

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE

WEDNESDAY 13 MARCH 2019

7.00 PM

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. **Apologies for Absence**

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

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. **Minutes of the Growth, Environment and Resources Scrutiny Committee and Joint Scrutiny of the Budget meetings held on:**

3.1 **9 January 2019 - Growth, Environment and Resources Scrutiny Committee** **3 - 18**

3.2 **12 February 2019 - Joint Scrutiny of the Budget** **19 - 34**

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

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



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5.	Corporate Strategy 2019-2021	35 - 50
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Emergency Evacuation Procedure – Outside Normal Office Hours

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Committee Members:

Councillors: C Harper (Chairman), K Aitken, R Brown, G Casey (Vice Chairman), M Farooq, D Fower, J A Fox, A Joseph, D King, S Martin and N Sandford

Co-opted Members:

Parish Councillor Keith Lievesley
Parish Councillor Richard Clarke

Substitutes: Councillors: A Ellis, J Goodwin, S Lane, Lillis and E Murphy

Further information about this meeting can be obtained from David Beauchamp on telephone 01733 384628 or by email – david.beauchamp@peterborough.gov.uk

**MINUTES OF THE GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY
COMMITTEE MEETING
HELD AT 7PM, ON
WEDNESDAY 9 JANUARY 2019
BOURGES/VIERSEN ROOM, TOWN HALL, PETERBOROUGH**

- Committee Members Present:** Cllrs. Harper (Chairman), K Aitken, R Brown, G Casey (Vice-Chairman), M Farooq, D Fower, Judy Fox, A Joseph, S Martin, N Sandford, Parish Cllr. Keith Lievesley (Co-opted member)
- Also Present:** Cllr John Fox – Representing the Group Leader of the Werrington First Group
Cllr Christian Hogg – Member of the Task and Finish Group to Review Fly Tipping and Waste Policy
Parish Councillor Neil Boyce – Member of the Task and Finish Group to Review Fly Tipping and Waste Policy
Cllr. N Simons – Chairman of the Adults and Communities Scrutiny Committee
- Officers Present:** Richard Pearne - Head of Waste, Resources and Energy
James Collingridge – Head of Environmental Partnerships
Rob Hill – Assistant Director of Community Safety
Clair George – Acting Head of Service, Prevention and Enforcement
Chris Stanek – Strategic Planning Officer
Dave Anderson – Interim Development Director
Pete Carpenter – Acting Corporate Director of Resources

39. APOLOGIES FOR ABSENCE

Apologies for absence were received from Parish Councillor Richard Clarke.

40. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

There were no declarations of Interest or whipping declarations

41. MINUTES OF THE GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE AND JOINT SCRUTINY OF THE BUDGET MEETINGS HELD ON:

41.1 7 November 2018 – Growth, Environment and Resources Scrutiny Committee

The Minutes of the Growth, Environment and Resources Scrutiny Committee meeting held on 7 November 2018 were agreed as a true and accurate record

41.2 28 November 2018 – Joint Scrutiny of the Budget

The minutes of the Joint Scrutiny of the Budget Meeting held on 28 November 2018 were agreed as a true and accurate record.

42. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISIONS

There were no requests for call-in to consider.

43. REPORT OF THE TASK AND FINISH GROUP TO REVIEW FLY TIPPING AND WASTE POLICY

The report was presented by the members of the Task and Finish Group: Councillor Judy Fox, A Joseph, R Brown, C Hogg, and Parish Councillor Neil Boyce.

Task and Finish Group Members were accompanied by the Head of Environmental Partnerships and the Head of Waste Resources and Energy.

The report was submitted to the Committee following a review of fly tipping and waste policy. The report asked the Committee to approve the submissions of the Task and Finish Group's recommendations to Cabinet.

The Growth, Environment and resources Scrutiny Committee debated the report and in summary, key points raised and responses to questions included;

- Members queried whether the £200,000 fly-tipping removal cost included private landowners and farmers paying for clearance on their own land.
- Some fly-tipping in rural areas originated from urban areas and was transported at night.
- The Group had taken into account the need for different strategies for urban and rural areas.
- One of the witnesses to the Task and Finish group had said that keep Britain Tidy had information on the different types of fly-tipping. Different communications strategies were needed in rural and urban areas.
- Members asked the extent to which 6 cameras would be adequate to address the scale of the fly-tipping problem. Officers responded that the cameras would be beneficial. Six cameras was not a large number but they were expensive, making a installing a large number of them unviable. The Group had identified that the means to identified offenders were limited and there was heavy reliance on covert surveillance. The cameras would make a significant difference as hotspots could be targeted for their deployment as part of the strategy.
- The group felt that the expense of the cameras meant that they had to pay for themselves. If they were successful, more could be deployed.
- Members suggested that there needed to be a greater focus on working with partners to reduce the amount of waste people produced, rather than just the enforcement and tackling of fly-tipping. Officers responded that the groups had had extensive discussions about the balance between education, enforcement and policy. While enforcement must be done well, this must not be the only focus.
- Members raised concerns that there were limited resources available to the Police and the Council to carry out the enforcement opportunities created by the cameras. Officers agreed that the number of officers investigating fly-tipping was lower than they would like and currently, only the council were

doing this work. The report proposed that this fact be acknowledged with help being sought from all partners.

- Members praised the recommendations in the report, especially the idea of putting crime scene tape around cases of fly tipping. Members did however feel that this would only be effective if perpetrators were conscious of enforcement work taking place. The Group added that the idea of using crime tape was a suggestion from the Keep Britain Tidy Campaign and helped to reassure members of the public that reported incidents of fly-tipping were being investigated. The tape would also discourage people from fly-tipping in the first place and instead dispose of their waste appropriately.
- Some members were keen to ensure that the tape was cleared away after being used as regular police tape was often left behind.
- Cameras would help to combat fly-tipping in all weather conditions.
- Some Members felt that the police tape would not be effective, claiming that the severe examples of fly-tipping occurred under 'No Fly-tipping' signage. Members also asked if the Group had spoken to any fly-tippers and if discussions had taken place with the Police and Crime Commissioner to allocate officers to tackling the problem. Members of the group responded that the police had given evidence to the group. They did not get involved in fly-tipping issues but the group would want them to. Officers added that the group had not had discussions with the Police and Crime Commissioner but officers had discussed the issue with him previously. He was keen to provide support on a county level. Officers were keen to engage with the local police on this and set up a joint strategy.
- The Council only had a small number of officers allocated to fly-tipping and any additional staffing would be good.
- Officers felt that any prosecutions that took place must be promoted to the public.
- Some Members felt that some people genuinely did not know about fly-tipping rules but some genuinely did not care. Some people did not understand their responsibilities.
- There was not just one solution to the problem of fly-tipping and it was yet to be seen which was the most effective.
- Members referred to prosecution figures in Appendix A, Annexe 3 and asked why there appeared to be no prosecutions between April 2018 and the present despite 1,967 investigations.

Clair George, the Acting Head of Service – Prevention and Enforcement joined Officers and Group Members to Answer this question.

The Acting Head of Service – Prevention and Enforcement responded that the fact that there were no prosecutions did not mean that the team P.E.S. had not sent cases through to legal services. Members then asked how many cases had been sent to legal. It was agreed that the Acting Head of Service Prevention and Enforcement and the Assistant Director of Community Safety would provide the committee with a briefing note detailing how many cases were sent to legal services for prosecution from April 2018 to the present and an explanation of the prosecution process and why it could be difficult to secure convictions.

- Members raised similar concerns, suggesting that the courts should be contacted to understand the low prosecution rate further, stated that enforcement action should not stop when people were caught by the police, and asked for an explanation for the differential between investigations and prosecutions. Officers responded that the level of evidence required to secure a prosecution was very high. Case details were sent to the Legal Department who acted as a gatekeeper and decided if a prosecution was possible. If a

witness dropped out, a prosecution might not be viable. Other enforcement tools could be used such as cautions and warnings.

- Members asked if a 'prosecution' in Annexe 3 was a prosecution being bought by the council or a case being taken to court. It was clarified that it was the former. Some members felt that this indicated that the issue of low prosecutions was an internal council issue.
- Some members felt that Education was an important part of tackling fly-tipping as some people thought the waste would be automatically taken away if dumped. Members again praised the police tape idea, noting that when a person fly-tips, this often encourages others in the area to do the same and the tape could help to discourage this.
- Most wards in the city had fly-tipping hotspots. As soon as fly-tipping was cleared, more was deposited.
- Some members felt that cameras should be used to catch, prosecute, publicise offenders and make them pay for clean-up costs.
- Members stated that CCTV was not a new initiative. It needed to be made clear that people were being caught and convicted in order to make an example of them, as was the case with seatbelts and breathalysers.
- Members felt that cameras needed to be smaller and more covert to avoid them being known by perpetrators. Officers stated that camera technology had improved and they were confident the cameras were discreet and would blend in both urban and rural environments.
- Some members felt that £6,000 of funding was insufficient and a cost benefit analysis should be conducted to investigate the possibility of increasing camera funding if the scheme was successful.
- Members stated that some members of the public thought it was acceptable to dump green waste in the countryside which highlighted the importance of education.
- A stringent process had to be followed to deploy surveillance camera. This was covered the Regulatory of Investigatory Powers Act (RIPA). Sign off was required and this could be provided by the Assistant Director of Community Safety. Justification was needed about why cameras were needed in a particular location.
- Members felt that the Council were sometimes blamed for fly-tipping.
- It was noted that the Council operate a free bulky waste collection service was operated by the Council which was well received by residents although it was unclear if this was helping to tackle fly-tipping. Officers responded that Community Skips were always well received, perpetrators of fly-tipping had no inclination to follow legitimate disposal routes and the bulky waste collection service was good value at £23.50.
- Members raised a variety of points:
 - Facebook could be a good way for residents to contact councillors
 - Lots of photos were received from residents although their location had to be checked in for the fly-tipping to be reported.
 - Councillors had received three photos of discarded mattresses and a door kicked in.
 - Communication needed to take place with landlords when evictions were taking place to put in place procedures to deal with dumped household goods. Members asked if the £23.50 service could be offered for house clearances and eviction processes.
- Officers stated that landlords could not take advantage of the bulky waste collection service as this was classed as commercial waste.
- Members asked if the group had given consideration to providing free or easier to obtain permits to contractors to help combat fly-tipping. Group

members responded that that they had examined the bulky waste and commercial waste collection services for cost effectiveness although legislation restricted the work that could be done in this area.

- While praising the report, members felt that the report lacked certain 'specifics', e.g. the cost of expanding enforcement and improving education.
- Group members responded that education had been mentioned in the report. For example, people sometimes noticed that fly-tipped mattresses were sometimes collected the following day leading people to think this was acceptable behaviour. Education was needed to help them understand they could not do this.
- Group members raised a further issue; litter pickers often left their waste in a designated space for collection. Other then put their waste besides this knowing that it would be picked up. Keep Britain tidy suggested using lockable boxes for litter-pickers to alleviate this problem.
- Members praised the report but felt that the terms of reference for the fly-tipping group (page 52 of the reports pack) needed to be revisited and greater emphasis given to possible policies changes. For example, what would it cost for small scale contractors to be allowed to use the tip legitimately? Other issues raised included:
 - Disposal of domestic waste from vans and trailers
 - Working with the traveller community on waste disposal issues
 - Disposal of waste from selective licensing
 - Revisiting commercial waste policies
 - Bulky waste collection from homes.

The Leader of the Council had wished to see policy proposals and there was cross party consensus for this.

- Group members responded that this had been looked at. The Household Recycling centre could only be used for household waste, not trade waste. Waste left by a tenant became trade waste for the landlord. Some members felt that that this was unfair on landlords. The Council could be challenged if they did not follow this rule. There were some things that could be done
- Members requested additional clarity about whether this was the law or a Peterborough City Council Policy. The potential issue of a contractor not being able to dispose of household waste using a commercial van was also raised.
- Group Members responded that they had identified that the current permit system was unwieldy and they were keen that this should be made electronic only. It was unsatisfactory that a user had to request a permit several days in advance.
- It was clarified that the Scrutiny Committee could modify and add to the recommendations in the report to encompasses issues such as the disposal of domestic waste in commercial vehicles.
- There were some things that could be done to improve the disposal of domestic waste in commercial vehicles, such as introducing a new I.T. system. It was noted that the new Household Recycling Centre used an electronic system. Group members felt that a proposal to tackle this issue could be added to the report with the guidance of the Growth, Environment and Resources Scrutiny Committee.
- Members raised anecdotal evidence of inconsistency in bulky item collection between flats and houses.
- Group members mentioned plans for the Household Recycling Centre which include helping people with mobility issues and introducing a lit indoor centre so that opening hours could be extended. These changes were not

mentioned in the task and finish group report because they were already taking place.

- It was noted that Peterborough Ltd. were taking over services previously operated by Amey, putting the Council in a position to examine its commercial waste provision and potentially offer a special service that was less expensive than other commercial waste solutions. It was too early for these discussions to take place however.
- Some members felt that specific reference should not be made to travellers in the committee's recommendations.
- Some members felt that caution should be exercised before adding additional recommendations to the report, as the existing recommendations were already good and others responded that they felt nothing should be added to the report. Instead it should be considered an 'interim report' with the group to undertake further work on policy changes.
- Group members added that medium and long term actions had been included in the report related to the concerns raised, such as improving access to Dogsthorpe Tip.
- Some felt that the split between household and trade waste should be examined. Conversations with landlords should take place regarding last minute evictions.
- Members ask if the Kingdom P.E.S. enforcement work could take place in areas outside the city centre. Officers responded that this would be considered.
- Members asked if the proposed cameras would be active and monitored during the weekend. Officers responded that a 7-day culture was needed and staff numbers were currently reduced at the weekend.
- Members asked why the communications strategy incurred a cost when the Council had its own communications team. Members also suggested that social media incentivisation and 'gamification' should be used to reward residents for accurately reporting fly tipping.
- There was general consensus that this the task and finish group report should be submitted to Cabinet as an interim report to avoid slowing down the implementation of the recommendations. The task and finish group would undertake additional work on policy going issues forward.
- The committee unanimously agreed to endorse the report and recommendations as interim documents for submission to Cabinet on 4 February 2019.

The committee unanimously agreed to request that the Task and Finish Group undertakes further work on developing detailed policy proposals, namely;

- Bulky waste Collection Policy, including examining the following: price, price banding, number of items per collection, times and days per week. Scheduled community collection events with Parish Councils etc.
- HRC Restrictions on van and trailers, opening hours, trade waste ban, DIY waste limits/charging, electronic permit application and/or use on site (e-permits) neighbouring authority policies, legal restrictions and financial implications.
- Some group members were concerned that commercial waste policies could not currently be changed as the Council did not have the facilities to do so. Once the Local Authority Trading Company (LATCo) was established, this would change.
- There was a discussion about the when the LATCo would be establish and when they could start influencing commercial waste collection. Other

members responded that there was insufficient time to suggest these changes before the next Cabinet meeting. The report would be submitted as an interim document with further work to continue on policies.

ACTIONS AGREED:

The Growth, Environment and Resources Scrutiny Committee **RESOLVED** to

1. Consider and comment on the Task and Finish Group report at Appendix 1
2. Request that the Acting Head of Service Prevention and Enforcement and the Assistant Director of Community Safety provided the committee with a briefing note detailing how many cases were sent to legal services for prosecution from April 2018 to the present and an explanation of the prosecution process and why it could be difficult to secure convictions.
3. Request that the Task and Finish Group undertakes further work on developing detailed policy proposals, namely;
 - Bulky waste Collection Policy, including examining the following: price, price banding, number of items per collection, times and days per week. Scheduled community collection events with Parish Councils etc.
 - HRC Restrictions on van and trailers, opening hours, trade waste ban, DIY waste limits/charging, electronic permit application and/or use on site (e-permits) neighbouring authority policies, legal restrictions and financial implications.

To include where possible detail on legislative restrictions, neighbouring authority policies and cost estimations for consideration.

RECOMMENDATIONS:

The Growth, Environment and Resources Scrutiny Committee endorsed the report and recommendations as interim documents for submission to Cabinet on 4 February 2019.

44. MINERALS AND WASTE LOCAL PLAN – FURTHER DRAFT FOR CONSULTATION

The report was presented the Strategic Planning Officer which gave the committee the opportunity to consider and make comments on the Cambridgeshire and Peterborough Minerals and Waste Local plan prior to considered by Cabinet on 4 February prior to the next round of consultation

The Growth, Environment and resources Scrutiny Committee debated the report and in summary, key points raised and responses to questions included;

- Of the nine mineral sites to be allocated, three were in Peterborough.
- The report mostly related to Cambridgeshire.
- An interim consultation had taken place although only Thorney Parish Council had responded.
- Members asked officers to highlight those sections relevant to Peterborough. Officers responded that the first 50 pages of Appendix 1 (the draft plan itself) were the most relevant. The remainder of the document generally related to Cambridgeshire. The Block Fen / Langwood Fen Master plan could be found

as one of the sub-appendices. The other sub-appendix was a detailed design guide. These two documents were currently adopted supplementary planning documents as part of the current adopted plan. The City Council did not want to keep these documents as part of the joint working with Cambridgeshire. The City Council had not had much input into these appendices.

- The supplementary planning documents had been bought into the plan. Peterborough had not had an input into the sub-appendices within Appendix 1.
- Members asked officers for the three most important things within the report that should be noted. Officers responded with the following:
 1. There would be a steady and adequate supply of minerals of the planned period to meet the needs of construction and other industries. Sites were allocated to meet requirements for sand and gravel.
 2. A network of waste management facilities sufficient to deal with demand up until the end of the plan period in 2036.
 3. Minerals and Waste Policies were sufficiently robust, allowing development management officers to deal with minerals applications effectively.
- Members raised concerns that the size of the document and its technical nature prevented them for conducting effective scrutiny. Members mentioned that such documents used to be examine by a scrutiny working group to look through it in detail with officers.
- Members referred to Policy 20 on page 197 of the reports pack, and expressed concern about its wording in relation to habits of local and principle importance. Members felt that the new National Planning Policy framework had increased protection for ancient woodland, trees and replace habitats to only allow development in exceptional circumstances, rather than when the needs of the development outweigh the negative environmental impacts as written in the Minerals and Waste Strategy (NPPF). Members felt that this potential discrepancy with NPPF could result in challenges by the Planning Inspectorate and asked if officers had checked the Minerals and Waste Strategy and NPPF for consistency.
- Officers acknowledged this point, stating that the NPPF had been revised and was focussed on traditional local plans, housing and open space. There was a chapter within it on minerals planning. Minerals could only be worked they could be found, and while some harm could be caused there could also be positive net impacts from mineral extraction. Not being able to extract elsewhere would count as an 'exceptional circumstance'.
- Members suggested that this information should be contained within the report. Members restated their concerns about inconsistency with the NPPF. Officers responded that there was supporting text saying that minerals could only be worked where they were found. The Minerals and Waste Plan was not intended to repeat national policy and a planning officers would use it alongside the NPPF. If a proposal came forward that would result in the loss of an irreplaceable habitat, the wording of the NPPF would be sufficient to refuse an application on these grounds.
- Members understood that repetition between the Plan and the NPPF was not necessary but felt that they could not contradict each other. In response, officers referred to the phraseology of 'Exceptional Circumstances' in policy 20, stating that there might be situations in which it might be acceptable to

impact on priority species and habitats for the duration of extraction provided that a restoration scheme was in place.

- It was agreed that the Head of Sustainable Growth Strategy and the Strategic Planning Officer review the Minerals and Waste Local Plan and ensure that it is consistent with the revised National Planning Policy Framework, especially in relation to areas containing wildlife habitats.
- Officers stated that Natural England had responded to the consultation in May / June 2018. Their policies been fed into the document and they were happy with the way this section was worded. Members stated that the previous NPPF was in force when this consultation was taking place.
- The Interim Development Director added that the purpose of the NPPF was to guide development and Minerals and Waste Policy was concerned with mineral extraction and waste facilities.
- Some members felt that there was nothing new within this Minerals and Waste Strategy.
- Some members felt that the Minerals and Waste Local Plan should include reference to the nature reserve near the Maxey gravel extraction site and the fact that the existing reserve would be enhanced.
- Members asked why Peterborough did not have an HGV route network, unlike Cambridgeshire. Officers responded that Peterborough's highway infrastructure meant that HGV traffic was less intense in small villages.
- It was agreed that the Strategic Planning Officer to provide the committee with a briefing note explaining why Peterborough City Council did not have an HGV route network, unlike Cambridgeshire.
- Members raised concerns about waste sites being located too close to the edge of housing developments and asked who decided how far away these waste sites were from developments. Officers responded that that all proposed waste sites had consultation area boundaries. The limit was usually 250m and 400m for Water Recycling Area. The 200m limit was a standard part of the NPPF and the 400m limit was determined by Anglian Water. An explanation was given in the Waste Needs Assessment (WRA) to be published alongside this consultation.
- Members thanked officers for presenting their report.

ACTIONS AGREED:

The Growth, Environment and Resources Scrutiny Committee **RESOLVED** to

1. Consider, and make comments as it saw fit, in respect of the Cambridgeshire and Peterborough Minerals and Waste Local Plan - Further Draft and associated draft Policies Map (as attached at Appendix 1 and 2 respectively), prior to its scheduled consideration by Cabinet on 4 February 2019. Comments were:
 - The Head of Sustainable Growth Strategy and the Strategic Planning Officer should review the Minerals and Waste Local Plan and ensure that it is consistent with the revised National Planning Policy Framework, especially in relation to areas containing wildlife habitats.
 - The Minerals and Waste Local Plan should include reference to the nature reserve near the Maxey gravel extraction site and the fact that the existing reserve will be enhanced.
2. Ask the Strategic Planning Officer to provide the committee with a briefing note explaining why Peterborough City Council did not have an HGV route network, unlike Cambridgeshire.

45. SHARED SERVICES UPDATE

The Acting Corporate Director of Resources introduced the report which gave the Growth, Environment and Resources Scrutiny Committee the opportunity to review progress made on Shared Services across both Peterborough City Council and Cambridgeshire County Council.

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

- Members noted that the sharing of services was an ongoing process that was gradually expanding and understood that this could have financial benefits for the Council involve.
- Members asked if there was a limit to how far the Shared Services Programme would expand raising the possibility of shared I.T. systems are a complete merger as had happened in some areas. Members stated that Peterborough was underfunded for Adult Social Care before becoming a unitary authority and were therefore concerned at how far the sharing of services would go. The Officer responded that he had previously worked for the Tri-Borough councils and there was no dedicated legislation to do shared services. Each council had to demonstrate sovereignty over their own transactions.
- It was noted that Suffolk was transitioning from 6 to 2 Councils.
- Efficiency savings were needed for the Council to stay within its means. Sharing services would help with this by providing economies of scale.
- Members stated that the sharing of services always seem to be with Cambridgeshire and expressed concerns that this might eventually lead to a merger. The Officer responded that this was not going to happen and there was nothing stopping the Council working with other authorities. For example, shared legal work had been undertaken with East Leicestershire and East Cambridgeshire Councils, property work with South Kesteven and joint planning work with Fenland District Council.
- People and Communities work took up 64-75% of the budget of most upper tier Councils so most efficiency savings could be found in this area.
- Members asked if pension contributions for shared staff were shared between the two authorities and if pension payments would be shared upon retirement in all cases. Officers responded that this was not the case. Pension provision depended on past service at different authorities
- The LGPS moved from final salary to career average in 2014.
- Members asked about if there was correlation between the proportion of pension paid and the time spent at each Council for shared staff. Officers responded that the finance protocol for this could be found in the Cabinet papers. Appropriate splits are established when a service is shared, with one figure for officers and another for managerial staff. Many different ratios were used and neither side should be treated unfairly. Payments for the top tier of senior officers were split 50/50.
- Members asked how the 50/50 split had been arrived at given that Cambridgeshire employed more people, had a greater population, a larger area etc. The officer responded that strategic roles would have the same workload at both councils.
- The committee requested that Acting Corporate Director of Resources to provide information on how the 50/50 cost split between Peterborough and

Cambridgeshire of employing senior joint directors was determined and what the rationale was for this considering Cambridgeshire's greater size and population and the higher levels of staff employed in the form of a briefing note.

- The £20m budget gap meant that redundancies could not be ruled out as a result of sharing back office functions. The most effective delivery methods and services needed to be found.
- A robustness statement had to be published as part of the Budget to say if the council's estimates were robust if they were sustainable over time
- Concerns were raised the Council-owned property in Peterborough could be sold in order to fund Cambridgeshire. Officers stated that this was linked to the next agenda item and again noted that sovereignty of transactions must be demonstrated when sharing services. The two councils had differing financial requirements. An asset base was required to sustain the operational buildings and to develop the city centre.
- Members requested more information on the work of the Combined Authority and suggested that efficiency savings could be gained by working with them via a statutory instrument. Officers responded that that the Combined Authority and Elected Mayor were the result of result of public sector reform but this was still in its infancy. A pilot bid with the Combined Authority and all Cambridge Councils had been attempted. For the Adult, Education and Transport items, money was currently sent to the Combined Authority and then returned to Peterborough City Council. Delays in some of the implementation were caused by the legislation not being in primary form.
- Officers spoke to the Combined Authority every few weeks. There was a combined response to the budget consultation which included Fenland district Council and Cambridgeshire County Council. The Cambridge and Peterborough Combined Authority was different to others such as Manchester and Birmingham as it did not have a large amount of its own primary legislation.
- Members raised points regarding the 'consolidation and rationalisation of Amazon Web Services':
 - Clarification of what was being consolidated and rationalised.
 - Peterborough was ahead of Cambridgeshire in terms of using cloud storage rather than traditional servers.
 - The Council had previously used a significant amount of storage space.
 - Not rationalising meant that duplicate copies of things kept for too long, with data protection implications.
 - Standard procedure was to back up at least once a month for 1 to 3 years.
 - Servers had been optimised and rationalised.
 - Some Councils use cloud storage, others used servers.
 - Cambridgeshire were moving towards using Cloud Storage but still had some servers.

