

# Public Document Pack



## PETERBOROUGH CITY COUNCIL SUMMONS TO A MEETING

You are invited to attend a meeting of the Peterborough City Council, which will be held in the Council Chamber, Town Hall, Peterborough on

**WEDNESDAY 12 OCTOBER 2022 at 8.00 pm**

### AGENDA

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1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting held on 27 July 2022 5 - 32

#### COMMUNICATIONS

4. Mayor's Announcements
5. Leader's Announcements

#### QUESTIONS AND PETITIONS

6. Questions from Members of the Public
7. Petitions
  - (a) Presented by Members of the Public
  - (b) Presented by Members
8. Questions on Notice
  - (a) To the Mayor
  - (b) To the Leader or Member of the Cabinet
  - (c) To the Chair of any Committee or Sub-Committee
  - (d) To the Combined Authority Representatives

#### RECOMMENDATIONS AND REPORTS

9. Executive and Committee Recommendations to Council

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| <b>(a) Growth, Resources and Communities Scrutiny Committee – Independent Improvement and Assurance Panel Report</b>             | <b>33 - 84</b>  |
| <b>(b) Cabinet Recommendation – Sustainable Future City Council Strategy and Priorities 2022 to 2025</b>                         | <b>85 - 132</b> |
| <b>(c) Constitution and Ethics Committee Recommendation – Constitution Updates</b>   |                 |
| Report to Follow   |                 |
| <b>(d) Constitution and Ethics Committee Recommendation – Appointment to Outside Bodies and Appointment of Council Champions</b> |                 |
| Report to Follow   |                 |
| <b>(e) Constitution and Ethics Committee Recommendation – Civic Protocol - Declaration by Mayor</b>                              |                 |
| Report to Follow   |                 |
| <b>(f) Constitution and Ethics Committee Recommendation – Amendments to the Contract Rules</b>                                   |                 |

Report to Follow

*A link to the Constitution and Ethics Committee to be held on 6 October 2022 can be found here - [Constitution and Ethics Committee 6 October 2022](#)*

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| <b>10. Questions on the Executive Decisions Made Since the Last Meeting</b>          | <b>133 - 136</b> |
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## **COUNCIL BUSINESS**

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*It is recommended that Council resolve that the press and public be excluded from the meeting on Item 13(b), Appointment of the Monitoring Officer on the grounds that the item contains exempt information under Paragraph 1 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information relating to an individual and negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority).*

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Chief Executive

4 October 2022  
Town Hall  
Bridge Street  
Peterborough

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**MINUTES OF THE COUNCIL MEETING  
HELD WEDNESDAY 27 JULY 2022  
COUNCIL CHAMBER, TOWN HALL, PETERBOROUGH**

**THE MAYOR – COUNCILLOR DOWSON**

**Present:**

Councillors Ansar Ali, Jackie Allen, Steve Allen, Ayres, Barkham, Bisby, Andrew Bond, Sandra Bond, Burbage, Casey, Cereste, Coles, Day, Dowson, Eley, Mohammed Farooq, Saqib Farooq, Fenner, Fitzgerald, John Fox, Judy Fox, Harper, Haseeb, Hemraj, Hiller, Hogg, Howard, Hussain, Iqbal, Knight, Moyo, Gul Nawaz, Shaz Nawaz, Over, Perkins, Qayyum, Ray, Robinson, Rush, Sabir, Sainsbury, Sandford, Seager, Sharp, Simons, Skibsted, Stevenson, Tyler, Warren, Wiggin, Yasin, Yurgutene

**33. Apologies for Absence**

Apologies for absence were received from Councillor Jamil, Councillor Dennis Jones, Councillor Alison Jones, Councillor Rangzeb, Councillor Bi, Councillor Imtiaz Ali, Councillor Shaheed, and Councillor Lane.

**34. Declarations of Interest**

Agenda Item 10(d) Licensing Committee Recommendation – Proposed Hackney Carriage and Private Hire Policy

Councillor Sabir declared that he held a taxi licensing within Huntingdon District Council, however this would affect his ability to take part in debate.

**35. Minutes of the Council meeting held on 22 June 2022**

The minutes of the Council meeting held on 22 June 2022 were approved as a true and accurate record.

**COMMUNICATIONS**

**36. Mayor's Announcements**

The Mayor informed Members of a number of events attended by himself, the Mayoress, the Deputy Mayor, and the Deputy Mayoress had attended since the previous meeting.

Further announcements were also made in relation to Members' attendance at a special Peterborough Sports Football Club reception, celebrating the club's recent success.

Members' attention was drawn to information provided to them in relation to the Council's Promise to its Children in Care and Care Leavers.

### **37. Leader's Announcements**

The Leader made a number of announcements on the following areas:

- 2022 Annual Peterborough City Council Excellence Awards.
- The Business Rates team selected as finalists for 'most improved Team of the Year in the Institute of Revenues, Rates and Valuation Performance Awards 2022'.
- Children at St Augustine's Primary School won a local eco competition as part of the PECT Eco-Awards.
- Great support to be provided to tackle drug addiction due to extra government funding of £2.3 million.
- 27,652 supermarket vouchers had been order for the summer holidays, providing eligible children with £45 for support with meals.

Group Leaders responded to the Leaders announcements, the key points raised included:

- It was important to recognise the great work done by officers.
- A lot of families relied on the supermarket voucher scheme over the summer and it was good to hear of the number of vouchers ordered.
- Members were keen to see school taking part in more events like the PECT Eco-Awards.

### **QUESTIONS AND PETITIONS**

#### **38. Questions from Members of the Public**

Two questions were received from members of the public in respect of the following:

1. Hope Into Actions plans to build three houses.
2. Bats residing in the Bretton Oak Tree

The questions and responses are attached in **APPENDIX A** to these minutes.

#### **39. Petitions**

##### **(a) Presented by Members of the Public**

There were no petitions presented by Members of the public at the meeting.

##### **(b) Presented by Members**

There were no petitions presented by Members at the meeting.

#### **40. Petition for Debate – 'Save St George's Community Hydrotherapy Pool'**

The Council received a report in relation to a petition, containing 769 signatures, requesting that the Council 'continue with the sale of St George's Community Hydrotherapy Pool [and] not 'mothball' this much-needed service'.

Karen Oldale, the lead petitioner, addressed the Council and, in summary, raised the following points:

- The decision in relation to the hydrotherapy pool was vastly important, with people using the service living throughout Peterborough. Whether the pool was saved or not would genuinely impact residents' futures.
- St George's had been successful and well-used for the past ten years, by residents who were disabled, being rehabilitated and with long-term health conditions.
- For many the pool was the only way to manage their health, wellbeing and pain.
- It was felt that shutting the pool was unnecessary.
- Service users were not asking or expecting the Council to pay for the pool, but to sell the site at a profit to an outside party who could bear the cost of refurbishment.
- The justification provided that the Heltwate School required the site for expansion seemed unreasonable and had simpler alternatives.
- It was suggested that a price could not be put on the loss of people's independence and health and the decision felt short-sighted, discriminatory and cruel.

Councillor Steve Allen, as Cabinet Member, moved a proposal to note the petition and take no further action, and advised that the input of service users was highly valued. The reason for the closure of the site was felt to be clear. Work was being carried out to help identify an alternative location for a hydrotherapy pool in the future. Previously the Regional Pool had been suggested, though this had ended up not being suitable. Consideration was now being given to the Lime Academy pool and an inspection with the user group would be facilitated in due course.

Councillor Simons seconded the proposal and reserved his right to speak.

Councillor John Fox confirmed that he would not be moving his alternative proposals as set out in the additional information pack.

There being no other proposals, Council debated the proposal and the summary of the points raised by Members included:

- It was felt that the closure of the hydrotherapy pool had been an embarrassment to the Council and had let down residents.
- Members would be following developments around Lime Academy carefully.
- Comment was made that the St George's site had had been surviving on goodwill for a number of years, but had now come to the end of its life, so an alternative location must be found with a sustainable business model.
- It was queried why the report to Cabinet went to the July meeting rather than the June meeting.
- Comment was made that the Council was placing money in higher regard than its principles.
- The variety of benefits of hydrotherapy were acknowledged and concern was raised that should the Lime Academy not be suitable a valuable service would be lost.
- It was advised that Cabinet Members had met with the user group to explore options for the future and determine the suitability of potential sites.
- It was suggested that the decision to close St George's was all about money, however comment was made that there were inconsistencies in the costings put forward and that the prices were out of proportion.
- It was commented that St George's had got to the point where the facilities could not be fixed.

- The emotional wellbeing benefits of hydrotherapy were also highlighted as well as the importance of a central location for any such services that were offered.

As seconder of the proposal, Councillor Simons advised that having visited Lime Academy, it was felt to be the most appropriate option to move forward with.

Karen Oldale, as the lead petitioner, once more addressed the Council and, in summary, raised the following points:

- Services users welcomed involvement in the process and wanted to be engaged.
- It was vital to look at a long-term solution.
- Identifying land to be able to support a professionally managed pool as welcomed.
- There was some concerns raised with the use of Lime Academy as an interim solution, particularly with entry and exit, and opening in the evenings.

As mover of the proposal, Councillor Steve Allen summed up by stating that the St George's site was no longer affordable and was needed by the school. Splitting up the site would diminish its price. It was still desired to have a hydrotherapy pool in Peterborough, just not at St George's.

A vote was taken on the Cabinet Member proposal and Council **RESOLVED** (27 voting in favour, 25 voting against, and 0 abstaining from voting) to note the petition 'Save St George's Community Hydrotherapy Pool' and to take no further action.

#### **41. Questions on Notice**

- (a) To the Mayor**
- (b) To the Leader or Member of the Cabinet**
- (c) To the Chair of any Committee of Sub-Committee**
- (d) To the Combined Authority Representatives**

Questions (a)-(d) were raised and taken as read in respect of the following:

3. Vinnytsia missile casualties and support
4. GP appointments
5. Felling of the Bretton Oak Tree
6. Availability of wood supply relation to the new wooden market stalls
7. Anti-social behaviour around the city
8. Spend on non-statutory services
9. Stef and Philips' plan for St Michael's Gate.
10. HMOs in Peterborough
11. Livestreaming scrutiny committee meetings
12. HMOs in Peterborough
13. Future Parks Accelerator Programme
14. Temporary Housing following the end of St Michael's Gate contract
15. Lorries parked new residential homes
16. Graffiti in the city centre and safety of residents
17. Net proceeds from sale of Northminster

The questions and responses are attached in **APPENDIX A** to these minutes.



## RECOMMENDATIONS AND REPORTS

### 42. Executive and Committee Recommendations to Council

#### 42(a). Audit Committee Recommendation – Annual Audit Committee Report

The Council received a report from the Audit Committee in relation to the Annual Audit Committee Report.

Councillor Sainsbury moved the recommendation and advised that during the past six months the newly-appointed independent members of the Committee, including an independent Chair, had provide value and constructive feedback. The committee had undertaken a lot of work, but there was still much left to be done. The Annual Report had undergone a small transformation with the intention to engage Members. It was felt imperative that the Audit Committee continued to scrutinise the financial procedures in place at the Council. The Committee were looking forward to further improving their skills through training.

Councillor Shaz Nawaz seconded the recommendation and reserved his right to speak.

Council debated the recommendation and the summary of the points raised by Members included:

- The strengthening of the Committee was welcomed and it was hoped the Committee would continue to challenge and scrutinise.
- The Committee seemed to be asking more appropriate questions, particularly as the Committee dealt with a number of highly technical reports.
- It was hoped that the Department for Levelling Up, Housing and Communities would take on board that audit was being taken seriously by the Council.
- It was suggested that previously Members may not have been confident to properly challenge the information presented to them at the Committee, and that having expert independent members had helped with this.

As seconder of the recommendation, Councillor Shaz Nawaz advised that there was now a marked difference in the questions and conversations had at Audit Committee, which seemed to have benefited from having independent members with financial expertise. It was felt that the Committee had improved.

