufficient to meet the Council's budget requirements. A similar position could arise if the surplus or deficit were set at a higher or lower level.

The calculation and return of the information included in the NNDR1 was a statutory requirement which could be formally delegated to an officer. As with council tax if the amount of business rates estimated to be collected was increased or reduced or the surplus or deficit was set at a higher or lower level then the amount of income available to the council would change with the consequent effect on service provision or council tax levels.

ALTERNATIVE OPTIONS CONSIDERED

The report to Cabinet covered calculations that were all prescribed by regulations with the effect that no other options needed to be considered. Furthermore, alternative tax base calculations had been prepared dependent on the option Council approved on the council tax support scheme for 2016/17.

Chairman
10.00am – 10.47am

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CABINET	AGENDA ITEM No. 5
8 FEBRUARY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Nigel North, Cabinet Member for Communities and Environment Capital	
Contact Officer(s):	Adrian Chapman, Director of Adult Services and Communities	Tel. 863887

PEOPLE AND COMMUNITIES' STRATEGY 2016 - 2020

RECOMMENDATIONS	
FROM : <i>Strong and Supportive Communities Committee</i>	Deadline date : <i>N/A</i>
Cabinet is recommended to approve the People and Communities Strategy 2016 – 2020 for Peterborough for adoption and implementation across council services.	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following the Strong and Supportive Communities Committee held on the 20th January 2016.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is for Cabinet to consider the approval of the People and Communities' Strategy 2016 – 2020 for Peterborough.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.4 to promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. THE PEOPLE AND COMMUNITIES' STRATEGY - ISSUES FOR CONSIDERATION

4.1 The People and Communities' Strategy sets out the framework of how the Council will transform the way in which services are delivered and the role that community and other partner organisations will have in meeting the needs of residents. The Strategy is intended to be the overarching framework for all other policies within the People and Communities Directorate.

4.2 The Strategy has been co-produced with the Strong and Supportive Communities' Scrutiny Committee Task and Finish Group. The Group was set up to oversee the production of the Strategy which sets out a consistent and understandable commitment for supporting and working with communities.

- 4.3 The Strategy directly links to our core values and supports our objectives as a council, including focussing on ensuring the right outcomes for residents and communities are delivered in the right way and at the right time.

5. CONSULTATION

- 5.1 The Strategy has been co-produced by members of the Task and Finish Group. Both the Borderline and Peterborough Executive Board and the Safer Peterborough Partnership have also been consulted on the Strategy. The Borderline and Peterborough Executive Board suggested that the Strategy should include links to the Better Care Fund, raising health aspirations of young people from deprived backgrounds and highlighting how volunteering can help to reduce isolation and loneliness.
- 5.2 As further and more detailed action plans that underpin the People and Communities' Strategy are developed, consultation will take place with appropriate partners and organisations.

6. ANTICIPATED OUTCOMES

- 6.1 Cabinet approves the People and Communities' Strategy.
- 6.2 The Strong and Supportive Scrutiny Committee will regularly review progress in delivering the Building Blocks within the Strategy and identify areas where further work and engagement may be required.
- 6.3 The Strategy will directly support and enable delivery of other key documents and plans such as the Customer Strategy and the Rural Vision and Parish Charter.
- 6.4 The Strategy complements the work we do with our partners in the statutory and not-for-profit sectors, seeking ways to integrate our approaches wherever possible.
- 6.5 The Strategy will ensure that the Council can meet the needs of its current and future residents through service transformation.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The Strategy recognises that demand for Council services is increasing and the way we have previously delivered services is difficult to sustain. The Strategy sets out how the Council will manage this increasing demand for services through transforming the way in which our services are delivered, whilst ensuring the most vulnerable people still receive the help and support they need.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 Do Nothing – this option is not recommended. Given the changes in demand and the reduction in funding to the Council, the Council requires a strategy to transform its services to meet these pressures. By not approving this Strategy, the Council cannot respond to effectively respond to the demand and financial pressures or strengthen the capacity and resilience within communities.

9. IMPLICATIONS

- 9.1 There will be a requirement for more detailed work to realise the direction outlined within the Building Blocks of the Strategy and to produce tangible outcomes.
- 9.2 Financial Implications

Although there are no direct financial implications arising from the report, the Strategy will go towards ensuring the needs of the city are being met in a cost effective manner.

9.3 Legal Implications

The Localism Act 2011 provides that a local Authority has powers to do anything that individuals may generally do. The aim of community strategies is to promote and improve the economic, social and environmental wellbeing of an area, through a collective approach to service delivery.

9.4 Equality Implications

This Strategy does not propose any changes to services that will result in a negative impact to protected characteristic groups. Vulnerable people will continue to be supported through council services and safeguarding remains a priority. As more detailed strategies are developed, equality implications will be fully considered and potentially affected groups consulted with regarding any changes.

10. BACKGROUND DOCUMENTS

People and Communities' Strategy Equality Impact Assessment

11. APPENDICES

Appendix 1: People and Communities' Strategy 2016-2020

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People and Communities' Strategy

Placing communities at the heart of what we do

1. Introduction – Why do we need a People and Communities' Strategy?

Peterborough is one of the fastest growing cities in the country bringing new housing, jobs and opportunities for the people who live here and attracting new residents from across the UK and beyond. As our city flourishes and the needs and demands of our communities change and grow, we will adapt and respond to these by providing high quality and cost effective services.

The way we have previously delivered services, coupled with financial pressures, means that we can no longer meet the increasing demand placed upon the Council. Historically, councils (and other public sector services) have delivered a universal service to all of our residents. Whilst this approach is effective to meet some of our residents' needs, it can be expensive, inefficient and lack the flexibility to respond to the different requirements that diverse communities face. If we are to meet the present and future needs of our city, then we must explore ways of doing things differently.

The council has always worked with communities to understand their needs and jointly develop solutions. In many cases, individuals and communities play a vital role in helping to deliver local services.

How communities are already delivering services in Peterborough

CASE STUDY: HAMPTON PARISH COUNCIL'S LENGTHSMAN SERVICE

Hampton is an area of Peterborough that has undergone massive growth over the last ten years; over 4000 homes have now been built with more planned.

Residents of Hampton reported an increasing amount of litter in the area, the issue was raised at the Hampton Parish Council meeting. It was decided that the Parish Council would use funds raised through the precept to employ a Lengthsman to clear rubbish from the area. The Parish Council negotiated with the company that provide litter clearing services for the Local Authority and subsequently employed an additional worker to cover the Hampton area.

The service has been well received by local residents with people living in the area benefiting from a cleaner and tidier neighbourhood.

This is an example of how a programme of participatory budgeting is underway to understand how existing and established community groups can take on or enhance a service to improve their community.

What is a community?

We know that communities come in many different shapes and sizes and can be defined in multiple ways; by geography, ethnicity, gender, age, faith and so on. We use the word 'community' to mean a social group of any size that shares common values. As a result, Peterborough has multiple, complex and cross cutting communities, each with their own needs and issues that require different models of support. A key function of the council in the future will be to facilitate and enable organisations to deliver the right services and support to a diverse range of communities.

There is a great deal of expertise and knowledge within our communities and a willingness to help people through sharing learning and support in the city. We will build on this to ensure individuals and community organisations have the skills, information and support to deliver more services and help people in their local communities.

One of the key ways in which community organisations can help is in providing early help to individuals in need. By getting the right support early, it can help to prevent or delay problems from escalating. This could include preventing people from becoming homeless, stopping people getting

into debt by providing basic money management, or delaying the onset of more serious health conditions.

This document sets out the framework of how the council will transform the way in which we deliver our services and the role that community and other partner organisations will have in meeting the needs of our residents. More detailed strategies will be developed that will demonstrate how the building blocks (see section 6) of the framework will be delivered.

This transformation will increasingly need to focus on enabling communities and individuals to better support themselves. This means moving away from models of service delivery that treat the public as passive recipients of services to a model based on reciprocal arrangements thereby supporting the best possible long term outcomes for individuals through:

- preventing or delaying access to high cost specialist services
- building a strong community infrastructure
- building more confident communities.

Early help and prevention

Our partners can help us to focus more on prevention and early intervention which can help to reduce the impact of problems escalating and reduces the cost to the council and public sector. We know that many people won't ask for help until a problem has become unmanageable. We need to make it easier for people to find the support they need earlier and encourage people to support themselves, so that more serious issues can be avoided.

As set out in the Council's Health and Wellbeing strategy, access to the right information at the right time can help people to better manage health conditions and prevent longer term health issues from developing. Better information, advice and support can help to reduce health inequalities and therefore manage demand on our health services. The strategy will support and complement the ambitions of the Better Care Fund to achieve an integrated health and social care system that everyone can benefit from.

Early Help and Prevention
CASE STUDY: CONNECTING FAMILIES
In Peterborough, we believe in working with families and communities to provide children and young people with firm foundations in life so they can be happy and healthy, build resilience, achieve their aspirations and simply 'be their best'.
We always aim to provide help for children and families early in life and early in the development of a problem.
The Connecting Families programme is directed at families with multiple and complex needs across at least two categories, which include, for example, involvement in crime or anti-social behaviour, domestic abuse and children who are not attending school regularly.
We are identifying families with these types of problems at an early stage, before the issues become entrenched. The programme helps participants to find work, manage relationships and improve their parenting skills and money management. The programme aims to tackle the root causes of the problem, not just the symptoms, so families can be happy and healthy and thereby reducing the demand placed upon the Council.