The officer responded that 'Consolidation' was a poorly judged word. Currently things were being saved multiple times and this was a learning process.

- Some members felt that discussing the Combined Authority was not a good use of the committee's time.
- There had been articles in press regarding the Combined Authority's feasibility studies.
- Members asked if the committee could discuss the work of the Combined Authority. The Democratic Services Officer advised that this was not within the

terms of reference of the committee and the Combined Authority had their own Scrutiny Committee.

- The committee asked the Democratic Services Officer to establish if the Growth, Environment and Resources Scrutiny Committee could place an item on its agenda regarding the Combined Authority.

ACTIONS AGREED:

The Growth, Environment and Resources Scrutiny Committee **RESOLVED** to

1. Note the progress on Shared Services across both Peterborough City Council and Cambridgeshire County Council.
2. Ask the Acting Corporate Director of Resources to provide information on how the 50/50 cost split between Peterborough and Cambridgeshire of employing senior joint directors was determined and what the rationale was for this considering Cambridgeshire's greater size and population and the higher levels of staff employed.
3. Ask the Democratic Services Officer to establish if the Growth, Environment and Resources Scrutiny Committee could place an item on its agenda regarding the Combined Authority.

46. COUNCIL ASSET STRATEGY

The report was introduced by the Acting Corporate Director of Resources which allowed the committee to comment on the draft updates to the strategy to be included in the 2019/20 Medium Term Financial Strategy. The committee were also asked to note and provide comments on the Asset Acquisition and Asset management Plan so that these could be incorporated in these plans which were approved at Audit Committee in February 2019 and then Full Council in March 2019.

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

- Members referred to the ministerial guidance which distinguished between Councils that were taking on debt to meet local objectives and those that were doing so purely to get a return on investment. Members asked if this was assessed on a geographical basis.
- Peterborough City Council had to conduct its investments within 40 miles of the city. The government or auditors would challenge anything beyond this. Any investment returns must benefit the City, not to generate a profit. Investments could be made slightly outside the City boundaries, in Cambridge for example.
- Members asked how a 'contribution to the city's objectives' could be demonstrated if investing outside the city. Officers responded that, as part of the Asset Management Plan and an overall property strategy, consideration needed to be given to what the council did and did not need to hold on to and what was needed for investment or regeneration.
- Regeneration could be expected several years in the future, with the gradual purchasing of North Westgate properties being an example.
- The Council could invest for employment purposes, e.g. investing in an office centre near the station to take advantage of 37-minute trains to London. This would be allowable despite not counting as 'regeneration'
- Property could be purchased for operational uses, for investment purposes within defined limits or for regeneration.

- Members stated that half of the Town Hall was unoccupied and asked what impact this had on asset calculations.
- Officers responded that Peterborough City Council staff had been out of the building for three months. The refurbishment and renting of the South Side of the building was a useful learning experience. If this had not been let, the Council would have had to pay itself empty building rates. The letting of the building would have positive impacts such as bring additional footfall back into the town centre increasing parking revenue.
- Members expressed concerns that the council might be disposing of valuable assets to pay for day to day processes rather than long term alternative investments. Officers responded that the council had had a policy for the last 2-3 years of using the proceeds from capital receipts to fund the minimum revenue provision on a yearly basis, to pay off debt. Therefore, capital receipts were indirectly paying for properties that had already been purchased. The Council's in-year debt costs were approximately £30m. 50% of this was interest and 50% was minimum revenue provision. Up to £15m worth of capital receipts could offset this.
- There were some concerns about the erosion of the Council's property portfolio. Officers responded that the portfolio was not particularly large. The officers had a meeting scheduled for later in January with the Interim Development Director and Norfolk Property Services (NPS) to check that all town centre assets were being used and opportunities for the town centre were looked at in the correct way. For example, many surface car parks were underutilised and it could be asked if this was the best use for the land. This was a long-term process.
- £15m of the capital programme was being used with Medesham Homes. This funding came from Right to Buy receipts. £10m had been put aside to buy 40-50 properties. Although Peterborough did not currently have a Housing Revenue Account (HRA), up to 200 properties could be purchased before reaching the threshold where the approval process for this would be required. The Council needed to consider setting up an HRA due to the availability of Government funding.

ACTIONS AGREED

The Growth, Environment and Resources Scrutiny Committee **RESOLVED** to note this report and provide comments on the Asset Acquisition and Asset Management Plan so that these could be incorporated in these plans which are approved at Audit Committee in February and then Full Council in March.

47. MONITORING SCRUTINY RECOMMENDATIONS

The Democratic Services Officer introduced the report which enabled the committee to monitor and track the progress of recommendations made to the Executive or Officers at previous meetings.

ACTIONS AGREED

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to note the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report.

48. FORWARD PLAN OF EXECUTIVE DECISIONS

The Democratic Services Officer introduced the report which invited members to consider the most recent version of the Forward Plan of Executive Decisions and identify any relevant items for inclusion within the Committee's work programme or to request further information.

Points raised were as follows:

- Their needed to be more meetings of the committee per year with less items on each agenda.
- Some members felt that the terms of reference were too large, limiting its ability to conduct effective scrutiny. It was noted that the terms of reference used to be covered by two committees.
- Members requested that the following forward plan items be discussed at the next Group Representatives Meeting for possible inclusion on a future agenda or for additional information be requested:
 - IT Strategy - KEY/3SEP18/01
 - Disposal of freehold in Centre of the City - KEY/12JUN18/01
 - University delivery Vehicle - KEY/3SEP18/02
 - Amendment to Loan Facility - KEY/12NOV18/05

ACTIONS AGREED:

The Growth, Environment and Resources Scrutiny Committee **RESOLVED** to consider the current Forward Plan of Executive decisions and requested that the following items be discussed at the group representatives meeting for possible inclusion on a future agenda or for additional information to be requested:

- IT Strategy - KEY/3SEP18/01
- Disposal of freehold in Centre of the City - KEY/12JUN18/01
- University delivery Vehicle - KEY/3SEP18/02
- Amendment to Loan Facility - KEY/12NOV18/05

49. WORK PROGRAMME 2018/19

The Democratic Services Officer introduced the item which gave members the opportunity to consider the Committee's Work Programme for 2018/19 and discuss possible items for inclusion.

There was a general consensus that no additional items should be added at this stage and this would be discussed again at the next group representatives meeting.

ACTIONS AGREED

The committee noted the work programme for 2018/19.

50. DATE OF NEXT MEETING

12 February 2019 – Joint Scrutiny of the Budget

13 March 2019 – Growth, Environment and Resources Scrutiny Committee

CHAIRMAN

9 January 2019
7pm – 9.13pm

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**MINUTES OF THE JOINT SCRUTINY COMMITTEES MEETING
HELD AT 6.00PM ON
12 FEBRUARY 2019
IN THE COUNCIL CHAMBER, TOWN HALL PETERBOROUGH**

- Committee Members Present:** Councillors J Stokes (Chairman), A Ali, S Bashir, R Brown, G Casey, A Ellis, M Farooq, J A Fox, J R Fox, C Harper, S Hemraj, M Jamil, D Jones, S Martin, G Nawaz, R Bisby, E Murphy, D Over, B Rush, B Saltmarsh, N Sandford, N Simons,
Co-opted Members: Parish Councillors Henry Clark, Neil Boyce, Junaid Bhatti, James Hayes,
Independent Co-opted Members Dr Watson, Alastair Kingsley, Peter Cantley
- Also Present:** Councillor Holdich, Leader of the Council and Member of the Cambridgeshire and Peterborough Combined Authority
Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health
Councillor Ayres, Cabinet Member for Education Skills and University
Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development
Councillor Lamb, Cabinet Member for Public Health
Councillor Seaton, Cabinet Member for Resources
Councillor Smith, Cabinet Member for Children's Services
Councillor Walsh, Cabinet Member for Communities
Councillor Allen, Cabinet Advisor to the Leader
- Officers Present:** Gillian Beasley, Chief Executive
Peter Carpenter, Acting Corporate Director, Resources
Adrian Chapman, Service Director, Communities and Safety
Amy Brown, Senior Lawyer Litigation and Deputy Monitoring Officer
Annette Joyce, Interim Corporate Director, Growth and Regeneration
Wendi Ogle-Welbourn, Executive Director, People and Communities, Cambridgeshire and Peterborough Councils
Amanda Askham, Director of Business Improvement and Development
Sue Grace, Director of Customer and Digital Services
Will Patten, Service Director Commissioning
Dr Liz Robin, Director of Public Health
Lou Williams, Service Director, Children & Safeguarding
Jonathan Lewis, Service Director, Education
Dan Kalley, Senior Democratic Services Officer
Pippa Turvey, Democratic and Constitutional Services Manager
Rachel Edwards, Head of Constitutional Services
- Others Present:** Councillor Shaz Nawaz, Labour Group Leader

9. APPOINTMENT OF CHAIRMAN

The Democratic and Constitutional Services Manager opened the meeting and advised the Committee that in accordance with *Part 4, Section 8 – Scrutiny Committee Procedure Rules, section 13, Joint Meetings of Scrutiny Committees* a Chairman would be required to be appointed from among the Chairmen of the Committees who were holding the meeting. Nominations were sought from those Chairmen present at the meeting which were Councillor Simons, Chairman of Adults and Communities Scrutiny Committee, Councillor Stokes, Chairman of the Health Scrutiny Committee and Councillor Harper, Chairman of the Growth, Environment and Resources Scrutiny Committee. Councillor Stokes was nominated by Councillor Simons and seconded by Councillor Harper. There being no further nominations Councillor Stokes was therefore appointed Chairman.

The Chairman welcomed everyone present and explained that the purpose of the meeting was to provide an opportunity for all members of each Scrutiny Committee to scrutinise the Medium Term Financial Strategy, Budget 2019/20 to 2021/22 Tranche Three proposals document as part of the formal consultation process before being presented to Cabinet on 25 February 2019 for approval and recommendation to Full Council on 6 March 2019.

10. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Lane, Councillor Aitken, Councillor Serluca, Councillor Warren, Councillor Goodwin, Councillor Barkham, Councillor Shaheed, Councillor Dowson and Councillor Fower. Councillor Gul Nawaz substituted for Councillor Goodwin. Councillor Murphy substituted for Councillor Fower.

Apologies were received from Councillor Cereste, Cabinet Member for Waste and Street Scene and Councillor Fuller, Cabinet Advisor for Commercial Strategy and Investments

The following co-opted members also sent apologies: Education Co-opted members Flavio Vettese. Parish Councillor Co-opted Member Susie Lucas and Keith Lievesley, Richard Clarke.

11. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

There were no declarations of interest or whipping declarations.

12. MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2019/20 - 2021/22 – TRANCHE THREE PROPOSALS

The Cabinet Member for Resources gave a short introduction to the Budget 2019/20 – 2021/22 Tranche Three proposals document accompanied by the Acting Corporate Director of Resources and went through a short PowerPoint presentation a copy of which can be found attached at Appendix 1 of the minutes.

Each section of the budget proposals document was then taken in order according to how it was presented in the Budget Book. The relevant Cabinet Member or Corporate Director were given the opportunity to introduce their section of the budget before taking questions from the Committee.

Questions and observations were made around the following areas:

Item / Section of the Budget	Questions / Comment	Response from relevant Cabinet Member / Corporate Director
<p>1. Presentation and Introduction of the Medium Term Financial Strategy Tranche Three Proposals Document</p> <p>Cabinet report dated 4 February 2019 (pages 1 to 40) of the MTFS 2019/20 to 2021/22 Tranche Three Proposals Document</p>	<p>Members sought clarification over the use of reserves. £3 million had been used from reserves, however it seemed as if this had not come from the general fund.</p> <p>In addition Members asked what the overall total of reserves the Council had was.</p> <p>It was important that the Council looked at all possible ways of balancing the budget outside of using the Councils reserves.</p>	<p>The Cabinet Member for Resources confirmed that the Councils General Fund reserve balance was £6 million. Overall Peterborough had the 11th lowest reserve fund out of all Unitary Authorities.</p> <p>It was important that the Council did not carry on using the reserves going forward and investigated alternative methods of balancing the budget.</p>
	<p>A query was raised as to how much progress had been made under the Standing up for Peterborough campaign. Members asked what the current situation was in relation to the campaign and progress that had been made.</p>	<p>The Cabinet Member for Resources confirmed that the campaign was still vital. Through the campaign and wider campaigns from bodies like the LGA the Council had received an extra £2.15 million from the Government towards social care. In addition a further £1.6 million had been received to help local communities.</p> <p>Members were informed that the debate had moved on since the campaign started. There was more emphasis on lobbying from Directors of Adult and Social Care and Chief Executives across the Country asking for more funding for local authorities.</p> <p>The Acting Corporate Director Resources stated that over the past year the best way to lobby Government was through the LGA,</p>

		<p>as Councils across the Country had varying demands placed on their services.</p>
	<p>Members had concerns over the use of Council reserves to balance the budget. Had the Council considered other options before using these reserves?</p>	<p>The Cabinet Member for Resources stated that using reserves was not an easy decision. However the Council was facing a number of challenges in balancing its budget. Going forward the Council would look at ways of delivering services differently, potentially using outside and voluntary sector organisations to assist. It was important that the Council continued to use external organisations to challenge the way the budget was being used. The LGA had also made suggestions to the way the Council used its budget.</p> <p>The Acting Corporate Director added that in order to evaluate all options properly the Council needed sufficient time to do this, in addition any options suggested needed to be deliverable.</p>
	<p>Members sought clarification over the sale of assets in terms of what was sold and what was to be sold going forward. Assurances were sought that the £9 million for the proposed University in Peterborough had been secured as there was conflicting information and it was not identifiable in the budget.</p>	<p>The Leader of the Council confirmed that the money had been secured. The University had not received the money yet, they had to draw down on this as and when it was required. So far £750k had been drawn down by the LEP, £3.8 million had been allocated to the University of which they had spent around £1 million. Furthermore £9.7 million was available to drawdown on once the building works had commenced.</p>

	<p>Councillor Murphy asked for clarification over the cost of repairing Rhubarb Bridge.</p> <p>Councillor Murphy seconded by Councillor Jamil recommended that Cabinet review the level of reserves with a view to placing £1 million back into reserves in case of any financial difficulties over the next year and further review the policy on the use of Council assets.</p> <p>The recommendation was put to the vote (5 in favour, 14 against, 0 abstentions) The recommendation was therefore not carried.</p>	<p>The Leader of the Council confirmed that the money that had been earmarked to knock the bridge down was now going to be used to repair the bridge, which was what the residents of Peterborough had asked for.</p> <p>In terms of the at grade crossings this was an essential part of the upgrade works. Without these it would be impossible for residents, particularly those who were disabled to cross safely.</p>
<p>The Committee RESOLVED to note this section of the budget.</p>		

<p>2. Appendix A Page 41 to 50 2019/2020 – 2021/22 MTFS Detailed Budget Position and Appendix B Page 51 to 53 Budget Proposals – Tranche One, Two and Three</p>	<p>Members sought clarification over income generated through business rates, particularly around the Fletton Quays development.</p>	<p>The Acting Corporate Director Resources stated that in terms of business rates, these were to be re-based. There were likely to be reflected in future budgets once the valuation office had completed their work.</p> <p>The Acting Corporate Director confirmed that potentially the business rates received from Fletton Quays and other Developments across Peterborough could be a six figure sum, however this depended on what comes out of the fairer funding review and business rates rebaselining.</p>
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>3. Appendix C Page 55 Council Tax Information</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>4. Appendix – D Page 57 to 60 Grant Register And Appendix E Pages 61 Fees and Charges</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>5. Appendix – F Page 63 to 66 Performance Data</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget.</p>		

<p>6. Appendix – G Page 67 to 69 Capital Programme Scheme 2019/20=2023/24</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>7. Appendix H Budget Consultation Document including Medium Term Financial Strategy 2019/20 Tranche Three Budget Proposals starting on page 71</p> <p>Introduction, The Budget Process, Priorities, Council Tax, Funding and Council Service Expenditure, Capital Expenditure Budget, Overall Budget Position, and Budget Consultation Pages 71 to 83</p>	<p>Members raised concerns over the number of meetings of the cross party working group for with regards to Tranche Two and Three of the budget. In addition these meetings had only taken place around three days before the proposals were published. It was important that the cross party working group be given more time to influence proposals in the future.</p> <p>The Joint Scrutiny Committee agreed (Unanimous) to recommend that more time be given to the Cross Party Working Group to be able to influence budget proposals.</p>	<p>The Cabinet Member for Resources acknowledged that there had not been as many meetings as in the past. However assurances were given that more time would be allowed in future for the cross party group to make suggestions to budget proposals.</p>
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>AGREED ACTIONS</p> <p>The Joint Scrutiny Committee requested that:</p> <ol style="list-style-type: none"> 1. The Cross Party Working Group for the budget be allowed more time do make suggestions and proposals to future budget tranches. 		
<p>8. Governance Budget Proposals Page 84</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget.</p>		

<p>9. Growth and Regeneration Budget Proposals Pages 85 to 87</p>	<p>Members sought clarification that following the sale of Peterborough United Football Club, that if a new stadium was to be build a covenant be placed in the sale to confirm that the existing facilities be retained for the benefit of local residents.</p>	<p>The Leader of the Council confirmed that the existing facilities would remain for the use of local residents.</p>
<p>The Committee RESOLVED to note this section of the budget.</p>		
<p>10. People and Communities Budget Proposals Pages 88 to 89</p>	<p>Members raised concerns over the funding for social care from central government. In addition did the Council have a plan B if a reduction in funding was realised?</p>	<p>The Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health confirmed that there was a White Paper going through Parliament which would set out future funding of social care. There had been some money coming in from the Better Care Fund and the CCG. However it was important to remember that there was a rising demand for adult social care and day care opportunities.</p> <p>There was further work being carried out with colleagues from Cambridgeshire recognising that there was a need to fund these areas in a different way and it was hoped the government would discuss these matters.</p>
	<p>There was concern that educational support for early years was decreasing and that this would affect nearly all schools in Peterborough. What was the Council doing to assist those schools who faced funding cuts?</p>	<p>The Service Director Education confirmed that austerity measures were hitting schools. Overall the money being put into schools was increasing, however the number of pupils going into school was increasing at a faster rate. The funding formula used varied from year to year and that funding gap could be measured in pence or tens of pounds. Some large schools could be affected, however members were re-assured that there were no planned redundancies of teachers going forward.</p>

	The Joint Scrutiny Committee agreed (Unanimous) that the Council lobby government for fairer funding for schools.	
<p>The Committee RESOLVED to note this section of the budget.</p> <p>AGREED ACTIONS</p> <p>The Joint Scrutiny Committee requested:</p> <p>1. That the Council lobby central government for fairer funding for schools.</p>		
<p>11. Public Health Budget Proposals Page 90</p>	<p>Members sought clarification over how public health was being affected by the move away from central government, and how were staff in this area being supported.</p>	<p>The Director of Public Health confirmed that the Council had received a reduced grant from central government which had been challenging. However, key services had been maintained by working closely with colleagues from Cambridgeshire.</p>
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>12. Resources Budget Proposals Pages 91 to 93</p>	<p>Members queried when the switch to Microsoft was due to take place.</p> <p>Questions were asked as to how much expenditure the Council had undertaken to sort these issues and what were the projected savings of joining up with Cambridgeshire County Council.</p> <p>In addition Members asked for reassurances that these issues would not happen in the future and asked why the Council had gone down the route of using google in the first instance.</p>	<p>The Acting Corporate Director stated that a project plan was now in place for the merging of IT systems with Cambridgeshire in terms of using Microsoft 365. It was anticipated that this would be finalised in the coming months.</p> <p>In terms of the Serco contract, that had a further 18 months to run. A number of options were being looked at, especially in light of joining up with Cambridgeshire. ICT projects were part of the Councils Capital funding going forward.</p> <p>The Council decided to switch to google in 2014, along with a number of other local authorities. However, it had become evident that not enough critical mass in terms of public service organisations had followed this route. It was therefore essential to re-evaluate how the Council operated it systems in order to make</p>

		<p>transacting with other public service organisations easier.</p> <p>Microsoft 365 had been brought to counteract the threat from google. Many users of Microsoft 365 had commented that it was comparable to the current google setup.</p> <p>The cost associated with setting up the new system included costs from start to finish for the whole project. Although there was initial spent a number of savings would be realised going forward.</p>
	<p>Members questioned the Capital Programme financing. The programme of asset disposal had seemed to be ambitious, and therefore a budget saving had to be included to compensate for this. Was there an issue with the way the assets were being disposed of?</p>	<p>The Acting Corporate Director confirmed that over the past two years the Council had got to and hit the targets required for the asset disposal. These subsidised the revenue costs of the capital programme through offsetting the Minimum Revenue Provision. However, this use of capital receipts has meant that the Council has forgone the application of £30 million of funding directly to capital schemes which has then required debt financing. This was generally through the use of long term debt at around 30-40 years.</p> <p>In net terms capital programme assumptions had come down from £135 million to £114 million. The Council needed to look at terms of debt for what it needed to fund, along with taking into account other people's money.</p>
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>13. Staffing Implications</p> <p>Page 94</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		

<p>14. Appendix I Pages 95 - 102</p> <p>Savings RAG Rating</p>	<p>Members questioned whether new system were to be in place to issue permits for the new Waste Recycling Centre. The current system of posting permits was cumbersome.</p> <p>The Joint Scrutiny Committee agreed (Unanimous) that flexibility in the budget be made to implement new ways of issuing permits for the new Waste Recycling Centre and that this be referred to the Fly-Tipping Task and Finish Group</p>	<p>The Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health commented that there were issues around the Councils waste policy. It was hoped the policy around issuing permits would be streamlined and made easier for residents to obtain.</p> <p>The Cabinet Member for Resources confirmed that the Council were to move to electronic permits, which would be valid for 12 months. The new Waste Recycling Centre would also be more flexible in allowing small business waste to be disposed of at a small cost to the business.</p>
<p>The Committee RESOLVED to note this section of the budget.</p> <p>AGREED ACTIONS:</p> <p>The Joint Scrutiny Committee requested that:</p> <ol style="list-style-type: none"> 1. The Fly-Tipping Task and Finish Group review the proposals in issuing permits for the new Waste Recycling Centre and report any recommendations to Cabinet. 		
<p>15. Appendix J Pages 103 to 109</p> <p>Equality Impact Assessments</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>16. Appendix K Pages 111 to 137 Treasury Management Strategy 2019/20 to 2023/24</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		

<p>17. Appendix L Pages 139 – 165</p> <p>Capital Strategy 2019 – 2014</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>18. Appendix M Pages 167 – 187</p> <p>Asset Management Plan</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>19. Appendix N Pages 189 to 212</p> <p>Investment Acquisition Strategy</p>	<p>There were no questions or comments for this section of the budget.</p>	
<p>The Committee RESOLVED to note this section of the budget</p>		
<p>20. General Comments, any overall recommendations and Conclusion:</p> <p>The Cabinet Member for Resources confirmed that the term MRP stood for Minimum Revenue Provision and was the amount each year that the Council must fund from revenue for debt repayment.</p> <p>The Acting Corporate Director Resources confirmed that the tranche three proposals made provision for an extra £1 million for the Local Authority Trading Company (Latco), some of this was additional transition costs with the remainder additional revenue costs to run the service. For the years 2020/21 an additional £880k was to be provided to run the service and an additional £900k in 2021/22. If the Council had continued with Amey and additional £2.2 million would need to be added to the budget based on costs in the present extension.</p> <p>Members were informed that Amey were not willing to renegotiate the contract on the current terms as it was not economically viable for them. It was confirmed that the contract with Amey had a break clause allowing the Council to come out of the contract.</p> <p>The Leader of the Council stated that by setting up the Latco the Council was in effect saving £1 million pound instead of carrying on using the Amey contract on its present terms.</p> <p>The Acting Corporate Director confirmed that the costs of retendering had been used to go through the process of setting up the Latco.</p>		

The Council would need to evaluate how it was to purchase new vehicles once the current fleet had past their time. It was confirmed that the Council had purchased the current fleet of vehicles from Amey.

13. COMMERCIAL STRATEGY 2018-2021

The Director of Business Improvement and Development introduced the report and commented that the strategy built on a number of existing strategies. It was essential that the new strategy strengthened scrutiny and governance arrangements. The strategy focused on the use of all assets and skills at the Councils disposal in order to generate income and support front line services.

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

- Members raised concerns over the selling of physical buildings, there were questions as to what buildings were being sold or planned to be sold and was this an attempt to plug financial gaps.
- It was important that the Council maximised its assets whether this was selling physical buildings or selling services to other local authorities.
- In relation to assets there were a number of assets that were classed as intellectual property and capacity. It was important to maximise this as much as physical buildings the Council owned.
- The list of properties outlined in the budget were indicative only. The budget did not include anything that the Council was unsure about or had not investigated thoroughly.
- In terms of new revenue being generated the figure of £5 million pound was the net revenue being predicted. With regards to gross revenue this would depend on the schemes being proposed, the timescales to deliver this and how the schemes are rolled out. It was therefore hard to give any accurate figure on gross revenue.
- There were concerns that some of the proposed assets listed would have a negative impact on the local communities. It was asked what criteria was being looked at when determining whether to sell one of those assets. The Acting Corporate Director confirmed that there was a process followed when deciding what was the best use of one of those assets, there might be some buildings that are leased or that the Council would want to keep and regenerate.
- It was important that every proposal goes through the same procedure and it needed to be robustly evaluated. The commercial governance board, which was officer led would have oversight on all proposals, ensuring that nothing was missed or came up without going through the correct processes.
- The Council needed to come up with a strategy for the town centre and how it could make it more attractive for stakeholders.
- The Cabinet needed to look at all properties listed within the budget and provide a justification for them appearing on the list. Members were informed that the justification was a professional opinion of Norfolk Property Services, who had the expertise at looking at the Council's buildings and providing justifications for the Council to analysis.
- It was commented by Members that selling assets did not always work out and it was therefore important that a strong justification for selling a property was put

forward. It was essential to look at the impact of selling a building on a community rather than always thinking of the financial gain.