A vote was taken on the recommendation and Council **RESOLVED** (unanimous with no Members indicating to vote against or abstain) to approve the Annual Audit Committee Report.

#### 42(b). Constitution and Ethics Committee Recommendation – Budgetary Control Framework

The Council received a report from the Constitution and Ethics Committee in relation to the Budgetary Control Framework.

Councillor Sandford, with the agreement of the Chamber, moved and altered version of the recommendation and advised that the Framework was proposed to be updated following feedback from Members, Officers, and the Independent Improvement and Assurance Panel. This included a revised timeline, introducing a main budget meeting before 25 February annual. The changes also strengthened the role of the Financial Sustainability Working Group to overseeing the budget and all aspects of the

Improvement Plan. The process for Members to propose an alternative budget or an amendment to the budget had been updated.

Councillor Fitzgerald seconded the altered recommendation.

A vote was taken on the altered recommendation and Council **RESOLVED** (unanimous with no Members indicating to vote against or abstain) to:

1. Approve the Budget Policy Frame Procedure Rules, as outlined in Appendix A to the report, and
2. To delegate to the Monitoring Officer and the Section 151 Officer authority to make minor changes to the procedure rules as necessary.

#### **42(c). Constitution and Ethics Committee Recommendation – Update to Civic Protocol – Honours Panel**

The Council received a report from the Constitution and Ethics Committee in relation to the Civic Protocol.

Councillor Sandford moved the recommendation and advised that the proposed updates included moving to more gender-neutral language, changes in job titles, an amendment to the civic procession, the insertion of references to the position of Alderman, changes to arrangements around the Mayor's car in relation to carbon management and discretion about the civic insignia. One further change had been proposed to move responsibility for the business of the Honours Panel to the Constitution and Ethics Committee, as the current iteration of the Panel had no formal status. The Committee also had a direct line of report to Full Council.

Councillor Fitzgerald seconded the recommendation and reserved his right to speak.

Council debated the recommendation and the summary of the points raised by Members included:

- It was considered that the Honours Panel had operated in an efficient and appropriate manner throughout its duration, with all groups invited to be involved. It was a cross-party body that had all of its decisions ratified by Full Council.
- Disappointment was expressed that nobody had spoken to the current members of the Honours Panel, though the proposals were supported.

A vote was taken on the recommendation and Council **RESOLVED** (unanimous with no Members indicating to vote against or abstain) to:

1. Approve the proposed draft amendments to the Civic Protocol.
2. Agree that the Constitution and Ethics Committee's terms of reference be amended to include responsibility for the Honours processes, with delegated responsibility for the administration of the processes to be carried out by Executive and Members Services.

#### **42(d). Licensing Committee Recommendation – Proposed Hackney Carriage and Private Hire Policy**

The Council received a report from the Licensing Committee in relation the proposed

Hackney Carriage and Private Hire Policy.

Councillor Wiggin moved the recommendation and advised that the current policy had been in place since 2017 and since then a number of changes to legislation and best practice had been established. The declaration of a climate emergency and the aim of achieving net zero carbon was taken into consideration when drafting the policy, which centred around three areas: Department of Transport standards, changes to vehicles standards, supporting a move to low emission vehicles. A move to mandatory CCTV was also considered and it was requested that a consultation be carried out on this area prior to any future implementation.

Councillor Sandra Bond seconded the recommendation.

A vote was taken on the recommendation and Council **RESOLVED** (unanimous with no Members indicating to vote against or abstain) to adopt the revised Hackney Carriage and Private Hire Policy as detailed in 10.10 of the Licensing Committee report and attached at Appendix H to the report.

#### **43. Questions on the Executive Decisions Made Since the Last Meeting**

Cllr Fitzgerald introduced the report which outlined the record of Executive decisions made since the last meeting.

Members asked questions on the following Executive Decisions.

##### Interim Report of the Task and Finish Group to Examine the Issues with Car Cruising in Peterborough

In response to a question from Councillor Hogg, Councillor Steve Allen advised that he would provide information on whether the Police and Crime Commissioner had been contacted in due course.

In response to a question from Councillor Knight, Councillor Fitzgerald advised that he would ask the for an update to be circulated to Members on the progress made on the Task and Finish Group's recommendations.

##### Agreement to Terminate the Council's Agreement with NPS Peterborough Limited in Relation to Property and Estate

In response to a question from Councillor Hogg, Councillor Fitzgerald advised that NPS did not provide a valuation for Northminster.

##### Opportunity Peterborough

In response to a question from Councillor Hogg, Councillor Fitzgerald advised that the cost of bringing the service in-house had already been budgeted for within the investment and growth workstream.

In response to a question from Councillor Shaz Nawaz, Councillor Fitzgerald advised that officers would provide detail around how much additional growth and investment was expected from bringing the service in-house.

##### Medium Term Financial Strategy 2023-2026 Quarter 1 Update

In response to a question from Councillor Hemraj, Councillor Coles advised that the

budget was under constant review and any pay awards would be taken into account.

#### Implement Recommendations from the Peterborough Parking Strategy

In response to a question from Councillor Hogg, Councillor Cereste advised that the working group formed to consider the Parking Strategy was an officer lead group and that Councillor Steve Allen and himself were involved already.

#### St George's Hydrotherapy Pool

In response to a question from Councillor Iqbal, Councillor Fitzgerald advised that the pool had been closed for two years and was not within the Council's statutory functions.

Councillor Ayres further advised that many special needs children attended the Lime Academy, so would benefit from a hydrotherapy pool placed there.

#### Contract for cloud-based services hosting the Council's server estate - JUN22/CMDN/11

In response to a question from Councillor Wiggin, Councillor Fitzgerald advised that the extension to the existing contract had been overlooked by human error and had been caught quickly.

#### Bretton Oak Tree – Action To Be Taken

In response to a question from Councillor Sandford, Councillor Simons advised that officers had felt it was the right decision.

Councillor Fitzgerald advised that the overwhelming recommendation for officers and experts was to remove the tree.

In response to a question from Councillor Wiggin, Councillor Simons advised that the contribution of 100 oak trees to mitigate the felling of the Bretton Oak Tree was a significant one.

### **44. Questions on the Combined Authority Decisions Made Since the Last Meeting**

The Mayor introduced the report which outlined the record of Combined Authority decisions made since the last meeting.

Members asked questions on the following Combined Authority Decisions.

#### Active Travel: Peterborough

In response to a question from Councillor Day, Councillor Fitzgerald advised that the Council put forward a number of projects to receive draw-down funding. Some of these were not successful, though the Green Wheel had been. Councillor Fitzgerald further queried himself why the Combined Authority had failed to deliver funding for projects within Peterborough generally.

## **COUNCIL BUSINESS**

### **45. Notices of Motion**

#### **45(1) Motion from Councillor Yasin**

Councillor Yasin advised the Mayor that she did not wish to move her motion as set out in the additional information pack.

In the absence of a motion to debate, the Mayor moved on to the next item of business.

#### **46. REPORTS TO COUNCIL**

##### **46(a) Children and Education Scrutiny Committee – Appointment of Vice-Chair**

The Council received a report from in relation to the appointment of the Children and Education Scrutiny Committee Vice-Chair.

Councillor Shaz Nawaz moved the recommendation.

Councillor Iqbal seconded the recommendation.

A vote was taken on the recommendation and Council **RESOLVED** (25 voting in favour, 0 voting against, and 27 abstaining from voting) to appoint Councillor Sam Hemraj as the Vice-Chair of the Children and Education Scrutiny Committee, for the remainder of the 2022/23 municipal year.

##### **46(b) Revised Political Proportionality and Committee Seat Allocation**

The Council received a report from in relation to the revised political proportionality and committee seat allocation.

Councillor Day moved the recommendation.

Councillor Knight seconded the recommendation.

A vote was taken on the recommendation and Council **RESOLVED** (unanimous with no Members indicating to vote against or abstain) to agree the allocation of seats on committees subject to political balance arrangements (Appendix 1 to the report).

The Mayor  
6:00pm – 8:53pm  
27 July 2022

**FULL COUNCIL 27 JULY 2022  
QUESTIONS AND ANSWERS**

Questions were received under the following categories:

<b><u>PUBLIC PARTICIPATION</u></b>	
<b><u>Questions from members of the public</u></b>	
1.	<p><b>Question from Ed Walker MBE</b></p> <p><b>Councillor Coles Cabinet Member for Finance and Corporate Governance</b></p> <p>Thank you members.</p> <p>14 years ago I moved into Peterborough, very early on I was playing in a playground, met someone who had left the prison that morning who was already through a bottle of something very strong. I could find nowhere in this city that would take him. As a church going Christian I did not think this was good enough, why do no churches give the homeless a home?</p> <p>14 years on, there are now 16 houses in this city providing homes for 40 members of this community, referred to us from the local community, that includes, people who have leaving prison, that includes people who have slept on the streets, people who are in addiction, women who have fled violence, refugees who have fled war, people who have fled financial difficulties.</p> <p>We have a plot of land that we would like to contribute to another plot of land owned by the council. We have planning permission, one on the 25<sup>th</sup> of January this year, 6 months ago. Originally, that plot of land owned by that council was offered to us as a free transfer. In the 6 months since, I have spoken to numerous councillors, I have tried to negotiate with members high up in this council, and what has happened is that we have not got anywhere. We have done 3 independent valuation from RIC Valuers who work for local institutions and they have all returned a value of £0 to £1. The council NPS has valued it at £155,000, they have refused to negotiate with me. Will you be willing to honour your word and transfer the land to us for £0 to £1 as per you originally agreed, and as per 3 independent valuations have said that it is worth?</p> <p><b>The Cabinet Member responded:</b></p> <p>I'm sorry to hear that Hope into Action and the council are in dispute on this matter.</p> <p>The council will of course do all it can to work with and support organisations providing services for homeless people, but the council is not in a position to give away its land for nothing. The council's s.151 officer has advised this and the external auditor has also said the same.</p>

In the current circumstances we have faced, the council has had to review its previous very generous approach. The council has carried out a recent professional valuation based on its ownership of some three quarters of the whole site and the current unrestricted C3 housing planning permission and this shows that the scheme is viable with a payment for the land.

I know that this matter is still subject to discussion between the officers and Hope into Action and I'm sorry to hear you haven't had anyone to speak to and haven't been able to negotiate, that shouldn't be the case. But I cannot get into details or agree to anything here before conversation between you and council officers have been concluded.

**Supplementary question:**

Councillors here have said to me privately on the phone that they disagree with that valuation, it is a fairy tale valuation, it is economically illiterate and it reveals a lack of heart and humanitarian approach to the needs of this city.

With all the ability and power in this room, the fact we, after 6 months of negotiations, can't get anywhere on this issue, reveals we don't care either about the housing stock, which we provide 3 architectural assets, we don't care about the housing stock or the homeless of this city. You can put that land up for £155,000 for as long as you want, you will not get any money for it.

**The Cabinet Member responded:**

I can't really go into any further details about the value of the land, all I can say it is our responsibility to gain best consideration for the property. I understand there is a dispute there but I think we leave that here and then go into negotiations to discuss this further if that suits you.

2. **Question from Amy Price**

**Councillor Simons, Cabinet Member for Waste, Street Scene and the Environment**

Please can the council, tell me why, following my urgent email to Matthew Gladstone, Wayne Fitzgerald and others, sent on 29th June 2022 at 09:28am, explicitly informing them of the bats which were using the Bretton Oak Tree on Blind Lane to roost, continued to go ahead with the felling of said tree in contravention to the Wildlife and Countryside Act, 1981 (Chapter 69) [F763] or recklessly [F764] Subsection 4 (a) and (b); including the Conservation of Wild Creatures and Wild Plants Act, 1975 [F44] (4) subsections (a) (b) and (c)?;

The response I received back from Jim Newton (Director of Planning and Building Control (Interim) Place and Economy, on 29th June 2022 at 14:43, 'after' the Oak was being felled, did not reassure me;

I informed David Watts of David Watts Ecology - who undertook the preliminary Ecology Assessments of the tree, of the bats which were observed the previous night, emerging from - and returning to the Oak, and no Emergence studies had been conducted as part of the decision making process;

Once informed of the Bats presence, David Watts (Ecologist) agreed that it would be unlawful to fell the said tree, knowing bats to be present and this was reflected in my urgent email to the council of that day;

The tree was considered to have low potential for roosting bats but it was highlighted that it was 'feasible that individual cavity roosting bats, utilise the PRF's (Potential Roost Features)' described in the report, (as well as others not detailed) and these bats were actively observed and the council notified, even before the Ecology report was known to me.