2. Our Vision

Our vision is to ensure that people in Peterborough can live in a strong and vibrant community that works in partnership with the council to:

- protect the most vulnerable people and communities
- maximise the health and wellbeing opportunities for individuals

- provide the right level of information and support to individuals so they can make informed choices on the services they need
- redesign services with community organisations to be more responsive and better meet the needs of individuals.

We will deliver this vision through the following priorities:

- **Equipping people and communities with the information, tools and capacity to manage demand on public services** – Our aim is to enable communities to identify who might need support and where they can go locally to find help, for example through local networks and community organisations who can provide information and services. Through working with community organisations we can identify vulnerable people and ensure that they receive the right services at the right time.
- **Developing an effective and robust Voluntary, Community and Faith sector that can support people and communities to manage their needs** – we already work with a whole range of organisations such as housing providers, charities and faith groups to deliver services and provide essential support. We want to do more to support the sector by ensuring that local organisations have the skills, capacity and access to funding.
- **System leadership is central to our overall vision** - the Council, the Voluntary, Community and Faith sectors and other partners will take collective responsibility for leading, co-ordinating and delivering sustainable improvement.

If we are to be successful at delivering this strategy, then the Council needs to work with other organisations, including the police, health organisations, businesses and the civil sector. This will allow us to improve delivery of services and better support individuals and communities to help themselves.

3. Why things need to change.

- **Rising demand for services**

Peterborough is one of the fastest growing cities in the country with an estimated population of 188,000. By 2021, it is estimated that the population will have grown to 220,700 with higher numbers across all age ranges but particularly in both school age residents and those over 55 years old leading to increasing demand for services.

We know that many people who need to use the council services, also need support from a range of different organisations often at the same time, for example between care settings, hospital and their own homes. We need to work more effectively between these different organisations to share information and design joint outcomes that ensure collectively we deliver the right services, at the right time, in the right place.

- **Less money in the public sector**

Since 2010, the size of the public sector has been shrinking both locally and nationally as funding provided by Government is reduced. Much of the budget and control once held by Government has been devolved to local organisations such as schools and doctors. Local communities have formed social enterprises that are starting to deliver services that were once delivered by the local or national government. Across the country, communities are now running former public buildings that deliver services.

How communities are already delivering services in Peterborough

CASE STUDY: PASTON FARM COMMUNITY CENTRE

The Paston Farm Centre was historically used for youth provision in the City, but fell out of use following a reduction in funding in 2013. The Local Authority worked with a group of local organisations and residents, called the Paston Community Foundation, which included The Voyager Academy, Age UK, Families First, Cross Keys Homes and Sustrans to secure the future of this community asset.

The community asset transfer took place in 2015 and Paston Farm Community Centre is now operating as a successful social enterprise and run entirely by the community. There are a number of services now on offer including a thriving community café, adventure playground, a boxing club, as well as offering a traditional community centre place to hire for social events.

Community asset transfer encourages the involvement of local people in shaping and regenerating their communities and, as evidenced here, can promote economic regeneration through the development of community enterprise.

We remain within an extremely challenging financial climate which has seen funding to the council cut by £44m in the five years leading up to 2015/16. To continue to meet our high standards we need to deliver our services in new ways such as promoting the use of technology, encouraging self-service and collaborative working with our partners and the community, to both save money and develop joint solutions to multi-agency problems.

- **New legal duties for Local Authorities**

Legislation changes such as the Care Act and the Special Education Needs and Disability (SEND) reforms have placed significant new duties on all local authorities.

The Care Act sets out a range of additional statutory duties relating to the prevention agenda. It is critical that the care and support system works proactively to promote wellbeing and independence, rather than simply waiting until people reach crisis point. The Care Act places a duty to provide or arrange services that can prevent or delay the need for care and/or support for adults and carers. Our approach will be focused in the following areas:

Prevent: Through providing services, facilities or resources that helps an individual avoid developing needs for care and support.

Reduce: Through more targeted interventions aimed at individuals who have an increased risk of developing needs. This might also include undertaking screening for triggers, for instance to identify individuals at risk of developing specific health conditions or experiencing certain events (such as strokes, or falls).

Delay: Through interventions aimed at minimising the effect of established or complex health conditions (including progressive conditions, such as dementia) and supporting people to regain skills. We will aim to maximise independence for those already with such needs, for example, interventions such as rehabilitation/re-ablement services, e.g. community equipment services.

- **Delivering targeted services not universal support through a commissioning council**

Our overriding objective remains that the most vulnerable people in our community are supported. In the past, we have achieved this by directly delivering services to a large number of people with varying needs, ensuring that everyone had an equal access to support and help. We will continue to ensure that we reach the people that need us most, whilst helping people with less serious needs to find the support they need via alternative means. This could be through our website, local charities or community organisations.

We are a commissioning led Council, which means that we will deliver better outcomes for our customers through identifying the most efficient, effective and economic models of service delivery. This may mean the Council continues to deliver services on its own or in partnership with other local councils. It may also mean that services in future are delivered directly through other agencies and organisations, or as a partnership between the Council and other organisations. There is no one size fits all approach and the right commissioning solution will be developed for each individual service. This will provide us with a range of different abilities, skills and knowledge to enable targeted services to be delivered in the right place at the right time to the right people.

This approach offers significant benefits to local residents and businesses alike. Services will be delivered in more efficient ways, stimulating local enterprise by creating new markets in the provision of local services, and an increased emphasis on the scrutiny of those services. Our strategy places people, families and communities at the heart of what we do, through developing resilience, taking personal responsibility and accessing help and support that is appropriate.

4. Rethinking our Services

These challenges mean we need to think differently about how we deliver our services. In future, the council will have fewer direct services available and these will be targeted at the people most in need. This means that we need to find different ways of reaching people with less urgent needs so that they can still receive support.

Our approach to service delivery will see the council undertake a comprehensive review of all of its functions and services. We will explore options for alternative models of delivery and commission the most cost effective and efficient provider for each service. This may mean that the council continues to deliver a service, or that it is delivered by a private organisation, charity/not for profit organisation, or by a community group.

Whilst the council will be doing less in terms of direct delivery, we will be doing more to ensure that communities are better equipped to help themselves. We will work with community organisations (including Parish Councils) to build their capacity, skills and knowledge so that they can help support people earlier and prevent problems from getting worse.

- **Shared outcomes across the public sector**

The public sector both locally and nationally is undergoing rapid and radical change. Whilst public sector organisations have always sought to work in partnership, there have remained barriers between organisations that have inhibited the effectiveness of joint delivery. This might include sharing of data and intelligence, cultural, structural or resources implications. The result of this has meant that in many cases, public sector organisations are spending money on the same individuals or families to tackle problems. For example the council spends 60% of its funding on just 5-10% of the population with other organisations similarly spending a disproportionate amount.

The reduction of funding across all parts of the public sector has meant that organisations need to work more openly across boundaries having shared delivery, outcomes and funding. Over the last 18 months, the council has taken a proactive approach to this and has developed a stronger relationship with Cambridgeshire Constabulary, which has seen police and council staff share office space at Bayard Place. This has led to much closer working between the organisations with shared resources, intelligence and a joined up approach to tackling operational issues. Following the success of this approach, we are expanding this model to work across other partners in the city and county.

- **Managing demand through digital transformation**

We are embarking on an ambitious transformation programme that will ensure that customers have greater choice and control of how they engage with council services. We are redesigning the way we deliver our services to the people we serve to always put them first in everything we do.

Our vision is to deliver needs led, easy to access customer services however people choose to contact us. We will put them at the heart of what we do, to ensure that we continue to deliver the right services, by the right people, at the right time, in the right place and at the right cost. This transformation programme will help us to deliver our core values to all of our customers whether they are residents, businesses or visitors to our city.

This involves undertaking a comprehensive redesign of the way in which we communicate. The emphasis will be on improving the way in which customers can access information about their needs and the way they can access support.

Investment in this approach will manage demand and reduce cost, whilst also providing an improved service. This will lead to easier to access services for our customers ensuring that they can find the information that they require, without the need to always speak to a Council officer.

5. The Role of Councillors

Our Councillors have a proactive role to play as community leaders within their communities creating better engagement between public sector, voluntary sector and community leaders. Councillors are intrinsically linked within their communities and are often the first point of contact for individuals, groups and local organisations.

Councillors facilitate the flow of information and intelligence between local communities and the Council, both in identifying issues and opportunities, and in providing the intelligence local communities need in order to have the right support and help to meet their needs.

Councillors have a critical role in identifying key people within communities that can identify creative solutions, build local partnerships and enhance community based provision.

6. Co-production of services

We believe that the voice and experience of service users, residents and business are essential in designing how our services should look in future. This isn't simply about consulting people affected by change, but involving people from the start of any review to jointly work towards service redesign. This is known as co-production. Whilst there are different models of co-production across the country, the principles we will follow are:

- Equal partners – all partners (including the council) are equal with no group or person being important than any other.
- Inclusive partners – we work with individuals and organisations to ensure that a diverse range of backgrounds and needs are represented for example, disability, ethnicity or older people.
- Trusting partners – we will be open and honest in all of our dealings and deliver on our promises.