- The Council was managing to balance its budget despite having a large portion of grants from central government cut.

Councillor Murphy seconded by Councillor Ellis Recommend that further information and dialogue is provided to the whole Council on the assets the Cabinet wish to sell and confirm the list is not everything that it intends to sell. The recommendation was put to the vote (9 in favour, 11 against). The recommendation was therefore defeated.

The Joint Scrutiny Committee **RESOLVED** to:

1. Review and comment on the draft Commercial Strategy 2018-21 attached at Appendix 1, and
2. Endorse the Commercial Strategy 2018-21 for approval by Cabinet on 25 February 2019.

14. LOCAL GOVERNMENT REVIEW OF THE BUDGET - TRANCHE 3

The Acting Corporate Director updated the Committee further commenting that two representatives from the LGA looked in detail at the Councils savings proposals. The LGA commented that Peterborough City Council were headed in the right direction, however needed to work at a faster rate to achieve its financial objectives. The Council was now looking at other options in moving the budget forward.

The Joint Scrutiny Committee **RESOLVED** to:

1. Note the work undertaken by Officers with the Local Government Association (LGA) to scrutinise Tranche 3 of the budget
2. Note the recommendations from the LGA review, which is included in summary format within the Medium Term Financial Strategy (MTFS) Tranche 3 Document submitted to Cabinet on the 4th February 2019.

15. REVIEW OF SUBSIDISED BUS SERVICES

The Interim Corporate Director, Growth and Regeneration introduced the report and commented that the revised bus subsidies had been looked at by the cross party working group. It was confirmed that there had been no timetable change to routes 60 and 63. In terms of route 61 the 0534 service was to be removed and all services after 1839. With regards to route 62 the following were to be removed 0509, 1955 and 2315. These measures along with budget efficiencies realised a saving of £150k.

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

- Members welcomed the review and commented that it would be beneficial for the savings to be put back into public transport.
- The cross party working group acknowledged that these services, which were put on in 2017 were not beneficial.
- It was argued that these services should have been looked at prior to them being cut without consultation or looking at them in more detail.

- The Cabinet Member for for Growth, Planning, Housing and Economic Development stated that in the previous tranche these were indicative cuts and that more research was going to take place. In addition Stagecoach was in full support with the proposed revisions.
- It was acknowledged that the £150k saving was for Peterborough and had nothing to do with the Combined Authority
- Members queried the transport levy of £3.5 million that was to be paid to to the Combined Authority from 1 April 2019. There was concern over how the money was to be spent.
- The Leader confirmed that the levy took into account concessionary fares and subsidies for the buses.

Councillor Murphy seconded by Councillor Sandford recommended that the Council find out from the Combined Authority what the £3.5 million subsidy Peterborough City Council was paying was to be used for and for the response to be circulated. The recommendation was put to the vote (10 in favour, 9 against). The recommendation was therefore agreed.

AGREED ACTIONS

The Joint Scrutiny Committee **RESOLVED** to endorse:

1. Changes in timetables to the 60s services, which along with budget efficiency measures and negotiated cost reductions will present the Council an annual saving of £150,000.
2. That Officers will develop a publicity campaign with local bus operators to run during 2019/20 to encourage the public to use local bus services.
3. That the work of the Cross Party Bus Consultation Group will continue in order to review the remaining services supported by the Council to ensure best value is obtained for both the Council and the travelling public.

RECOMMENDATION

The Joint Scrutiny Committee **RESOLVED** to recommend that officers ascertain from the Cambridgeshire and Peterborough Combined Authority what the £3.5 million transport levy to be paid by Peterborough City Council was to be spend on from 1 April 2019.

CHAIRMAN

The meeting began at 6.00pm and ended at 8.35pm

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GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No 5.
13 MARCH 2019	PUBLIC REPORT

Report of:	Amanda Askham – Director of Business Improvement and Development	
Cabinet Member(s) responsible:	Cllr John Holdich – Leader of the Council	
Contact Officer(s):	Amanda Askham – Director of Business Improvement and Development	07919 166328

CORPORATE STRATEGY 2019 - 2021

R E C O M M E N D A T I O N S	
FROM: Director of Business Improvement and Development	Deadline date: N/A
It is recommended that the Growth, Environment and Resources Scrutiny Committee comment on and endorse the proposed Corporate Strategy 2019 – 2021 to be approved by Cabinet in June and Full Council in July 2019.	

1. ORIGIN OF REPORT

1.1 This report is submitted to the Growth, Environment and Resources Scrutiny Committee following a referral from Cabinet on 25 February 2019.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to:

- To provide an overview of the proposed Corporate Strategy 2019-21.
- To seek endorsement for the Strategy.
- To recommend that the Growth, Environment and Resources recommends the Corporate Strategy for consideration by Cabinet on 10 June and Full Council on 24 July.

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

- 5. Economic Development and Regeneration including Strategic Housing and Strategic Planning
- 9. Strategic Financial Planning
- 10. Partnerships and Shared Services
- 11. Digital Services and Information Management

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	YES	If yes, date for Cabinet meeting	JUNE 2019
Date for relevant Council meeting	JULY 2019	Date for submission to Government Dept.	N/A

4. BACKGROUND AND KEY ISSUES

4.1 Over the last four months, the Cabinet has been working to develop Peterborough City Council's 2019-21 Corporate Strategy which focuses on:

- well managed finances so that we can invest in the areas that really matter;
- making improvements to the way we work and to the services we provide;
- putting community outcomes firmly at the centre of all that we do; and
- tackling the issues we face today alongside developing plans for the future.

The strategy builds on the progress we have made so far and sets out our response to new challenges and opportunities.

4.2 Peterborough City Council has put outcomes for citizens at the heart of its strategy and change programmes for several years. This outcomes based approach has focused the organisation on the difference that we make, not just what we do and how well we do it. It has also helped us to bring partners around common purpose and shared ambitions for the citizens of Peterborough.

For the past three years, the Council has been working to seven strategic priorities and Cabinet now wishes to refresh these to really focus on three priority outcomes for this period, which are more fully described in the strategy document:

- **Pride in our communities and environment**
- **First rate futures for our children, young people - and quality support for our adults and elderly**
- **Better jobs and quality homes**

4.3 The Council's current plans and strategies will be brought together into one framework to drive a shared vision for Peterborough. The strategic framework will focus on achieving positive outcomes for individuals and communities through the following elements:

- The **Corporate Strategy**, describing the Council's long term vision for Peterborough, the outcomes we strive for and our priorities for change;
- A set of ambitious **performance measures** which will be used to hold us to account for improvement across Peterborough;
- The Council's **Medium Term Financial Strategy**, which describes how we will commission services to deliver these outcomes within the resources we have;
- A suite of key strategies describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets;
- A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Peterborough;
- **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- A Council wide **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

5. CONSULTATION

5.1 Cabinet have developed the Corporate Strategy, its themes and design principles for consultation with Scrutiny Committee and then Full Council. The strategy builds on the good practice and evidence base that has been developed across services in consultation with partners, service users and our communities.

5.2 To develop action plans against the priority themes and to ensure that the strategy becomes a dynamic, embedded part of the business, further consultation with leaders, our workforce, our partners and the citizens of Peterborough will be essential.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 The 2019-21 Corporate Strategy articulates the three priority outcomes for this period, which are more fully described in the strategy document and also describes a set of themes which, when taken together and consistently applied across all of our work, should build on each other and focus the energy and resource of the organisation on priority outcomes:

- Cultivate policy and practice so that citizens are systematically involved in the design, development and, where appropriate, delivery of our services
- Pursue and access the right investment and infrastructure from the Combined Authority and Government to support our economy
- Cultivate relationships and a system wide view to ensure joined up thinking, commissioning and action.
- Approach problems differently and target services more effectively, so that the right services reach the right residents.
- Develop a Local Authority Trading Company to work in ways and in places that matter to citizens
- Develop strength and depth in our commercial activity to ensure we are maximising revenue and minimising the cost to the tax payer

6.2 Through the new Corporate Strategy, the Council's leaders, employees, partners and stakeholders are making a commitment to work together to improve our performance and impact, knowing that the services we provide are making a real difference to the lives of the people living in our communities.

7. REASON FOR THE RECOMMENDATION

7.1 As well as articulating a framework to guide Council action, the Corporate Strategy communicates the Council's objectives and priorities to the community and to partners. It provides clarity about how the Council will be focusing its resource and effort and allows us to measure performance and progress.

7.2 In developing the new Corporate Strategy it was important to have a strategy which:

- clearly articulates our ambition;
- honestly acknowledges the challenges we face;
- helps us to make choices;
- allows us both the freedom to innovate and the rigour to evaluate;
- flows through the business.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The Council has managed well with individual service and functional strategies to date but, as the context in which the Council operates has become both more challenging and more complex, the option to continue without an overarching Corporate Strategy and Strategic Framework was dismissed.

To evaluate the options in the Corporate Strategy, four elements were considered:

- the degree to which the proposed priority outcomes support delivery of the Council's statutory functions;
- the degree to which the proposed priority outcomes meet the needs of the citizens of Peterborough;
- the degree to which the proposed priority outcomes are financially viable and sustainable; and
- the degree to which the proposed priority outcomes are deliverable.

9. IMPLICATIONS

Financial Implications

- 9.1 There are no significant implications within this category directly involved with the approval of the Corporate Strategy. However, the strategy does guide the focus of the Council's resource and activity over the next two years.

Legal Implications

- 9.2 There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

Equalities Implications

- 9.3 There is a particular focus in the Corporate Strategy on reducing inequality and designing services with citizens, mandating inclusion of a diverse range of views and voices.

10. BACKGROUND DOCUMENTS

- 10.1 None

11. APPENDICES

- 11.1 Draft Corporate Strategy 2019-2021

Corporate Strategy

2019 - 2022



Contents

This Corporate Strategy sets out the key **priorities, activities and campaigns** that the Council will pursue over the next three years.

The audience for this strategy is primarily the Council - its Members, its staff and its partners. Our commitment and aspirations for the next three years will be communicated to the public through a variety of channels and conversations so they know what to expect from us and can hold us to account.

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Introduction to the Corporate Strategy and the Council's Strategic Framework

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Context

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The Council's priorities and campaigns

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Themes and Design Principles

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Contact details

Our Vision

To create a Peterborough residents are proud to live, work and grow up in and where services give value for money and deliver what local people need.

This strategy signals a strong commitment to:

- **our communities**, seeking engagement and contribution and ensuring everyone can play a part in improving the lives of people living in Peterborough;
- **our environment**, which is central to how we think and act. Green spaces, a circular economy, clean air and green businesses. We only have one 'Earth'.

Peterborough City Council has been developing an ambitious programme of change, with a determination to improve lives for local people despite an increasingly challenging financial context.

This work has prepared the Council well for the next period of significant challenge and

change when the demand for our services is expected to continue to grow, in line with the rapidly increasing Peterborough population, and the available funding for our services is set to decrease.

We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Building a whole system approach around shared priorities, community outcomes and cost efficiencies is a crucial part of the Council's response to this context and requires a greater degree of collaboration between local public services, providers and partners than has ever previously been experienced in Local Government.

The Council's Strategic Framework

The Council's current plans and strategies will be brought together into one framework to drive a shared vision for Peterborough. The strategic framework will focus on achieving positive outcomes for individuals and communities through the following elements:

- ◆ A **Corporate Strategy**, describing the vision for Peterborough, the outcomes we strive for and our priorities for change;
- ◆ A set of ambitious **performance measures** which will be used to hold us to account for improvement;
- ◆ The Council's **Medium Term Financial Strategy**, which describes how we will commission services to deliver outcomes within the resources we have;
- ◆ A suite of **key strategies** describing the management of core activities e.g. finances, workforce, digital services and assets;
- ◆ A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Peterborough;
- ◆ **Service plans**, which describe how each of our directorates work to deliver our objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- ◆ A Council wide **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

Context - Our City



Peterborough has a population of **196,735** residents

5th fastest growing city...



Open for business with **10,200sq/m** of planning permissions available for new enterprises

5,032 homes have been built in the past 5 years



Ready to roll out **5G to everyone**



Historic Peterborough. Our Cathedral is the burial place of two Queens. Katharine of Aragon and Mary Queen of Scots

1.4% Low unemployment **AT JUST 1.4%**



One of the first cities to become **Gigabit superfast**

There are **118,850 jobs** and **6,840 Businesses** across the City



£24m invested in roads and travel... opening up the city for new developments and job



40% **40% rise in overnight stays** by visitors in last two years



Context - Our Communities



We're growing... with **planning permission** for **8,500 new homes**

A city of families... with **more children and working adults** than many other cities



Just **22 minutes** commute to work far lower than many other cities



50 miles

Over **50 miles** of **cycleways, footpaths and bridleways**

Good value houses...

with average homes worth **£201k** - well below the national average, but with prices rising...



100
Over 100 **languages** spoken



9000 hrs of social action taken by 300 young people as part of our National Citizen Service Programme

Grow your own with **1,097 allotment plots** available



£179.5m of Capital investment in to schools over the past 5 years



93% of schools have been rated 'good' or 'outstanding' by Ofsted



Context - Your Council

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Fletton Quays
Anchoring the Fletton Quays development and drawing **£120m investment to the city**

We have 10 libraries and we've **extended their opening times by 50%...**

In 2017/18 the council received **1,018 Planning Applications**

The Council maintains **930km of roads**

The Council supports **2,037 Adults remain independent** in their own homes

Ofsted rated **Peterborough's Children's Social Care Services as 'good' in 2018**, with significant improvements noted since the last inspection

The Council looks after **368 Children in care**

We've **completed 4300 health checks**

The **8th Lowest Band D Council Tax** out of Unitary Authorities at **£1,344.37**

Becoming more commercial as a council. We already generate **£72m in income to invest in the City**

In 2017/2018 we **cleared up over 8,000 fly-tips** across the city

Last year our maintenance teams **repaired 4,785 pot holes**

Budget

The current financial conditions faced by every Local Authority are very challenging. The funding for our services comes from Government grants and funding raised by the Council through the collection of Council Tax, Business rates and commercial activity. Since 2010, successive governments have reduced funding for Local Government meaning that councils rely more on local taxation.



The diagram on the left gives an overview of the Council’s funding for the 2018/19 budget and shows that the revenue support grant only equates to 10% of the Council’s total funding. This will reduce to 7% in 2019/20. Since 2010 this grant has reduced by 80%.

The diagram below outlines the Council’s current expenditure and shows how spending is increasingly focused on social care.



In Peterborough we have a robust approach to financial planning - with a rolling programme of budget monitoring and budget setting - that allows us to identify where savings and investment need to be made. Based on our current plans, we estimate that the Council will need to make another £30m of savings over the next three years - and we are proactively planning to meet the financial pressures in the years ahead.

Priority Outcomes for Peterborough Citizens

Pride in our communities and environment

We want safe, friendly and healthy neighbourhoods with open spaces, roads, pavements and cycle paths that are well maintained and free from litter and mess:

- ◆ Clean up Peterborough by making it easier to reduce, reuse, recycle and dispose of waste and by better prevention and enforcement to tackle anti-social behaviour, littering and fly tipping
- ◆ Open spaces to be well maintained for enjoyment by all.
- ◆ Invest in electric charging points, road, pavement and cycle path repairs.
- ◆ Maintain libraries, cultural, arts and leisure places for use by all.
- ◆ Practically help communities to work together to make a difference to their neighbourhood, encouraging neighbourhood watch groups, resident associations and community speed watch groups and releasing assets to the community to enable groups to thrive.
- ◆ Value and support the life and contribution of our rural areas and villages.

First rate futures for our children, young people - and quality support for our adults and elderly

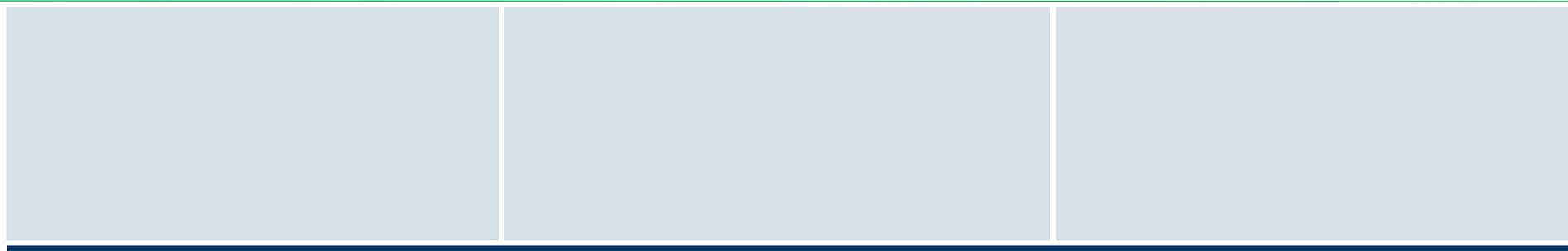
We want to improve opportunities for education and training and to help people to do more for themselves, for each other and for their communities:

- ◆ Keep vulnerable people safe in a way that draws on their own strengths and those of their communities.
- ◆ Help people make the best choices to keep themselves and their families healthy.
- ◆ Improve attainment in our schools and provide opportunities to gain skills for life, apprenticeships and degrees from our own university.
- ◆ Build new schools to ensure sufficient places are always available.
- ◆ Provide children in care and leaving care with good foster carers and supported accommodation; making sure their health and education needs are met.
- ◆ Explore new technologies and ideas that increase the chances of people living fulfilled, independent lives in their own homes.
- ◆ Work with partners to get people out of hospital and home quickly.
- ◆ Work with partners to tackle domestic violence, alcohol and substance misuse and mental health issues.

Better jobs, good homes and better opportunities for all

We will grow our city in a sustainable and fair way to create job opportunities and address poverty. As we grow, we will invest in the quality and availability of housing:

- ◆ Deliver infrastructure to support our area as it grows.
- ◆ Make better use of our assets and encourage businesses to the city, providing a choice of jobs and careers.
- ◆ Meet the needs of all residents and prevent homelessness by supporting good landlords and increasing the quantity, quality and range of houses and accommodation.
- ◆ Collaborate with partners and businesses on innovative ideas to improve service, increase revenue and lower costs
- ◆ Work with Businesses through a City Business Improvement District (BID) to develop a vibrant city center economy, encouraging tourism and making Peterborough a city people want to live in, work in and visit.
- ◆ Ensure everyone in our communities can share the benefits of better jobs and a thriving economy.
- ◆ Maintain our recognised status as an inclusive, cohesive city where there are opportunities for all.



Themes and Design Principles

To support our priorities and campaigns a set of themes and design principles have been developed to be applied across the whole council, its directorates and services. In addition, we will look again at the values and behaviours we expect from each other as we work together. When taken together and consistently these themes, principles and values will drive innovation and change across the Council.

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Council-wide themes to deliver change

Systematically involve our citizens in the design, development, and - where appropriate - delivery of our services.	Pursue and access the right investment and infrastructure from the Combined Authority and Government to support our economy	Building strong relationships with our partners to ensure we work together effectively in our commissioning and delivery of services	Approach problems differently and target services more effectively, so that the right services reach the right residents.	Ensure our new Local Authority Trading Company works in ways and in places that matter to citizens	Increase our commercial activity to ensure we are maximising revenue and minimising the cost to the tax payer
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Council-wide design principles

Meet need in a way that improves the quality of life and reduces inequalities	Focus on communities and places	Support citizen self-service wherever possible	Be business-like and commercial	Get better at collaboration - across the Council and across the System.	Develop more forward looking information which guides actions and decision making.	Be committed to continuous learning and improvement	Focus on modern, automated and lean delivery.
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This Corporate Strategy, its themes and design principles have been developed in consultation with Members, lead officers and our partners. The strategy builds on good practice and strong leadership and is intended to foster an innovative culture where continuous improvement is everyone's responsibility.

We hope the ambition and themes are inclusive and engaging and this strategy encourages leaders, employees, partners, stakeholders and customers across our area to participate in the important work of public service.

We welcome any feedback, offers of collaboration or ideas for improvement to Business.improvement@peterborough.gov.uk Thank you.

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GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 6
13 MARCH 2019	PUBLIC REPORT

Report on Portfolio Progress - Cabinet Member for Waste and Street Scene	Annette Joyce - Director of Environment and Economy	
Cabinet Member(s) responsible:	Cllr Marco Cereste - Cabinet Member for Waste and Street Scene	
Contact Officer(s):	Annette Joyce - Service Director James Collingridge - Head of Environmental Partnerships	452280 864764

PORTFOLIO PROGRESS REPORT FOR CABINET MEMBER FOR WASTE AND STREET SCENE

R E C O M M E N D A T I O N S	
FROM: Councillor Cereste <i>Cabinet Member for Waste and Street Scene</i>	Deadline date: N/A
It is requested that the Growth, Environment and Resources Scrutiny Committee note the contents of this report.	

1. ORIGIN OF REPORT

1.1 This report is provided to update the Growth, Environment and Resources Scrutiny Committee on the progress of items under the responsibility of the Cabinet Member for Waste and Street Scene.

2. PURPOSE AND REASON FOR REPORT

2.1 The report is being presented by Cllr Cereste at the request of the Growth, Environment and Resources Scrutiny Committee. The report will provide an overview of all the key portfolio areas. It will also provide an overview of the current KPI performance of the Amey Peterborough contract along with a general update of each of the departments within that contract. The report will also provide an update on the latest development of Peterborough Limited, the new LATCo owned by Peterborough City Council which will deliver the current Amey Peterborough Services.

2.2 This report is for Growth, Environment and Resources Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview Scrutiny Functions, paragraph No. 2.1 Functions determined by Council: No.2.1, paragraph 8, 1. Waste Strategy & Management;

2.3 The Cabinet portfolio for Waste and Street Scene covers the following areas:-

- a) Street cleaning,
- b) Waste Management and Recycling
- c) Grounds maintenance
- d) Set up an appropriate delivery vehicle to deliver the services set out above.
- e) Cemeteries and Crematoria
- f) Registrar and Coroner's Service

- g) Lead on the Council's energy strategy
- h) Responsible for Westcombe Engineering

3. TIMESCALES

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

4.1 This first section of the report provides an update on the Amey Peterborough contract for the financial year 2018 - 19 and details the contractual KPI results and key information for service areas under their control. The report goes on to discuss the progress in the formation of Peterborough Limited which will take over the running of these services.

It then gives further updates in keys areas under this portfolio.

The areas under this portfolio cover a breadth of services and contributes to all the priorities in the Sustainable Community Strategy:-

- *Creating opportunities – tackling inequalities;*
- *Creating strong and supportive communities;*
- *Creating the UK's environmental capital; and*
- *Delivering substantial and truly sustainable growth*

4.2 **Street Cleansing**

4.2.2 Amey continues to carry out the street cleansing throughout the city, they currently empty 1,341 litter bins and 305 dog waste bins and since April 2018 Amey have collected 1,318 tonnes of street sweepings.

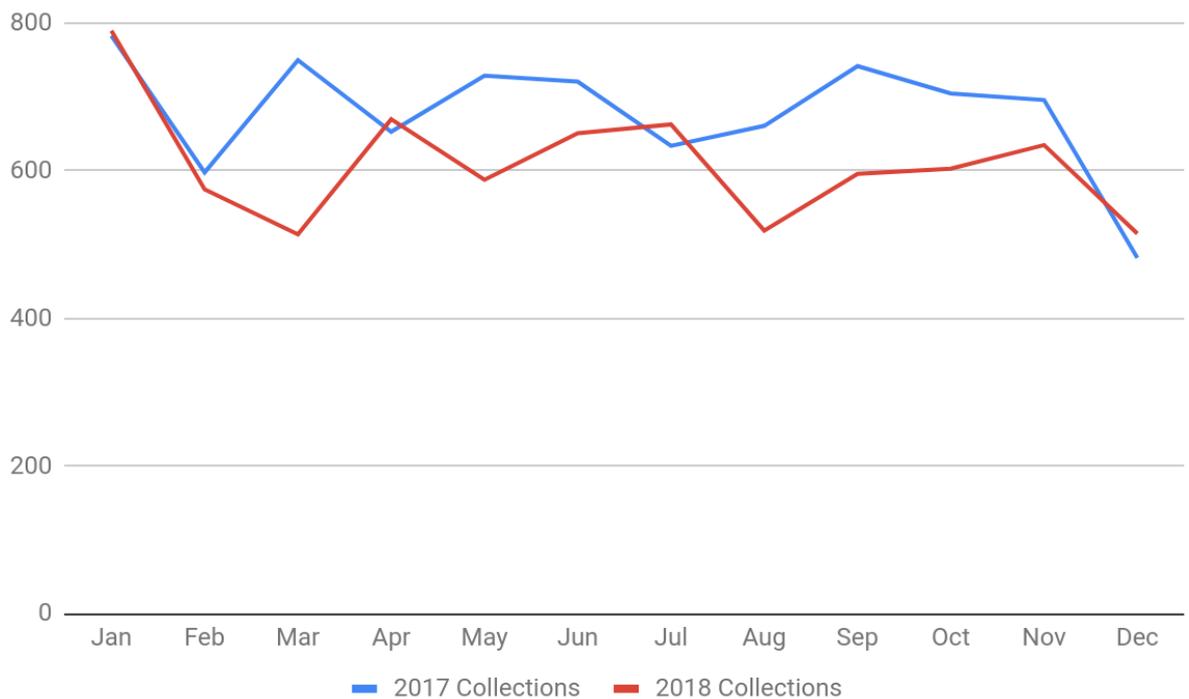
4.2.3 There are ongoing issues across Peterborough and within some Hot Spot areas around the City with regards to the discarding of used needles. Amey continues to work hard to remove these and to keep residents safe. Amey currently remove any needles discarded on Council owned land within 1 hour of it being reported. Amey are also working with the 'Discarded Needles Group' to look at proactive ways of reducing needle finds, this has included bringing needle bins back into use and giving access to more meaningful data to allow the group to look at trends and areas of concern.