A presence/absence survey conducted through an Emergence and Return Study would have enabled the council to identify the bats which had roosted in undetected and concealed cracks and crevices and voids along four specific points in the tree, prior to felling these locations; where the bats were observed;

I wish to make point that 'ALL' Bat species (sp. vespertilionidae) are protected under Schedule 5, Section 9.4 b of the Wildlife and Countryside Act, 1981, and it was unlawful for anyone to disturb any such animal whilst it is occupying a structure or place which it uses for shelter or protection' and there are numerous recorded prosecutions.

**The Cabinet Member may have responded:**

Can I start by saying that no one in this council takes any pleasure from felling this ancient oak. Many hours have been spent on this very difficult decision.

Can I make it quite clear the felling of the tree was 100% lawful and any suggestion otherwise is incorrect and unhelpful. Numerous surveys were undertaken by experts in this field to determine if bats were present and no evidence was found to suggest otherwise.

You state in your question, bats were observed the previous night emerging from and returning to the oak. Two protestors had at this point climbed the tree and were camping in the tree.

Those two gentlemen at no point mentioned the presence of any bats. Did you manage to get any video evidence?



## **COUNCIL BUSINESS**

### **Questions on notice to:**

- a. The Mayor
- b. To the Leader or Member of the Cabinet
- c. To the Chair of any Committee or Sub-committee

#### **1. Question from Councillor Wiggin (1)**

##### **Councillor Allen, Deputy Leader and Cabinet Member for Communications, Culture and Communities**

We were all shocked to see that our twin city of Vinnytsia in Ukraine was targeted by cruise missiles on 14th July, with the death of 23 people and dozens more injured. Please could the cabinet member share our condolences and thoughts for those affected, and provide an update on support given by the council and the City to support our friends in Ukraine?

##### **The Cabinet Member responded:**

I thank Councillor Wiggin for bringing this ongoing crisis to focus. We are all shocked and saddened to learn of the devastating attack on Vinnytsia and our thoughts and prayers go out to all people of Ukraine who have been affected by this terrible war.

We have been mindful of the severe impact of the war on the Ukrainian people, and have been working with the Ukrainian Community in Peterborough to coordinate efforts, including fund raising for lorries of essential supplies to go back to several cities in Ukraine. Part of our contribution has been the allocation of staff to support the sorting and packing of supplies, and the coordination of a group of 50 local volunteers.

The council is leading the local Homes for Ukraine scheme, and has so far resettled over 150 people, and expect to continue to provide support over the coming months. Funded by the Government, the council provides £200 for every person arriving in Peterborough and works closely with the Department of Work and Pensions to ensure that Ukrainians can access Universal Credit quickly.

In addition, the council has recently commissioned a local charity called HELP to provide dedicated support to newly arrived Ukrainians. This will enable new arrivals to access information and support to help them benefit from essential public services and to secure school places, and as well as day-day advice and support to ensure Ukrainians feel welcome in our city and can start to rebuild their lives.

##### **Supplementary Question:**

	<p>I would just like to thank Councillor Allen on his response, I wanted him to make a firm declaration of our support to all people of Vinnytsia in Ukraine on behalf of all members and he has done exactly that. So, thank you very much.</p>
<p>2.</p>	<p><b>Question from Councillor Barkham</b></p> <p><b>Councillor Howard, Cabinet Member for Adult Social Care, Health and Public Health</b></p> <p>A number of residents in my ward and across the city have expressed concern about not being able to get a face to face appointment with their GP. Others tell me of being made to call at 8am in the morning to get any sort of appointment with their GP and getting stuck for long periods in a queue, waiting for their call to be answered.</p> <p>We all know that GPs and others in the NHS were under great strain during the Covid pandemic but could the cabinet member for health tell me what can be done to ensure that patients at many GP practices can get easier access to their GP?</p> <p><b>The Cabinet Member responded:</b></p> <p>Thank you Councillor Barkham for raising this important issue and I do recognise there are challenges that our residents are facing in accessing primary care services. Access to primary care is an NHS responsibility and I have raised the matter with the ICB and they have provided the following response:</p> <p>The local NHS is working hard to ensure patients in need of healthcare support can access them. A number of initiatives are in place including:</p> <ul style="list-style-type: none"> <li>• Additional appointments in the evenings and weekend provided in Greater Peterborough and Wisbech. This creates between 2,500 to 3,000 extra General Practice appointments per month.</li> <li>• A Health Care Assistant home visiting service is in place for patients who struggle with mobility.</li> <li>• Improvements have been made to GP telephony systems, including introducing automated booking options in some cases.</li> <li>• Over 80,000 additional appointments delivered in General Practice over the Winter thanks to additional funding.</li> <li>• Boroughbury Medical Centre, which is our largest local GP surgery, has invested in cloud-based telephony and recently employed two more receptionists to help better manage their incoming calls. Over the last four weeks they received over 13,500 calls – just under 700 calls per day.</li> </ul> <p>And in addition to this I have provided all members with a briefing note to support you in helping and advising your constituents on how best to gain access to primary care.</p>

	<p><b>Supplementary question:</b></p> <p>Thank you Councillor Howard for the response, really good, although what you have said does not seem to make much difference as the problem is still here and I still get contacted now letting me know they still cannot make appointments or get through. So, this has been raised through a committee, a health committee, and the response have been quite evasive from the CCG, the noncommittal responses as well, so I would hope that you can work with me and the committee to better this scenario.</p> <p><b>The Cabinet Member responded:</b></p> <p>Thank you Councillor Barkham, I am in full agreement and you have my support.</p>
3.	<p><b>Question from Councillor Day</b></p> <p><b>Councillor Simons, Cabinet Member for Waste, Street Scene and Environment</b></p> <p>Why did the council decide to fell Bretton Oak Tree when there was no real evidence (DNA root evidence) to back up claims the tree was the cause of subsidence?</p> <p><b>The Cabinet Member responded:</b></p> <p>To be honest I am surprised at this question. Councillor Day, I have worked with you on several issues, and you have very good knowledge of the environment.</p> <p>Did you not read all of the evidence?  Did you not seek expert advice?  Did you not talk to all officers involved?  Did you not do any research?</p> <p>Our tree officers assured me in their expert opinion this decision was correct. The insurance company's structural engineer confirmed the tree was the cause of the subsidence and two independent structural engineers confirmed the tree was causing subsidence.</p> <p>One expert suggested heave, we all know this has been discounted.</p> <p>On top of all this evidence, our S151 officer confirmed to me I had to be fully aware of the financial implications.</p> <p>Your question : why did this council fell this tree without any real evidence?</p> <p>I think you know me well enough to know I would not have signed this decision without concrete evidence this was the only course of action. For you to suggest 'no real evidence' is beyond belief, I honestly thought you were better than that and I'm afraid you do disappoint me.</p>

	<p>The most important thing here is to make sure we put procedures into planning so we are not in the same situation in the future.</p> <p><b>Supplementary question:</b></p> <p>There was not any DNA root evidence and it was said that it was a possible cause but it was not clearly identified as the actual cause of subsidence. What was also clear from those reports, there was an issue with the foundations at the property that were not of the standard that was required and that therefore there was an issue probably really here with planning and the developers that built the property so close to an ancient oak tree.</p> <p>There is a real depth of feeling in the Bretton community about the loss of this tree and in our last climate change and environment group there was some discussions about moving forward to create a cooperative and co-created strategy which includes the tree campaigners to ensure that issues such as the Bretton oak tree are prevented in the future. Can you outline some of that work to Full Council?</p> <p><b>The Cabinet Member responded:</b></p> <p>We were involved in a meeting yesterday as you are aware, that was discussed so we are moving that forward. As you are aware there was tree T1 and T2 so it was only them two trees near that property so I don't think you will need some DNA evidence.</p>
4.	<p><b>Question from Councillor John Fox (1)</b></p> <p><b>Councillor Allen, Deputy Leader and Cabinet Member for Communications, Culture and Communities</b></p> <p>When the idea to build wooden sheds as a substitute for market stalls was promoted by the Deputy Leader, why did the contract not cover the supply of the materials needed to build the market stalls?</p> <p>By including this in the contract this would have meant that if there was any potential for delay in the supply of materials the council would not be liable to spend taxpayers' money, as we are having to do now.</p> <p>As most of us are aware, there has been a problem with the availability of wood nationally for some time. Did the Deputy Leader make any enquiries about this prior to the decision?</p> <p><b>The Cabinet Member responded:</b></p> <p>Thank you Councillor Fox for this question about the market stalls.</p> <p>The market kiosks are bespoke units unique to Peterborough. Their presence will add significantly to the look and feel of the city centre, and I strongly believe will help increase footfall and business and retailers. I would emphasise the Kiosk designs were in fact shared with our Communities Scrutiny Committee prior to construction, and received full cross-party support from members, with the committee remarking on the high quality, visually appealing construction they offer.</p>

I am not sure indeed whether you were present on the committee when this was discussed but it certainly went to Scrutiny and was approved.

I will acknowledge, however, due to the high-end product we commissioned, it has not been straightforward to find a contractor that had the technical skills and capacity to produce the kiosks to a timescale that will allow the new market to open as swiftly after Northminster closed as we would have wished.

As with any complex capital project, a contractor is reliant upon the supply chain of goods and materials being provided in a timely manner. The kiosks use a specific kind of wood that is both affordable and structurally sound to support the building. Regrettably, the supplier of the wood could not meet the timescales previously promised and a shortage of materials has been common throughout the building industry over the last few months as the world recovers from the pandemic. It was not possible to substitute the specific wood for another material without compromising the structural integrity, cost and aesthetics.

Whilst the delay is regrettable, the end product is something we can feel proud of. The kiosks are now nearly completed as you will see by walking outside this building and traders will shortly be fitting them out to their own requirements, ready for imminent opening. Alongside the new food hall providing a vibrant city centre market.

**Supplementary question:**

Actually I don't think the units design has much to do with the inability to factor in material supply. Most people would think this is pretty basic stuff when it comes to contracts. I understand whilst we wait for this wood the traders are being paid thousands of pounds to do absolutely nothing. So how much is this contractual blunder, in my opinion, costing the tax payers of this city each week? And what is the final total?

My question is simple, why did the administration close down the market before there was an alternative ready so it would be a smooth transition from one location to another?

**The Cabinet Member responded:**

The market had to be closed down to fulfil a contractual obligation to proceed with the Northminster construction site. This was dependant on money from the Combined Authority and meant that diggers had to be on site by a certain date so that's the response in regard to the time scale.