Co-Production of Services
CASE STUDY: LOCAL OFFER
From September 2014, in accordance with the Children and Families Act, all local authorities must publish and review information about services available for children and young people with special educational needs and disabilities (SEND), who are aged from 0 to 25 years.
The aim is to improve the Special Educational Needs system, enhance the quality of life for families living in the local area and ensure the best outcome for children and young people.
It is essential for parents, children and young people to be involved in developing this local offer, so the Council has been working in close partnership with Family Voice (Peterborough's Parent Carer Forum) and with a wide range of parents and carers.
Families and young people have been involved in the development work. There are parent representatives on the Local Offer task and finish group and wider consultation with parents/carers has also taken place. Parents' involvement has ensured that the information we publish is as clear and as jargon free as possible, concise but with sufficient detail to be able to see what services are on offer and available in both web based and paper form.

7. How will we deliver our strategy – our building blocks

We recognise that our People and Communities' Strategy sets out a different way of working, one that some of our communities will not be used to. Whilst there is undoubtedly an abundance of skill and competence that exists within the communities of Peterborough, we recognise that the Council may need to offer support to communities in delivering the intentions of the Strategy. This will require

a changing role for the council as it moves from traditional service delivery to an enabling role in support of communities, groups and other organisations.

The building blocks outlined below, detail what needs to be in place to ensure our communities can support and deliver our vision. We have set out both the role for the Council and the role for communities in achieving some of these aims, these form the basis of the building blocks from which more detailed delivery plans will be developed.

Building Block 1: Communities understanding their needs and where to find help or information		
<p>We acknowledge that there is a great deal of expertise and knowledge within our communities. Our experience of working with established groups such as Parish Councils, Community and Resident Associations evidences this and we will build on these relations to deliver the vision of the People and Communities' Strategy. To complement these relations, we hope also to build on the links and intelligence via our Community Connectors to reach communities that are not so well engaged.</p>		
Role of Communities	Role of the Council	Possible Actions
<p>Communities understand and are receptive to the new ways of working and understand the significance of their role.</p> <p>Community networks to undertake community needs assessments in line with their work focus.</p> <p>Community networks to adopt the appreciative enquiry approach to understanding positive pathways for individuals and navigate to appropriate places of support.</p>	<p>We will develop a single view database of citywide and localised resources.</p> <p>We will develop navigation processes for information and guidance to enable self-help.</p>	<p>Undertake assessment of social networks across all areas of the city.</p> <p>Have a single point of information to ensure community networks are aware of information and how to access.</p> <p>Establish static and mobile community hubs where self-serving information can be easily accessed, navigation support provided and support to self-serve.</p>
How will we deliver this building block and by when?		
<p>Much of the work required to fulfil the delivery of this (and other) building blocks will be developed via the Customer Experience Programme's Investing In Communities (IIC) Project Team. The Team has been established and will work throughout 2016 to support and engage community organisations to pilot and subsequently roll out the actions above.</p> <p>The IIC project team will commission the mapping of all existing groups in Peterborough and canvass each to clarify their role, scope and ability for expansion. All of this information will be collated in a publicly accessible database. This will be the first practical exercise for the group which should commence in February 2016.</p> <p>Underpinning all of the work within the Customer Experience Programme will be on-going clear communications to the wider community of Peterborough. These communications will reflect the key messages contained within this strategy and provide suggestions for how the community can respond and how they can find more help, information and advice.</p>		

Building Block 2: Empowering our communities to meet their own needs

We are currently in the process of developing an operational plan that offers the opportunity of training to enable current service users, family members, parish councils, voluntary sector and the wider community to self-help and serve others.

We are already engaging with many existing and newly formed groups with the transfer of community assets to community management as well as working with local interest groups to form new community councils in the urban areas of the city.

Increasingly, and predominantly amongst community groups, we are collaboratively exploring how services could be delivered more effectively at a local level, including youth work, running of local amenities such as community centres and maintenance of local landscaping. The learning from our work with Parish Councils will be shared with other Parishes and interested groups to demonstrate ways in which this work can be taken forwards.

These initiatives must be driven by communities and supported by the Council to enable and support delivery.

Role of Communities	Role of Council	Possible Actions
<p>Create focused community led groups to work with the council and its partners.</p> <p>Develop business plans that demonstrate how community led groups can take on the running of a service if budgets are developed to a local level.</p>	<p>To encourage and support communities to work collaboratively with the Council and partners.</p> <p>We aim to have a better understanding of what PCC services can be delivered by the community and voluntary groups.</p> <p>We wish to determine the best vehicle for delivering these services or a combination of services.</p> <p>We aim to have a full understanding of the need, develop and enable any volunteering services required.</p> <p>We are committed to enabling access to digital technology to support and enable self-help.</p> <p>We aim to deliver training (including ICT) to the community to develop their capabilities.</p> <ul style="list-style-type: none"> • We will determine clear pathways and models for devolving budgets, responsibilities and decision making to the 	<p>Support local interest groups to develop Community Councils / Community Interest Companies.</p> <p>Create action plans with identified groups that will work in partnership with services to enable the community to take ownership of their own environment, to support themselves to create resilient communities</p> <ul style="list-style-type: none"> ○ Self- Serve ○ Devolved services ○ Community Asset Transfers ○ Time Banking.

	<p>community where a community wishes to take this on.</p> <ul style="list-style-type: none"> • We will establish a transparent and equitable governance framework for the commissioning of initiatives with the voluntary and community sector 	
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How will we deliver this building block and by when?

We will support existing and emerging community groups or individuals who wish to explore the delivery of services through three clear pathways:

- **Enterprise Pathways** – Clear Journey of support for voluntary sector organisations, community groups or parishes to develop their governance, business plans, operational procedures, procurement procedures and quality oversight.
- **Service Enablement Theme Pathways** – Upskilling support for appropriate groups to deliver specific pieces of work around a theme or in an area that may need more quality oversight.
- **Volunteer Pathways** – Clear co-ordinated pathway of support for volunteers to help them gain the skills and abilities they need as well as signpost them to appropriate supported volunteer opportunities within the themes.

By working in this way together with communities we are also building new safe, strong cohesive communities. This also includes the supporting and empowering of young people to participate and even establish groups to contribute to the places they live as outlined in Building Block 8 of the People and Community Strategy.

Building Block 3: Voluntary, Community and Faith sectors have access to funding, skills and capacity to support communities

It is acknowledged that the existing funding arrangements with voluntary, community and faith sectors across the city are in part based on historic rolling arrangements, which may not continue to meet the needs of the communities within the city. Therefore it is proposed that a new approach to commissioning with these sectors will be undertaken with the intention of creating a single point of funding, which funds based on evidenced need and contributes to the visions of the voluntary, community and faith sectors as well as the local authority.

This approach, referred to as an innovation partnership, will be the first of its kind, yet to be undertaken by any other local authority. The premise of the approach is to create an equal footing on which funding decisions are made and to have an entirely transparent approach to the distribution of funding, based on evidenced need which contributes to the overarching vision of the partners.

Additionally, there will be work undertaken to establish some enterprise pathways for groups who want to become established organisations in the city. This will enable groups to access funding outside of the council to support their ongoing work and to identify new projects.

Role of Communities	Role of the Council	Possible Actions
To act as sector representatives on the innovation partnership to help identify trends and problems within their areas	To establish and host an innovation partnership to support the appropriate commissioning/funding of services with the voluntary,	To co-produce a service specification and scoping document for the innovation partnership and enterprise pathway.

<p>and seek to offer innovative solutions to resolving the identified problems.</p> <p>There will also be a role for decision making, and that is to collectively decide the most appropriate areas for funding based on the options which are presented to the innovation partnership.</p> <p>Identify funding opportunities from alternative streams to support ongoing and new projects.</p>	<p>community and faith sectors.</p> <p>To map existing services against demand to ensure provision meets needs and identify any gaps for development.</p> <p>To commission an enterprise pathway for new organisations to become established in the city.</p>	<p>Appoint an independent chair of the innovation partnership.</p> <p>To invite representatives to sit on the board of the innovation partnership.</p>
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How will we deliver this building block and by when?

The Innovation Partnership is expected to be established by December 2016. The partnership will start to commission contracts and services from April 2017.

Building Block 4 : Developing a sense of ‘place’

A sense of place is a unique collection of qualities and characteristics – visual, cultural, social, and environmental – that provide meaning to a location. Sense of place is what makes one city or neighbourhood different from another, but sense of place is also what makes our physical and social surroundings worth caring about. Peterborough has a proud and long history and whilst the city has undergone rapid change in the last few decades, it is important to acknowledge the heritage that has played a vital role in shaping Peterborough today.

Not all areas of the city benefit from having recognised community led groups or social networks that could develop or co-ordinate activities or initiatives to benefit an area and so we are committed to supporting the development of such groups. Some areas across the city are currently developing Neighbourhood Plans and the Parish Liaison Forum have recently co-produced a Rural Vision for Peterborough.