4.2.4 Fly Tipping continues to be an issue across Peterborough. Although fly tipping is not just a Peterborough specific issue we have had some success with new signages advising that covert cameras may be in operation. The following table shows the the amount of fly tipping removed in 2018 from Council owned land: -

2018	January	790
	February	575
	March	514
	April	670
	May	588

	June	651
	July	663
	August	519
	September	596
	October	603
	November	635
	December	515

We have compared fly tip figures for 2017 and 2018 collection data which shows the number of flytips being removed from Council land is decreasing. The following graph depicts the two years collection data.



4.2.5 The 'Hit Squad' that was recommended following a Task and Finish Group from this committee has been working well. The squad has planned routes across the City for known litter and fly tip hot spots. The squad attends these areas on a weekly basis to arrange for additional cleaning. With the team being both proactive and reactive, they are quickly deployed to areas of need e.g. at a fly tip that has a H&S concerns with regards to its location.

Increasingly we are finding areas of land that have known registered owners with fly tip and litter build up on them. The 'Hit Squad' have been able to react to these and have them cleansed in a timely manner.

4.3 **Waste Management and Recycling**

4.3.1 Amey continue to operate a fortnightly collection of residual and recycling waste from circa 85,000 properties with food waste being weekly.

4.3.2 The current recycling rate for 18/19 is 42.77%. With one quarter still remaining we are looking to be on par with the performance of 17/18 where we had an annual recycling rate of 43.3%.

As an authority we are members of The Cambridgeshire and Peterborough Joint Waste Partnership RECAP, this group works jointly to look at recycling initiatives and share best practice for the eastern region. It also allows for improvements in buying power as this can be done jointly through the group, an example of this would be the Joint Materials Recycling contract the partners hold with Amey at their Waterbeach facility. The group allows for data to be shared and when comparing Peterborough to our other RECAP partners on recycling rates we sit at the bottom of the group against a performance for the whole of Cambridgeshire of slightly in excess of 50%.

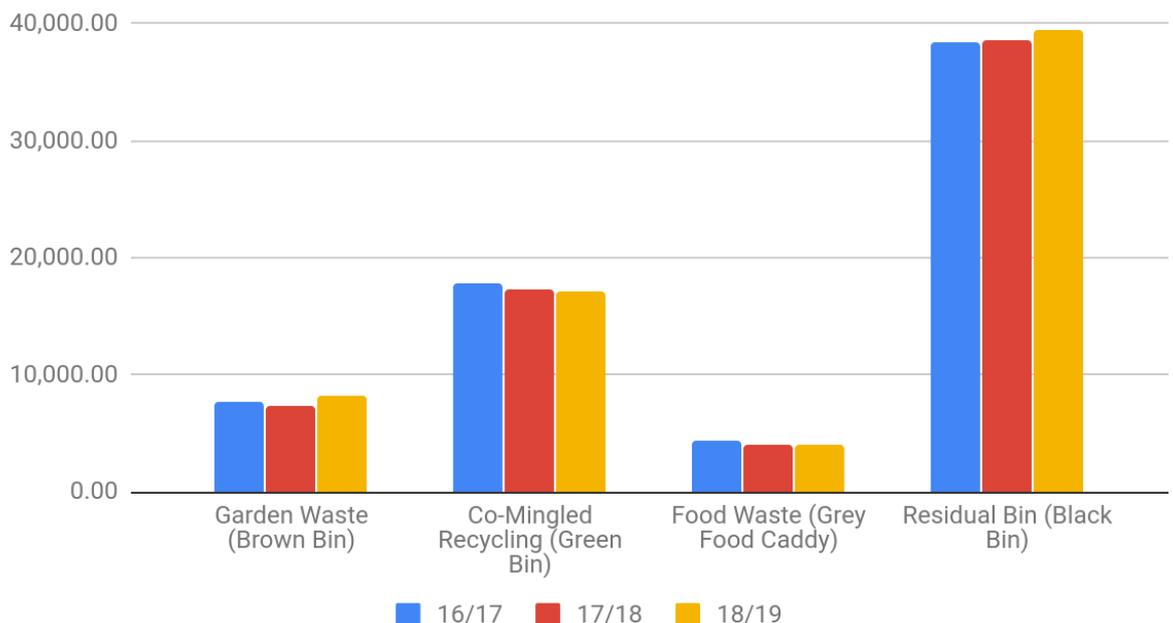
Over the last few months the RECAP partner councils, Peterborough included, have undertaken a communications campaign with their collection partners aimed at increasing the volume and quality of metal collected through kerbside recycling. The 'Metal Matters' campaign was partly funded by Alupro (metals recycling trade organisation), RECAP and the individual councils. It's success will be measured through recycling performance in the coming months following the campaign.

Amey continue to work on improving recycling across the city and have to date have carried out 24 roadshows and school assemblies. The following table offers a comparison on tonnages collected over the past 3 financial years and it shows that tonnages are remaining quite stable: -

Container Type	16/17	17/18	18/19 up to December
Residual (Black)	7,644.48	7,304.46	6,108.39
Recycling (Green)	17,880.62	17,361.75	12,873.29
Food (grey)	4,299.43	4,059.97	3,022.54
Garden (Brown)	38,380.02	38,573.31	29,547.40

We have extrapolated the 18/19 figures to give a view of how 18/19 will compare to past financial years and this is shown in the graph below:

Tonnages per Waste Stream



4.3.3 The Garden Waste service remains stable and has received 21,432 subscriptions for the service this financial year with 3 weeks left to subscribe, this is compared to 21,981 last year. The introduction of recurring direct debit has been taken up by a number of residents. This allows for the automatic re-registration for next year's service. As we can see from the information above, the tonnages of garden waste collected is remaining stable. We offer discounted home composters to residents in Peterborough and this offer continues to be taken up by some residents.

4.3.4 Jointly with Amey we have built the new Waste Transfer Station at Nursery Lane, the old transfer station was outside and this meant that a lot of the time our recyclate would become wet. We also had issues with high winds causing the recyclate to be blown outside of our registered area. The new indoor transfer station allows us to store a lot more recyclate and enables it to be bulked and transported in a safe and efficient way. With this activity now taking place indoors it allows us to retain the recyclate to a much higher standard for re sale.

4.4 **Grounds Maintenance - Parks and Open Spaces**

4.4.1 Amey have completed all specified works for this financial year including the annual shrub cut back and grass cutting regime. They have retained Green Flag status at 4 parks across the City and continue to work with friends of groups to improve park facilities.

This financial year Amey have planted 264 trees across the City, Amey have also been using watering bags to allow the community to be involved with the tree planting and helping to ensure they survive.

4.4.2 Investment has been made in a number of play areas across the City. Following the annual Health and Safety audit this highlighted a number of parks that need further investment in the coming years. Amey has been working closely with the Council on the production of Connect Park as part of the Can Do capital investment fund and hopes to have the new park open by May.

There has also been a state of the art outdoor gym installed in New England Recreation area, the first of its kind in Peterborough. The equipment offers better resistance training and uses the kinetic energy produced to charge mobile phones through a USB port, there is also an App linked to the equipment that will show usage levels for the equipment.

4.5 **KPI's**

4.5.1 Amey Peterborough are monitored monthly on their contractual KPI's. These KPI's look across all customer facing services. Appendix 1.0 shows the current KPI achievements to date and highlights any potential failures. The current performance shows Amey are working within the contractual parameters for all service areas. We still see a key failure in Recycling performance and this is something that will need to be worked on by the Council's new LATCo, Peterborough Limited going forwards.

4.6 **LATCo - Peterborough Limited Transition**

4.6.1 Following the Cabinet approval in December 2018 of the Business Plan for Peterborough Limited the project team has been working hard to mobilise the services.

The progress of Peterborough Limited is progressing well and agreement has been reached to transfer the services currently performed by Amey to Peterborough Limited over several months.

Cllr Farooq has now been appointed as Chair to the board of directors and been out to greet all the affected staff. Building Cleaning was the first service to be transferred to Peterborough Limited and go live on the 2 February 2019. There will now be a phased implementation of the remaining services with Waste and Recycling and Passenger Transport transferring in April and the remainder, including Street Cleansing, Parks and Open Spaces, Property Maintenance and Vehicle Workshop in May.

4.6.2 Peterborough Limited intends to bring in new ICT systems that will help to improve the

performance of all services offered, the waste and recycling service will be upgraded to new InCab devices allowing the teams to report back greater levels of information on their daily rounds which in turn will allow residents to have more up to date information on their collections.

- 4.6.3 Initially Peterborough Limited will offer a 'Like for Like ' service to that of the Council - mirroring the current specification that is delivered by Amey Peterborough. Moving forwards Peterborough Limited will look at efficiency savings and further commercial opportunities. Any income generated by Peterborough Limited will stay within the Council or be reinvested into the company.

4.7. CEMETERIES AND CREMATORIA

Work has continued on a 'grave audit' to identify additional grave space at Eastfield and Fletton cemeteries. This has proved very successful and the current extent of the of grave spaces now available across both cemeteries for all denominations is now approximately 24 years, based on current annual demand. Further work is being undertaken which could result in further grave space being identified.

Although this is very good news, the need to identify new land to build a cemetery to serve the needs of Peterborough for the next 100 years is still required.

Another project that will commence during 2019/20 is the construction of 'family' mausoleum at both Fletton and Eastfield cemeteries. The existing mausolea at Fletton cemetery have now all been sold and demand still exists with a number of names held on a waiting list.

The Green Flag award has been retained at the Crematorium for a further year and both the Cemeteries service and Crematorium service have again retained the highest possible 'Gold standard' accreditation awarded by the industries professional body.

Chapel refurbishment at the crematorium is currently being undertaken and is progressing well with the original pews and altar furnishings having been refurbished. A new carpet is being fitted next month.

4.8 REGISTRAR AND CORONER'S SERVICE

The registration service is currently being restructured following the retirement of long standing Registration Manager, after 18 years' service.

Parliament has recently passed legislation to increase the fee to purchase a certificate to £11. (formerly 3 tiers of charge applied £4, £7, £10). This will remove confusion for customers and may increase income for councils. The same legislation has restricted the cost of issuing 'express' certificates to £35.

The number of deaths registered in Peterborough in 2018 was 2555 - a 16.24% increase over the last five years. The number of births registered during 2018 was 4,706.

The service is currently preparing to deliver the EU Settlement Scheme.

4.9 COUNCIL'S ENERGY STRATEGY

There are a number of areas of work presently being undertaken with regard to developing the Council's energy strategy, these are briefly described below.

Officers are working with the Cambridgeshire County Council Energy Investment Unit, a dedicated team with responsibility for Energy at the County Council, to develop a coordinated approach to the development of an Energy Strategy for both organisations.

- Presently collectively gathering information on consumption to support development of a cost benefit study or possible procurement.
- Developing the potential for joint purchasing of Gas and Electricity, aligning contract dates across the diverse property portfolio each Authority is responsible for and

examining unit prices, consumption profiles at locations.

- Gathering data on Cambridgeshire County Council and Peterborough City Council owned generation assets e.g. the Energy Recovery Facility, Solar Panels, volumes generated and consumed at each site, contracts arrangements and durations, locations and potential synergies between property locations.

The aim of this joint working is to obtain the best value from the power the Authorities collectively generate and to reduce the cost of energy consumed, potentially through procurement, improved joint working or other methodology.

4.10 WESTCOMBE ENGINEERING

4.10.1. *Business Description:*

Westcombe Engineering continues to provide employment opportunities for local adults with varied disabilities, and the business has seen significant growth (in excess of 60%) over the past 3 or so years.

With this growth and continued success the business has achieved high level recognition in the form of inclusion within the Parliamentary Review 2016/2017 Edition, Winners of the Made in Central and East England Manufacturer of The Year (under £25m turnover) 2018, the recent visit of Amber Rudd Secretary of State for Work and Pensions, as well as assisting the Council to achieve Disability Confident Employer Status Level 2, working towards level 3.

We are also expecting Sarah Newton Minister of State for Disabled People, Health and Work to visit, date TBC for Thursday 28th March 2019. Sarah Newton has recently pledged a Strategy to get one million more disabled people in work by 2027. Our aim is to use Westcombe Engineering as a best practice example of what can be achieved with a diverse workforce and successful prove that disability is not a barrier for success.

Our strong relationship with Peterborough Regional College has born a new pathway for adults with disabilities to gain experience within a workplace. Westcombe Engineering trialled the very first supported internship program alongside Peterborough Regional College. This program enables adults with disabilities to gain work experience within the workplace for up to 12 months, with no financial burden to ourselves and no expectation or commitment to employ the individual once the 12 months has elapsed, unless we have a vacant post.

We continue to receive funding from the DWP for all of our disabled employees individually via the Shawtrust Charity.

4.10.2 *Customers:*

Caterpillar Inc/Perkins Engines continues to be be our most prominent customer and indeed our relationship spans all the way back to 1970 when the business was started. We supply to Caterpillar Inc/Perkins Engines globally as a tier 1 supplier, this means we have responsibility to supplier components from design concept, raw material sourcing and also finished parts into them. Many of our portfolio of parts are sole supplied from Westcombe Engineering and support Caterpillar Inc globally in manufacturing diesel engines as far as India, China, Mexico, Japan, USA, France and also the UK.

We have worked incredibly hard over the past 3 years or so to reduce our dependence on Caterpillar Inc/Perkins Engines as our main customer. Back in July 2015 we were 95% dependant on them, today with the addition of seven new customers (many of whom are local) in varied industries this dependency has been reduced to around 65%. We now supply to a

varied industry base including Diesel Engines, Fitness Equipment, Material Movement Equipment, Marine, Mobility Equipment, MOD, Railways and food.

We are currently working to develop new relationships with a very well known and prestigious Motorcycle Manufacturer and also another Global Manufacturer of Diesel Engines.

4.10.2 Business KPIs:

Huge improvements have been made in our business operations KPIs such as on time in full delivery and also quality. these two KPIs are key to all of our customers in the past 3 or so years. Without meeting these KPIs targets we are in threat of losing business as well as not having the opportunity of winning new work.

Our on time full delivery performance is in excess of 98% set against a target of 85%.

Our quality performance achieved last year was 240 ppm against a target of 300 ppm, please see improvement achieved to date.

Caterpillar PPM Measures			
Target 300			
Year	Total Parts Received	Total Parts Rejected	Total PPM
2014	38,925	97	2492
2015	106,907	44	412
2016	107,485	26	242
2017	203,298	54	266
2018	109,223	25	240

5. CONSULTATION

5.1 Consultation through the Growth, Environment and Resources Scrutiny Committee.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 It is anticipated that the Growth, Environment and Resources Scrutiny Committee will note the content of this report and any comments will be fed back to aid in future improvements to the services delivered.

7. REASON FOR THE RECOMMENDATION

7.1 It should be noted that services currently supplied to the Council under the existing Amey contract will have transferred in full to peterborough Limited in May 2019. Peterborough Limited will be live delivering all the current services provided by Amey, and as such, any comments on this report will be fed back to both Amey and the Peterborough Limited team.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The alternative option was to not present this report to the Growth, Environment and Resources Scrutiny Committee, this option was not taken forwards as it was important that

both the existing service and the new contract arrangements will benefit from the input of the committee.

9. IMPLICATIONS

Financial Implications

9.1 This report is to give an overview / progress update as such there are no financial implications.

Legal Implications

9.2 This report is to give an overview / progress update as such there are direct legal implications. As regards specific projects, legal advice has been sought on a case by case basis.

Equalities Implications

9.3 This report is to give an overview / progress update as such there are no anticipated equality implications.

Rural Implications

9.4 This report is to give an overview / progress update as such there are no rural implications..

10. BACKGROUND DOCUMENTS

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

10.1 None.

11. APPENDICES

11.1 Appendix 1.0 KPI's

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		3.2	Failure to meet amenity grass cutting frequency (3 weekly from April for 95% of the area) to an appropriate standard / finish for the specific area when cutting complete . <i>Image to be added</i>	Monthly	Quality checks performed by Amey / PCC	£ 1,000.00	Monthly	Achieved												
		3.3	Failure to carry out a yearly cut of all shrubs to a years growth.	Annually	Thorough the yearly shrub cutting plan	£ 1,000.00	Yearly	Works in progress as per annual plan.												
		3.4	Maintain flowers beds and displays ensuring aesthetically pleasing (ensuring substantially free from weeds).	Monthly	Quality checks performed by Amey / PCC	£250	Monthly	Achieved												
		3.5	Any shrub/greenery encroaching on site lines or affecting H&S to be cut back as required within 1 week.	Monthly	Report is made to Peterborough Direct, or Amey Peterborough helpdesk	£250	Monthly	0/30	0/36	0/26	0/44	0/51	0/104	0/235	0/172	0/112	0/152	0/73	0/30	0/16
		3.6	Failure to inspect trees as instructed by the Authority within the time period set out below. These must be recorded and maintained on an up to date tree asset register <ul style="list-style-type: none"> • 2 hours if deemed as an emergency • 4 weeks if deemed as a priority • 8 weeks in all other cases 	Monthly	Statistical information taken from Works manager	£ 1,000.00	Monthly	0/113	0/59	0/67	0/62	0/84	0/101	0/214	0/175	0/135	0/147	0/85	0/74	0/39
		3.7	Failure to inspect, maintain and record play area inspections in accordance with the spec	Monthly	Statistical information taken from Works manager	£ 1,000.00	Monthly	Achieved												
5. Travellers	All unauthorised encampments will be visited within 24 hours and communicated to the authority a suitable removal date. Regular visits will be made to ensure that the encampment is not causing anti social behaviour or carrying out any criminal offences. Assistance will also be given when required to evict encampments and arrange for subsequent clear up and securing of the land. Authorised Sites will be maintained and have regular Health and Safety risk assessments carried out including a weekly inspection of the sites. Remedial work will be carried out to the sites as and when required.	5	Cleanse and secure unauthorised traveller sites within 24 hours of departure	Monthly	Statistical information taken from Works manager	£ 1,000.00	Monthly	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager	No issues identified - set a code up in Works Manager
6. Complaints	The partner will adopt the PCC complaints procedure which is a 3 stage procedure with all complaints being responded to within 10 working days. If the partner wishes to change this policy they must set out their proposals and allow 10 working days for the Authority to respond. This excludes complaints specifically regarding Peterborough City Council Policy (for example the introduction of the charged garden waste collection).	6	Number of stage 2 complaints target < 2 per month	Monthly	Statistical information taken from Works manager	£ 250.00	Monthly	0	0	0	0	0	0	0	0	0	0	0	0	0
Passenger Transport	Failure to provide a vehicle for a route (this includes providing a qualified DBS checked Driver and passenger assistant if required) within 30 minutes	7	This is capped at one failure per route per day.	Monthly	Amey monthly performance report	£250	Monthly	1	0	0	0	0	1	0	0	0	0	0	0	0

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 7
13 MARCH 2019	PUBLIC REPORT

Report of:	Tom Hennessy – Chief Executive, Opportunity Peterborough	
Cabinet Member(s) responsible:	Councillor Peter Hiller, Cabinet Member for Growth, Planning Housing and Economic Development	
Contact Officer(s):	Tom Hennessy – Chief Executive, Opportunity Peterborough	Tel. 01733 371412

OPPORTUNITY PETERBOROUGH BUSINESS PLAN 2019/20

R E C O M M E N D A T I O N S	
FROM: <i>Tom Hennessy, Chief Executive, Opportunity Peterborough</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Growth, Environment, and Resources Scrutiny Committee:</p> <ol style="list-style-type: none"> Endorses the Opportunity Peterborough Business Plan 2019/20 	

1. ORIGIN OF REPORT

1.1 The report and its appendices were requested by the Growth, Environment, and Resources Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 Opportunity Peterborough is a private company wholly owned by Peterborough City Council. Its remit is to drive the economic growth of the city, and as such reporting on its performances, and setting out its future plans and vision, are important considerations for the Growth, Environment and Resources Scrutiny Committee.

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

- 5. Economic Development and regeneration including Strategic Housing and Strategic Planning
- 10. Partnerships and Shared Services

2.3 NA

2.4 The report links to Corporate Priorities:

- 1) Drive growth, regeneration and economic development
- 2) Improve educational attainment and skills

2.5 *This report does not link to the Children in Care Pledge.*

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	
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4. BACKGROUND AND KEY ISSUES

- 4.1 Opportunity Peterborough [OP] was originally established as an urban regeneration company, achieving considerable success through a number of physical regeneration projects, including the revitalisation of Cathedral Square. Since 2011, it has focused on the economic growth and development of Peterborough, tasked by the city council, particularly, to increase inward investment and jobs growth.

OP's approach has been to take a comprehensive and innovative approach to driving economic growth. At its core is the traditional economic development work of supporting existing companies to grow, and attracting new companies to relocate to Peterborough. However, it uses a wide range of routes to support this, and attracts additional funding to achieve this. As well as creating new jobs and investment, OP has also worked hard to improve the work-readiness skills and aspiration of the city's young people, through its Skills Service team. This will support the business growth of the future. Through the Future Peterborough programme, led jointly by OP and PCC, the city has been placed firmly on the international map, which will lead to new investment opportunities, and has driven an unprecedented focus on innovation in the city, which will deliver greater productivity. The success of this approach can be measured by the impact in terms of jobs growth and investor confidence, as evidenced by the reinvestment into the city of existing businesses as well as the arrival of new entrants.

Looking to the future, OP is planning to maintain this approach and strategic direction, and build-off the connections that have been forged, nationally and internationally. It will seek to enhance its partnerships with local organisations, and ensure that its strong work around skills development, the circular economy, and future city initiatives, have a wide and long-term impact.

5. CONSULTATION

- 5.1 Given the nature of this request and report, and its broad strategic context across the whole of Peterborough, it has not been considered appropriate to consult with individual ward members.
- 5.2 OP regularly consults with the business community and other organisations as part of its formulation of its strategy and approach.

6. ANTICIPATED OUTCOMES OR IMPACT

- 6.1 It is hoped that the Committee, and the City Council, will continue to support Opportunity Peterborough's work, which is held in high regard by other areas and partners and which, more importantly is having a positive impact on the city's economy and prosperity.

7. REASON FOR THE RECOMMENDATION

- 7.1 The recommendation to accept and endorse the Opportunity Peterborough's Business Plan is based, fundamentally, on the stated corporate priorities of the City Council. OP delivers economic growth and its work on developing work-readiness skills is creating a palpable change in the aspirations and hopes of the city's young people.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The alternative to supporting Opportunity Peterborough's is to not support the Business Plan. In such a scenario, recommendations would be taken to the Opportunity Peterborough Board for consideration.

9. IMPLICATIONS

Financial Implications

- 9.1 A sum of £140,000 was agreed by the City Council for its 2017-18 financial year budget.

Legal Implications

- 9.2 Peterborough City Council is the sole member of Opportunity Peterborough, a company limited by guarantee.

Equalities Implications

- 9.3 There are no equalities implications relating to this report.

Rural Implications

- 9.4 The Business Plan makes reference to the LEADER programme. This is a Defra and EU-supported programme delivered by OP for the rural areas of Peterborough UA, parts of northern Hunts, and Rutland. Funding of just over £1m has been available to micro/small businesses and community groups in this geography. The fund is now closed to new applications.

10. BACKGROUND DOCUMENTS

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

- 10.1 NA

11. APPENDICES

- 11.1 Appendix 1: Opportunity Peterborough Business Plan 2019/20

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Opportunity Peterborough

Business Plan 2019/20

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Background

Opportunity Peterborough is the city's economic development company, a private, not-for-profit company, limited by guarantee. It was formed in 2005 as an Urban Regeneration Company but in 2010/11, with the dissolution of two of its shareholders, the East of England Development Agency and English Partnerships, it was reconstituted as an economic development company under the sole ownership of Peterborough City Council.

Today, Opportunity Peterborough's mission is to support economic growth across the city, improving prosperity, job opportunities, and life chances for those who live and work here. It does this by engaging with local companies to support growth and development, by marketing Peterborough to attract new businesses, by working with partners at a strategic level to create an enabling environment, and by playing a leading role in the city's skills agenda to ensure the current and future talent pool have the skills they need to drive the city forward.

Opportunity Peterborough receives a core grant from Peterborough City Council and also receives grant funding from European and national sources to deliver specific programmes that align with its mission. It delivers services on behalf of the Cambridgeshire and Peterborough Combined Authority via The Skills Service and provides economic development services on a commercial basis to other local authorities. It also runs a fee-based membership network for businesses and other stakeholders in and around the city.

Current Services 2018/19

Bondholder Network

The Bondholder Network is Opportunity Peterborough's flagship, fee paying membership network. Members receive a range of benefits including a monthly e-newsletter; access to up to 6 business breakfasts per year; discounted tickets to the Bondholder Dinner (Peterborough's premier business event, a black tie dinner in Peterborough Cathedral); access to the Bondholder portal – an online portal where Bondholders can promote their products and services, find suppliers, post good news stories, submit blog posts etc; and access to a jobs board to promote vacancies.

In order to remain relevant and meet the evolving needs of business, efforts need to be made to refresh the network. This could provide an opportunity to increase fees from the current, very low flat rate of £100 per year.

Inward Investment

Part of Opportunity Peterborough's core remit is to attract new investment to the city, whether that be new entrants to the city or additional investment in existing businesses. Opportunity Peterborough has a solid reputation for working with the Department of International Trade, as well as working directly with businesses and relocation consultants, to attract and secure such investment with the ultimate goal of creating good quality jobs for the residents of the Greater Peterborough area.

Over the 2018/19 period, Opportunity Peterborough has handled 20 inward investment enquiries of which 5 have landed, creating 120 jobs, and 10 are still ongoing.

Business Support

As well as attracting new investment into the city, Opportunity Peterborough works to support local businesses to achieve their growth aspirations. This can involve working with startups and pre-startups looking for support with their business plans and identification of grant funding through to assisting larger businesses with their approach to apprenticeships and assistance in finding new properties to accommodate their growth.