The other point I think was about paying the market traders furlough, common term these days, it's only fair that because we couldn't get the project ready in time for their occupation that we provide them some furlough money. The thousands of pounds you are talking about are an accumulative amount, not per trader, and I think each trader is earning probably about £300 a week. Probably more than it needs to be but fair is fair and we are doing fair by the market traders. They are

	<p>part of our new future for the city centre market and we wanted to keep the good traders on site to proceed with us.</p> <p>Let us all get behind this new market when it opens in a week or so, trade with the market, recognise the value of the food hall and make Peterborough city centre thrive again.</p>
5.	<p><b>Question from Councillor Stevenson (1)</b></p> <p><b>Councillor Allen, Deputy Leader and Cabinet Member for Communications, Culture and Communities</b></p> <p>Recently, around the city, there has been Anti-social behaviour (ASB) in communities that do not usually experience very much ASB. In some cases, this has been due to an increase in Airbnb-type short lettings on otherwise solely residential streets. ASB has included crime (leading to arrests in the middle of the night) and prostitution, as well as loud and continuous noise, cannabis smoke, parties, etc. To what extent can residents get support from the council's pollution and environmental enforcement teams given many of the problems happen outside office hours and at weekends?</p> <p><b>The Cabinet Member responded:</b></p> <p>Our enforcement team currently operates 7 days a week between the hours of 8am – 8pm, and where resourcing allows, can be deployed within those times to meet ASB challenges. However, we do recognise that there is a demand outside of these hours, and we are currently reviewing options to improve this capacity.</p> <p>Where community issues become protracted, we work with members of the Safer Peterborough Partnership to direct activity via the City 'Problem Solving Group'. This allows us to request support from all relevant services needed to jointly address community issues. This also provides for a more strategic approach to deal with issues such as drug use, prostitution, and to consider wider preventative initiatives to reduce future crime.</p> <p>Where residents have ASB concerns, they are encouraged to report this either to the council on the <a href="mailto:antisocialbehaviour@peterborough.gov.uk">antisocialbehaviour@peterborough.gov.uk</a> email address, or indeed report direct to the police on 101 so that patterns and emerging issues can be tracked and responded to.</p> <p>With regards to noise disturbance, our pollution team do not operate 24/7, however, that does not prevent the evidence being gathered which can be used to determine whether a statutory noise nuisance has been caused.</p> <p>Evidence initially can be gathered by those suffering from the disturbance using log sheets provided by the council. Officers will review these log sheets and where necessary supplement them by installing noise monitoring equipment. When a statutory nuisance is evidenced an abatement notice is served, requiring the</p>

	<p>offender to stop the breach. Failure to comply with a notice can result in the seizure of equipment and/or the matter being put before the courts.</p> <p><b>Supplementary question:</b></p> <p>I was just wondering perhaps if this is something we can discuss offline but my question is do you think it is possible we might reach out to Airbnb owners to solve the shortages of housing for homeless families? If we have got a situation where we've got Airbnb's causing ASB and we have got a need for housing and we've got a need to let out their houses, perhaps we can put these together in some way.</p> <p><b>The Cabinet Member responded:</b></p> <p>Airbnb properties if misused can be a real torment to nearby neighbours. If we can explore possibilities to put them to a good practical use for homelessness, I think that's a great idea and I will certainly take that forward to my housing colleagues.</p>
6.	<p><b>Question from Councillor Shaz Nawaz (1)</b></p> <p><b>Councillor Coles, Cabinet Member for Finance and Corporate Governance</b></p> <p>Could the Cabinet Member please confirm how much money we spent last year on non-statutory services and how much we have allocated for the current fiscal year?</p> <p><b>The Cabinet Member responded:</b></p> <p>It's a simple question but I'm sorry I'm going to have to let you down, I can't give you a simple answer and I can't give you specific numbers. I have to give you a complex answer because it is not possible to draw a hard line between statutory and non-statutory spending. The councils activities cover statutory services that we are required by law to provide. Non-statutory services that we provide at the benefit of our residence, and activities that we do to run the council efficiently but are not required in law. On top of that, we have staff whose duties are split between statutory and non-statutory functions so it is extremely difficult to calculate how much of their time is spent on statutory as opposed to non-statutory activity. We run statutory services supported by non-statutory functions that make the service to our residence a high quality, even gold standard service. What this means is that concentrating on just the non-statutory spend may mean you overlook potential savings that money is delivering to the statutory spend.</p> <ul style="list-style-type: none"> <li>• A large proportion of services are categorised as statutory. From memory there is something like well over 170 different duties that come from a raft of different pieces of legislation. However, decisions are able to be taken based on the level of need or risk these services present ie in some cases the council may provide services over and above the base statutory requirement due to the impact on longer term savings or because it has greater impact and return for our residents.</li> <li>• One interesting example of this is in our early intervention and prevention type services. They could be classed as outside statutory services. However, these are the services that in the long term prevent people from</li> </ul>

	<p>going into more expensive long-term care (usually in adult social care or children social care) and thereby saved us a great deal of money.</p> <ul style="list-style-type: none"> <li>• There are some services not categorised as statutory like finance, but staff working in finance have some statutory duties, for example, completing the statement of accounts which need to be fulfilled. Support services generally, like finance, ICT, legal, human resources, and transactional service may not fit the statutory services analysis directly, but are required to ensure all council services are able to function efficiently and effectively.</li> </ul> <p>So I apologise for not giving a simple and clear number on this occasion but that explains how difficult it is to separate non-statutory, statutory, and required spending.</p> <p><b>Supplementary question:</b></p> <p>I did Mr. Mayor, but because I don't have a number I think my supplementary question won't be appropriate but I do have another one you will be pleased to hear.</p> <p>Being in finance, Councillor Coles, I'm sure you will appreciate, it's very important that we are able to breakdown different areas of costs and look at those implications. Would you be willing to go back and do some further work to try and breakdown statutory and non-statutory costs as far as possible, so we can have a bit more detail behind the numbers and perhaps then you and I can have a further conversation?</p> <p><b>The Cabinet Member responded:</b></p> <p>I am very happy to do so and I'm sure it will be part of our work to make sure that you understand, because I know in the case that you want to have an alternative budget you will want to know where we can sort out these numbers. I would just caution you it's going to be difficult to do that in some areas because they are so interrelated between statutory and non-statutory, particularly in terms of staff salaries and what they are doing.</p>
7.	<p><b>Question from Councillor Hemraj (1)</b></p> <p><b>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</b></p> <p>With the council not renewing the housing contact with Stepf and Phillips. at St Michaels Gate, do we as a council know what Stepf and Phillips plan to do with the 72 units/homes?</p> <p><b>The Cabinet Member responded:</b></p> <p>Ultimately, of course, it will be for Stef &amp; Philips or the individual owners of the properties at St Michaels Gate to decide how these properties are used after an agreement comes to an end. There is a risk that the properties will be used by other councils for their homeless households, a fact we knew when we took the properties on and which did play a part in our decision making back then. However,</p>



	<p>if the properties are used in this way, we will attempt to work with Stef and Philips to minimise the impact on our local services.</p>
<p>8.</p>	<p><b>Question from Councillor Imtiaz Ali</b></p> <p><b>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</b></p> <p>Following on from a motion brought to full council on investigating additional powers to curtail the explosion of HMOs in Peterborough, can I ask what the progress on this has been so far, will it be rolled out for specific wards or is it to be city-wide, and are we likely to get an Article 4 Direction implemented in Peterborough before the end of 2022?</p> <p><b>The Cabinet Member responded:</b></p> <p>Work has been undertaken to assess the issues, their scale, and how these are distributed across the city, and as part of the work to consider the potential justification for an Article 4 Direction. However, that work now needs to be broadened in scope to include further discussion with, and the data analysis from, representatives of all relevant departments, and relevant interest groups including landlords, as well as tenants, residents, and others.</p> <p>However, in broader terms I am supporting officers to develop a more diverse range of tools, alongside the work on the Article 4 Direction, this will ensure that HMO and poor quality private rented housing is better regulated and controlled in our city. This is likely to include a review of our licensing options, landlord accreditation schemes, use of existing civil penalties, and a charging structure where enforcement action is necessary.</p> <p>Officers will of course bring proposals forward through the scrutiny process, and implementation will be before the end of the financial year wherever it possibly can be.</p>
<p>9.</p>	<p><b>Question from Councillor Sandford (1)</b></p> <p><b>Councillor Fitzgerald, Leader of the Council</b></p> <p>Giving members of the public easy access to council meetings online is an important part of openness and accountability. Please could the leader of the council tell me why meetings of Full Council, the Cabinet and Planning Committee are currently being live streamed but most scrutiny committees are not? In the past we have live streamed all public meetings so why has this practice been discontinued?</p>

**The Leader responded:**

Thank you, Councillor Sandford, for your question.

Back in October 2021, you might recall live streaming of meetings was discussed at Group Leaders meeting, which you would have been at. As stated at that meeting, I was happy for all meetings to be live streamed if there was no additional cost to the council, we did agree to immediately live stream any meetings that were deemed to be of a high public interest, which we continue to do.

Officers were then tasked with looking at costings for live streaming all meetings and options to purchase equipment to hold hybrid meetings.

Officers have confirmed that to live stream a meeting costs £150 a meeting, which is what we currently pay for Planning and Cabinet.

As there as 16 Scrutiny meetings and 2 joint meetings left in this municipal year, the additional cost, as now, would be £2,700 plus VAT but probably it would likely be higher than that if we adopted that from a full year.

I am also aware that the independent Chair of Audit has asked for the Audit Committee meetings to be live streamed due to the high-profile nature which has an additional cost of £750 plus VAT for those meetings, which has been agreed.

Officers, at my recommendation, purchased 4 meeting 'owls', for those that have experienced them so far, and I believe most recently there has been further equipment added to aid the facilitation of meetings using that technology. They are in the Town Hall, 2 are in the Conservative Group room and 2 are available, well they are all available for anywhere, to be perfectly honest, for whoever wants to request them.

The beadles have been fully trained how to set up and use this equipment. Therefore, I had liaised with Rachel in Democratic Services about what we can do to enhance that. So, we have been investigating if we can use the 'owls' to live stream on YouTube or Facebook or any other format which of course would incur no additional costs to the council. I think we are more or less there with that, so just like any other meeting to Beadles, the legal officer or the Democratic Service Officer can just press live stream.

I know your fan club will grow enormously because I know you appeal as chair has widened since you have been back at the seat. So, people are now waiting in anticipation for you to come onto the screen.

In the meantime, we will continue to stream any meetings that officers or members feel are of a high public interest but as I say I will come back and confirm but I think it is almost certain. I will say 99.9% which gives me 0.1% wiggle room if it doesn't happen. But I think actually since our discussion in 2021, obviously the world has changed and the use of technology has now become more important in terms of accessibility for people not necessarily in the room. I don't think it's a great stretch to be able to send that signal to one of our, whether it's YouTube or one of the other platforms.