Role of Communities	Role of the Council	Possible Actions
<p>Establish focus groups to plan, organise and run local celebration events.</p> <p>Mapping of the attributes that they feel reflect a model community.</p> <p>Identify problem solving activities that bring people together in a common cause leading to achievement of well-being.</p> <p>Identify community capacity in an area e.g. a retired carpenter who may be willing to train younger</p>	<p>The council will support local groups to enable their ideas and signpost to where community groups can find further information and advice.</p> <p>Support Parish Councils and other groups (where requested) to develop neighbourhood plans.</p>	<p>Assess the customs, spiritual/religious beliefs, way of life, and social organisation of a particular neighbourhood or group.</p> <p>Understand how people interact with their environment.</p> <p>Establish networks are will enable regular:</p> <ul style="list-style-type: none"> ○ Community newsletters ○ Community projects (outside clean-up) ○ Annual celebrations ○ Special fun days

members of the community, some unused land that could be used for a communal facility, unemployed youth who can provide energy and enthusiasm, trustworthy community members willing to put in time and efforts to design a community project.		
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How will we deliver this building block and by when?

Please refer to Building block 1 for how these objectives will be met.

Building Block 5: Developing and supporting volunteers

Volunteering can be an incredibly rewarding experience for many people. It can help people to with their personal or social development, learn new skills either as a route to employment or just for their own fulfilment. Volunteering can make people feel a part of the community and helps to develop civic pride and can be way of helping to deal with isolation and loneliness. Many other people undertake informal volunteering every day, such as helping a neighbour, friend or their community.

For organisations, volunteering can increase the skill levels amongst the work force and introduce new ideas, experiences and perspectives. Volunteers should be able to access flexible volunteering opportunities that consider individuals' diverse needs and overcome barriers to getting involved.

For people who are seeking work, volunteering can highly beneficial in developing a routine helping to deal with barriers to work such as anxiety or depression. Job seekers can gain new skills, confidence and experience through volunteering which can help lead to employment.

Peterborough has a rich history of volunteering in the city and has hundreds of organisations who rely of the skill, dedication and experience that volunteers bring. Volunteers play an essential role in helping to shape and improve the communities in which we all live. Many services in the city could not be delivered if not for the time, passion and dedication that volunteers bring.

The council provides funding support to the voluntary sector through a range of commissioned services and grants.

Role of Communities	Role of the Council	Possible Actions
<p>Volunteers come from a range of diverse communities and backgrounds and provide support, advice and assistance to individuals, families or community organisations.</p> <p>Communities understand and value the role that volunteers play. New volunteers find it easy to volunteer and feel supported in their roles.</p>	<p>We want to promote more opportunities for people to volunteer, both within the council and across our partner organisations.</p> <p>We will recognise and celebrate the role that volunteers play in working with vulnerable people, looking after our parks and green spaces, supporting young people and schools or organising community events.</p>	<p>A citywide volunteering strategy is developed by the Council and our partners, to provide a joined-up approach to volunteering.</p> <p>Facilitate volunteering opportunities across partner organisations.</p> <p>Explore developing a Timebanking initiative that brings people together to help each other and 'deposit' their time.</p> <p>Explore ways of providing volunteer opportunities within the</p>

<p>Vulnerable people are encouraged to volunteer to help foster their personal and social development.</p> <p>Voluntary, public and private organisations across the City are encouraged to develop their Corporate Social Responsibility</p>	<p>We want volunteers to have a greater say and ownership to tackle the issues that matter most in their communities.</p>	<p>Council to help people gain new skills and get back into employment.</p> <p>Recognise the contribution that volunteers make.</p> <p>Explore ways of engaging new volunteers from diverse communities.</p> <p>Explore the use of 'crowd sourcing' where an online volunteer community is created to share expertise and learn new skills. Volunteering opportunities can be matched to potential volunteers</p>
<p>How will we deliver this building block and by when?</p>		
<p>By the end of 2016, the council will aim to commission an organisation from the voluntary and community sector to lead volunteer co-ordination throughout the city. The council will co-produce a volunteering strategy with this organisation setting out how potential volunteers will be recruited, supported and provided with a broad range of opportunities that can match the skills, experience and needs of potential volunteers and organisations across the city.</p>		

<p>Building Block 6: Communities are involved in decision making through consultation and engagement</p>
<p>Community engagement and consultation are key elements of understanding communities which can lead to greater public involvement and solutions to local challenges faced by society. Often community based solutions are not only cost effective to delivery, but can lead to a greater understanding of the root causes of issues and identify longer term prevention strategies.</p> <p>In order to have effective community engagement, key contacts within communities need to be identified. The council has established multiple community links within each community that can reflect the different and unique segments based on different protected characteristics and other groups. A strong rapport with each community must be established so that mutual relationships based on trust and frank dialogue can be established. We will ensure that we communicate with communities and that all messages are targeted in an appropriate medium to suit the audience.</p> <p>It is absolutely essential to involve the community contact with wider developments taking place across the council and public sector. Providing the opportunity for all communities to have their say and engage with formal and informal consultations ensures that community voices are heard and local people have the chance to be involved in decision making. In order to maintain effective relationships, it is crucial that any hurdles encountered are discussed with a view to find solutions together.</p> <p>The overall ethos of community engagement and consultation is there is no hard to reach group but it is our approach which needs to be critically re- examined to ensure that one size does not fit all.</p>

Role of Communities	Role of the Council	Possible Actions
<p>To form community groups or support existing community networking with a view to reflect their needs.</p> <p>To work together with service providers and other partners to find solutions for the challenges faced by society.</p> <p>To take up an active role of a critical friend to advise the Council and other service providers in order to provide cost effective services to the community.</p>	<p>To establish effective links with key community contacts.</p> <p>To provide networking advice with the Voluntary and Community Sector organisations as well as other established community groups.</p> <p>To provide support and signposting to investment into infrastructure so community networks can be empowered to serve community needs effectively.</p> <p>To provide a framework and levelled platform to community groups to voice their opinions including both positive and negative feedback.</p>	<p>Developing contacts and relationships with community via Community Connectors and all available service providers.</p> <p>Identify funding sources, frameworks and support under which the right service can be provided by the right group at the right time.</p> <p>Enhance existing frameworks such as Cohesion and Diversity Forum, Disability Forum and other similar structures where multiple service providers and community groups can come together to discuss the best solutions for community needs and build community confidence that these networks are able to influence and shape policies.</p>

How will we deliver this building block and by when?

This building block is being led by the Community Cohesion team and its outcomes are a key part of their role. The team works closely with the Community Connectors to develop strong relationships with community organisations and activists. Developing and maintaining effective community relationships is an ongoing function of the team.

This work is done through sharing essential information about council and partner activities as well as understanding community needs. The Community Cohesion Team and Connectors provide a focal point for the role and its progress is monitored through Safer Peterborough Partnership and the Cohesion and Diversity Forum.

Building Block 7: Empowering communities to challenge and bid to run services

The Local Authority alone cannot make an area a great place to live – the local people do. Until now, however, many people have found that their views and ideas have been overlooked. They have had limited opportunity to get involved and tackle problems in the way they want and yet volunteers and community groups can often carry out some of the most innovative and effective work in communities.

The Localism Act passes significant new rights direct to communities and individuals, making it easier for them to get things done and achieve their ambitions for the place where they live.

For example, localism allows community groups (including parish councils) to have the right to express an interest in taking over the running of a local authority service. The local authority must consider and respond to this challenge; and where it accepts it, run a procurement exercise for the service in which the challenging organisation can bid. This makes it easier for local groups with good ideas to get directly involved.

Role of Communities	Role of the Council	Possible Actions
<p>Community groups to register all asset of community value</p> <p>Community groups to explore the possibilities of taking on the management of community assets.</p> <p>Community groups to explore the possibilities of taking on the delivery of services in their area.</p> <p>Community groups to consider working together to maximise social enterprising opportunities.</p>	<p>We have a register of assets of community value available on our website together with instructions for how to nominate assets. We will provide technical support and advise to support community groups to develop their Neighbourhood Plans. Seven areas across Peterborough have been designated as neighbourhood areas. We adopted a Community Asset Transfer Strategy (CAT) in 2013 to ensure local groups have the opportunity to bid to manage local facilities and for how services can be devolved to community groups or parish councils. We adopted a new Parish Charter in November 2015 in recognition of the role parish councils play in their area and how relations can be strengthened.</p>	<p>Enhanced register reflecting all assets of value across the city.</p> <p>Neighbourhood plans are adopted.</p> <p>Principles of the CAT Strategy utilised throughout the review of community facilities and more buildings transferred to community led management</p> <p>Establishment of social enterprises across the city.</p> <p>Pathways in place to respond to local requests to enable quick and effective delivery of services at a local level.</p>

How will we deliver this building block and by when?

The Pathways outlined above (and as described in Building Block 2) will be developed throughout 2016. We will continue to work with Community organisations to support their development of their Neighbourhood Plans and expect to see these adopted from late 2016 onwards.

Building Block 8: Developing young people

Supporting Young People to feel part of the place that they live, co-design their environment/services and understand their rights and responsibilities is crucial to the development of Peterborough's People and Communities Strategy. When young people feel disenfranchised, isolated and uninvolved there are clear examples of the consequences that can occur. In 2011 riots broke out in London and across the country which led the Prime Minister to blame a 'moral collapse' and 'broken society'. This was in part, due to the opportunistic nature of the actions of predominantly younger adults and the clear demonstration that they did not feel connected to their environment.