Opportunity Peterborough is also the accountable body for the Rural Peterborough and Rutland LEADER programme, a £1.3m EU and Defra grant funding programme to support rural businesses and community groups. Since it started in January 2015, the programme has funded 16 projects and allocated over £600k in grant funding. Projects funded vary from the development of a farm shop and educational centre; enabling the purchase of farm machinery to improve productivity; the redevelopment of farm outbuildings into holiday lets; the upgrading of village halls; a rural skills centre at Sacrewell Farm, and electric boat at Nene Park; and equipment to assist with nature conservation and income generation for Quercus Woodcraft.

Future Cities Demonstrator

The Future Cities Demonstrator programme is an Innovate UK funded programme, jointly delivered by Opportunity Peterborough and Peterborough City Council. The programme's citizen-centric approach to future cities saw the city win the title of World Smart City of the Year in 2015. It continues to act as a beacon of thought leadership in the field, identifying ways in which to implement circular economy principles at the strategic level in a bid to become a Circular City by 2050. The circular economy ethos is about moving from a linear economy, i.e. take-make-dispose, and moving to one whereby systems are rethought, reimagined, and redesigned in order to eliminate waste and maximise the value gained from resources and activity at any given stage of a process. Whilst these concepts are easily applied to the manufacturing process for example, at least theoretically, they can also be applied to service provision and even at a societal scale, and this is where Opportunity Peterborough is pushing the boundaries of the discussion about what could be achieved.

This approach is again gaining national and international attention and a very successful conference for over 100 circular economy practitioners from across Europe was held by team in January 2019. It will be important to build on this success across 2019/20 to ensure that tangible projects and results can be seen to be delivered in and around the city, both in the private and public spheres.

Citywide Funding

Opportunity Peterborough identifies funding opportunities to support Peterborough City Council's strategic aims, as well as on behalf of private sector businesses and other city stakeholders who would benefit from grant funding.

This work stream also sees Opportunity Peterborough contributing to important strategic initiatives and programme boards in order to help shape and deliver programmes and projects that produce

maximum benefits for the businesses and communities of the city. Programmes contributed to include the Higher Education Steering Group which is helping to shape and oversee the development of the University of Peterborough programme; Integrated Communities, a Ministry of Housing, Communities, and Local Government funded programme to overcome barriers to integration within communities; and the Health and Care Sector Work Academy Steering Group which oversees the delivery of a Department for Work and Pensions funded programme, linked to the Cambridgeshire and Peterborough Devolution Deal, to support work progression and address skills gaps within the health and care sector.

The Skills Service

The majority of The Skills Services' activity is funded by the Cambridgeshire and Peterborough Combined Authority (CPCA). The brokerage service sees The Skills Service brokering relationships between employers and secondary schools across Peterborough, Rutland, South Kesteven, South Holland, King's Lynn & West Norfolk, Fenland, East Cambridgeshire, and Huntingdonshire. Business representatives engage with young people in a number of ways including mentoring, enterprise challenges, careers fairs, mock interviews, and CV workshops, in order to help broaden young people's knowledge about the world of work and careers opportunities, raise aspirations, and improve employability skills. In 2018/19, The Skills Service presented an award to Caterpillar Perkins in recognition of the 200 individual volunteers that they had provided to support the programme since the start of their involvement. Coincidentally, across 2018/19 Caterpillar Perkins have also donated 200 volunteer hours to the programme.

In 2019/20 the geographic scope of this service will reduce under a new CPCA contract that will now cover Peterborough, Huntingdonshire, Fenland, and East Cambridgeshire.

The Careers Enterprise Company contract involved The Skills Service team engaging with secondary school's senior teams to help them identify their priorities and strategic approach to Careers Education, Information, Advice and Guidance (CEIAG). An extension of this contract for The Skills Service into 2019/20, albeit for a reduced geography, is currently being considered by the CPCA.

The Skills Service team also deliver a work experience service within the Peterborough area. This involves the provision of a matchmaking service to schools, allowing pupils to find short term placements, as well as undertaking health and safety checks on employer's premises ahead of placements.

South Holland District Council

Opportunity Peterborough currently provides economic development services to South Holland District Council under a 2 year contract. Services are particularly focused around support for inward investment, strategic and policy input, and support for improving marketing and communications activity.

The Council's Strategy Board met in February 2019 and decided not to utilise a 6 month break clause which provides a strong indication that the contract will continue until May 2021.

Context

The City

Peterborough is one of the fastest growing cities in the country and is home to a diverse population of 198,914 people, 62.6% of whom are of working age. The economy of Peterborough features an equally diverse mix of sectors and is made up of 6,840 enterprises which combined to produce a GVA of £5,439m in 2016 and operate at a productivity level of £45,239 per job. By employment, Peterborough's largest sector is Business Administration and Support Services, with Professional, Scientific and Technical the largest sector by number of businesses. With an economic activity rate of 77.1%, a gross weekly pay of £507, a house price to earnings ratio of 7.39 and with commercial property and land costs below the UK average, Peterborough is an attractive place to live and do business.

Local Authorities

Opportunity Peterborough operates in a complex and ever changing landscape. It has a close and positive relationship with its sole shareholder, Peterborough City Council. The Council has always been supportive of the work of Opportunity Peterborough and its commitment to the company, through times when the public purse has been under great pressure and scrutiny, has been much appreciated.

Peterborough City Council is facing ever increasing pressure on its budget due to a combination of increased demands on its services, especially around housing and social care, and ever increasing cuts to its funding from central government. Opportunity Peterborough must now face the very real possibility that core funding from Peterborough City Council may not be available, at least to current levels, post 2019/20. As a precautionary measure, Opportunity Peterborough has been increasing its commercial work and diversifying its income streams in recent years. In order to continue to deliver existing levels of service it is becoming increasingly prudent to make every effort to identify and secure an equivalent level of funding from alternative sources over the 2019/20 period.

Conversely, budgetary pressure on neighbouring local authorities may provide an opportunity in that it may be seen as more efficient to outsource non-statutory economic development activity to Opportunity Peterborough rather than continue to deliver it in-house. This approach could be further leveraged should they wish to pool resources in order to procure a cohesive service and thereby gain from efficiencies in delivery.

Cambridgeshire and Peterborough Combined Authority

The CPCA is responsible for the development of the Local Industrial Strategy and Skills Strategy for the Cambridgeshire and Peterborough area. These documents and associated plans will set the context in which economic development is delivered well into the future.

Opportunity Peterborough has developed a very positive relationship with the CPCA and is making considerable contributions to the development of these key strategic documents. Discussions have also been ongoing regarding what role Opportunity Peterborough may play in the new economic development landscape. There may be considerable scope for Opportunity Peterborough to deliver services that build on the work of The Skills Service and Opportunity Peterborough's impressive track

record of inward investment successes. However, this cannot be guaranteed as no decision has been made by the CPCA about the preferred delivery mechanism. As such it will be important for Opportunity Peterborough to continue to demonstrate excellence in terms of outcomes and value for money achieved over the next year in order to position itself as the provider of choice should such opportunities arise. It must also develop a plan, and work towards a model, that does not include funding from the CPCA for these services so that it can continue to operate and have a positive impact on the Greater Peterborough economy in such circumstances.

Grant Funded Programmes

The final funding awards from the LEADER programme will be allocated by June 2019. After this the work required to administer the programme will be greatly reduced requiring light touch monitoring of the funded projects and the processing of claims until 2021.

The final tranche of funding related to the delivery of the Future Cities Demonstrator programme is due to be transferred from Peterborough City Council to Opportunity Peterborough at the start of the 2019/20 financial year. It is likely that, in line with the business case presented to Peterborough City Council, this funding will be spent within the year.

Locally, European Structural and Investment Funds (ESIF), including the European Regional Development Fund and the European Social Fund, are controlled by the CPCA. It is likely that the majority of the outstanding funds from these pots will be used to deliver the CPCA's Local Industrial Strategy and Skills Strategy through the development of the mechanisms required to do so. As such, it is unlikely that these funding pots will be available to other organisations through local calls, and with a minimum match requirement of £500,000 these pots have usually been beyond the means of Opportunity Peterborough to access.

The Local Growth Fund, also controlled by the CPCA, will predominantly be used to provide loans rather than grants, thereby creating a revolving fund. Unless Opportunity Peterborough were to move to a business model that generated significant income to repay such a loan this would not be a viable funding option.

With the UK moving ever closer to Brexit it is becoming harder to access European funding related to partnership programmes. A number of opportunities are being pursued but this cannot be relied upon as a long term funding solution. Likewise, the UK Government's Shared Prosperity Fund, being brought in to replace the ESIF funds, has not been launched and is a work in progress so no plans can be developed based on access to it.

Competitors and Collaborators

Opportunity Peterborough operates in a complex, multi-stakeholder environment where many of the participants are facing ever greater competition for limited resources whilst working towards similar aims. As such, Opportunity Peterborough's approach will be to build and deepen collaborative relationships with partners, seeking to use resources and address challenges in the most efficient, effective, and pragmatic ways possible. By understanding each other and working together, organisations are likely to better achieve their aims and ensure their longevity.

Business Plan 2019/20

Strategic Vision

The proposed strategic vision for Opportunity Peterborough is:

To establish Opportunity Peterborough as the exemplar provider of economic development services in the Eastern Regions

Working toward this vision would require the team to maximise the delivery of outcomes in, and impact on, the local economy, delivering optimum value for money to our stakeholders. Such results would underpin the business case for the continuation of funding for Opportunity Peterborough and be an essential element of securing new business, thereby securing the company's future as well as supporting job security for the team. The continuation and expansion of services provided by Opportunity Peterborough would then translate into greater support for local business growth and increased economic opportunities for Greater Peterborough communities, thus creating a virtuous circle.

Priorities

Building from the proposed vision, the following priorities have been identified for 2019/20:

- Secure sustainable investment and funding (see Business Development)
- Develop the best team possible (see Operations)
- Deliver maximum impact and value for money (see Existing Commitments)
- Operate in a sustainable manner (see Operations)

The following sections will outline how these priorities will be addressed.

Operations

Opportunity Peterborough's future success will predominantly lie in its greatest asset, the team. It will therefore be essential to ensure that the required skills and capacity are available in order to not only maintain credibility by delivering on existing commitments, but also to build for the future. A number of pressure points currently exist within the company. Some of these are temporary but others are more structural.

Hiring to two posts in particular would have a significant impact on the effectiveness of the organisation. They are Office Administrator/PA and Head of Economic Development. The Office Administrator/PA would support the Finance Manager regarding the management of business operations, picking up the more basic tasks around accounts, HR, and office administration, as well as providing a basic PA service to the Chief Executive that would include diary management and preparation for meetings. This would free up valuable time of the Finance Manager who would then be able to focus on higher value activity relating to the sound running of the company.

The Head of Economic Development would take responsibility for the management of the economic development team, which would incorporate inward investment, business growth, strategic development, and the LEADER programme. This would alleviate a great deal of the Chief Executive's

current workload which has been carried over from his previous role, as well as reducing the number of direct reports managed by the Chief Executive. The Head of Economic Development would be able to give greater focus to the successful delivery of existing commitments, essential to underpinning Opportunity Peterborough's credibility, whilst allowing the Chief Executive to focus on leading, managing, and growing the company.

Once the Head of Economic Development position has been filled, Senior Management Team meetings will be reinstated in order to allow strategic discussions to inform decision making. Personal Development Reviews will also be reinstated once the Head of Economic Development role has been filled. It will be important that they are able to set the direction for their team rather than coming into post and immediately adopting someone else's plans.

Continuous personal development is important to both the performance of the company and the satisfaction of the team. Opportunities to partake in training will therefore be taken whenever relevant low-cost or free sessions can be identified, and more expensive courses will be assessed on case-by-case basis.

Informal, monthly team catch-ups will also continue as these appear to be valued by the team as an important information sharing opportunity. Information sharing will also be aided by the consolidation of the team into one office.

Robust and prudent financial management will be essential to building stability and sustainability. A lot of work has gone into laying the foundations for this over the course of 2018/19 and this has provided a much clearer view of the opportunities and risks facing the company. Delegating budgetary responsibility to budget holders, and implementing a budgetary control system will further build the robustness needed to prepare for the future. The Finance Manager will be involved at the earliest stages of any new project planning or funding application development so that all of the potential impacts can be understood and planned for in advance.

Small cost savings will be made by switching to a cloud-based accounting system. This will also provide for greater flexibility in the administration of the system as well as better business continuity planning. A review of services provided by third parties will also be undertaken. With the appointment of an Office Administrator/PA it is likely that a number of functions could be brought back in-house resulting in potential savings.

Opportunity Peterborough has not invested in its IT infrastructure for some time. It is recommended that the company investigates opportunities to upgrade its current provision.

Looking ahead, it will be important to provide the team with clarity and consistency on issues relating to annual leave, flexi, TOIL, expenses, procurement, and the monitoring, recording and sharing of intelligence and performance. It will also assist the team to provide clarity around roles, responsibilities and performance expectations. Taking care not to implement an authoritative or overly bureaucratic regime, such clarity will help to drive effectiveness, increase impact and improve levels of job satisfaction, as well as building on already high level of credibility with external stakeholders.

Existing Commitments 2019/20

As a minimum, it will be essential to deliver excellent levels of service and value for money for stakeholders regarding existing commitments. To not do so would result in reputational damage which would greatly weaken Opportunity Peterborough's credibility and, by extension, future security. Existing commitments include:

- Supporting economic growth and job creation in Peterborough as per Peterborough City Council Core Funding contribution
- Providing strategic funding services to citywide stakeholders and advising on the creation of strategic plans and initiatives as per Peterborough City Councils Citywide Funding contribution
- Delivering inward investment and economic development services under contract to South Holland District Council
- Providing services and added value to members of the Bondholder Network
- Delivery of the EU and Defra-backed LEADER grant funding programme to support rural businesses and community groups
- Delivery of circular economy outputs and outcomes related to the Innovate UK Future Cities Demonstrator funding
- Delivery of outputs related to the Leicester Smart Audit
- Supporting schools to improve their careers education, information, advice and guidance outcomes and other outcomes related to the raising of young people's aspirations as outlined under CPCA/Skills Service brokerage contract (Possible extension of the Careers Enterprise Company contract for Peterborough and Huntingdonshire)
- Fulfilment of work experience services to schools in the Peterborough area
- Delivery of inward investment and job creation targets as outlined in the CPCA/OP Inward Investment Pilot contract

Business Development 2019/20 and beyond

The above work outlines the minimum baseline of activity for the Opportunity Peterborough team over the 2019/20 period. However, it will be essential to use this as a base from which to drive the company forward in order to provide options for growth and evolution. This will mean building on the company's strengths and credibility to increase the paid for services provided to existing partners as well as selling existing and new services to others. In some instances this will result in increases in income within the 2019/20 period, in others it will lay the foundations for income generation that will support Opportunity Peterborough's sustainability in years to come. Such opportunities include, but are not limited to:

- Commercial opportunities related to the brokerage service provided by The Skills Service. This could include the provision of additional services to schools over and above those provided for under the CPCA; provision of services to businesses wishing to increase engagement with schools and their future workforce; schools/local authorities/other bodies in geographies not covered by the new CPCA contract; and extension of services to organisations with different client groups that may benefit from Skills Service services e.g. housing associations, ex-forces, and ex-offender support groups.

- The provision of work experience services to schools and businesses in local authority areas other than Peterborough.
- Proposals for the development of a Corporate Partnership Programme have been approved by Opportunity Peterborough's Board. This programme would seek financial contributions from a number of key partners from business service sectors across the city. This funding would be used to deliver a comprehensive calendar of events to Bondholders, adding value to their membership whilst also supporting them in the attainment of the growth ambitions, as well as enabling Opportunity Peterborough to increase its inward investment activity thereby delivering new investment and jobs to the city. In return, Corporate Partners would receive a return on investment in the form of new client acquisition related to increased brand exposure and client engagement with existing Peterborough businesses and new entrants to the city.
- A proposal for a refresh of the Bondholder Network, heavily linked to and financed by the proposed Corporate Partner programme, has been approved by Opportunity Peterborough Board. It is proposed that the increased value available to members would justify a move to a tiered fee structure based on members employee size, in line with many similar networks; would attract new members to join, thereby increasing revenues as well as the value to members; and would justify the time and resources that the Opportunity Peterborough team invests in it.
- Peterborough has a proud history in manufacturing and engineering, and the manufacturing sector provides a large proportion of the jobs and economic output of the city. Manufacturing is a sector that helps to generate wealth that is then circulated around the rest of the economy via spend in its supply chain, with service providers, and through the expenditure of its employees. This sector is key to Peterborough's future growth ambitions and could be a source of many good value, highly skilled jobs but it is facing challenges on a number of fronts. These include skills shortages, a lack of interest in the sector from school leavers, pressure from globalisation, toughening environmental regulation, and pressures to adapt to the use of AI and automation in order to increase productivity competitiveness. In other areas of the country, and around the world, is at least in part provided by manufacturing associations; networks of manufacturing and engineering companies coming together to learn from industry experts, and each other, as well as to work together to identify and address sectoral challenges. There is no such group currently active in Peterborough and the formation of a manufacturing association could help to drive growth and productivity improvements within the sector, as well as providing a mechanism for addressing challenges such a skills shortages. Such a group could be funded through corporate sponsorship and a fee paying membership structure, and in aligning with recommendations from the CPCA Local Industrial Strategy and Advanced Manufacturing Strategy, could attract funding from the CPCA and/or other organisations.
- Attracting new businesses to the Greater Peterborough area is a long term objective of the CPCA and the delivery of the Greater Peterborough Inward Investment Pilot positions Opportunity Peterborough well as the agent of choice for this activity post-2019/20. However, decisions relating to the preferred mechanism for delivery of such a service will be made early in 2019/20 and it will therefore be imperative for the team to demonstrate value and deliver outcomes quickly in order to positively influence business case development.

- Likewise, the long term provision of skills-based services in line with the CPCA Skills Strategy provides an opportunity to continue to build upon the great successes and reputation of The Skills Service. Again, a delivery plan linked to the CPCA Skills Strategy is in development and key decisions regarding the long term delivery model for the required services will be made in early 2019/20. It will be essential for the team to demonstrate early successes, value for money, and alignment with the emerging strategy regarding the existing contract in order to build the business case for Opportunity Peterborough as a provider of choice post-2019/20.

In addition to these specific opportunities, Opportunity Peterborough must seek out, explore, and be open to additional business development opportunities. From a commercial perspective these opportunities will be based on the company’s assets – the skills, knowledge, and reputation of the team, and/or its unique access to businesses, schools, young people, and local authorities. Based on these assets, Opportunity Peterborough’s primary target markets will be businesses with growth aspirations; education providers wishing to increase engagement with the private sector and/or deliver increased value to their learners; and local authorities, including the CPCA, wishing to support economic growth within their areas. The team must be lateral in their approach to business development, without straying from the core remit of creating economic opportunities for businesses and communities.

Measuring success

2019/20 will be deemed a success when the following criteria are achieved:

- All existing commitments are delivered to a high standard and this is recognised by the commissioning parties.
- The company generates a surplus (this may be reinvested into IT in-year if it is prudent to do so).
- The Corporate Partnership, Bondholder Network, and Manufacturing Association initiatives are delivered in-year or are ready for implementation for the start of 2020/21.
- At least one CPCA contract is secured for 2020/21 and beyond (skills or inward investment).

Risks and Mitigation

Risk	Likelihood	Impact	Mitigation
Current capacity deficits affect service delivery.	3	4	Recruit to key posts as a matter of urgency.
Unable to recruit appropriately skilled and experienced staff.	3	4	Continuous review of pay and benefits. Remain flexible re: transferrable skills. Remain open to the use of agencies.
A contract is cancelled mid-year	1	4	Ensure excellence in delivery against targets and in customer service. In the worst case

			scenario, make structural adjustments as necessary.
Finance & Audit Committee decide Opportunity Peterborough is no longer a going concern.	1	5	Reduce costs. Implement prudent financial management and budgetary control. Establish confidence through transparency and accountability.
Become over-reliant on single source of funding.	3	3	Remain open to, and actively seek, new clients and sources of grant funding.
Funding from Peterborough City Council is not available post 2019/20	3	5	Secure contracts with other/new clients, preferably for more than one year.
Combined Authority does not contract any services from Opportunity Peterborough post-2019/20	2	5	Explore whether options exist for participation in alternative approaches.

Conclusion

The future for Opportunity Peterborough looks brighter today than it has done for some time. The financial position in which it finds itself is set to provide stability for some time to come. This will relieve pressure on the team, providing them with the space to focus on delivery and entrench their position as a provider of choice when it comes to the delivery of economic development and skills-related services. It will also enable them to explore opportunities to negotiate the continuation of existing contracts whilst building on past successes to win additional contracts with clients old and new. In order to achieve this a number of changes will need to be made to staffing structures, processes and procedures, and culture. In order to move to a more commercial model, the whole team will need to start thinking and acting more like a private sector business. A number of changes are already underway but in its entirety this will constitute a step-change for Opportunity Peterborough.

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GROWTH, ENVIRONMENT AND RESOURCES COMMITTEE	AGENDA ITEM No. 8
13 MARCH 2019	PUBLIC REPORT

Report of:	Adrian Chapman, Service Director: Communities and Safety Peter Appleton, Chief Executive: Vivacity	
Cabinet Member(s) responsible:	Cllr Steve Allen, Cabinet Adviser to the Leader	
Contact Officer(s):	Adrian Chapman, Service Director: Communities and Safety Peter Appleton, Chief Executive: Vivacity	Tel. 07920 160441 Tel. 01733 027 230

VIVACITY ANNUAL REPORT

R E C O M M E N D A T I O N S	
FROM: <i>Service Director, Communities and Safety</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Growth, Environment and Resources Committee:</p> <ol style="list-style-type: none"> 1. Notes and scrutinises the contents of the report 2. Notes the progress the partnership has made over the past nine months and the opportunities for the future 	

1. ORIGIN OF REPORT

- 1.1 This report is presented at the request of the Growth, Environment and Resources Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

- 2.1 Each year, Vivacity is invited to present its annual report, in order for the Committee to scrutinise its activities and develop a deep understanding of the strategic direction the organisation is taking. This report provides an overview of partnership and service delivery performance, challenges and opportunities.
- 2.2 This report is for the Growth, Environment and Resources Scrutiny Committee to consider under its Terms of Reference No. 3, Section - Overview and Scrutiny Functions, paragraph 2.1, Functions determined by Council:
2. Tourism, Culture & Recreation
 3. Libraries Arts and Museums
- 2.3 The services that Vivacity deliver support all of the council's corporate priorities. However, this report specifically relates to the corporate priority to 'Support Peterborough's Culture and Leisure Trust'.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 Vivacity is an independent charitable trust and a strategic partner of the Council, responsible for the delivery of a range of arts, culture, sports and leisure services on behalf of the city including statutory services (archives, libraries and KS2 swimming).

4.2 The Growth, Environment and Resources Committee has responsibility for scrutinising Vivacity's performance. In order to scrutinise the 2018/19 year (to date), the draft annual report of the organisation is attached at appendix 1. 2018/19 has seen some significant changes and developments within Vivacity and across our partnership, and the report describes the journey that the organisation has been on since its inception, its current activities and most recent developments, its financial and resources profile, and its future plans.

5. CONSULTATION

5.1 N/A

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 Scrutiny of Vivacity's draft annual report will enable the organisation to refine its strategy and future direction to best meet the needs of our residents and communities. This may include supporting additional commissioned services that have a synergy with Vivacity's existing activities, its charitable objectives and the strategic priorities of the city. Additionally, it may include support to increase financial independence geared towards growth, reducing the management fee and supporting the strategic priorities of the city and its cultural, sporting and leisure ambition.

7. REASON FOR THE RECOMMENDATION

7.1 It is anticipated that, by scrutinising Vivacity's annual report, it will enable the organisation to further define and develop its services.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 N/A

9. IMPLICATIONS

Financial Implications

9.1 The council's net budget for culture and recreation services in the current year is £2.39million.

Legal Implications

9.2 N/A

Equalities Implications

9.3 N/A

Rural Implications

9.4 N/A

10. BACKGROUND DOCUMENTS

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

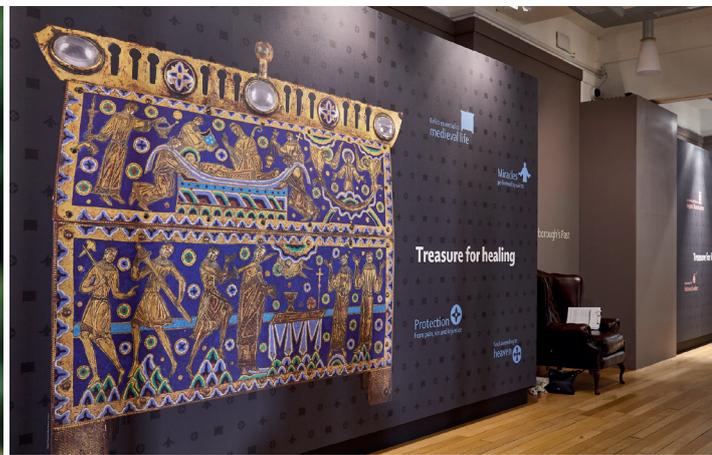
10.1 None

11. APPENDICES

11.1 Appendix 1: Draft Annual Report 2018/19

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Vivacity



Draft Annual Report 2018/19

Vivacity. A charity that enriches lives



Our welcome

On behalf of Vivacity we are delighted to present a summary of the year, our performance and achievements within the Annual Report for the year 2018/19.

Since its inception in 2010, Vivacity has played a pivotal role in delivering cultural and leisure services in Peterborough that support the City's wider aspirations. Vivacity has from the outset improved service quality, increased participation and reduced the cost of delivering core services. Importantly, Vivacity is a local charitable trust, profits are not distributed to shareholders and money is not leached away from the city, all the surpluses we have made over the years have been reinvested back into the facilities and services we operate to enrich the lives of local people.