	<p>I hope that helps, but I am fully behind you. I support the notion of more Nick Sandford.</p> <p><b>Supplementary question:</b></p> <p>It's not about me, it's about openness and transparency. I do welcome the reassurance that the leaders actually offered because I do think that this is an important aspect of openness and transparency.</p> <p>Would he accept also that it isn't fair to put on officers the responsibility of having to make a judgement as to whether a meeting is important or unimportant, because that is a subjective view? Would he undertake to try and resolve this as quickly as he can and try to report back to councillors on his findings?</p> <p><b>The Leader responded:</b></p> <p>I do agree, I wouldn't necessarily say there is a burden on officers, you know the level of interest whether it is yourself or the Leader's or general consensus amongst councillors would determine the level of interest or something that is important. I just think that it's down to members to express to officers whether they feel something should be streamed.</p> <p>As I have said, I don't think we are there in terms of anymore, I think we have moved on, and I think we will have the system available. At the moment, I believe at the moment for example, Pippa presses the button to stream Cabinet meetings, or she did do but now we seem to have additional people. But the officers are well versed in doing that or indeed recording meetings such as planning or anything else that is regulatory.</p> <p>Yes, Councillor Sandford, I will share the limelight with Councillor Nawaz as well, so rest assured we are all on the same page.</p>
10.	<p><b>Question from Councillor Wiggin (2)</b></p> <p><b>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</b></p> <p>Please could the cabinet member provide an update on the introduction of an Article 4 direction on HMOs in Peterborough, including a timescale as to when we should expect this to be implemented?</p> <p><b>The Cabinet Member responded:</b></p> <p>Thank you Councillor Wiggin, I think I have already answered this.</p> <p><b>Supplementary question:</b></p> <p>Thank you Councillor Cereste for his previous answer to a very similar question. I just wanted to ask how confident Councillor Cereste is at delivering his election promise to the people of Hampton Vale that there will be an Article 4 within that council ward?</p>

	<p><b>The Cabinet Member responded:</b></p> <p>Thank you Councillor Wiggin, I don't normally say things I don't think I can do.</p>
11.	<p><b>Question from Councillor Sandford (2)</b></p> <p><b>Councillor Simons, Cabinet Member for Waste, Street Scene and Environment</b></p> <p>Could the relevant cabinet member please tell me what positive outcomes for Peterborough have been achieved as a result of the funding received by Cambridgeshire County Council and Peterborough City Council under the Future Parks Accelerator programme?</p> <p><b>The Cabinet Member may have responded:</b></p> <p>The Future Parks Accelerator project is a partnership between all local authorities in Cambridgeshire and Peterborough, the Local Nature Partnership and Nene Park Trust. The partnership has sought to fund and deliver a range of projects aiming to support the long-term sustainability of all parks and green spaces, and Peterborough has been part of that process.</p> <p>The council has directly benefited from test and learn projects in respect to mapping our open spaces, developing tools to better navigate them, and the development of community-led nature-based projects. The output of these projects will inform the design of the Active Parks Unit – a new service to be delivered across Cambridgeshire and Peterborough that will seek to encourage more community and volunteer involvement and ownership of parks and green spaces.</p> <p>The list of project outcomes is too long to present today but I would encourage you to visit the Future Parks Accelerator website for more detail – you can find it at <a href="http://www.cambsfutureparks.org.uk">www.cambsfutureparks.org.uk</a></p>
12.	<p><b>Question from Councillor Hemraj (2)</b></p> <p><b>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</b></p> <p>What provision has the council put in place to increase the amount of temporary housing now that the contract is ending at St Michaels Gate?</p> <p><b>The Cabinet Member may have responded:</b></p> <p>The contract for housing at St Michael's Gate no longer represents good value for the council, and it is absolutely the right thing to do to exit from it now. We do</p>

	<p>recognise the uncertainty this will cause for households living there, and our Housing officers are working closely with them to provide reassurance and alternative accommodation.</p> <p>The council is working with its partners in the social and private rented sector to bring forward the right type of temporary accommodation at the right cost. We have secured the use of Elizabeth Court for a further 5 years and will be working with Cross Keys Homes and other providers to increase capacity further. The council is also undertaking a review of its Housing and Homelessness services to major on the prevention of homelessness so the demand for temporary accommodation is reduced and we do not need to enter costly arrangements to provide temporary accommodation but can focus on providing rapid rehousing interventions.</p>
13.	<p><b>Question from Councillor Stevenson (2)</b></p> <p><b>Councillor Cereste, Cabinet Member for Climate Change, Planning, Housing and Transport</b></p> <p>The nation's long-distance lorry drivers provide a vital service, carrying goods, and in particular food, around the country and to food outlets in our city and elsewhere. Naturally, the contents of the lorries often require refrigeration which must be kept switched on at all times, especially in the recent hot weather. When drivers park up close to residential streets overnight, the noise from the refrigeration units can keep local residents awake, particularly during the summer when people sleep with their bedroom windows open. What can the council do to support lorry drivers in their work and also ensure that the residents of our city are not kept awake all night by refrigerated lorries parked near to their homes?</p> <p><b>The Cabinet Member may have responded:</b></p> <p>Lorry drivers do indeed provide a valuable – indeed, an essential - service. However, the onus is on businesses to make provision for the carriage and storage of their refrigerated goods, including any necessary infrastructure, and support for their lorry drivers.</p> <p>The nearest designated overnight parking for HGVs is at the A1(M) A605 services, which provides showers and toilets.</p> <p>There are a number of points to consider in relation to noise disturbance. If on the road, vehicles may be parked in contravention of parking restrictions, in which case instances can be reported to our parking enforcement service. As parking enforcement does not currently take place overnight, reported incidents would help inform future decisions on enforcement provision. Vehicles may currently be parked legally but the location considered not suitable by residents for use by HGV's, in which case they could ask the council to review current parking provision at that locality.</p>

	<p>In relation to refrigerated vehicles parked at business premises, these can be reported to the council to investigate for any planning consent breaches in the first instance and depending on whether that provides a solution, they could be reported as a possible statutory noise nuisance.</p>
14.	<p><b>Question from Councillor John Fox (2)</b></p> <p><b>Councillor Allen, Deputy Leader and Cabinet Member for Communications, Culture and Communities</b></p> <p>A retired ex-Police Officer contacted me recently, stating that he does not feel safe in our city centre anymore. A former bobby on the beat protecting others, he now has serious concerns for his own safety from cyclists and e-scooters travelling at great speed, narrowly avoiding pedestrians.</p> <p>He told me he'd contacted the Police who informed him that the City Centre is protected by a Public Space Protection Order and that the City Council are responsible for policing it.</p> <p>As I am sure many of us would agree the Guildhall is a beautiful building and is important to the heritage and city centre of Peterborough, this too needs protecting from vandals more effectively, especially as there appears to be more than one set of CCTV cameras covering this location. On Armed Forces Day I was disgusted by the amount of graffiti on almost every pillar of the Guildhall which had apparently been there for some time without any action taken to clean it off.</p> <p>I now ask the Cabinet Member with responsibility for the well-being of our city centre, and the safety of the people using it, to clarify this and exactly what he proposes to remedy these problems? Visitors to Peterborough shouldn't be afraid for their safety in pedestrian areas and shouldn't have to witness vandals' daubings on our heritage buildings. These issues are escalating - what are you doing now to mitigate them?</p> <p><b>The Cabinet Member may have responded:</b></p> <p>I agree with the comments of Councillor Fox. Residents and visitors should feel safe and be able to enjoy the city centre and all it offers, and I have called upon officers to revisit our capacity to address this challenge. Officers are reviewing resourcing levels in the city centre with the aim of increasing resilience and visibility, and announcements about the actions to be rapidly implemented as part of this review will be made shortly.</p> <p>We are working closely with partners to help with this , and have requested Police assistance to improve their presence in the City Centre via their Neighbourhood teams. Furthermore, we have applied for Home Office 'Safer Streets Funding' which if successful will allow for a dedicated ASB investigation officer for the city</p>

	<p>centre along with 6 temporary CCTV cameras and additional monitoring to target ASB Hotspots.</p> <p>The PSPO can be enforced by both council and police officers. The current order is due to be refreshed next year and we are using this opportunity to review the conditions it stipulates, and to consider what extra powers may be brought to give council and Police more tools to improve the City Centre. Any proposals will be brought before the appropriate scrutiny committee to seek member views and support for this approach.</p>
15.	<p><b>Question from Councillor Shaz Nawaz (2)</b></p> <p><b>Councillor Coles, Cabinet Member for Finance and Corporate Governance</b></p> <p>Please can the Cabinet Member confirm the net proceeds due to Peterborough City Council from the sale of Northminster?</p> <p><b>The Cabinet Member may have responded:</b></p> <p>The capital receipt was £4.1m, which has been received.</p>

	<p><b><u>Questions on notice to:</u></b></p> <p>d. The Combined Authority Representatives</p>
1.	<p><b>Question from Councillor Wiggin</b></p> <p><b>Councillor Cereste, Representative on the Transport and Infrastructure Committee</b></p> <p>What assessment has been made of the success of the introduction of the number 29 bus service (linking Hampton, Orton and Bretton) introduced by the combined authority, and what are the plans for the future of this service?</p> <p><b>The Combined Authority Representative responded:</b></p> <p>The Combined Authority established the number 29 bus service to connect the Hamptons and Ortons to the hospital as you know. This route is subsidised by the Combined Authority and was established on a trial basis. No decisions have been made about what will happen to the service but I would expect that this will be reviewed at a future meeting of the Combined Authority's Transport &amp; Infrastructure Committee, of which, as you know, I am a Member of that Committee so I will be inputting into that process from a Peterborough perspective.</p> <p>I also want to discuss what their plans are for bus services in Peterborough and what opportunities there are for additional services in our area to support further uptake in bus travel to support our economy, our climate change objectives and our expanding population.</p> <p><b>Supplementary question:</b></p> <p>Thank you Councillor Cereste for his answer again. The 29 bus service has great potential but at the moment it runs at rather limit times and prevents people that might possible be wanting to use the bus service to do so. For example, employees of the hospital being able to get to the start of their shift because the first bus doesn't run until 9 o'clock and if they are there earlier than that, they just can't get the bus. So I know this was raised by Councillor Burbage and others in the Transport Plan joint Scrutiny meeting. I hope Councillor Cereste will join us in pressing for this service to be improved so we can maximise the benefit of it.</p> <p><b>The Combined Authority Representative responded:</b></p> <p>Thank you Councillor Wiggin, if you drop me a note I will be happy to look at that and take it with me when I go to the next committee meeting.</p>



<b>COUNCIL</b>	AGENDA ITEM No. 9(a)
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

**EXECUTIVE AND COMMITTEE RECOMMENDATIONS TO COUNCIL**

**INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL REPORT**

The Growth, Resources and Communities Scrutiny Committee, at its meeting on 20 September 2022, received a report in relation to the Independent Improvement and Assurance Panel report and the response of the Cabinet to the report.

**IT IS RECOMMENDED** that Council:

1. Notes that the Growth, Resources and Communities Scrutiny Committee reviewed the first report of the Independent Improvement and Assurance Panel and agreed with the actions and progress being made with the delivery of the Improvement Plan.

The original Growth, Resources and Communities Scrutiny Committee report and appendix are attached.

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<b>GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE</b>	<b>AGENDA ITEM No. 5</b>
<b>20 SEPTEMBER 2022</b>	<b>PUBLIC REPORT</b>

Report of:	Chief Executive, Matt Gladstone	
Cabinet Member(s) responsible:	Cllr Wayne Fitzgerald, Leader of the council	
Contact Officer(s):	Jens Gemmel von Döllinger, Sustainable Future City Council Director	Tel.

**INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL REPORT**

<b>RECOMMENDATIONS</b>	
<b>FROM:</b> <i>Chief Executive</i>	<b>Deadline date:</b> N/A
It is recommended that the Growth, Resources and Communities Scrutiny Committee:	
<ol style="list-style-type: none"> <li>1. Reviews the first report of the Independent Improvement and Assurance Panel and agrees with the actions and progress being made with the delivery of the Improvement Plan.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 This report is submitted to the Growth, Resources and Communities Scrutiny Committee following Full Council on 22 June 2022 and Cabinet on 11 July 2022.

**2. PURPOSE AND REASON FOR REPORT**

2.1 Improvement Panel Comments:

The Council established the Peterborough City Council Independent Improvement and Assurance Panel (PCCIAP) on 16 December 2021 and updated the terms of reference of the panel to report to the Council on a six monthly basis. This report provides the Panel's first six monthly review of the work of the Council against the previously agreed Improvement Plan and the recommendations of the independent reports commissioned by the Department of Levelling Up, Housing and Communities.

PCC Response:

We accept and welcome the Improvement Panel's findings and will implement its' recommendations in full. We will continue to use the panel as a sounding board for matters related to the future sustainability of our city and its' administration.

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

10. Strategic Financial Planning

**3. TIMESCALES**

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

#### 3.1 Improvement Panel Comments:

On the 30th June 2021, the DLUHC announced an external assurance review of the Council's financial position and its wider governance arrangements. Government decisions on further exceptional financial support, and on any statutory interventions that might be necessary, would be informed by those reviews. The financial review was undertaken by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the governance review was undertaken by Andrew Flockhart. The governance review reported in September 2021, and CIPFA reported on the finance review in November 2021. Both reviews set out detailed findings, including conclusions, evidence and methodology used, and included recommendations for the future. Importantly, the governance review recommended non-statutory action. The Minister of State for Equalities and Levelling up Communities then wrote to the Council when the reports were published saying that, although she still had concerns, she agreed with the findings and that with the right support the Council should be able to respond to the challenges it faced.