Although this is an extreme example, it is clear that a robust building block around young people and citizenship through the People and Communities' Strategy will help to create more cohesive, productive, healthier and happier lives for all concerned. It should be noted that the onus will also be on adults to think differently and challenge their own perceptions of young people and the way that their communities are shaped. Young people's citizenship cuts across many actions within the other building blocks.

Role of Communities	Role of the Council	Possible Actions
<p>Young People will be thought of positively as an asset to be invested in, not a problem to be solved. Young people will be empowered to participate in focus groups, consultation and mapping.</p> <p>Young People will be empowered to be involved in problem solving as active citizens and will be involved in higher level decision making.</p> <p>Volunteering opportunities will be created specifically for young people to enable social action to be undertaken for the good of communities.</p> <p>Young People will be encouraged to develop skills that will help them to develop and meet their full potential.</p> <p>Young People will be enabled to meet others from different backgrounds, faiths, ages and abilities to build tolerance, respect and understanding.</p>	<p>To support and empower communities to understand the contribution that young people can make to the places that they live.</p> <p>To support and empower communities to develop the skills and abilities to engage and interact with young people in a meaningful and proactive way</p> <p>To support and enable communities to develop suitable volunteering opportunities and social action projects.</p> <p>To advertise and communicate volunteering opportunities for young people across the City.</p> <p>To ensure that Peterborough can offer national and local programmes that support the development of young people's citizenship.</p> <p>The local authority will set the standards and tone for involvement and engagement of young people, leading the development and co-ordination of the sector to ensure that opportunities are provided across the City.</p> <p>We will empower young people to develop their place in society,</p> <p>We will work with young people (particularly from deprived backgrounds) to raise their aspirations around developing a healthy lifestyle</p>	<p>Develop youth work training and information on the website for community groups.</p> <p>Develop an enablement pathway for Youth Work and Citizenship which includes support, advice and guidance for community groups to deliver their own Youth Engagement.</p> <p>Create better links with Peterborough Council for Voluntary Services and investigate national volunteering schemes for young people that can be published on a volunteering hub for young people.</p> <p>Continue to expand the Duke of Edinburgh, National Citizens Service, Princes Trust and other Youth Work Opportunities for Young People.</p> <p>Continue to develop the Quality Assurance, Training Outcomes Framework for the sector across the City and support community deliverers to be linked up through digital forums and social media.</p>
How will we deliver this building block and by when?		
<p>Much of the work required to fulfil the delivery of this building block will be developed via the Customer Experience Programme's Community Investment Stream with all of the actions in this Building Block delivered by January 2017. A number of actions, such as the creation of a Youth Enablement role, will be delivered by April 2016.</p>		

Building Block 9: Prevention and Early Intervention

Prevention and Early Intervention is completely dependent upon having a clear understanding of need including the challenges and problems that individual families face, and once we understand that, ensuring that right support is provided. Our focus is:

- One assessment that gathers all the information about the family in one place
- One Lead Professional who is the first point of contact for the family
- One action plan that the family and partners co-produce to plot and measure progress and impact

Peterborough has for the last five years been developing a model of empowerment for Early Help which is based upon partner organisations across the city taking on the role of Lead Professional. These Lead Professionals are trained and supported by a small core team of council staff and this model provides us with a workforce of between 300-350 staff.

Role of Communities	Role of the Council	Possible Actions
<p>Families are supported to engage and use self-help options for accessing support and information.</p> <p>Partners, which includes charities and faith organisations actively engage in the Early Help Process and actively promote it to continue to embed the empowerment model.</p> <p>Community based support groups such as Parents United, Second Generation (grandparents as parents) and Family Voice engage in providing support to families and maintain an open dialogue with the authority in terms of demand management.</p> <p>Charitable organisations such as Adfam and Relate continue to work closely with all partner organisations to maintain and increase, where relevant, use of and promotion of their services to families.</p> <p>Families supported through Early help are encouraged and supported to engage with volunteering opportunities to help other families in similar situations.</p> <p>Communities continue to develop additional self-help groups as demand dictates.</p> <p>Community groups make</p>	<p>Develop the concept of one front door from the perspective of the family / service user preventing recurring requests for support.</p> <p>Support Lead Professionals to support families through a solution-focussed approach.</p> <p>Gather information from the family and Lead Professional once and share this effectively.</p> <p>Work pro-actively with local charities and faith organisations to enhance provision and fill gaps.</p> <p>Ensure a differential support package is available to those families with greatest need through the continued use of multi-agency panel processes.</p> <p>To support professional and community groups and volunteers to have an awareness disabilities and make reasonable adjustments to services.</p>	<p>Contribute to the development of an enhanced self-help information service for families.</p> <p>Contribute to the development of a specialist advice and information service as part of the new front door to provide specialist support to partners.</p> <p>Commission services where evidence demonstrates there is a need for it and it has a positive impact.</p> <p>Invest the Payment by Results revenue in preventative work as far as possible.</p> <p>Continue to train partners in the use of assessment tools to help empower families to make positive changes to their lives e.g. Outcome Star.</p> <p>Pilot a volunteering programme of family support as a planned exit strategy to help remove the dependency of some families on continual packages of support.</p>

reasonable adjustments to accommodate the needs of children and adults with disabilities.		
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How will we deliver this building block and by when?

A number of the actions highlighted in this Building Block are already underway and are linked to the Customer Experience programme, for example families’ ability to access information and support from a self-help information service, the majority of these will be delivered in 2016. In addition:

- Work is underway to establish Information Sharing Agreements (ISAs) with partner agencies and organisations to ensure appropriate information can be shared and families only need to tell their story once. Timeframe for having ISAs in place is April 2016.
- Piloting of a volunteer programme to support families who have been supported by a period of High Level Family Support to then be supported by a volunteer, until they are confident and strong enough to manage without support. 6 Month pilot commencing January 2016. Joint project between PCC and a Peterborough based third sector organisation.

Building Block 10: Health and Social Care Services

Peterborough has increasing numbers of people with one or more complex health condition often due to improvements in health care and increasing life expectancy. We want everyone to play an active part in their community, with those who require care and support able to receive this as close to home as possible.

Health and social care partners have agreed the following objectives to be achieved by 2019.

- Access to services will be less complex, with the provision of web based information and guidance allowing self-access;
- People will only tell their story once as assessment functions are joined up and Information is shared across health and social care;
- Citizens will have greater choice and control over their lives and greater support in self-care;
- People will have greater self-awareness of how to improve their own health and wellbeing through prevention of illness and healthy lifestyles;
- Local communities and individuals will be healthier, live longer and more independently;
- Hospitals and long term care will be last resorts and used only when there is an absolute need that cannot be met outside of these environments; and
- Organisations will be joined up and will work together to share resources and learning.
- Improved engagement with the Voluntary Sector and the Community to support prevention at every level.

The focus is to make an individual’s journey through the health and social care systems as simple as possible and based on creating and/or maintaining independence.

The individual's perspective will become the key organising principle of our service delivery – they will receive the care that they need, at the right time and driven by their needs.

One of the key features of our community approach is the creation of multi-disciplinary neighbourhood teams aligned to GP practices and their local populations. The Integrated Neighbourhood Team approach would include an expectation of multidisciplinary working between individual staff or practitioners from a range of organisations, working on the model of the ‘team around the person’ which can be formally escalated to a multidisciplinary team linked to a GP practice if needed. High risk would result in frequent, regular proactive Integrated Neighbourhood Team approach whereas low risk would require a lower level intervention that would be taking

place in the community and involve a range of partners in the voluntary and statutory sector

Role of Communities	Role of the Council	Possible Actions
<p>Support for campaigns promoting health and wellbeing including falls prevention, promoting physical activity and mental health awareness and physical and emotional wellbeing.</p> <p>Co-ordination of community activities to reduce the risk of social isolation for vulnerable people.</p> <p>The provision of accessible services within communities will support people to retain or regain the skills and confidence to remain living in their communities for as long as possible and maintain their independence.</p> <p>Ensuring clear and effective links are established with economic growth and development programmes to ensure that factors that have a positive impact on healthy ageing and prevention of acute need are integrated into long-term plans for new communities.</p>	<p>Establishment of integrated health and social care Neighbourhood teams.</p> <p>Establishing a network of approved personal assistants to provide a local care and support offer over which individuals have choice and control.</p> <p>Commissioning of appropriate and adequate care and support services to meet the needs of local populations.</p> <p>Developing the local market to deliver innovative and responsive solutions to care and support needs.</p>	<p>Creation of reliable and accessible information and self-service resources to include an E-marketplace, underpinned by quality criteria.</p> <p>To build upon the Personal Assistant register to expand capacity and availability to all communities.</p> <p>Establishing of Neighbourhood Teams (MDT) of health and social care professionals</p> <p>Expansion of the availability of assistive technology, telecare and telehealth services to support independence within communities.</p> <p>Expansion of re-ablement services to support people to return to their communities following ill health.</p> <p>Expansion of community based support services for carers.</p> <p>Expansion of employment opportunities, including volunteering for adults with care and support needs.</p>

How will we deliver this building block and by when?

The ability to access information and support from a self-help information service will be dependent on the development of the Information Hub as part of the Customer Experience programme.