2018/19 has been a challenging year for Vivacity, our approach and focus since mid-2018 has been to transform the organisation starting with the re-building of the relationship with our core client, Peterborough City Council. I am pleased to be able to report that both organisations are now closely aligned on delivery, strategic visioning and jointly shaping the future of culture, sports and leisure for the city and are supportive of each other in the way partners should be. We have re-engaged with city partners across the city and developed new relationships based on the spirit of collaboration, openness and transparency, focused on mutual benefits for partners and ultimately the communities we serve. We have made significant structural changes to the organisation at both senior management and governance levels, introducing a more commercial approach to our activities in order to sustain the delivery of our numerous charitable endeavors often for some of the most disadvantaged and vulnerable people in our communities.

Income generated through sales alongside the Council's management fee, provides the backbone of our income, fierce competition from the private leisure sector and lack of

capacity has reduced our financial flexibility in 2018/19. We have a shared aim with Peterborough City Council to reduce our reliance on the management fee throughout the life of the partnership, however we strongly value and welcome the continued support of the Council in helping the 'new' Vivacity rebuild for the future, particularly in the current difficult financial climate we are all operating in.

At the heart of our strong offer, we balance income and expenditure using our income to support our charitable activities. However, over recent years there has been an insufficient focus on ensuring the robustness of our income streams, this in addition to the cost of change has led to significant reduction to our reserves.

Vivacity's next phase of development is designed to ensure its longer term growth and sustainability by addressing a number of issues with the support of our partners, strengthening our financial position by growing our income through existing and new ventures so we are able to continue delivering our charitable objectives and reinvesting into the city.

We have tackled a number of significant issues within Vivacity in a relatively short space of time; we have resourced our transformation plan and continue to adapt to grasp opportunities as they arise. Our efforts during 2018/19 provides some measured optimism for the future, we remain passionate about Peterborough's cultural, sport and leisure offer and will continue working at enhancing that offer alongside city partners.

Stewart Francis, Chair of Trustees

Our awards

This year we were delighted to see recognition for all our investment of time and energy in delivering a much improved customer experience across our services.

This culminated in winning the Customer Care Award, awarded to us by the Peterborough Telegraph Business Awards 2018. Vivacity were up against large organisations from across the City and it is a well-deserved award for our organisation.

Vivacity has c. 500 volunteers that support the services we provide in addition to major events such as the Peterborough Great Eastern Run and the Heritage Festival. We were delighted that Angela Nandi a volunteer at the Key Theatre was shortlisted for the award of 'Theatre Employee of the Year' at the UK Theatre Awards. Angela was accompanied to the awards ceremony by her friends and colleagues to enjoy the glitz and glamour of the event at the Guildhall in London. Although Angela did not win the award, we could not have been more proud of her achievement at being shortlisted for this national award.

Our mission statement

Vivacity - A charity that enriches lives by inspiring people through Culture, Sport and Healthy Living.

Our purpose

Vivacity is an independent, not-for-profit organisation with charitable status.

1. We deliver Peterborough City Council's leisure and culture services including operating the statutory services of libraries, archives and Key Stage 2 swimming; and driving excellence in customer service.
2. We run or support a multitude of charitable activities, funded from income we generate, mainly from our gym and swimming services. Key amongst these are:
 - Several leisure sites, such as the Lido, Bretton Water Park and St George's Community Hydrotherapy Pool.
 - Important cultural events, such as the acclaimed and hugely successful Treasures Exhibition at the museum, the Heritage Festival and addition of the Gormley sculptures to the city skyline.
 - Services that prevent or delay social care issues (and therefore costs), such as literacy and swimming activities for looked after children, health activities for older people to reduce isolation and care costs and using libraries to help build community resilience. We have the expertise and delivery models in these key areas to expand - we are commission ready.
3. We are developing our role as a key partner for the Council and supporting the development of its strategic direction for culture and leisure as part of the future vision for Peterborough.

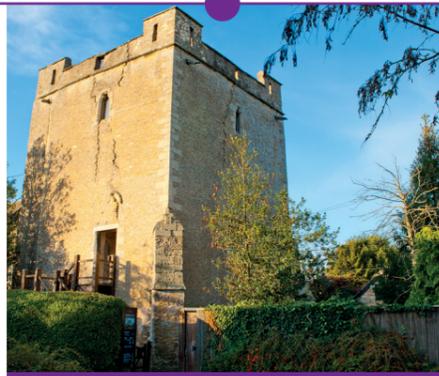
Our journey



2010: Volunteers GER



2011: Flag Fen



2012: Longthorpe Tower



2013: Hampton Library & Gym



2013: Enabling Fund

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2014: Creative People & Places



2014: Heritage Festival Expanded



2014: Premier Fitness



2015: Lido



2015: Key Theatre



2015: Sports Development



2016: Club Viva Launch



2017: Storytelling Festival



2018: Bunny Bus



2018: Bretton Water Park



2018: St Georges Hydrotherapy



Our customers

We are predicted to see over 1.8m visits to our services for the year 2018/19.

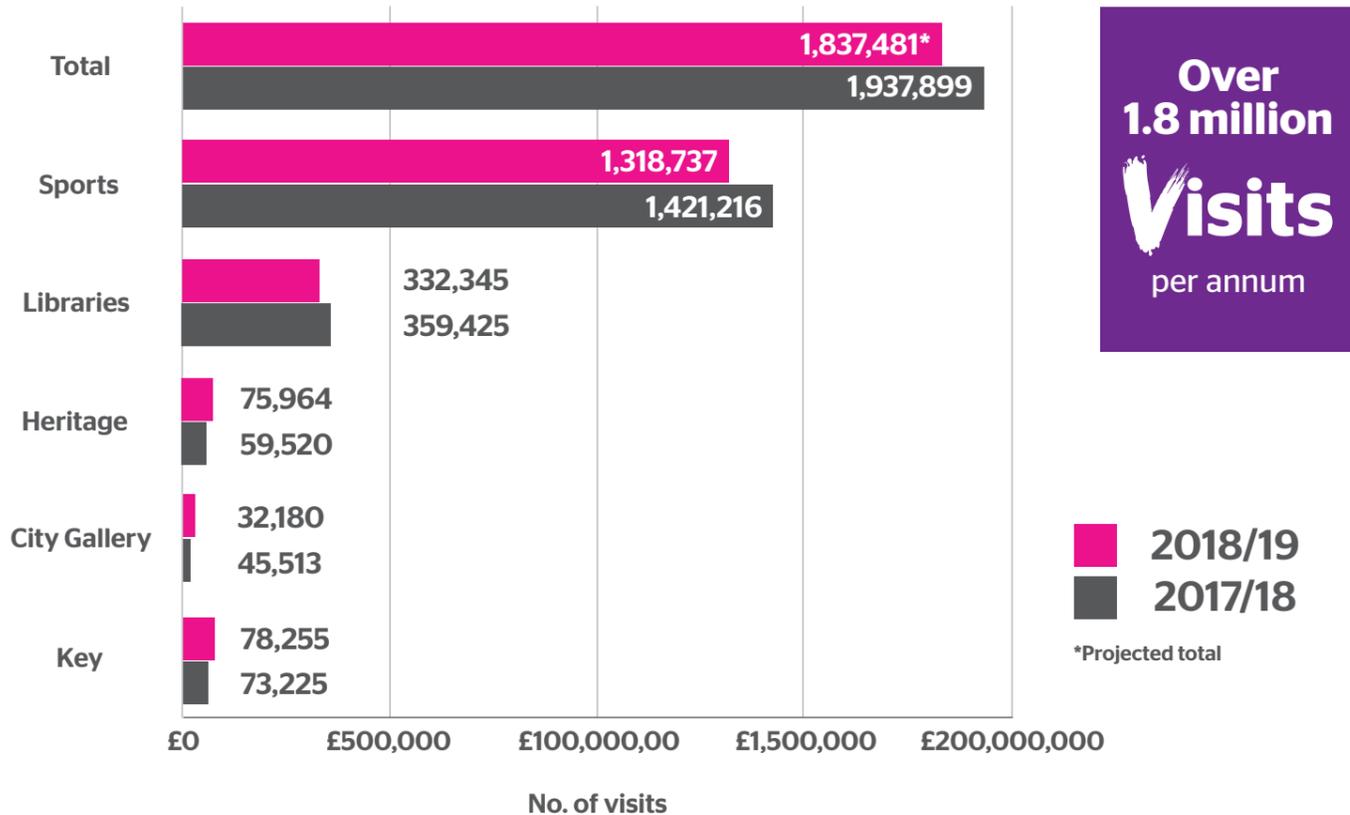
A number of our services have seen growth in visits including our heritage sites and events, our Art Gallery and the Key Theatre. However, the continued downward trend in visits to our Libraries meant we are seeing less visits year on year plus our gym memberships are seeing less frequency in the number of visits.

Our projected annual outturn of visitors across our core services includes our leisure centre and gym offer, we

also have a number of other sports services where we see significant customer activity including Bretton Water Park, Peterborough Lido and St Georges Hydrotherapy Pool. Other services where we see significant customer interaction at include our libraries, Key Theatre and the Museum & Art Gallery.

Data shown represents a visitor figure projected until the end of our financial year and is compared to the same like-for-like period last year.

Vivacity visits



Our customer experience

We measure customer satisfaction using the NPS (Net Promoter Score) measure; and of course winning our award for Customer Care, presented to us by the Peterborough Telegraph Awards in December 2018 demonstrates we are on the right track.

The scores we see across all our services are impressively encouraging as they are compared with other organisations across the UK, but we never rest on our laurels.

Customer Experience has had a complete re-focus this year with new Customer Experience Ambassador roles being created across our sites with an investment via the Apprenticeship Levy scheme. We co-ordinate all our customer feedback from every channel into a dedicated log which is used with every General Manager and with the Senior Leadership team to keep focused on the key things that matter to our customers. Sharing what we have done back with our customers through the mechanism of 'You said, we did' highlighted at our sites via posters around the building.

☆☆☆☆ The Quality of our services

We plan to continually improve on the quality of our services. The Net Promoter Score below shows how our customers have rated our venues, against our desired performance.

Sports

- Vivacity Premier Fitness
- Regional Fitness & Swimming Centre
- Jack Hunt Pool & Gym
- Werrington Leisure Centre
- Bushfield Leisure Centre
- Hampton Leisure Centre
- Lido
- St Georges Hydrotherapy Pool

Libraries

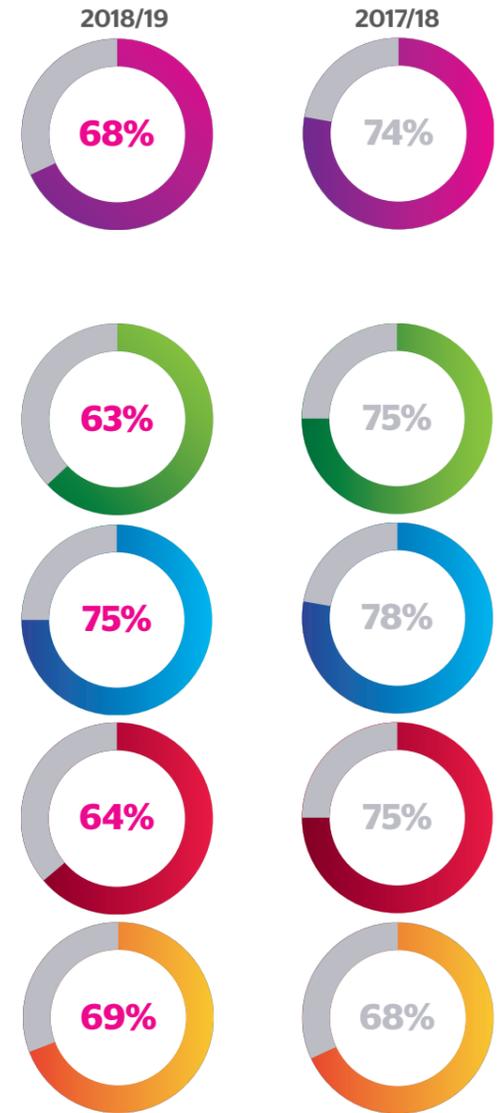
- Bretton Library
- Dogsthorpe Library
- Eye Library
- Hampton Library
- Mobile Library
- Orton Library
- Peterborough Central Library
- Stanground Library
- Thorney Library
- Werrington Library
- Woodston Library

Heritage

- Peterborough Museum
- Flag Fen
- Longthorpe Tower

Arts

- Art Gallery
- Key Theatre



Note: We have altered how we capture data and this has impacted our results for this financial year. 2018/19 figures reflect an introduction of sending out questionnaires by email to all of our sports and library mailing lists to come in line with the Key Theatre who was already doing this.

Our sports highlights

We are proud of many of our achievements across our Sports Service, our top 5 for 2018/19 are:



1. Lido summer season performance



2. St Georges Hydrotherapy Pool



3. Cancer Rehabilitation Programme



4. Pop Up Sports Clubs



5. Club Viva

The exceptionally hot summer increased our attendance figures to an all-time high with some 44,080 visits. The Mayor of Peterborough, Councillor Chris Ash officially opened the 2018 summer season on Saturday 26th May. Credit must go to the Friends of the Lido and Vivacity staff who have worked so hard to get the facility ready for the opening. For the first time we also introduced a variety of events at the Lido such as staging our first Summer Solstice swim - we opened at 04.15am for swimming followed by breakfast with a sunset swim and finished off with hog roast supper. These ticketed events proved really popular with our Lido customers.

As with a lot of our services, our friends groups play a vital role in the delivery of a service to our customers. The St Georges Hydrotherapy Pool is a great example of working in partnership with a 'friends of' group. During the year we have seen multiple fundraising efforts to support facility investment requirements such as a new accessible pool hoist. We had an unveiling and celebration event in November for the addition of the pool hoist with the St Georges Service Users Group. The new hoist will make a significant difference to our customers who rely on this facility for their rehabilitation and support for complex health issues.

The Cancer Rehabilitation exercise pathway was launched this year. The initial phase of the programme is held in the Robert Horrell Centre at the City Hospital and led by a Level 4 Cancer Rehabilitation Instructor from Vivacity. Patients receive up-to 8 free sessions within the hospital and are then referred through to a follow on class that is held at the Regional Pool. This class allows the instructor to prescribe tailored exercises to the individual's own needs and circumstances. This programme has proven to be an excellent initiative that sits right at the heart of our ambition to support the City's health and wellbeing needs; almost 1,800 people have benefited from this programme already. This is a great to our current extensive condition specific rehabilitation programmes.

To continue our outreach work and support of local communities we piloted our sports club offering by taking it out into local parks, green space and other venues to bring the activity and opportunity into the heart of the community. All the activities were accessible free of charge with over 500 people participating; customer feedback was very positive.

Our Children's Holiday club offer is an area we see having opportunity for further growth in the next financial year.

With continued refinement in the process and expanding across the range of Vivacity services, we can offer parents/carers a choice of children's activities during school holiday periods. This expansion will strengthen our core offer and reach new audiences. Participation has already advanced beyond last years total; we anticipate a good take up during the February 2019 half term also.

I came along with some friends and it was nice to be able to play football all together and have fun'

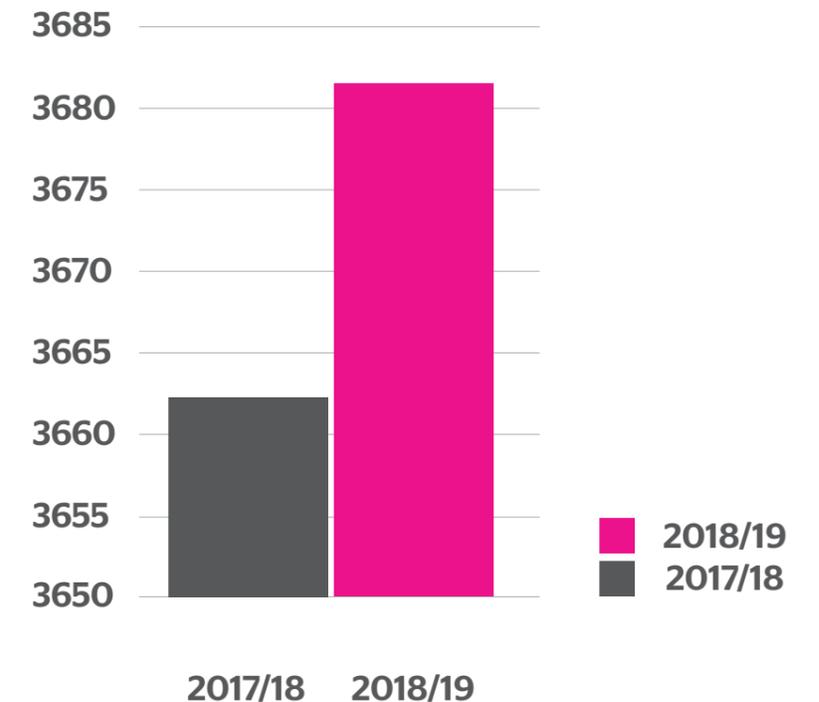
Theo, aged 9

'This is a brilliant initiative. Everything always seems to cost money these days and this provided me with a way to keep the kids busy and outdoors in the sunshine and it is completely free!'

Theo's mum

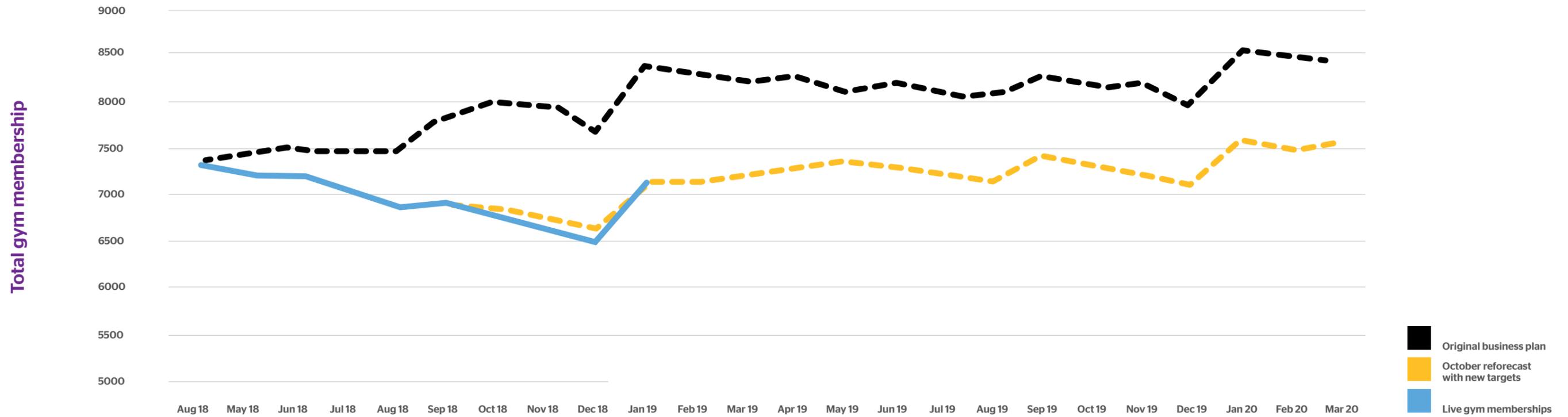
'Great to see so many people come along and doing something organised and together as a team.'

Arthur, local resident

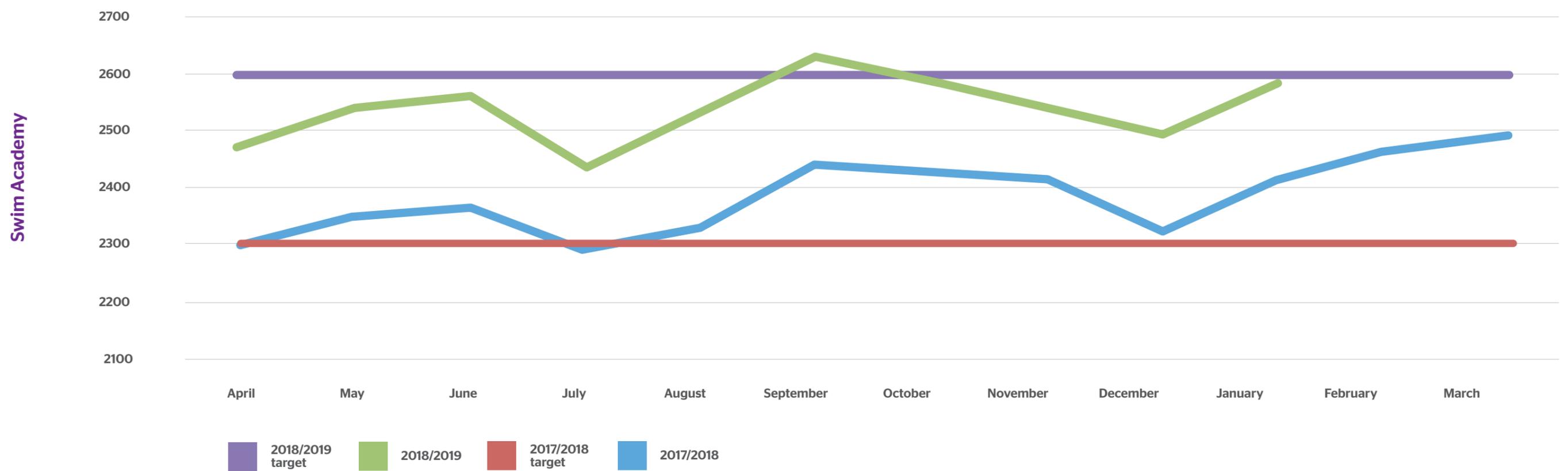


Sports performance

Gym and Swim performance charts



06



Our cultural highlights

We have a vast offering on the cultural side of our organisation and have selected our top 5 highlights from 2018/19 noted below.



1. Museum of the Moon

Vivacity secured the visit of Museum of the Moon bringing it to Peterborough during its tour of the UK in 2018. Working in partnership with Peterborough Cathedral this stunning piece took centre stage in the Cathedral for 10 days attracting over 40,000 visits and significant media attention that helped raise the profile of the city.



2. Places to Be

Working with the renowned artist Sir Antony Gormley we brought the Places to Be statues back to the City, repaired to their former glory and positioned in a new and unique position around the city centre. Sir Antony's vision was to lift the statues above the rooftops so they could oversee the city. Now installed on rooftops around Cathedral Square, this permanent art installation has helped lift the profile of the city by bring the work of a globally renowned artist to the city. Our Lookup campaign was encouraged people to seek out the artwork and will feature again in our Summer campaign to get people out and about enjoying what Peterborough has to offer.



3. Treasures

The Treasures exhibition was held for some 19 weeks launching in August and closing in early January 2019. The exhibition brought to Peterborough collections from the British Museum and Victoria and Albert Museum reunited the collections with the city for the first time. Over 21,000 people visited the exhibition during the four-month period of the Treasures; the highest number of visitors to the museum over a similar period since our records began (1993).



4. Fabric of Society

On 15th Nov The Fabric of Society exhibition opened, showcasing artworks created by women from different communities across Peterborough, as part of an Arts Council funded textiles project. Over 60 people attended the opening including women involved in the project along with their friends, family. The evening involved drumming, music and food by local independent caterers, who are women or friends of the women from the project. The launch was successful with around 60 in attendance.

Three women supported to set up as sole traders for culinary businesses and employed for the Private View catering.

We saw representation from a wide range of countries including:



Fabric of Society participant reflections

"With all the problems I have been having this has helped me so much. A sense of belonging and therapy, doing something you like. Knowing you guys has been tremendous."

"I came here with someone I support for Mencap and started a piece of embroidery - I really loved doing it. It was my first embroidery since I was 17, so now I have felt inspired to start another. I loved the atmosphere and the energy in the room too."

"I am really proud of having this opportunity to work with such amazing ladies and to learn."

"I believe when I see this we are all proud of this experience of culture from different country and languages coming together and that is not a problem. We are going to remember this amazing achievement and what we conquered. Remember you are one destiny."



5. Peterborough Presents

Under Arts Council England's Creative People and Places programme, Peterborough Presents was set up with the support of Vivacity to undertake work at a grass roots community level to bring Art to the City. Peterborough Presents have their own identity meaning it a simpler route to accessibility reaching new audiences across the city. Their focus is to engage with people who may never have previously interacted with the arts.



Our theatre offer at the Key

The Key Theatre is a real gem in the Vivacity portfolio and allows us to showcase a wide range of programming to bring in audiences across the whole of Peterborough.

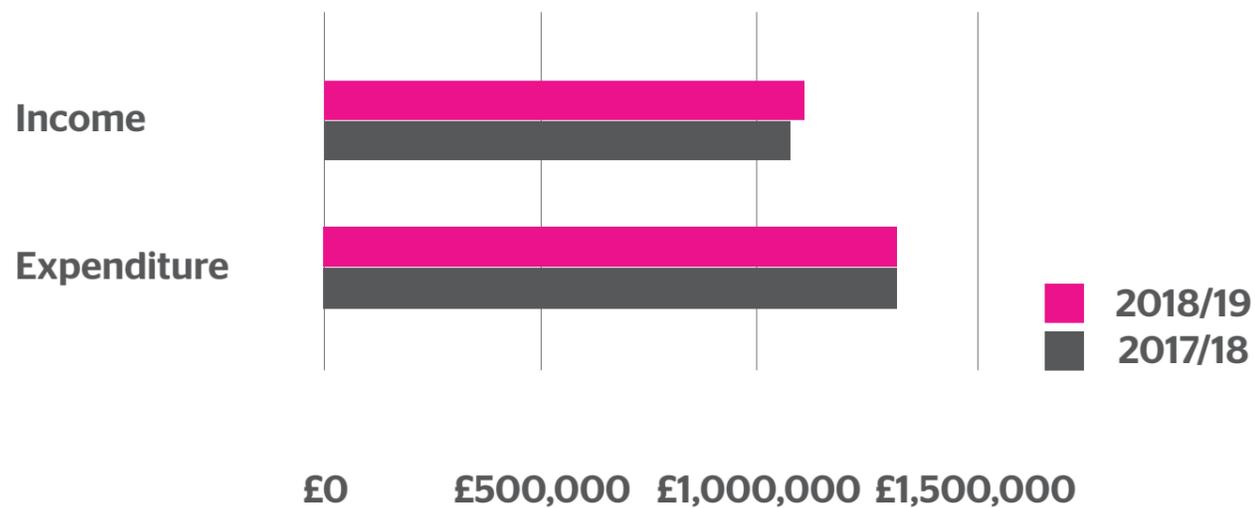
Situated in Peterborough's city centre overlooking the river Nene, the Key Theatre works to bring an abundance of entertainment and culture to the City including nationally touring shows, dance, comedy, live music and much more. Also home to the Key Youth Theatre (KYT) where a large number of vibrant and talented young people meet at

workshops sessions throughout the year that culminates in great shows being presented at the Key.