#### 3.2 Improvement Panel Comments:

The PCC IAP operates in the context of the statutory intervention framework of powers given to the Secretary of State in the Local Government Act 1999. The independent panel is at the lowest level of external intervention, it does not take any decision making away from the Council. The threat of some level of statutory intervention remains if there is any faltering in implementation of the improvement plan recommendations. Council officers and members of the Panel meet monthly with DLUHC officials to discuss the City Councils progress.

### 3. INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL

#### 3.1 Improvement Panel Comments:

The purpose of the Panel as approved by Council is to:

- Provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of their Improvement Plan;
- Provide assurance to the Secretary of State of Peterborough City Council's progress on delivery of their Improvement Plan;
- Provide six monthly reports to the Council on the progress of the delivery of the Improvement Plan.

#### 3.2 Improvement Panel Comments:

The Improvement Plan approved at Council on 21st December 2021 is a critical document, as the Panel will be holding the Council to account on the delivery of this plan, and on the extent to which the plan is meeting the recommendations, actions and outcomes envisaged in the finance and governance review reports.

#### 3.3 Improvement Panel Comments:

The Councils Improvement Plan has three Improvement Themes as follows: -

- "Theme 1: Financial Sustainability. The recovery and improvement of Peterborough relies on us setting a balanced budget in 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer "core/can't afford" as we constantly challenge ourselves on how we spend every penny of the Council's money.
- Theme 2: Service Reviews. The Council has initiated a series of service deep dives starting in Adult's and Children's Services and Housing, we will continue this programme of review into mid-2023. The reviews will generate options and recommendations for doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. The Council has to have the ability to make change happen more rapidly.

- Theme 3: Governance and Culture: This section describes how we will manage the Improvement Plan with the support of the Improvement Panel and associated partners. We will refresh our Corporate Strategy and key policies. We will adopt stronger fiscal delivery disciplines where personal accountability will be at the heart of our new ethos. We will change the organisation if we are clear on what has to change, by when and to what standard.”

The IAP operates as a collective body, bringing all of the expertise of the Panel to the challenges facing the Council. Four of the panel members lead on individual areas that are intertwined across the three themes of the Improvement Plan. This report covers those four lead areas of Finance/ Transformation/ Assets, Contracts and Companies/ Governance and provides the Panels view on the progress in the last six months. The latest position on the Improvement plan is attached at Appendix A.

#### **4. CURRENT PCC IAP VIEW ON THE CITY COUNCIL IMPROVEMENT PLAN PROGRESS**

##### **4.1 Financial Sustainability**

###### Improvement Panel Comments:

There has been good cooperation from Council staff with the Panels Finance lead since the panel was appointed in December 2021. There has been regular contact and the Senior Finance staff have sought and taken on board advice, comment and challenge on the Finance proposals and their draft reports.

##### **4.1.1 CIPFA Recommendations**

###### Improvement Panel Comments:

The CIPFA report to the Council in November 2021 contained a number of recommendations on which the Council had to implement immediate action. These have been substantially completed or have been overtaken by events. The CIPFA recommendations were by definition short term and the Council now needs to focus on medium and long term issues in terms of service delivery remodelling and operating models to attain long term financial stability. The full set of recommendations, together with an up to date officer commentary, is attached at Appendix B.

##### **4.1.2 2021/2022 Outturn and 2022/2023 Budget**

###### Improvement Panel Comments:

As a first step the Council has approved a balanced budget for 2022/23 without the need for a capitalisation direction in either 2021/22 or 2022/23. The initial indications on the 2021/22 outturn position will be a revenue underspend of circa £4 million which will improve the Council's reserves position. The delivery of a balanced budget in 2022/23 is dependent upon the delivery of the agreed savings plan. As at mid-May £ 7.972 million out of £16.673 million has been delivered, leaving £8.701 million to be implemented of which £0.83 million is regarded as unlikely to be achieved. A further £3.92 million is regarded as at high risk and the procurement related savings are particularly at risk. There is therefore a high level of risk and uncertainty in the achievement of the agreed savings plan with some 28% of identified savings proposals being identified as at least high risk.

###### PCC Response:

In the current financial year, we had to close a budget gap of £27m to set a balanced budget, which we were able to achieve, largely thanks to our staff's hard work and support. Much hard work remains to be able to deliver all those savings in the current year.

Looking to future years, in 2023/24 we were predicting a budget gap of around £5m, however our current modelling shows that gap has now widened to £9.5m, largely down to rapidly rising rates of inflation.

This information has become public, as part of a report submitted to the Joint Scrutiny Committee on 5 July. You can read the agenda [here](#) (agenda item 4).

In 2024/25 this budget gap is estimated to rise to £12.9m, and then to £15.1m in 2025/26. To be able to make these predictions our finance team has conducted sensitivity analysis and made a number of assumptions, including rising inflation, which currently stands at 9%– the highest it's been in 40 years, increasing demand for services, a 3% pay award for staff and risk in delivering previously agreed savings.

This modelling allows us to plan so that we can work well in advance to reduce budget gaps in future years and links with what we said we would do in the Improvement Plan with the development of the Target Operating Model. Through this strategic planning, allocation of money will focus on outcomes rather than where resources sit in the organisation.

We ended the last financial year with a £4.5m underspend which has enabled the council to increase its general reserve balance by £1.3m to £7.3m, a positive step as it increases the amount of money we have for unforeseen events and helps strengthen our financial resilience – one of the issues CIPFA identified as a weakness.

An additional £3.2m has also been added to an inflation reserve which now stands at £4.7m, established to mitigate the financial risk resulting from rising rates of inflation. However, these reserves are one-off funds and can help in the short-term, but ultimately we should be better managing our increasing pressures so we don't need to use reserves.

#### 4.1.3 **Savings Board**

##### Improvement Panel Comments:

The Council has set up a savings board to monitor the delivery of the savings and to provide a level of challenge where delivery is either delayed or doubtful. This internal challenge needs to be extremely robust as the non-delivery of savings will place in doubt the Council's ability to achieve its objective of being financially stable from 2024. As a direct result of the level of uncertainty, the Council must consider alternative plans to find cashable savings where delivery of the original proposals is in doubt. Officers have started the process of identifying suitable substitute or alternate actions.

##### PCC Response:

We are driving forward savings proposals in the current year and developing plans to meet the £9.5m forecast budget gap in 2023/24 rising to £15.1m by 2025/26. This will require input from all levels of the organisation. Over the summer months, we will further tighten the governance and reporting for our savings programme and will bring back an update on progress to cabinet in due course.

- Funding remains flat as per SR2022, with increases in Council Tax and NNDR built in to forecast
- Risk on the delivery of 2022/23 savings plans- £4.4m
- Inflation pressures of 10% by end of 2022 have been build into forecast, driving up costs (£4.7m inflation risk reserve also available to mitigate immediate exposure)
- Cost of Debt financing equates to 16% of NRE with interest rates expecting to rise.
- Demand led budgets. ASC & CSC represent 56% of NRE
- Therefore, a total of 72%\_of our NRE is tied up in demand led services and debt costs.
- Further risks exist as a result of the Social Care Reforms & Fair Cost of Care

#### 4.1.4 **Revenue Controls**

##### Improvement Panel Comments:

The Council has maintained a high level of control on revenue expenditure, these controls will be required to be continued for the foreseeable future to enable non-essential spending to be identified (and further curtailed if necessary) and to enable a culture of budget responsibility to take root and grow within the Council.

#### 4.1.5 **Medium Term Financial Strategy**

##### Improvement Panel Comments:

The Council is in the early stages of preparing a medium term financial strategy (MTFS), which will include a number of key dates by which specific stages of the budget process will need to be completed. It is extremely important that this timetable is adhered to. The MTFS will require significant input from service heads across the whole Council and will require a view to be taken on the likely level of savings that can be achieved over the medium term in respect of service redesign. In common with all other Local Authorities, the Council faces a particular difficulty in establishing that view as at present it is difficult to predict with any degree of accuracy the likely budget gap for future years - due to uncertainty over inflation, the level of government support for 2023/2024 and the likely referendum limit for council tax for that year. In the absence of certainty, the Council will need to plan on a range of scenarios and produce corresponding proposals accordingly.

##### PCC Response:

A Programme Director (Sustainable Future City Council Director) has joined the Council to lead on the design, mobilisation and implementation of a number of transformation programmes and which will be structured around our emerging priorities and themes.

The Council is aware that due to its challenging financial circumstances, it needs to find a balance between delivering short, medium and long-term budget options to ensure the current year and 2023/24 is balanced. In addition to delivering a Medium Term Financial Strategy (MTFS), work has already commenced on the MTFS and the development of budget savings to ensure the Council remains within its financial envelope. The detailed design phase of our transformation programmes will start in September 2022, the scope of which will include service redesign (operating models) and finalising future service budget requirements.

Outline business cases including programme plans and budgets will be brought back to Cabinet for consultation and decision. The shaping of the Council's MTFS will form the backbone of these plans so that our corporate strategy and proposed changes can be delivered within a reduced financial envelope, over the medium and long term.

#### 4.1.6 **Capital Finance**

##### Improvement Panel Comments:

The financing of the Capital programme has been an area of considerable concern for the Council. The need to service borrowing to fund the Capital programme reduces the Council's ability to spend on day to day services. The Council has already decided, for the immediate future, not to fund new capital schemes from borrowing but to use other resources such as grant and capital receipts. This means that difficult decisions will need to be made in prioritising capital project expenditure. The gap between the current capital programme and available non borrowing resources is in the region of £16 million. Schemes will have to be deferred or dropped out of the programme. Until that process is completed and the current funding gap addressed, the present moratorium on all new schemes will need to be maintained.

##### PCC Response:

Following the report published by the Chartered Institute of Public Finance and Accountancy (CIPFA) on behalf of DLUHC into the Council's financial position, a moratorium on Capital spend was implemented in 2021/22, and the revised Capital Strategy was approved to guide the way for revising the Capital Programme in accordance with the key objectives within the Improvement Plan.

Work is progressing on reducing the 2022/23 Capital Programme to ensure that no new borrowing is incurred, and that funding is only through the sales of assets or grant funded. The removal of borrowing in the current year is needed in order to deliver the £0.75m revenue saving that has been included within the budget.

The detailed capital financing modelling is anticipated to be completed over the summer months and given that the performance of the capital programme was £33m for 2021/22 compared to the budget of £79m a forecast underspend is expected.

## 4.2 **Medium to Long Term Transformation**

### Improvement Panel Comments:

There has been good contact and interaction with the Panels Transformation lead since the Panel was established, particularly with the Chief Executive.

As indicated in the Appendix to this report, CIPFA have assisted with a number of current service reviews. The Council is, however, also turning its attention to longer term financial and service delivery sustainability. This includes reviewing opportunities to deliver additional income, drive efficiency and in other ways reduce cost by adopting a longer term transformation perspective. The Panel welcomes this development. Not only does it enable the Council to think creatively about how it may balance its books over the medium term, but it also provides a vehicle for communicating a positive change to the organisation, to partners and the community. This work is in its early stage of and it is important that it is encouraged, sustained, nurtured and appropriately governed. The Chief Executive has brought into his team an experienced transformation director who is creating a Council transformation capacity. Their work is starting to build an internal understanding of where opportunities might exist for change and improvement. Early hypotheses being explored include the potential to exploit the commercial opportunities of growth, early intervention and prevention, customer service and wider modernisation and other opportunities for business process improvement. There are clearly close links to the development of the Medium Term Financial Strategy, the Corporate Strategy and review of contracts. The Panel will help to ensure that these connections continue to be made and exploited. Early indications on both intent and interaction across the Council are positive.

### PCC Response:

We have started to articulate what our response to the City's challenges will need to look like. Our revised corporate strategy is the start of this process and will address a number of challenges the Council faces and the opportunities presented to us by the City (our City Priorities).