To deliver the key prevention priorities that have been identified and agreed by Health Ageing and Prevention Better Care Fund Work Stream. The priority areas are falls prevention, managing continence, reduce social isolation and improving nutrition in the older frail population. The development of the well-being service commissioned by the CCG, working closely with the local authority will support delivery of the initiatives in 2016.

CABINET	AGENDA ITEM No. 6
8 FEBRUARY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	<i>Councillor Andy Coles, Cabinet Member for Children’s Services</i>	
Contact Officer(s):	<i>Wendi Ogle-Welbourn, Corporate Director People and Communities</i>	Tel. 01733 863749

SAVINGS AND INVESTMENT: CHILDREN’S SOCIAL CARE – REVISED SUMMARY

RECOMMENDATIONS	
FROM : Corporate Director People and Communities	Deadline date : N/A
Cabinet is recommended to agree the Transformation Plan for Children’s Social Care, taking into account the financial implications arising, in order to improve practice and outcomes.	

1. ORIGIN OF REPORT

1.1 In the summer of 2015, a report was presented to Cabinet on the initial findings of the Ofsted inspection and the actions Officers and the Lead Cabinet Member considered needed to be taken to address those findings.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Cabinet with details of the actions recommended to be agreed to address the findings in the Ofsted Inspection of Children’s Social Care.

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

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. Ofsted Improvement and Investment Programme

4.1 Children’s Services in Peterborough face a number of challenges and has been engaged in a transformation programme, which has been further informed by the recent Ofsted inspection. This inspection of children’s services identified the following areas where investment was likely to be required:

- Supporting initiatives to improve recruitment and retention of staff;
- Developing capacity in the Virtual School – not yet costed;
- Developing a Neglect Strategy and ensuring an appropriate response to neglect; and
- Investment in ICT infrastructure to enable accurate and real time performance reporting across the Children’s Social Care service – assumed to be met from capital budget.

4.1.1 In addition, issues identified relating to inconsistencies in the quality of practice, management and recording will have further resource implications, including:

- Providing social workers and team managers with laptops so they can record case notes contemporaneously where appropriate – cost to be met from capital budget;
- Seeking to over-establish the number of team managers by 2 FTE so that in the event that a team manager leaves their post, this can be temporarily covered by a permanent manager. During periods when this is not necessary, these additional manager posts would be part of the Quality Assurance (QA) unit and would support practice developments and standards across the service;
- Conference and Review Chairs play a key role in ensuring that child protection and care plans are progressed; they need to have the status of team managers to achieve this, which would require a re-grading; and
- There is a need for additional Local Authority Designated Officer (LADO) and QA functions to ensure practice is consistent, but there is flexibility through the Care Act funding to support this, as we bring together the QA functions of both Adults' services and Children's services.

4.1.2 Also related to the need to improve the quality and consistency of practice:

- Developing a new approach to working with our Children in Need by increasing the skill mix of our staff team and leading us to be less reliant on hard to fill qualified social worker positions. This should improve staff turnover rates and ensure that more children, young people and their families have a consistent worker working with them throughout the period of intervention. If successful it will result in savings that will offset cost of investment; and
- Strengthening the role of the Children in Care Council and their links to Corporate Parenting Panel. This is assumed to be possible to be absorbed within the Permanency Service development.

4.2 Cost Modelling – Investment and Savings

Assumptions

4.2.1 There are a number of assumptions used in the calculations below, as follows:

- Demand will not be reduced: We need to work with fewer children in Children's Social Care and changes to the front door will achieve this. However, there will also be a need for investment in Early Help as well as in the front door. Assuming no reduction in demand builds some flexibility into future budgets where we are successful in reducing demand. There is also a risk of double counting with the Customer Experience Project if included in this paper;
- Where social work posts are reduced or replaced by Team Support Worker (TSW) posts, it is assumed that agency staff leave first;
- TSW posts are assumed to work with a caseload of 15-20 children and young people.¹ This provides them with the opportunity for significant interventions into families, which should have more impact as a result;
- TSWs will replace qualified social workers at a ratio of 3:2 – three TSW posts will be created for every two social work posts that are reduced;
- The Retention Scheme has been amended and is now based on a payment depending on pay band;
- Costs for the Recruitment Scheme are based on accumulating a 20% bonus over three years;

¹ Determining the actual number allocated to any worker will depend on factors including the relative complexity of the case as well as the number of large sibling groups open to any one worker.

- Cost of additional LADO and audit capacity is assumed to be met from Care Act funding; and
- The cost of the pilot for the Neglect pilot project is assumed to be £100,000 per annum. Some of the cost should be offset by reductions in use of spot-purchased High Level Family Support and use of expert assessments.

4.3 Summary – Costs and Benefits

Recruitment Scheme

- 4.3.1 The Recruitment Incentive is based on a total payment of 20% of starting salary, paid as a 2.5% bonus of starting salary after the first year of completed service, 7.5% of starting salary on completion of year 2 and 10% on completion of year 3. Newly qualified social workers would not receive a bonus at the end of their first year, but would receive the 7.5% bonus at end of year 2. All payments would be dependent on securing a ‘Fully Met’ outcome within the most recent PDR.
- 4.3.2 Since payments would be on the anniversary of appointment, there would be no costs in the current financial year. Profiling exact costs in future years is complicated as it depends on the number of social workers recruited and at which grades. However modelling of 25 new starters across grades 10 to 12, all of whom then remained in post would lead to the following estimated costs:

Year 1: 2016-17	Year 2: 2017-18	Year 3: 2018-19
£20,210 + 25% on-costs	£57,820 + 25% on-costs	£80,895 + 25% on-costs
£25,260	£72,300	£101,000

- 4.3.3 Given that now that the Newly Qualified Social Worker posts are recruited to and that once established, the number of vacancies will be reduced once the TSWs are established, these costs are likely to be an over-estimate. However, we also need to remember that as expectations of standards increase, there may be higher short term turn over levels.
- 4.3.4 Once the member of staff has completed their third year, they will move to the retention scheme, detailed below.

4.4 Retention Payment Scheme

- 4.4.1 The retention scheme is based on a lump sum payment according to the grade of the member of staff, again payable on the anniversary of appointment. The current £500 market supplement would be absorbed into these payments, which would result in members of staff experiencing a small reduction in their monthly salary, which is then more than made up for by the payment of the annual bonus except for those members of staff on the lowest pay grade, for whom the values would be the same - £500.
- 4.4.2 It is therefore suggested that we consult workers on the lowest grade as to how they would prefer to receive the payment – as a lump sum of £500, or to continue receiving this spread across the year. Running costs would not be affected by this.
- 4.4.3 Impact on the current financial year would be reduced as payments would be made on anniversary of appointment. The table below details costs based on current establishment, based on full year cost:

:

Grade	Establishment	Reward	Annual Cost
9	11	£500	£5,500
10	25.59	£1,500	£38,385
11	3	£2,250	£6,750
12	22.41	£3,000	£67,230
Total	62		£117,865
Less cost of Existing Scheme			£31,000
Net cost of new scheme [No on-costs]			£86,865
Net Cost including 25% on-costs			£109,000

4.4.4 Costs will increase if the scheme is successful and more staff are persuaded to remain in post as they move through the pay scales. However, the recruitment incentive cost is likely to be an over-estimate so no further allowance is made for this effect.

4.4.5 Payments will be dependent on achieving at least 'Fully Met' in most recent PDR.

4.4.6 The table below sets out the full year costs of the proposed investment programme for the first full financial year 2016/17 – costs increase each year because the cost of the recruitment incentives scheme builds on the model used.

Item	Full Year 1 Cost	Notes
Recruitment Incentives:	£25,260	Based on 20% payments spread over three years and recruitment of 25 experienced social workers.
Retention Payments: QSWs	£109,000	Cost of implementing for current establishment. Replaces current £500 payment. See detail above.
Pilot 20 TSWs	£528,000	Current programme is for 12 month pilot and this is full year cost.
Re-grading IRO/Chairs	£60,000	Assumes that current staff are top of grade and will move to starting point on re-grade: No additional bonus payment.
Neglect Project	£100,000	Full year cost of pilot: may be partially offset by savings elsewhere as detailed in 'assumptions' above.
Additional 2 Team Managers	£128,000	At mid-point, including Team Manager (TM) bonus payment. Actual costs will be lower as will cover vacancies.
Total Full Year Cost	£950,260	

4.4.7 As noted above, it is assumed that cost of additional LADO and Audit capacity will be met through care Act Funding, and ICT investment through Capital funding.

4.5 Impact: Current Financial Year

4.5.1 Team Support Workers were interviewed in August and most commenced on 1st November with a few starting on 1st December. They will need some induction, training and time to bed down and it is therefore unlikely that there will be any significant reductions in qualified worker establishment until later in the year and so such savings are assumed to begin only in last quarter.

4.5.2 Assuming retention payments are implemented from February or March and are paid on the anniversary of initial appointment, cost in current financial year will be less than 50% of full year cost, but is costed at 50%.

Other costs above will also be at most 50% of full year costs, with the exception of the Neglect Pilot, which is assumed at 25% of full year cost.