Coupled with new initiatives that have been implemented this year including showing large sports events on the big screen, targeting down time in the Theatre with screenings of films at 11am to an older audience titled 'Silver Screenings' and our Saturday Kids Club goes from strength to strength for reaching out and introducing new audiences to The Key. The main focus will be focusing on these new initiatives to further increase income into the Key.

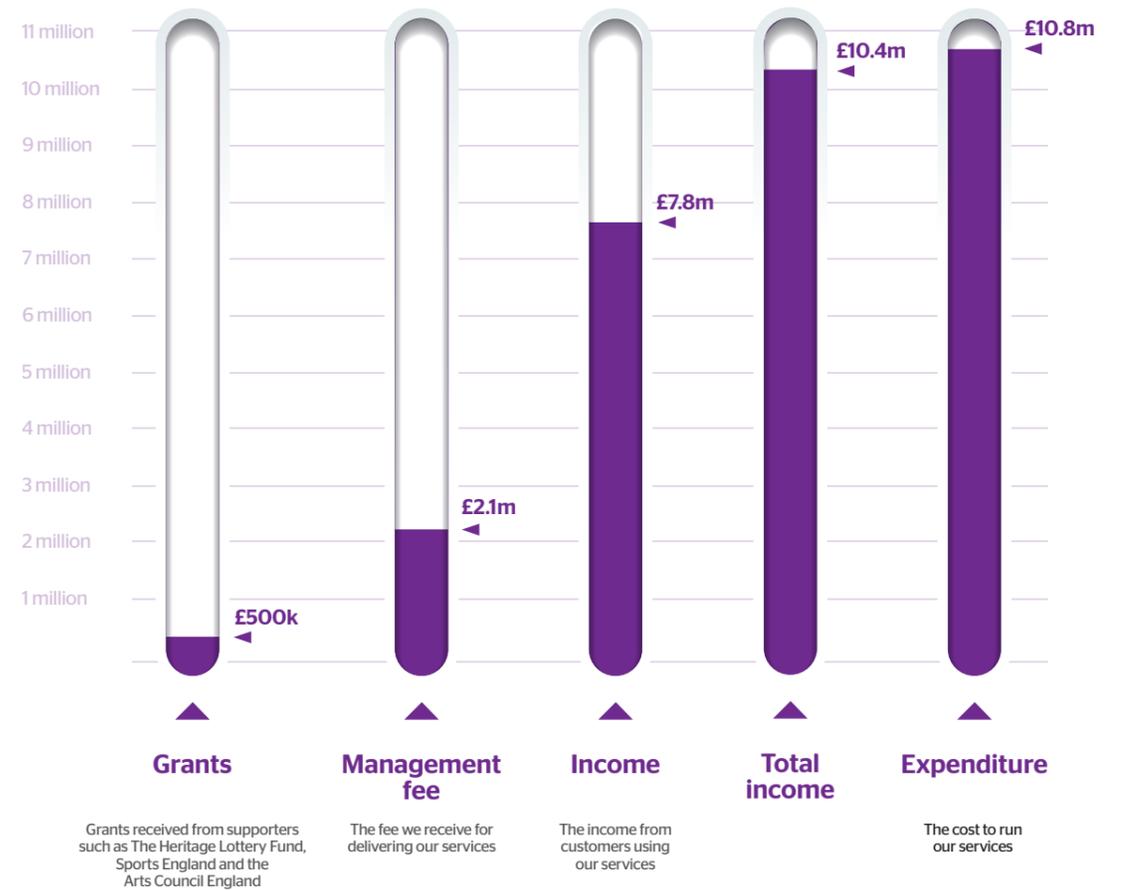
92

Key Theatre costs



Our financial overview

As a summary we bring in income from multiple sources. The information included shows predicted outcome for the 18/19 financial year



Our people

We have a number of seasonal services we offer such as the Lido, Kids Club activities which does mean we see fluctuations across the year on the number of people representing Vivacity to deliver our services to our customers. In addition to this we are very proud of the number of volunteers we have as part of our Vivacity family. Without their support a number of our services simply wouldn't run. They are an incredibly important part of organisation.

The latest figures for 2017 show that the average number of sickness absence days that UK workers take has almost halved since 1993. The figures show that employees took an average of 4.1 sickness absence days in 2017. Our average number of days lost to sickness for this period was higher at 6.4 days lost. Focusing on our people and their engagement and health and wellbeing is a key priority for Vivacity. This includes our commitment to being a Disability Confident employer.

2018/19 figures

Employee's c.500

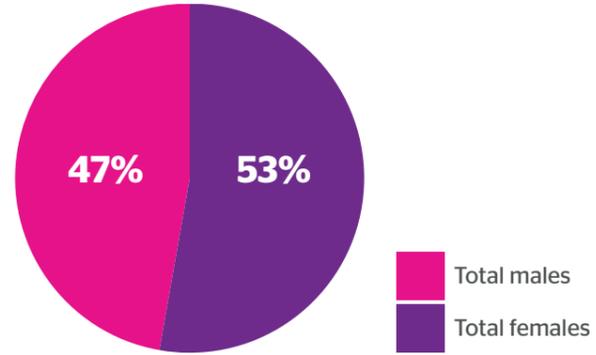
Volunteer's c.500

Sick days Average 6.4 days

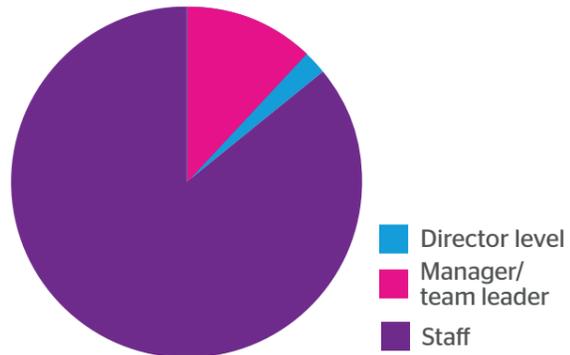
Our people

The following charts demonstrate key information representing the people employed across our organisation:

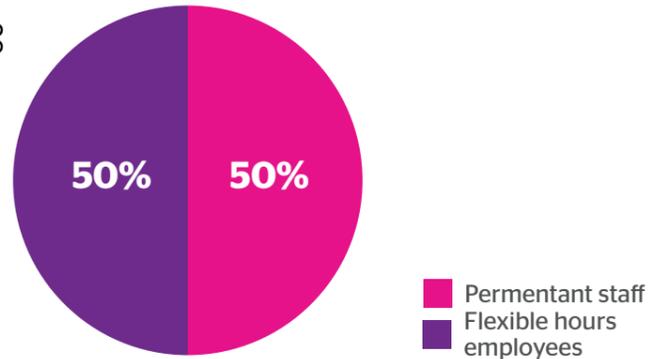
Gender split



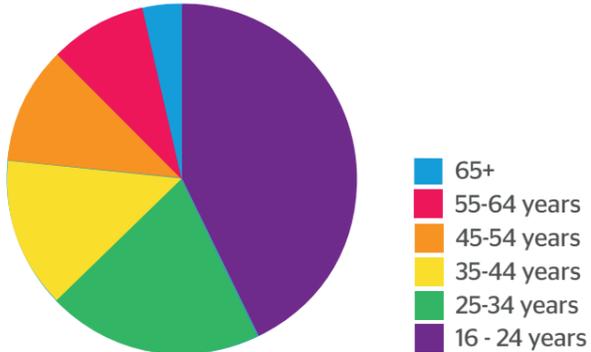
Positions



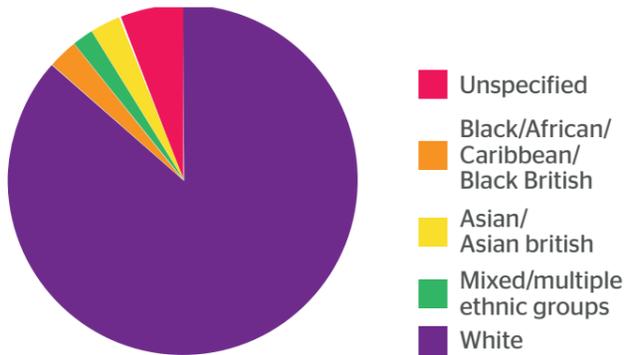
Contract split



Age



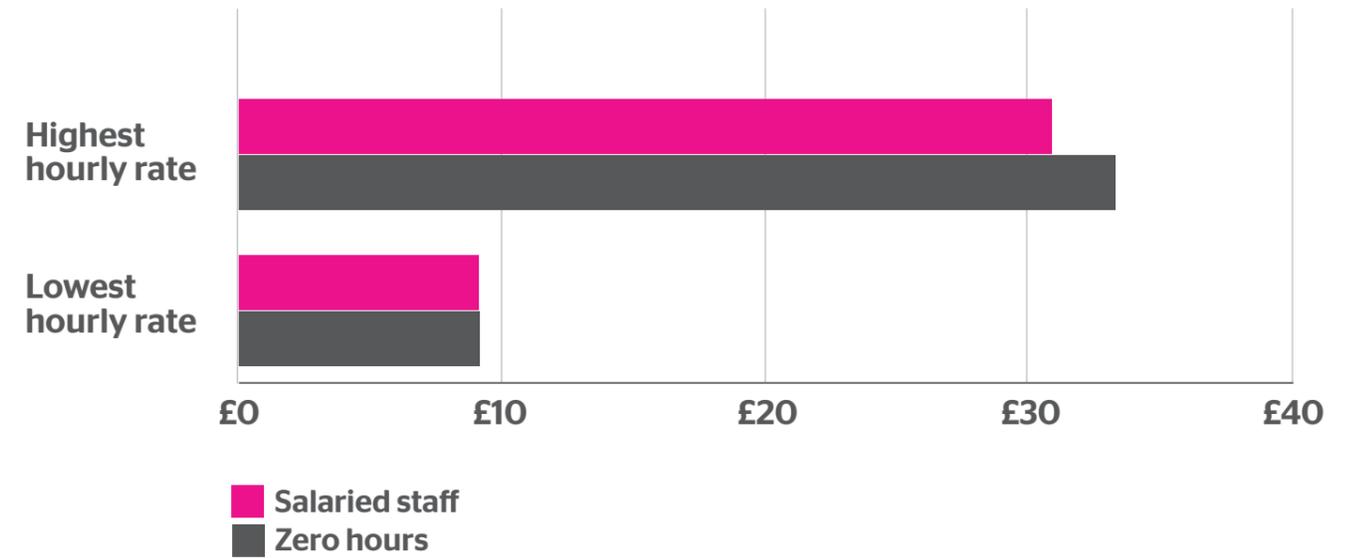
Ethnic representation across our organisation



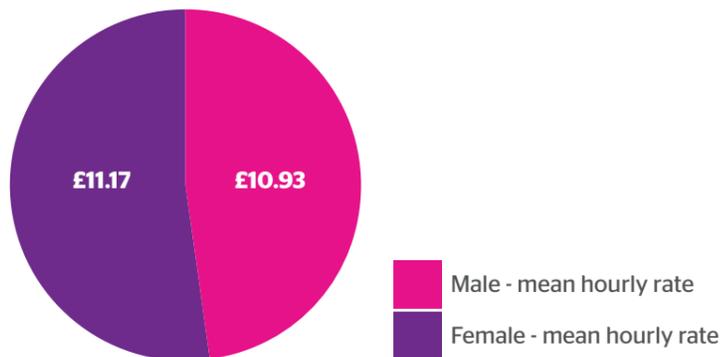
In 2018 Vivacity became a Disability Confident Employer and the scheme will support us focus on how we make the most of the talents disabled people can bring to our workplace. Current figures as of January 2019 indicate only 1% of our workforce consider themselves to have a disability, we plan to undertake a Disability Audit in 2019 to re-assess this.

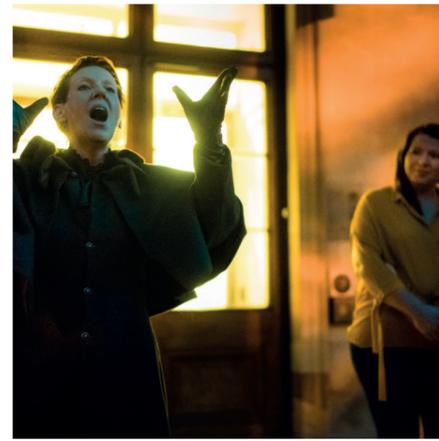


Vivacity pay differential



Gender pay gap





Our future

It has been a difficult and exceptional year for Vivacity where we have implemented a significant amount of change in the organisation over relatively short period of time.

Our transformation plan is geared towards sustainability and becoming increasingly independent with less reliance on the management fee and support received from the Council. We have acknowledged that in the past our investment in partnerships and relationships with key stakeholders has been insufficient - we have worked tirelessly to address this. We have also acknowledged we have been sluggish to respond to opportunities and have lacked a focus on commercial activity - we know these are critical areas for the long term future of Vivacity and the city's culture, sport and leisure offer; we have put the foundations in place to address these issues. There is no quick fix, partnerships that deliver commercial outcomes that will in turn sustain our charitable objectives take time, the continued support of the Council and willingness of other partner organisation to work with us is vital to the longer-term success of our transformation journey.

We firmly believe Vivacity can and should be at the heart of the city's ambition for culture, sport and leisure alongside the Council and other key stakeholders; we are positioning ourselves to increase our capability in this regard. We also see opportunities to expand our reach through commissioning which will yield stronger outcomes for the city where there are obvious and mutual advantages to doing so.

As we transform and strengthen our own position, we will become increasingly able to play a leading role as a strategic

partner for the city in shaping, driving and delivering the city's ambition for culture, sport and leisure. We believe that these opportunities to develop greater synergies between services currently delivered or commissioned by the Council and other partners that through a collaborative and pragmatic approach will yield stronger outcomes for the city.

Through transformation and future growth the organisation is now becoming energised to deliver growth in the future. We have some key areas to focus on including:

- **Reduce reliance on Peterborough City Council funding over time**
- **Utilise Vivacity's expertise to help shape, facilitate and deliver city outcomes across culture, sport and leisure; and in addressing societal challenges the city faces**
- **Joined-up opportunities - generating more income for more re-investment in the city**
- **Be 'commission ready' - able to respond to opportunities**
- **Support more efficient use of community facilities**
- **Opportunities with city partners and beyond**
- **Greater alignment/synergy around visitor economy**
- **Better positioned for third party funding**
- **Help put Peterborough on the cultural map**

There are several key market and other factors that will affect Vivacity in the future

1. **Continued budget pressure on the Council leading to a pressure on the management fee.**

2. **Increasing social care needs require Vivacity to be 'commission ready' to support the prevention and delay agenda.**
3. **Planning for the University continues, however, the longer-term future for the Regional Fitness and Swimming Centre remains unclear; the reluctance to invest in its improvement that will inevitably lead to a decline in the customer experience and ultimately income is a concern.**
4. **The city's gym supply is at saturation point and we will soon reached capacity at Premier Fitness and the Regional Fitness and Swimming Centre. Future gym expansion is therefore likely to have to be in the greater-Peterborough area in order to continue the expansion in our main income source.**
5. **Competition in the leisure market will continue to increase with some operators struggling to survive.**
6. **As pressure on the city's current inadequate levels of swimming capacity continues to rise, the development of a city-wide Aquatic Strategy will help determine the future of city's swimming offer.**
7. **Sector trends show that private health and fitness clubs have seen an increase in membership whereas public leisure centre attendance has dropped 4% over the last year. The budget gym sector projects continued growth.**
8. **Further wage rises, specifically for lower paid workers, are likely to have a major effect upon Vivacity's wage bill and significantly reduce the income contribution made by leisure services.**

9. **Opportunities for Community Asset Transfer or capital investment for a commercial outcome must be developed in partnership with a clear and mutual understanding of risk/opportunity.**

If Vivacity can get into a position where all its services and more are delivered without recourse to the public purse then we would achieve something that fully protects all culture and leisure services across the city.

As a charitable organisation solely concerned with Peterborough, it's worth appreciating that every cup of coffee bought in the museum coffee shop, every ticket bought at the Key Theatre, every gym membership - all that money from that doesn't go out to a PLC; every penny's ploughed back into the community.

Money spent with Vivacity stays in the city for the good of its people.

Our facilities



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Our financial overview

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Endowment funds: Sculptures £	Total 2018 £	Total 2017 £
Incoming resources from generated funds							
Voluntary income	3	9,447	-	142	-	9,589	10,729
Charitable activities	4	9,472,197	-	931,128	-	10,403,325	10,050,477
Investments	5	1,817	-	-	-	1,817	4,658
Total incoming resources		9,483,461	-	931,270	-	10,414,731	10,065,864
Expenditure on:							
Fundraising and publicity	6	118,913	-	3,331	-	122,244	111,279
Charitable activities	7	9,799,262	-	920,034	-	10,719,296	9,939,375
Net interest on defined benefit pension scheme		-	(10,000)	-	-	(10,000)	20,000
Total resources expended		9,918,175	(10,000)	923,365	-	10,831,540	10,070,654
Net (outgoing)/incoming resources before transfers		(434,714)	10,000	7,905	-	(416,809)	(4,790)
Gross transfers between funds		266,000	(266,000)	-	-	-	-
Net (outgoing)/incoming resources		(168,714)	(256,000)	7,905	-	(416,809)	(4,790)
Other recognised gains and losses							
Actuarial gain/(loss) on defined benefit pension scheme		-	92,000	-	-	92,000	1,061,000
Net movement in funds		(168,714)	(164,000)	7,905	-	(324,809)	1,056,210
Fund balances at 1 April 2017		208,484	1,347,000	105,281	1,844,500	3,505,265	2,449,055
Fund balances at 31 March 2018		39,770	1,183,000	113,186	1,844,500	3,180,456	3,505,265

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

	All income funds 2018 £	2017 £
Gross income	10,414,731	10,065,864
Total expenditure from income funds	10,831,540	10,070,654
Net expenditure for the year	(416,809)	(4,790)

Notes	2018 £	2017 £
Fixed assets		
Tangible assets	497,686	468,336
Heritage assets	1,844,500	1,844,500
	2,342,186	2,312,836
Current assets		
Stocks	57,390	56,533
Debtors	607,108	412,666
Cash at bank and in hand	2,205,471	2,043,065
	2,869,969	2,512,264
Creditors: amounts falling due within one year	(2,414,699)	(1,792,835)
Net current assets	455,270	719,429
Total assets less current liabilities	2,797,456	3,032,265
Defined benefit pension surplus	383,000	473,000
Net assets	3,180,456	3,505,265
Capital funds		
Endowment funds - general	1,844,500	1,844,500
Income funds		
Restricted funds	113,186	105,281
Unrestricted funds		
Designated funds	1,183,000	1,347,000
General unrestricted funds	39,770	208,484
	1,222,770	1,555,484
	3,180,456	3,505,265

Vivacity



A charity that enriches
lives reaching
almost 50% of the
Peterborough
population

A big thank you to our people,
our volunteers, our customers
and our partners

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GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 9
13 MARCH 2019	PUBLIC REPORT

Report of:	Director of Law and Governance	
Contact Officer(s):	David Beauchamp, Democratic Services Officer	Tel. 01733 384628

MONITORING SCRUTINY RECOMMENDATIONS

R E C O M M E N D A T I O N S	
FROM: Director of Law and Governance	Deadline date: N/A
<p>It is recommended that the Growth, Environment and Resources Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Considers the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report and provides feedback including whether further monitoring of each recommendation is required. 	

1. ORIGIN OF REPORT

1.1 The Growth, Environment and Resources Scrutiny Committee agreed at a meeting held on 28 June 2017 that a report be provided at each meeting to note the outcome of any recommendations made at the previous meeting held thereby providing an opportunity for the Committee to request further monitoring of the recommendation should this be required.

2. PURPOSE AND REASON FOR REPORT

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

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

The Scrutiny Committees will:

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

3. **TIMESCALES**

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

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

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

5. **ANTICIPATED OUTCOMES OR IMPACT**

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

6. **REASON FOR THE RECOMMENDATION**

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

7. **BACKGROUND DOCUMENTS**

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

7.1 Minutes of the Growth, Environment and Resources Scrutiny meetings held on 7 November 2018 and 9 January 2019.

8. **APPENDICES**

8.1 Appendix 1 – Recommendation Monitoring Report

RECOMMENDATIONS MONITORING REPORT 2018 - 2019

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
7 NOVEMBER 2018	Cllr Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development	AFFORDABLE HOUSING NEED AND DELIVERY	RECOMMENDATION The Growth, Environment and Resources Scrutiny Committee RESOLVED to recommend that Cabinet examines the viability of setting up a Housing Revenue Account (HRA).	Response from Cabinet Member: I'd be happy to recommend to Cabinet that we examine the viability of setting up a Housing Revenue Account (HRA).	Ongoing.
9 JANUARY 2019	Cllr Cereste, Cabinet Member for Waste and Street Scene	TASK AND FINISH GROUP TO REVIEW FLY TIPPING AND WASTE POLICY	RECOMMENDATION The Growth, Environment and Resources Scrutiny Committee endorsed the report and recommendations as interim documents for submission to Cabinet on 4 February 2019.	Interim recommendations endorsed by Cabinet on 04/02/19: Cabinet considered the report and RESOLVED to: 1. Agree the recommendations set out in the interim report of the Task and Finish Group and note that further recommendations are expected	Ongoing.

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
				<p>following continued work by the Group.</p> <ol style="list-style-type: none"> 2. Approve the financial and resource commitment required to deliver the short term enforcement and communication elements specified in 7.2 and 7.3 of the Task and Finish Group's interim report. 3. Support the Task and Finish Group in their further work on the specified additional work as requested by Scrutiny Committee at their meeting 9 January 2019. (Section 2.1(b) of the report). <p>Task and Finish Group instructed to continue work developing detailed policy proposals.</p>	

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 10
13 MARCH 2019	PUBLIC REPORT

Report of:	Interim Director of Law and Governance		
Cabinet Member(s) responsible:	Cabinet Member for Resources		
Contact Officer(s):	David Beauchamp, Democratic Services Officer	Tel. 01733 384628	

FORWARD PLAN OF EXECUTIVE DECISIONS

R E C O M M E N D A T I O N S	
FROM: David Beauchamp, Democratic Services Officer	Deadline date: N/A
<p>It is recommended that the Growth, Environment and Resources Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Considers the current Forward Plan of Executive Decisions and identifies any relevant items for inclusion within their work programme or request further information. 	

1. ORIGIN OF REPORT

1.1 The report is presented to the Growth, Environment and Resources Scrutiny Committee in accordance with the Terms of Reference as set out in section 2.2 of the report.

2. PURPOSE AND REASON FOR REPORT

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

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

The Scrutiny Committees will:

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

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

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

- 4.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The Forward Plan contains those Executive Decisions which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after 1 April 2019.
- 4.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these executive decisions, or to request further information.
- 4.3 If the Committee wished to examine any of the executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 4.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

5. CONSULTATION

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

6. ANTICIPATED OUTCOMES OR IMPACT

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

7. REASON FOR THE RECOMMENDATION

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

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 N/A

9. IMPLICATIONS

Financial Implications

- 9.1 N/A

Legal Implications

- 9.2 N/A

10. BACKGROUND DOCUMENTS

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

- 10.1 None

11. APPENDICES

- 11.1 Appendix 1 – Forward Plan of Executive Decisions

PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS

PUBLISHED: 1 MARCH 2019

FORWARD PLAN

PART 1 – KEY DECISIONS

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

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:
Cllr Holdich (Leader); Cllr Fitzgerald (Deputy Leader); Cllr Ayres; Cllr Cereste; Cllr Hiller, Cllr Lamb; Cllr Smith; Cllr Seaton and Cllr Walsh.