We are in the process of building a CEXs delivery unit team to design, test and agree with Cabinet a strategy for leadership, on the design and organisation of Peterborough so that it can deliver the administration's long-term vision for the City and its priority outcomes, a strategy and plan that invests into the City's future while creating the foundations of a sustainable future city council and that will address:

- 1) Challenges and Opportunities - why we believe there are opportunities that can address the challenges we face and what it means in practice to benefit from these opportunities.
- 2) A new model of leadership and service delivery - the changes we need to make inside the Council.
- 3) A new approach to officer governance - how we give Members and wider stakeholders confidence that we will deliver what we say we will deliver.
- 4) Making it happen – a comprehensive set of Business Cases, Org Design Structures and Plans that underpin a timely implementation of our proposals.

Cabinet and the wider member community will get early sight of our plans and we will seek cross-party engagement and support as the details of our proposals and plans develop.

### 4.2.1 **Assets, Contracts and Companies**

#### Improvement Panel Comments:

Although it was originally envisaged that actions under these workstreams would be addressed in the first six months of the Improvement Plan it has become clearer that they are dependent on the outcomes of the internal and CIPFA reviews that have been concentrating on the more pressing issues of governance, bringing revenue and capital budgets under control and of service



redesign. The Panel therefore understand and accept that they are running behind issues that were of more immediate concern.

PCC Response:

There is a dependency on all CIPFA reviews to be completed by the end of July. The reviews will then feed into the more detailed design of our programmes from September onwards. This will ensure that any recommendations from the reviews will be taken forward in a structured manner and delivered at pace.

4.2.2 **External review reports**

Improvement Panel Comments:

Despite the unavoidable slow start, progress has been made in each of these areas and draft reports have been issued to officers by CIPFA on Norfolk Property Services Ltd (NPS) and the Peterborough Improvement Partnership (PIP). These reports have not yet been shared with the lead Panel member. The next six monthly report of the Panel will therefore be able to comment on these reports, and subsequent actions taken. It is understood that a report on the Council's relationship with Serco is expected shortly by the Council, and the Panel would also welcome early sight of that report when it is completed.

Overall, management have put effort both into understanding the nature of these relationships and the risks that they pose to the Council as well as seeking to gain a degree of client control over strategy and operations of these companies. However, the burden of this is focussed on the Chief Finance Officer and it remains unclear how reform of these relationships will be managed over the two forthcoming years given the complexity of decision making and the considerable workload in bringing functions in-house or delivering improved governance.

In consideration of how it will undertake the 'shareholder' role, the Council has talked with other authorities and produced draft proposals for member consideration on future arrangements. Steps have been taken to embed good practice such as in limiting the role of members on companies and Joint Venture undertakings to reduce the likelihood and impacts of potential conflicts of interests and limitations on objectivity.

On NPS, we understand that CIPFA are recommending that 12 months' notice is given on the JV which will necessitate further consideration of alternative in-house delivery options to address the lack of a strong client function and combine overall responsibility for property issues including asset valuations, a robust asset management strategy and crucially a disposals strategy to support the reduction in overall levels of debt.

On PIP, the Council had distanced itself to the point of the Partnership taking its own governance, operational and financial decisions and the Council failing to appreciate the risks involved including those associated with offshoring. This needs to be urgently addressed and the CIPFA report is likely to recommend significant reform which the Chief Executive has indicated will be supported.

On Serco, the Council is making positive moves to build relationships with Serco management to explore options for terminating the £10m per annum arrangement providing a range of critical service. The Council may wish to talk with Birmingham City Council about their approach to terminating a similar arrangement with Capita in 2019.

PCC Response:

There is a dependency on all CIPFA reviews to be completed by the end of July. The reviews will then feed into the more detailed design of our programmes from September onwards. This will ensure that any recommendations from the reviews will be taken forward in a structured manner and delivered at pace.

4.2.3 **Asset Management group**

Improvement Panel Comments:

The Council has produced a capital strategy which is central to controlling capital spend and in bringing excessive levels of borrowing under control. As indicated above, considerable work is underway to reprioritise the programme against available resources.

A Capital Programme group has been established to drive the formulation of capital proposals and the management of the programme but work to establish an Asset Management group to oversee the rationalisation of assets and the disposal of under-utilised assets needs to be accelerated. These are both critical to the formulation of the capital proposals for 2022/24 and beyond. The fully formulated plan for the continuing reduction in debt will need to be in place shortly.

PCC Response:

Work is progressing on reducing the 2022/23 Capital Programme to ensure that no new borrowing is incurred, and that funding is only through the sales of assets or grant funded. The removal of borrowing in the current year is needed in order to deliver the £0.75m revenue saving that has been included within the budget.

The minimum revenue provision detailed calculation is anticipated to be completed over the summer months and given that the performance of the capital programme was £33m for 2021/22 compared to the budget of £79m a forecast underspend is expected.

4.2.4 **Asset Management Strategy and Disposals Plan**

Improvement Panel Comments:

Looking ahead, further work is planned on setting objective decision-making criteria for capital schemes and this, together with an Asset Management Strategy and Plan and a Disposals Plan are crucial in the short term to feed the MTFs process.

4.2.5 **Capital Project management**

Improvement Panel Comments:

The Council needs to improve capital monitoring to address serious concerns over slippage (more than 50% in 2021/22) to ensure that resources are being effectively utilised to meet the Council's objectives in its Council and Service Plans.

Finally, the Council is fully aware of the potential impacts of sustained high inflation on its capital proposals but needs to codify these as part of its programme approach to ensure that it manages contingencies effectively and does not stumble into a position where commitments become greater than available resources.

PCC Response:

Revised programme management and reporting disciplines will be introduced from September (grip). To ensure on time and on budget delivery, the revised framework will tighten our focus around 6 key areas: Design, Delivery, Finance, Change, Leadership, and Risks, Issues and Dependencies.

4.2.6 Improvement Panel Comments:

In conclusion on the three key strands above, it is the view of the IAP that the Council has made progress in the last six months towards the aim of financial sustainability, on transformation activity and on work around assets and contracting arrangements. There are, however, still significant risks to be managed. In addition, there are a number of areas of work that need to be undertaken that will involve the full engagement of all service directors and elected members in order to enable a sustainable future operating model for Peterborough post 2024.

4.3 **GOVERNANCE**

Improvement Panel Comments:

The overall governance of the City Council is a matter of concern to the Secretary of State as detailed in the letter to the Leader of the Council last year. The Council has accepted a series of

recommendations which require change in its governance. The Council has started to implement these. The Panel's overall view is that the City Council is making progress with the actions on governance and cultural change. However, there is much more to do especially when it comes to putting these changes into practice. Major risks remain and the Council is not "out of the woods" yet. The Panel will continue to seek assurance that the progress underway will continue. The handling of other items on the Council's agenda at this meeting will give an indication of the Council's commitment to genuine progress

#### 4.3.1 **No overall control**

##### Improvement Panel Comments:

The results of the May 2022 local elections left the Council in an unchanged position of No Overall Control. Whilst there is a degree of continuity with the Conservative led minority administration still in place, a high degree of uncertainty remains about decision making in the Council chamber. There are no guarantees that the administration's policies will be accepted by Council. This situation reinforces the need for the engagement of all councillors in the deliberations of the Council. The onus is on the Leader and his administration to continue the efforts to engage the other parties in supporting delivery of the Improvement Plan as well as in key policy developments particularly the corporate strategy and the MTFs. Equally, the other parties in the Council chamber hold a responsibility to play their part in engaging with the administration on the many difficult issues and decisions to be made by the Council in the best interests of the community. There is probably insufficient trust between the political groups currently to support a high degree of shared understanding and cooperation in the best interest of the public. However, there is evidence of good cooperation developing between the political groups in the cross party Finance Strategy Working Group (FSWG). This is helping develop a shared understanding amongst councillors about the financial challenges the Council faces and the options that are available as solutions. The Council needs to build on this work. Good quality and timely information provided by officers in a transparent manner is essential and, if delivered, will contribute to the effective engagement of councillors of all parties in all aspects of governance including executive decision making, policy making, overview and scrutiny, and audit.

##### PCC Response:

In order to provide the tools for all councillors to engage, the PCC Member training programme is being strengthened. The LGA are meeting with the Director of Law & Governance to discuss how the LGA can support financially and/or with delivery and how the programme reads across into the member peer support they will be providing. This is a significant programme of support and the LGA will be allocating an LGA Programme Manager to oversee and coordinate the delivery.

Following the Growth, Resources and Communities Scrutiny reviewing the first report and Cabinet's response to the progress being made against delivery of the Improvement Plan, collective comments will be captured and the Leader will write to the Minister providing an update.

#### 4.3.2 **Electoral arrangements**

##### Improvement Panel Comments:

It is vital that the Council gives proper consideration to the option of all out elections every four years. A report on this issue is presented elsewhere on the Council's agenda. A key part of this consideration is understanding why the matter is important for Peterborough. Of key concern is the creation of electoral arrangements which support and facilitate long term, strategic planning which is in the best interests of the city and is concomitant with the leadership and governance of a major city.

#### 4.3.3 **The Chief Executive**

##### Improvement Panel Comments:

The appointment of a Chief Executive with sole responsibility to the Council is a key step forward. In the last few months Matt Gladstone has taken up the post, defined clear priorities and made good progress quickly in addressing these. It is clear to the Panel that he is demonstrating the

kind of officer leadership which is needed by the Council at this time. A number of the issues below are being progressed by him as priorities for improving the Council's governance.

#### 4.3.4 **Council Delegations**

Improvement Panel Comments:

The Chief Executive and the Director of Law & Governance have brought forward proposals to update these and bring them into line with best practice in other unitary councils nationally. These will, if approved by the Council, improve corporate oversight and control of key decisions, particularly in relation to financial commitments over certain levels.

#### 4.3.5 **Executive decision making**

Improvement Panel Comments:

Similarly, the Chief Executive and Director of Law & Governance have brought forward proposals to increase the corporate oversight and transparency of decisions made by the Executive, especially those made by individual members of the Cabinet. Putting these new systems into practice will improve the quality of governance overall.

#### 4.3.6 **Audit Committee**

**Improvement Panel Comments:** Good progress has been made in reconfiguring the committee and, in doing so, appointing an independent chair. Progress needs to be made now in implementing a fresh approach to the committee's work and its reports to Council with a greater emphasis on the examination and identification of matters of concern.

#### 4.3.7 **LGA Training and Support for Members**

Improvement Panel Comments:

A very good plan has been developed to support members in Peterborough. The key issues now are the delivery of the plan and the take up by Members. The onus now is on all councillors to take the opportunity to develop their skills and knowledge, and to learn ways in which they can work better and smarter for the benefit of the Council and the community. From our interactions with Members the Panel believe there is an appetite for training and development, and this will be confirmed or denied by evidence of attendance and take up of the offer.

#### 4.3.8 **Management Structures and Systems**

Improvement Panel Comments:

The Chief Executive has made progress in considering the options for the structure of the corporate management team. It is very good progress that there is now a much clearer and stronger focus on Peterborough's priorities reflected in the revised structure. Equally, the introduction of a new management led boards (procurement, savings, capital programme, improvement) has increased the focus on and rigour with which programmes of work are planned, monitored, reviewed and controlled. It is important that a corporate overview of these arrangements is maintained. It is also important that a shared culture of responsibility across the whole Leadership Team is established, especially given the current position that a great deal falls on to the triumvirate of the Chief Executive, Director of Finance and Director of Law and Governance.

#### 4.3.9 **Resourcing Change**

Improvement Panel Comments:

As noted elsewhere in this report, while it is vital that the Council is able to address a number of immediate financial and service improvement imperatives, it is also important that it does so in a manner that is sustainable into the long term. To this end the Panel welcomes the early moves by the Chief Executive to establish some dedicated transformation and programme management capability under his direct leadership. It is important that this resource is sustained over the medium term (at least the next 12-18 months) given that it will take at least this amount of time

to develop long term transformation proposals, develop the necessary business cases for change and then put in place the necessary leadership and governance arrangements to oversee delivery.