4.5.3 The table below summarises the estimated position for 2015/16:

Remainder of 2015/16: Item	Cost (Saving)
TSWs	£209,000
Retention Payments Scheme - QSWs	£55,000
IRO/Conference Chairs Re-Grading – assume commence Jan 2015 in line with launch of joint QA service	£15,000
Recruitment Incentive Payments	£0
Additional Team Managers	£64,000
Neglect Pilot	£25,000
Savings – Reduction in Agency SW [13 posts: 25% of financial year], made up of 13 posts at budgeted establishment and 13 agency premiums	(£250,000)
Total Cost 2015/16	£118,000

4.6 Full Year Effect: 2016/17

4.6.1 Actual average cost of current permanent establishment of 62 workers at current grades is £41,250 not including the current £500 bonus: Total cost £2.56M.

This is based on numbers of posts in each band [pay grade 9-12] at estimated mid-point of each salary band inclusive including on-costs – see **Appendix 1** for details of current establishment.

4.6.2 Average cost of an agency Social Worker is £71,000 per annum and baseline position at 1st September 2015 is that there were 26 in post at a full year cost of £1,846,000.

4.6.3 Total cost of this staffing structure £4.4M

4.6.4 Under pilot to recruit 20 TSWs, establishment of social worker posts would reduce from 83 to 70.

- Full year cost of 20 TSWs is £528,000
- Cost of 5 agency QSW's to allow for likelihood we will never be fully staffed is £355,000
- Cost of 65 permanent workers at current average cost of £41,250 is £2.68M

4.6.5 **Full year cost is £3.56M: £840,000 less than current baseline cost.**

4.6.6 But deducted from the baseline cost is the cost of further investment in Year 1:

Item	Cost 2016-17	Notes
Recruitment Incentives:	£25,260	Based on 20% payments spread over three years and recruitment of 25 experienced social workers
Retention Payments: QSWs	£109,000	Cost of implementing for current establishment. Replaces current £500 payment. See detail above.
Re-grading IRO/Chairs	£60,000	Assumes that current staff are top of grade and will move to starting point on re-grade: No additional bonus payment
Neglect Project	£100,000	Full year cost of pilot: may be partially offset by savings elsewhere as detailed in 'assumptions' above
Additional 2 Team Managers	£128,000	At mid-point, including TM bonus payment. Actual costs will be lower as will cover vacancies
Total Full Year Cost	£422,000	

4.6.7 This would produce a year 1 saving [2016/17] of around £400,000.

2016/17 Summary

Investment in retention	£422,000
Saving from restructure	£840,000
Net saving	£418,000

4.6.8 **Year 2: 2017/18**

Savings resulting from staffing changes remain at around £840,000, but projected cost of recruitment scheme higher, as below:

Item	Cost 2017-18	Notes
Recruitment Incentives:	£72,300	Based on 20% payments spread over three years and recruitment of 25 experienced social workers
Retention Payments: QSWs	£109,000	Cost of implementing for current establishment. Replaces current £500 payment. See detail above.
Re-grading	£60,000	Assumes that current staff are top of grade and will move to starting point on re-grade: No additional bonus

IRO/Chairs		payment
Neglect Project	£100,000	Full year cost of pilot: may be partially offset by savings elsewhere as detailed in 'assumptions' above
Additional 2 Team Managers	£128,000	At mid-point, including TM bonus payment. Actual costs will be lower as will cover vacancies
Total Full Year Cost	£469,300	

4.6.9 Increased cost of investment scheme means that savings from new models of working reduce to around £370,000.

2017/18 Summary

Investment in retention	£469,300
Saving from restructure	£840,000
Net Saving	£370,700

4.6.10 Year 3: 2018/19

As before, savings resulting from staffing changes remain at around £840,000, but projected cost of recruitment scheme is higher, as below:

Item	Cost 2017-18	Notes
Recruitment Incentives:	£101,000	Based on 20% payments spread over three years and recruitment of 25 experienced social workers
Retention Payments: QSWs	£109,000	Cost of implementing for current establishment. Replaces current £500 payment. See detail above.
Re-grading IRO/Chairs	£60,000	Assumes that current staff are top of grade and will move to starting point on re-grade: No additional bonus payment
Neglect Project	£100,000	Full year cost of pilot: may be partially offset by savings elsewhere as detailed in 'assumptions' above
Additional 2 Team Managers	£128,000	At mid-point, including TM bonus payment. Actual costs will be lower as will cover vacancies
Total Full Year Cost	£498,000	

Increased cost of investment scheme means that savings from new models of working reduce to around £342,000.

4.6.11 Summary – 2018/19

Investment in retention	£498,000
Saving from restructure	£840,000

Current staffing establishment, bands and costs

Grade	Number	annual cost at midpoint estimate including on costs	Total inc. on-costs
9	11	33500	368500
10	25.59	39000	998010
11	3	42500	127500
12	22.41	47500	1064475
Total	62		2558485
Average including on-costs, not including £500 market supplement			£41,266

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CABINET	AGENDA ITEM No. 8
8 FEBRUARY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Seaton, Cabinet Member for Resources	
Contact Officer(s):	John Harrison, Corporate Director: Resources Steven Pilsworth, Service Director Financial Services	☎ 452520 ☎ 384564

ANNUAL AUDIT LETTER 2014/15

RECOMMENDATIONS	
FROM : John Harrison, Corporate Director: Resources	Deadline date : N/A
Cabinet are asked that, subject to any comments Cabinet may wish to make, the Annual Audit Letter for the financial year 2014/15 be approved.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following a referral from the Council's External Auditor (PriceWaterhouseCoopers).
- 1.2 The report is for Cabinet to consider under its Terms of Reference No. 3.2.11: *To scrutinise auditor's reports and letters, to consider reports from the Council's external auditor and internal auditor, where appropriate, and determine appropriate responses.*
- 1.3 The report will also be presented to the Council's Audit Committee in accordance with its Terms of Reference No. 2.2.1.5: *To consider the external auditors annual letter, relevant reports, and the report to those charged with governance.*

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to consider and respond to the Annual Audit Letter for 2014/15, prepared by our external auditors PriceWaterhouseCoopers (PwC).

3. TIMESCALE

Is this a Major Policy Item / Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. ANNUAL AUDIT LETTER

- 4.1 The External Auditor produces an Annual Audit Letter reviewing the Council's arrangements and progress in relation to the Audit of the Accounts. During the year, PwC have undertaken various reviews on behalf of the authority, the Annual Audit Letter collates and summarises those reports, the bulk of which was reported to Audit Committee in the ISA 260 on the 21st September 2015.
- 4.2 The report notes that PwC issued unqualified audit opinions both on the 2014/15 Statement of Accounts and on the arrangements the Authority has made for securing economy, efficiency and effectiveness in its use of resources. The letter is attached as **Appendix A**.
- 4.3 As the letter is summarising reports from earlier in the year, some of the information is now out of date. For example the Use of Resources section mentions a budget gap for 2016/17

of £18.3m. This was the position in September when the Report to Those Charged with Governance (ISA 260) was produced. Since then, significant work has been undertaken on the budget, and also on this Cabinet Agenda are proposals for a balanced budget for 2016/17.

5. CONSULTATION

- 5.1 During the year, PwC have undertaken various reviews on behalf of the authority, the Annual Audit Letter collates and summarises those reports, the bulk of which was reported to Audit Committee in the ISA 260 on the 21st September 2015.

6. ANTICIPATED OUTCOMES

- 6.1 Approval of the Annual Audit Letter 2014/15.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The Council is required to consider the statutory Annual Audit Letter and make appropriate arrangements in response to recommendations.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 None.

9. IMPLICATIONS

- 9.1 Specific implications associated with each of the main aspects of the Annual Audit Letter are addressed as part of the individual work programmes.

10. BACKGROUND DOCUMENTS

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

Annual Audit Letter 2014/15.

Audit opinion for 2014/15 financial statements.

Report to those charged with Governance (ISA (UK&I) 260).

11. APPENDICES

Appendix 1 – Annual Audit Letter 2014/15

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Peterborough City Council

Annual Audit Letter

2014/15

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Government and
Public Sector

October 2015

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Code of Audit Practice and Statement of Responsibilities of Auditors and of Audited Bodies

In April 2010 the Audit Commission issued a revised version of the 'Statement of responsibilities of auditors and of audited bodies'. It is available from the Chief Executive of each audited body. The purpose of the statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports and management letters are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any Member or officer in their individual capacity or to any third party.

An audit is not designed to identify all matters that may be relevant to those charged with governance. Our audit does not ordinarily identify all such matters.

Introduction

The purpose of this letter

This letter summarises the results of our 2014/15 audit work for members of the Authority.

We have already reported the detailed findings from our audit work to the Audit Committee in the following reports:

- Audit opinion for the 2014/15 financial statements, incorporating conclusion on the Council’s arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- Report to those charged with Governance (ISA (UK&I) 260); and
- Annual Certification Report (to those charged with governance) for 2013/14.

The matters reported here are the most significant for the Authority.

Scope of Work

The Authority is responsible for preparing and publishing its Statement of Accounts, accompanied by the Annual Governance Statement. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Our 2014/15 audit work has been undertaken in accordance with the Audit Plan that we issued in March 2015 and is conducted in accordance with the Audit Commission’s Code of Audit Practice, International Standards on Auditing (UK and Ireland) and other guidance issued by the Audit Commission.