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

PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE

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

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

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

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

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

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

PART 1 – FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS FROM 1 APRIL 2019

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION
<p>Recommissioning of the Unpaid Carers Contract – KEY/01APR19/01</p> <p>107 The procurement of the unpaid carers service in collaboration with Cambridgeshire County Council and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) for the unpaid carers service across Cambridgeshire and Peterborough.</p>	<p>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</p>	<p>August 2019</p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Lee McManus, Commissioner, Cambridgeshire County Council & Peterborough City Council. Tel: 07785 721092. Email: lee.mcmanus@cambridgeshire.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 1, Information relating to any individual</p>

PREVIOUSLY ADVERTISED KEY DECISIONS

<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i>
<p>1. Affordable Warmth Strategy 2019 – 2021 - KEY/17APR17/03 Recommendation to approve the Affordable Warmth Strategy 2019 – 2021</p>	<p>Councillor Walsh, Cabinet Member for Communities</p>	<p>March 2019</p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The draft strategy will be placed on PCC Consultation pages for 3 week consultation period</p>	<p>Sharon Malia, Housing Programmes Manager, Tel: 01733 863764 sharon.malia@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>BRE Integrated Dwelling Level Housing Stock Modelling Report July 2016 Housing Renewals Policy 2017 – 2019</p>

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION
<p>2. Award of contract for the expansion and partial remodelling of Ken Stimpson Community School – KEY/18SEP17/03 The intention is to expand the school by 2 forms of entry (300 additional pupils plus 150 sixth form) to meet the growing need for secondary school places. A new building block is planned on the site with an extension to the dinning hall and minor remodelling to an adjacent building. As part of the remodelling the on site library will be demolished - following its relocation to a suitable site close by.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</p>	<p>March 2019</p>	<p>Children and Education Scrutiny Committee</p>	<p>Werrington</p>	<p>Relevant internal and external stakeholders.</p> <p>Consultation will include: Senior School Management team, Sport England, local residents and the Department For Education</p>	<p>Stuart Macdonald, Property Manager.</p> <p>Tel: 07715 802 489. Email: stuart.macdonald@pet-erborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>School Organisation Plan 2015 -2022</p>

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION
<p>3. Approval of contract for the delivery of Lot 1 - General Information, Advice and Guidance Services and Lot 2 - Specialist Information, Advice and Guidance Services – KEY/16OCT17/04 Following competitive procurement of these services, to approve the contract to deliver Lot 1 Generalist Information, Advice and Guidance Services - Homelessness Prevention; and Lot 2 Specialist Information, Advice and Guidance Services - supporting protected characteristic groups.</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Adults and Communities</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Voluntary sector advice agencies consulted in service design. Market testing of providers has also taken place.</p>	<p>Ian Phillips, Senior Policy Manager Tel: 01733 863849 Email: ian.phillips@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>

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<p>4.</p> <p>ICT Infrastructure works for Fletton Quays – KEY/13NOV17/02 To agree to the procurement of ICT infrastructure works for Fletton Quays</p> <p>111</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment & Resources Scrutiny Committee</p>	<p>N/A</p>	<p>Relevant internal and external stakeholders</p>	<p>Peter Carpenter, Acting Corporate Director, Resources Tel: 01733 384564 Email: Peter.carpenter@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published. The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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<p>5. Expansion and Remodelling of Marshfields School – KEY/11DEC17/03 To approve the proposed expansion and remodelling of Marshfields school</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</p>	<p>March 2019</p>	<p>Children and Education Scrutiny Committee</p>	<p>Dogsthorpe Ward</p>	<p>Relevant internal and external stakeholders. Public Consultation Meeting</p>	<p>Sharon Bishop, Capital Projects & Assets Officer Tel: 01733 863997 Email: Sharon.bishop@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published. School Organisational Plan</p>

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<p>6. A605 Whittlesey Access Phase 2 - Stanground Access - KEY/25DEC17/03 To approve the design and construction of the A605 Stanground East Junction Improvements for the financial year of 2017/18 - 2018-19 and authorise the associated package of work to be issued to Skanska Construction UK Limited under the Council's existing agreement with SKANSKA dated 18th September 2013 (the Highways Services Agreement).</p>	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Stanground South</p>	<p>Relevant internal and external stakeholders.</p> <p>The scheme is included in the fourth Local Transport Plan. Further consultation will be undertaken during the design process, including ward Councillors.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer.</p> <p>Tel: 01733 317465, Email: lewis.banks@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Fourth Local Transport Plan: www.peterborough.gov.uk/ltp National Productivity Investment Fund for the Local Road Network Application Form: https://www.peterborough.gov.uk/upload/www.peterborough.gov.uk/residents/transport-and-streets/A605Application.pdf?inline=true</p>

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7.	<p>Approval of funding allocation for the improvement to open spaces in the CAN Do area of the city as part of the capital regeneration programme for the area - KEY/25DEC17/04</p> <p>Improvement to open spaces in the CAN Do area of the city as part of the capital regeneration programme for the area</p>	<p>Councillor Cereste, Cabinet Member for Waste and Street Scene</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North & Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with local residents, businesses & partner organisations</p>	<p>Charlotte Palmer</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation in MTFP 2017/18</p>
11/48.	<p>Approval of funding allocation for community facility improvements in the CAN Do area of the city as part of the capital Regeneration Programme for the area - KEY/25DEC17/05</p> <p>Community facility improvements in the CAN Do area of the city as part of the capital Regeneration Programme for the area</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North & Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with residents, groups, businesses and partner organisations</p>	<p>Cate Harding, Community Capacity Manager. Tel: 01733 317497. Email: cate.harding@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation of £4m in MTFP 2017/8</p>

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<p>9. Approval of funding allocation for the public realm improvements within the CAN Do area of the city as part of the capital regeneration programme for the area - KEY/25DEC17/06 public realm improvements within the CAN Do area</p>	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central, North & Park wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Community engagement with local residents, groups, businesses and partner agencies</p>	<p>Charlotte Palmer</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Budget allocation £3m in MTFP 2017/18</p>
<p>10. Extension to the Section 75 Agreement for Learning Disabilities Services - KEY/30APRIL18/01 Extension of the existing staff and commissioned arrangements for a period of 12 months</p>	<p>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</p>	<p>March 2019</p>	<p>Health Scrutiny Committee</p>	<p>All wards</p>	<p>Consultation with key stakeholders to agree this interim approach</p>	<p>Cris Green Tel: 01733 207164 Email: cris.green@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>11. Approval for contract to be awarded to Skanska to deliver widening of the A605 Oundle Road between Alwalton and Lynch Wood Business Park - KEY/11JUN18/03 Approval for contract to be awarded to Skanska to deliver widening of the A605 Oundle Road between Alwalton and Lynch Wood Business Park. The council has received funding (£720k) from the Cambridgeshire and Peterborough Combined Authority to deliver the scheme. In addition the council has also allocated internal funding (£773k) towards the scheme.</p>	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Orton Waterville</p>	<p>Relevant internal and external stakeholders</p> <p>Consultation will take place once the scheme design is completed. This is expected to be later this summer.</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer.</p> <p>Tel: 01733 317465, Email: lewis.banks@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>Cambridgeshire and Peterborough Combined Authority meeting notes confirming grant funding allocation. Also CMDN for award of contract to Skanska for provision of Professional Services under Peterborough Highway Services partnership.</p>

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12.	Disposal of freehold in Centre of the City - KEY/12JUN18/01 To delegate authority to the Corporate Director of Growth and Regeneration to sell the property	Councillor Seaton, Cabinet Member for Resources	March 2019	Growth, Environment and Resources Scrutiny Committee	Central	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 01733 384564 Email: Peter.carpenter@peterborough.gov.uk	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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<p>13. To approve the awarding of contracts to external providers following a competitive tender exercise led by Cambridgeshire County Council. - KEY/25JUNE18/02 Cambridgeshire County has recently conducted a tendering exercise to establish a Dynamic Purchasing System for the provision Supported Living Services for Adults with a Learning Disability (Reference number: DN311905). Peterborough City Council is the named authority under this arrangement and would want to commission care and support packages (call-off).</p>	<p>Councillor Fitzgerald, Deputy Leader and Cabinet Member for Integrated Adult Social Care and Health</p>	<p>March 2019</p>	<p>Adults and Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders</p> <p>Relevant consultations has been carried out with the service users, family carers, Health colleagues and care and support providers across Cambridgeshire and Peterborough.</p>	<p>Mubarak Darbar, Head of Integrated Commissioning, Tel: 07718654207, Email: mubarak.darbar@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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119	14. IT Strategy – KEY/3SEP18/01 Approval of an IT Strategy and associated investment for the 2019 to 2022 time period	Councillor Seaton, Cabinet Member for Resources	March 2019	Growth, Environment and Resources Scrutiny Committee	N/A	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 01733 384564 Email: Peter.carpenter@peterborough.gov.uk	<p>IT Improvement Plan 23/07/18. There will be the possibility of an exempt annex if the report contains commercial information.</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>16. Approval of funding for the provision of accommodation to reduce homelessness – KEY/17SEP18/02 Following Cabinet Decision JAN18/CAB/18 this is a new project to increase the supply of housing and address the demand for accommodation resulting from the increase in homelessness</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>The issues associated with homelessness in Peterborough have been subject to significant discussion in various forums, including the Council's Adults and Communities Scrutiny, Cabinet and Full Council</p>	<p>Adrian Chapman, Service Director for Communities and Safety. adrian.chapman@peterborough.gov.uk</p> <p>carole.coe@peterborough.gov.uk</p>	<p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>17. Award of Dynamic Purchasing System for external placements for looked after children and/or those with an Education, Health and Care Plan [EHCP] – KEY/12NOV18/04 As per above, for: Independent Fostering Agencies, Residential Children's Homes, Residential [non-maintained] Special Schools and Out of School Tuition. This is a joint commissioning activity with CCC pan CCC and PCC.</p>	<p>Councillor Smith, Cabinet Member for Children's Services</p>	<p>March 2019</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>None planned</p>	<p>Helene Carr - Head of Children's Commissioning, helene.carr@peterborough.gov.uk. 07904909039</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>19. Adoption of the “Dynamic Purchasing System” (DPS) procedure for Public Health contracts with Primary Care providers – KEY/10DEC18/01 To seek the approval to adopt the “Dynamic Purchasing System” (DPS) procedure for contracts with Primary Care providers for the duration of up to five years. The proposals have been approved by the Cambridgeshire and Peterborough Joint Commissioning Board.</p>	<p>Councillor Lamb, Cabinet Member for Public Health</p>	<p>March 2019</p>	<p>Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Claire-Adele Mead Commissioning Team Manager- Primary care and Lifestyles Claire-Adele.Mead@cambridgeshire.gov.uk 07884 250909</p> <p>Val Thomas, Consultant in Public Health Val.Thomas@cambridgeshire.gov.uk 01223 703264/ 07884 183374</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>20. Recommendation to approve the Local Transport Plan programme of capital works for 2019/20 - 2021/22 – KEY/24DEC18/01 The Council expects to be allocated a total transport settlement of £4,193k per year between 2019/20 – 2021/22 comprising of £1,407k Integrated Transport Block Grant and £2,786k Capital Maintenance Block Grant, although this funding has been devolved to the Combined Authority by Government.</p>	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Appropriate consultation will be undertaken on individual schemes in the programme as required. A briefing note will be prepared for the Growth, Environment and Resources Scrutiny Committee</p>	<p>Lewis Banks, Principal Sustainable Transport Planning Officer, 01733 317465, lewis.banks@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>21. Interim integrated Contraception and Sexual Health service awarded to Cambridgeshire Community Services – KEY/24DEC18/04 The Cabinet Member is recommended to award an interim contract for the delivery of an Integrated Contraception and Sexual Health services (iCaSH) within Peterborough to Cambridgeshire Community Services (CCS) for a value of £1,167,524.25. This is in order to allow sufficient time for the transformational recommissioning of sexual and reproductive health services collaboratively between Cambridgeshire and Peterborough local authorities, Cambridgeshire and Peterborough CCG and NHS England.</p>	<p>Councillor Lamb, Cabinet Member for Public Health</p>	<p>March 2019</p>	<p>Health Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Charlene Elliott, Sexual Health Commissioner for Cambridgeshire and Peterborough, 01733 863603, charlene.elliott@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>22. Enhanced highway patch repair funding – KEY/24DEC18/05 An additional £500k p.a. of capital funding is to be spent on enhanced patch repairs on the highway network from 1 April 2019 for 5 years. This is in lieu of a revenue reduction of £520k p.a.</p>	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders Consultation was undertaken as part of the budget setting process. Relevant consultation will occur on a scheme by scheme basis.</p>	<p>Kevin Ekins, Asset and Contract Performance Manager, 01733 453448, kevin.ekins@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>
<p>23. Authority to spot-purchase externally commissioned placement services for looked after children until the mobilization of the new Dynamic Purchasing System – KEY/24DEC18/06 Authority to spot-purchase externally commissioned placement services for looked after children, pending the launch of the Dynamic Purchasing System [DPS] for external placements in April 2019.</p>	<p>Councillor Smith, Cabinet Member for Children’s Services</p>	<p>March 2019</p>	<p>Children and Education Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Helene Carr, Head of Children’s Social Care Commissioning - Peterborough & Cambridgeshire, 07904 909039, helene.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published</p>

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<p>24. Bus Operator Concessionary Fare Reimbursement - KEY/07JAN19/01 Approval is sought for spend on reimbursement to bus operators for ENCTS (English National Concessionary Travel Scheme) for the financial years 2018/19, 2019/20 & 2020/21</p>	<p>Councillor Hiller, Cabinet Member For Growth, Planning, Housing And Economic Development</p>	<p>31 March 2019</p>	<p>Growth, Environment And Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>Negotiations with bus operators will be undertaken in order to get an agreed rate at which they will be reimbursed.</p>	<p>Andy Bryan, Passenger Transport Officer, Tel: 01733 317458, andrew.bryan@peterborough.gov.uk Charlotte Palmer, Group Manager - Transport & Environment, Tel: 01733 453538, charlotte.palmer@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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<p>25. Approval of funding for the provision of accommodation to reduce homelessness - KEY/07JAN19/02 Following Cabinet Decision JAN18/CAB/18 this is a new project to increase the supply of housing and address the demand for accommodation resulting from the increase in homelessness</p>	<p>Councillor Seaton, Cabinet Member For Resources</p>	<p>March 2019</p>	<p>Growth, Environment And Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>The issues associated with homelessness in Peterborough have been subject to significant discussion in various forums, including the Council's Adults and Communities Scrutiny, Cabinet and Full Council</p>	<p>Adrian Chapman, Service Director for Communities and Safety Tel 01733 863887 Email: adrian.chapman@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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<p>26. Award of Management Consultancy Framework agreement to support PCC Savings Programme – KEY/21JAN19/02 Appointment of a successful partner to deliver the savings programme for Peterborough City Council and to work in partnership with Cambridge County Council where appropriate</p> <p>130</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Katherine Hlalat Head of Projects, Programmes and Assurance katherine.hlalat@peterborough.gov.uk</p>	<p>Evaluation outcome report</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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<p>27. Clinical Waste Collections - KEY/18FEB19/01</p> <p>Decision required to approve the new collection method for domestic sharps disposal.</p>	<p>Councillor Cereste, Cabinet Member for Waste and Street Scene</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders.</p>	<p>Amy Nebel, Senior Waste and Recycling Officer amy.nebel@peterborough.gov.uk 01733 864727</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>28. Approval of subletting of a Space in Sand Martin House, Fletton Quay, Peterborough KEY/04MAR19/01 –</p> <p>Approval is required to the Sublease of Space in Sand Martin House. This will generate £406,440 + VAT in rent per annum for the Council. The lease is for nine years with tenant break options in years 3 and 6.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>Central</p>	<p>Relevant internal and external stakeholders.</p> <p>This transaction has been discussed with Peterborough City Council, in particular the Acting Corporate Head of Resources. The necessary stakeholders from IT, Facilities and soft FM services, and Property have been included in that consultation.</p>	<p>Tristram Hill, Strategic Asset Manager, Tel:07849 079787 Email:tristram.hill@nps.co.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE

KEY DECISIONS TO BE TAKEN IN PRIVATE

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

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

NON-KEY DECISIONS

<i>DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION</i>
None.							

PREVIOUSLY ADVERTISED DECISIONS

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION
1.	<p>Funding of Information, Advice and Guidance services within the voluntary sector - To authorise award of grants.</p>	<p>Councillor David Seaton Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment & Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: ian.phillips@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
2. 134	<p>A Lengthmans to be deployed on Lincoln Road Millfield - There will be a daily presence along Lincoln Road, the operative will litter pick, empty bins as well as report fly-tips and other environmental issues.</p>	<p>Councillor Cereste, Cabinet Member for Waste and Street Scene</p>	<p>March 2019</p>	<p>Growth, Environment & Resources Scrutiny Committee</p>	<p>Central Ward</p>	<p>Relevant internal and external stakeholders. Cross party task and finish group report which went to the Growth, Environment and Resources Scrutiny Committee and it was also approved at Full Council as part of the 2017-18 Budget.</p>	<p>James Collingridge, Head of Environmental Partnerships, Tel: 01733 864736 Email: james.collingridge@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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3.	2017/18 VCS grant funding - Award of grant to VCS organisations to provide Information, Advice and Guidance services	Councillor Seaton, Cabinet Member for Resources	March 2019	Adults and Communities Scrutiny Committee	All wards	Relevant internal and external stakeholders.	Ian Phillips Senior Policy Manager Tel: 863849 Email: ian.phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
105	Inclusion of Investment Acquisition Strategy in the Council's Medium Term Financial Strategy (MTFS) - To recommend to Council that the Investment Acquisition Strategy be included in the Medium Term Financial Strategy to enable the Council to acquire investment properties	Cabinet	25 March 2019	Growth, Environment and Resources	N/A	Relevant internal and external stakeholders	Peter Carpenter, Acting Corporate Director, Resources Tel: 01733 384564 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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5.	Grant funding for voluntary organisations – To provide funding for voluntary organisations in Peterborough to carry out essential support for vulnerable people, particularly in relation to welfare benefits assistance and other crisis support.	Councillor Seaton, Cabinet Member for Resources	March 2019	Adults and Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders.	Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: Ian.Phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
16.	Approval of Additional Powers to the Combined Authority (Transfer of Powers) - Approve additional powers for the Combined Authority via a Statutory Instrument for Adult Skills Commissioning.	Councillor Holdich, Leader of the Council and Member of the Cambridgeshire and Peterborough Combined Authority	March 2019	Growth, Environment and Resources Scrutiny Committee	All	All Councils in Peterborough and Cambridgeshire have to agree to the transfer	Peter Carpenter, Acting Corporate Director, Resources Tel: 01733 384564 Email: Peter.carpenter@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published. Combined Authority Statutory Instrument Request

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<p>7. Implementation of School Transport Policy for children aged 4 to 16 years – Cabinet member to approve the implementation of an updated School Transport Policy for children aged 4 to 16 years, in line with guidance. Policy outlines the Council's duties and how it will exercise its responsibilities in accordance with relevant legislation and guidance. No change to current procedures or eligibility.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and University</p>	<p>March 2019</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders.</p> <p>28 consultation period to commence on 12th November. All relevant PCC teams, schools, parents, Family Voice, Appeal Panel Members, transport providers Consultation to placed on the Council website.</p>	<p>Emma Everitt, Capital Projects and Assets Officer, 01733 863660 emma.everitt@Peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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138	<p>8. Implementation of the Post-16 Transport Partnership Policy – Approval to implement a new Post-16 Transport Partnership Policy, developed in partnership with parental support groups for young people with SEN.</p>	Councillor Lynne Ayres, Cabinet Member for Education, Skills and University	March 2019	Children and Education Scrutiny Committee	All Wards	<p>Relevant internal and external stakeholders.</p> <p>Policy to be developed with stakeholders. Consultation to follow with all relevant Council teams, schools, colleges, parents. Consultation to be published on the Council website</p>	Emma Everitt, Capital Projects and Assets Officer, 01733 863660 emma.everitt@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
	<p>9. Adoption of the Regulation 123 List and the Community Infrastructure Levy (CIL) governance policies- To approve the adoption of the revised Regulation 123 List and the consolidated Community Infrastructure Levy (CIL) governance policies</p>	Cabinet	25 March 2019	Growth, Environment & Resources Scrutiny Committee	All Wards	<p>Relevant Internal and External Stakeholders</p> <p>Policy to be developed with stakeholders. Consultation to follow with all relevant Council teams, schools, colleges, parents. Consultation to be published on the Council website</p>	Philip Hylton, Senior Strategic Planning Officer, Tel: 01733 863879, Email:philip.hylton@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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10. 139	<p>Decision Request for Variation of the Woodston Public Spaces Protection Order</p> <p>- Following the outcome of public consultation, this decision request is to seek approval from the Cabinet Member to implement the proposed changes to the order area and conditions for the Woodston Public Spaces Protection Order</p>	<p>Councillor Walsh, Cabinet Member for Communities</p>	<p>March 2019</p>	<p>Adults and Communities Scrutiny Committee</p>	<p>Fletton and Woodston Ward</p>	<p>Relevant internal and external stakeholders.</p> <p>Ward councillors, Police & Crime Commissioner, Chief Constable and general public</p>	<p>Laura Kelsey, Senior Prevention & Enforcement Officer Tel: 01733 453563 Email: laura.kelsey@pete.rborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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140	<p>11. To agree the process of awarding community grants through the Integrated Communities Programme – Following the successful bid to Government, funding has been awarded to the council via the Integrated Communities Strategy. One of the funded projects will see a communities grant programme launched that will provide opportunities for communities to apply for up to £20k to deliver projects in their neighbourhood. The Cabinet Member is requested to approve the process in which the grants programme will be run.</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Adults and Communities Scrutiny Committee</p>	<p>N/A</p>	<p>Relevant internal and external stakeholders.</p>	<p>Ian Phillips Senior Policy Manager – Tel: 01733 863849 Email: ian.phillips@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

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12.	<p>Disposal of former Barnack Primary School caretaker house - Delegate authority to the Corporate Director of Growth and Regeneration to dispose of the property.</p>	<p>Councillor Seaton, Cabinet Member for Resources</p>	<p>March 2019</p>	<p>Growth, Environment & Resources Scrutiny Committee</p>	<p>NVA</p>	<p>Relevant internal and external stakeholders.</p>	<p>Stuart Macdonald, Property Manager. Tel: 07715 802 489. Email: stuart.macdonald@peterborough.gov.uk Bill Tilah (Bill.Tilah@nps.co.uk)</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p> <p>The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>

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13.	Adoption of the Flood and Water Management Supplementary Planning Document (SPD) – To approve adoption of the Flood and Water Management SPD subject to the Local Plan being adopted by Full Council	Cabinet	10 June 2019	Growth, Environment and Resources Scrutiny Committee	All Wards	Relevant internal and external stakeholders. A Public Consultation on the document took place in March 2018	Richard Whelan, Water Management Engineer, richard.whelan@pete-terborough.gov.uk, Tel 01733 453454	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14. 142	Adoption of the Green Infrastructure and Biodiversity Supplementary Planning Document (SPD) – To approve adoption of the Green Infrastructure and Biodiversity SPD subject to the Local Plan being adopted by Full Council	Cabinet	10 June 2019	Growth, Environment and Resources Scrutiny Committee	All Wards	Relevant internal and external stakeholders. A public Consultation on the document took place in March 2018	James Fisher, Wildlife Officer, james.fisher@pete-terborough.gov.uk Tel. 01733 453543	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
15.	Adoption of the Developer Contributions Supplementary Planning Document (SPD) – To approve adoption of the Developer Contributions SPD subject to the Local Plan being adopted by Full Council	Cabinet	10 June 2019	Growth, Environment and Resources Scrutiny Committee	All Wards	Relevant internal and external stakeholders. A public Consultation on the document took place in March 2018	Phil Hylton, Senior Strategic Planning Officer, philip.hylton@pete-terborough.gov.uk Tel. 01733 863879	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

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143	16. Local Plan for adoption – To recommend the Local Plan for adoption by Full Council	Cabinet	10 June 2019	Growth, Environment and Resources Scrutiny Committee	All Wards	Relevant internal and external stakeholders. This document has undergone public consultation and public examination by the Planning Inspectorate	Gemma Wildman, Principal Strategic Planning Officer, gemma.wildman@peterborough.gov.uk, Tel: 01733 863824	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
	17. Approval to dispose of a property on Cromwell Road at a minimum of £375,000 and a maximum of £475,000 - This property was most recently used by Youth Services but has now become surplus to requirements. It has been marked for disposal by the council in order to generate a capital receipt.	Councillor Seaton, Cabinet Member for Resources	March 2019	Growth, Environment and Resources Scrutiny Committee	Central Ward	Relevant internal and external stakeholders. Authority has been provided by the acting head of resources to dispose of this property. A Cabinet Member Decision Notice will need to be produced once heads of terms have been agreed with a purchaser.	Tristram Hill, Strategic Asset Manager, Tel: 07849 079787 Email: tristram.hill@nps.co.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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18.	Funding for voluntary sector 2019/20 - To provide funding to a number of voluntary sector organisations to provide essential support to vulnerable clients	Councillor Seaton, Cabinet Member for Resources	March 2019	Adults and Communities Scrutiny Committee	N/A	Relevant internal and external stakeholders.	Ian Phillips Senior Policy Manager Tel: 01733 863849 Email: ian.phillips@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
19.	Asset Transfer of Gladstone Park Community Centre - The proposed long term lease of Gladstone Park Community Centre to The Thomas Deacon Academy Trust	Councillor Seaton, Cabinet Member for Resources	May 2019	Growth, Environment and Resources Scrutiny Committee	North	Relevant internal and external stakeholders. Ward Councillors for Central, Park and North have been advised of the decision to transfer of the Community Centre	Caroline Rowan, Urban Regeneration Project Manager, Tel: 01733 864095 Email:caroline.rowan@peterborough.gov.uk	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

PART 4 – NOTIFICATION OF KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES

DECISION TAKEN:	DECISION MAKER	DATE DECISION TAKEN	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION
<p>Review of Bus Services supported by subsidised transport budget to ensure efficiency and value for money is achieved - FEB19/CMDN/90</p> <p>The Cabinet Member:</p> <p>145</p> <ol style="list-style-type: none"> 1. Approved changes in timetables to the 60s bus services, as set out in the report, which, along with budget efficiency measures and negotiated cost reductions, will present the Council an annual saving of £150,000. 2. Approved the development of a publicity campaign with local bus operators to run during 2019/20 to encourage the public to use local bus services. 3. Supported the continuation of the Cross Party Bus Consultation Group in order to review the remaining services supported by the Council to ensure best value is obtained for both the Council and the travelling public. 	<p>Councillor Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development</p>	<p>15 February 2019</p>	<p>Growth, Environment and Resources Scrutiny Committee</p>	<p>All wards</p>	<p>Relevant internal and external stakeholders</p> <p>We have conducted bus passenger surveys on the buses proposed for removal, we have held drop in sessions for people who wished to talk through the proposed changes, worked with a cross party bus consultation group on the proposals.</p>	<p>Charlotte Palmer, Group Manager Transport & Environment Email: charlotte.palmer@peterborough.gov.uk, 01733 453538</p>	<p>Report to joint budget policy forum</p>

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