We met our responsibilities as follows:

Audit Responsibility	Results
<i>Perform an audit of the accounts in accordance with the Auditing Practice Board’s International Standards on Auditing (ISAs (UK&I)).</i>	<p>We reported our findings to the Audit Committee on 21 September 2015 in our 2014/15 Report to those charged with governance (ISA (UK&I) 260).</p> <p>On 30 September 2015 we issued an unqualified audit opinion.</p>
<i>Report to the National Audit Office on the accuracy of the consolidation pack the Authority is required to prepare for the Whole of Government Accounts.</i>	<p>We reported to the National Audit Office that the consolidation return was consistent with the audited statutory accounts.</p>
<i>Form a conclusion on the arrangements the Authority has made for securing economy, efficiency and effectiveness in its use of resources.</i>	<p>We issued an unqualified conclusion on the Council’s arrangements for securing economy, efficiency and effectiveness in its use of resources on 30 September 2015.</p>

Audit Responsibility	Results
<p><i>Consider the completeness of disclosures in the Authority's annual governance statement, identify any inconsistencies with the other information of which we are aware from our work and consider whether it complies with CIPFA / SOLACE guidance.</i></p>	<p>We had no matters to report following our review of the Council's Annual Governance Statement.</p>
<p><i>Consider whether, in the public interest, we should make a report on any matter coming to our notice in the course of the audit.</i></p>	<p>We had no matters to report in the public interest.</p>
<p><i>Determine whether any other action should be taken in relation to our responsibilities under the Audit Commission Act.</i></p>	<p>We identified no other action to be taken in relation to our responsibilities under the Audit Commission Act.</p>

Audit Responsibility	Results
<p><i>Issue a certificate that we have completed the audit in accordance with the requirements of the Audit Commission Act 1998 and the Code of Practice issued by the Audit Commission.</i></p>	<p>We issued our audit completion certificate on 30 September 2015.</p>

Audit Findings

Accounts

We audited the Authority's accounts in line with approved Auditing Standards and issued an unqualified audit opinion on 30 September 2015.

Our Report to Those Charged with Governance (ISA (UK&I) 260), detailing the findings from our audit, was presented to the Audit Committee on 21 September 2015. We wish to draw the following points, included in that report, to your attention in this letter.

Lack of reconciliation of Gross Internal Area (GIA) documentation

The Authority's property valuer, Wilks Head & Eve LLP ("WHE"), prepare their valuation of certain properties based on the gross internal area (GIA) of that property. This information is provided to WHE by the Authority and therefore any errors in this could impact the valuation and ultimately the amounts included in the Balance Sheet.

Our testing noted differences in the GIAs on the valuation certificates compared to supporting documentation (e.g. information on the Authority's asset register, floor plans and lease documentation) for 4 of the 6 properties tested.

Investigation identified that the Council's fixed asset register was not appropriately up-to-date with the relevant GIA information. However, our work in this area concluded that the amounts on the valuation certificates were appropriate and no adjustments were required to the accounts as a result of this matter.

We raised an internal control recommendation within our ISA 260 report in relation to this matter.

Accounting for schools' non-current assets

In accordance with the Code of Practice on Local Authority Accounting 2014-15 ('the Code') and LAAP Bulletin 101 CiPFA's Local Authority Accounting Panel (LAAP) bulletin 101, the Authority reviewed its treatment on accounting for schools' non-current assets.

In summary, the guidance requires schools' non-current assets to be included on the Authority's Balance Sheet if they are controlled by the Authority. Control over the asset must be based on rights that are either legal or substantive.

The Authority concluded that it did not have control of non-current assets in relation to all Voluntary Aided / Voluntary Controlled Schools as it did not own these schools and had no substantive rights over the assets.

Our review and testing of this conclusion identified the following matters in relation to 5 schools with a total net book value of £9.5m:

- For one school, no title documents could be located to confirm the legal owners of the assets and assess the legal rights over the asset; and
- For 4 voluntary aided/voluntary controlled schools, title deeds confirmed that the Authority is legal owner of the assets.

We have considered the judgements and assumptions made by the Authority within its assessment of these 5 schools. It is the Authority's view that legal ownership should reside with, and is in the process of transferring to, the governing

bodies of the schools, who have substantive control over these assets. Therefore, the Authority does not have control over the assets and has not included these assets in the balance sheet. We have reviewed supporting evidence for this view, including relevant legislation, provided by the Authority's legal team.

We are satisfied with the conclusions made by the Council not to recognise these assets. However, we requested disclosure of this matter, including the net book value of the non-current assets of £9.5m, in a note to the accounts.

Use of Resources

We carried out sufficient, relevant work in line with the Audit Commission's guidance, so that we could conclude on whether the Council had in place, for 2014/15, proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

In line with Audit Commission requirements, our conclusion was based on two criteria:

- that the organisation has proper arrangements in place for securing financial resilience; and
- that the organisation has proper arrangements for challenging how it secures economy, efficiency and effectiveness.

To reach our conclusion, we carried out a programme of work that was based on our risk assessment, which included:

- Obtaining and reviewing the Council's Medium Term Financial Strategy, including the assumptions utilised in identifying the funding gaps arising;
- Considering and discussing the emerging savings options with officers, in order to understand the current plans to address the funding gap;

- Considering the Council's historic record in delivering savings; and
- Considering the monitoring and reporting arrangements, together with governance structures in place in relation to savings and efficiencies.

We issued an unqualified conclusion, on 30 September 2015.

The ongoing achievement of savings, together with the impact of future financial settlements should remain a key focus for the Council given:

- The Council has significant funding gaps within its Medium Term Financial Strategy - our review of the Strategy presented to the Council in March 2015 noted that total recurrent savings required over the first five years of the strategy amounted to £19.5m; and
- Since March 2015, other financial pressures have emerged – largely as a result of further estimated reductions in grant funding for 2016/17. As a result of this, and additional in-year pressures, the forecast deficit for 2016/17 had increased from £10.1m to £18.3m as at September 2015.

Annual Governance Statement

Local authorities are required to produce an Annual Governance Statement (AGS) that is consistent with guidance issued by CIPFA/SOLACE. The AGS accompanies the Statement of Accounts.

We reviewed the AGS to consider whether it complied with the CIPFA/SOLACE guidance and whether it might be misleading or inconsistent with other information known to us from our audit work. We found no areas of concern to report in this context.

Whole of Government Accounts

We undertook our work on the Whole of Government Accounts consolidation pack as prescribed by the National Audit Office. We found no areas of concern to report in this context.

Certification of Claims and Returns

We presented our most recent Annual Certification Report for 2013/14 to those charged with governance on 2 February 2015. We certified 1 claim worth £74.1 million. A qualification letter was required to set out the issues arising from the certification of the claim. The significant details were also set out in our Annual Certification Report for 2013/14.

We will issue the Annual Certification Report for 2014/15 in December 2015.

An audit is not designed to identify all matters that may be relevant to those charged with governance. Our audit does not ordinarily identify all such matters.

Other matters reported to those charged with governance

These are the matters we consider to be most significant for the Authority and have been raised with those charged with governance. Other, less significant recommendations have been brought to the attention of the Director of Finance.

As detailed within the audit findings section of this report, we identified a control deficiency within the accounting for property, plant and equipment in relation to Gross Internal Areas. This is set out in the table below. We also identified a deficiency in relation to IT general controls which we was first raised in 2011/12. The management response was agreed at that point in time, however as the issue had not been resolved we re-raised this matter within our ISA 260 report and also wish to bring it to your attention.

Recommendation	Management Response	Target Implementation Date
<p>We recommend that the Authority liaise with WHE to improve the quality of GIA information stored on its fixed asset system in relation to its properties. This information should be fully reconciled and up-to-date.</p> <p>In addition, the Authority should understand the reasons for and consider the appropriateness of any large differences in the GIA recorded on the valuation certificate and the information held by the Authority.</p>	<p>Agreed.</p> <p>Action: Strategic Property will review and update working practices to implement this recommendation. The Asset Register year end checklist will be updated to include review of any large differences in the GIA recorded on the valuation certificate and the information held by the Authority.</p>	<p>In time be to be effective on the Statement of Accounts 15/16</p>

Access to data files and super user access to applications

Access to data files should be restricted to non-operational personnel i.e. segregation of duties should be maintained between data base access and application access.

This recommendation will require review when we move to the new finance system (Agresso) with its inherently different controls. The FSS team currently have the ability to carry out system wide set up changes to the look, feel and configuration of the finance system including the tasks listed below:

- User access
- User access levels and limitations
- Approval hierarchies
- Transactional processing formats and fields
- System security and controls
- System tolerances
- Configuration changes

This access is restricted to a system administration and superuser level of access so that control can be provided over these changes. Any changes are only made when the required audit trail and necessary approval is received.

To be reviewed on implementation of Agresso.

Final Fees

Final Fees for 2014/15

We reported our fee proposals in our audit plan 2014/15.

We have undertaken additional work this year as a result of accounting issues identified during the course of our audit and targeted work on the use of resources. Our fees will therefore be in excess of the scale fee and we are currently in the process of agreeing the final amount with the Council and Public Sector Audit Appointments Ltd. We will report the final position in due course.

Our fee for certification of claims and returns is yet to be finalised for 2014/15 and will be reported to those charged with governance in December 2015 within the 2014/15 Annual Certification Report



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