PCC Response:

We are in the process of building a CEXs delivery unit team to design, test and agree with Cabinet a strategy and plans for leadership, on the design and organisation of Peterborough so that it can deliver the administration's long-term vision for the City and its priority outcomes, a strategy and plan that invests into the City's future while creating the foundations of a sustainable future city council.

Plans that address capacity, programme governance and funding will be brought back to cabinet for consultation and agreement where these require additional investment on top of the already agreed earmarked funding for improvements.

#### **4.4 Conclusion**

Improvement Panel Comments:

The Council's commitment to the delivery of the Improvement Plan is essential for its long-term sustainability. It is the view of the IAP that the Council has made progress in the last six months towards the aim of financial sustainability, on transformation activity, on work around assets and contracting arrangements and on governance. There are, however, still significant risks to be managed. In addition, there are a number of areas of work that need to be undertaken that will involve the full engagement of, and recognition of shared responsibility for, all service directors and elected members in order to enable a sustainable future operating model for Peterborough post 2024. There is also much more to do especially when it comes to putting governance and culture change into practice, as that goes to behaviours as well as processes. Major risks remain and the Panel will continue to monitor, review and support the Council's work to deliver on the Plan.

#### **5. CONSULTATION**

5.1 The consultation strategy was approved by Council on 16 December 2021.

#### **6. REASON FOR THE RECOMMENDATION**

6.1 Reporting process in accordance with the governance review of September 2021.

#### **7. ALTERNATIVE OPTIONS CONSIDERED**

7.1 No alternative options considered.

#### **8. IMPLICATIONS**

##### **Financial Implications**

8.1 There is no change to the estimated financial implications presented to Council in December 2021.

##### **Legal Implications**

8.2 No change to previously reported.

##### **Equalities Implications**

8.3 No change to previously reported.

##### **Carbon Impact Assessment**

8.5 No change to previously reported.

**Communications and Engagement**

8.6 No change to previously reported.

**9. BACKGROUND DOCUMENTS**

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

9.1 Council report 'Financial Improvement Planning' 16 December 2021

9.2 'Governance Review: Peterborough City Council' Andrew Flockhart report 2021

**10. APPENDICES**

10.1 Appendix A – Improvement Plan

10.2 Appendix B – CIPFA Recommendations with Officer Commentary



# Peterborough City Council

## Improvement Plan

2021 - 2024

DRAFT V3.0 December 2021  
[www.peterborough.gov.uk](http://www.peterborough.gov.uk)

# PETERBOROUGH CITY COUNCIL IMPROVEMENT PLAN

In August 2021, the Department for Levelling Up, Housing and Communities commissioned reviews of the Council's financial stability and its governance arrangements, and these reviews made a series of independent recommendations. This document describes our Improvement Plan, to confirm and provide assurance to the Government that Peterborough's response to the Non-Statutory Review (NSR) regarding Exceptional Financial Support is positive and being undertaken at pace.

This is our two-year Improvement Plan which is structured into six-month planning and delivery windows. Developing the plan using this approach allows us to plan in depth for the next six months, keeping focus on delivering the things that matter, whilst readying the organisation for the things that need to be delivered in the medium term.

As the Leader and Chief Executive, we recognise the seriousness of the financial, governance and operational challenges we face, and it is going to take a significant collective effort from all at the Council to address them and reach a sustainable position. The reviews raise serious issues which we must address and we remain determined and confident in our organisation's capacity and capability to change.

This will require the Council to be brave, innovative, and disciplined. We will refresh our Corporate Strategy and build on the vision for a safe, vibrant, and growing City. A place to live, work and visit where everyone can thrive and feel welcome. Our commitment to this long-term vision remains as strong as ever and our ambition for the City and its people is unchanged. We cannot afford to do everything today, so we will focus on a range of improvement themes that prioritise delivery of the right services for our citizens within the budget we can afford.

The size and scale of the challenge ahead of us is significant and will test us all, but working constructively with the Government, our partners, and the people of Peterborough, we are confident, that with the actions set out in this Improvement Plan, we will successfully deliver the fundamental changes needed for the Council.

**We will be a well governed council which ensures delivery of the right services for those that need them in an efficient, cost effective and sustainable manner.**



A handwritten signature in white ink, appearing to read 'Wayne Fitzgerald'.

Cllr Wayne Fitzgerald  
Leader of Peterborough City  
Council



A handwritten signature in white ink, appearing to read 'Gillian Beasley'.

Gillian Beasley OBE  
Chief Executive,  
Peterborough City Council





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# Introduction

Peterborough City Council is one of the councils that requested Exceptional Financial Support (EFS) from Government during 2020. A condition of this support was that the Department for Levelling-Up, Housing Communities (DLUHC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) would undertake reviews of the Council's governance and finances during the summer of 2021. The DLUHC-commissioned reports on finance and governance matters were published in early November 2021 and the Council has acted swiftly in setting-up an Improvement Panel whose composition reflects a wide range of skills and experience from across the sector.

**This is a critical juncture for the Council. We consider financial stability, through the Council's own resources, must be the number one priority for the new administration for the next twelve months supported by a new Chief Executive who will create additional senior management capacity and lead the work on improvement, driving forward a culture of the Council living within its means and focusing on its priorities.**

We need to achieve a sustainable balanced budget, in the context of a refreshed Council Strategy that will set the direction for the Council with transparent, effective, and efficient decision making and with regard to the limited resources that are available to us to deliver this on behalf of the people of Peterborough. Being more fiscally resilient is a key tenet to this improvement journey and the Improvement Plan is closely aligned to our short- and medium-term financial priorities.

We are committed to ensuring that we continue to deliver the quality statutory and day-to-day local services that help keep the City safe and clean, and that we work in partnership with the communities we serve to build a prosperous City that offers residents the opportunity to realise their potential. To do this we will set a balanced budget plan for 2022/23 in the next two months and will publish a multi-period Medium-Term Financial Strategy during 2022/23.

Delivering improvement and changes within a well understood and pragmatic financial framework is a non-negotiable part of this plan and financial grip and holding individuals to account will form the cornerstone of our new culture. We will expect managers, staff and Members to be open to scrutiny and challenge around what we do, how we do it and what it costs to deliver at all times. We will empower and resource the organisation to deliver against the Improvement Plan and will hold people to account if commitments to deliver are not met. We will drive culture change through a set of simple and measurable indicators.

This two-year Improvement Plan is structured into six-month planning and delivery windows: keeping focus on delivering the things that matter whilst readying the organisation for the things that need to be delivered in the medium term. We will weigh up potential changes on the basis of whether they improve outcomes and at what cost. We will not make change for change's sake. Equally, we will not rule out any options for change that could help improve outcomes. We will keep an open mind even where options might be uncomfortable.

The plan is built on three key themes which will be monitored, measured and reported within a rigorous programme management framework with a clear focus on delivery:

## **THEME 1: FINANCIAL SUSTAINABILITY**

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Achieving financial sustainability relies on us setting a balanced budget for 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer "core/can't afford" as we constantly challenge ourselves on how we spend every penny of the Council's money.

## **THEME 2: SERVICE REVIEWS**

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We need to urgently review all our activities, including statutory & key services, our contracts and our assets. We have initiated a series of service deep dives starting in Adult's and Children's Services and will continue this

programme of review into mid-2023. The reviews are focused on identifying opportunities for efficiencies using external challenge and the outcome of the reviews will generate options and recommendations for doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. We have to have the ability to make change happen more rapidly.

### THEME 3: GOVERNANCE AND CULTURE

This section describes how we will manage the Improvement Plan with the support of the Improvement Panel and associated partners. We will refresh our Corporate Strategy and key policies. We will adopt stronger fiscal and delivery disciplines where individual accountability will be at the heart of our new ethos. We will only change the organisation if we are clear on what has to change, by when and to what standard.

To deliver against these themes, leaders throughout the organisation will have to demonstrate a high level of fiscal self-awareness, emotional intelligence, and subject matter expertise. We must all continue to challenge each other and the status quo, call out things that we think are wrong and be pro-active, seeking out opportunities to innovate and improve.

Officers and Members of the Council are committed to remaining transparent and welcoming of external challenge and scrutiny. We have been open about our financial situation and have worked hard to try and address the significant financial challenges we face. However, we know we need to do more. **We recognise that the capitalisation directive from national Government should only be agreed once we have exhausted all alternative actions to provide a balanced budget for 2022/23.**



In 2019, the Council started an extensive Financial Improvement Programme and specialist consultants were engaged to provide rigorous challenge to the Council's baseline position and forecast, and to bring in best practice examples of service transformation and savings. From this, we identified £11m of potential savings for 2021/22 against a £14m budget gap. The COVID-19 pandemic has delayed some activity. We know that with the assistance of transformational funding, reduced capital spending and the enhancement to reserves from a release of its remaining non-service delivery assets, Peterborough has the potential to be sustainable in the short to medium term.

Next year's budget will need to be tactical, addressing the immediate financial structural issues that we need to rectify. External expertise and internal capacity have been increased to develop transformation and budget options to deliver savings in 2022/23. Our improvement programme will also be supported with capacity from CIPFA which has started to examine all major areas of spend across the Council.

**Beyond 2023, we expect our budgets (and our MTFs) to become sustainable.**

Councillors have ambitious plans, including support for the new University and a programme of housebuilding and other growth-based activities. But these initiatives need time to make an impact, particularly in light of the impacts of the pandemic on our City and citizens. They will not solve the immediate financial challenges that the Council faces. Following the May 2021 elections, a new administration has been formed with a new determination and willingness to resolve the short- and longer-term financial situation by taking difficult decisions now.

To support the cross-party collaboration that is necessary for hard decisions to be made and key priorities to be agreed, we have established a cross-party Financial Sustainability Working Group which meets on a regular basis to review improvement opportunities. This group will also hold officers to account for delivery of the Improvement Plan and will report directly to the Improvement Panel and Full Council.

The whole organisation has worked incredibly hard through the pandemic and there are, unsurprisingly, signs of change inertia. To address this, we urgently need to change our narrative and reframe it to harness the motivation of staff to ensure the whole organisation has a renewed focus on addressing the significant financial challenges that lie ahead. The improvement and transformation journey will require a huge effort from the whole organisation - Members, senior managers, our workforce, and our delivery partners.

We have responded quickly to recent reports into governance and financial matters and have adopted a spirit of partnership working and collaboration with DLUHC to date. This dialogue will continue during the improvement period over the next two years. We look forward to receiving additional support from the non-executives who will form the Improvement Panel and CIPFA and the insights on best practice they will bring. We will identify and allocate the necessary resources from our own teams to take on this best practice and deliver the required recovery and improvement.

The Improvement Plan is a live document with the two-year plan being split into six-month planning windows, with the immediate six months being set out in detail, while maintaining a view of the longer-term planning horizon. We have finite resources, and we need to target them to focus on making changes to our delivery model where we can deliver the best return while continuing to live within our means.

**Delivering this plan will lead to real and positive change, with lessons learned being applied to make Peterborough City Council a stronger and financially sustainable organisation.**





## Corporate Strategy

The council needs to refresh its Corporate Strategy for the period 2022-2025. This work will be developed in two parts. Part one, which is described here, will be an 18-month tactical strategy for the period January 2022 to July 2023 with a focus on reaching financial sustainability. This will underpin the Improvement Plan which will capture activity to deliver.

Part two will be developed during the first three to six months of 2022 and will set the longer-term ambition and vision for the council and City. This refreshed Corporate Strategy 2022-25 will replace the draft Corporate Strategy which has been in consultation since the spring of this year. Both parts of the refreshed strategy will respond to reports from CIPFA, DLHUC and the Local Government Association and in consideration of the context in which the Council must now operate.

The 2022-2025 Corporate Strategy is an opportunity for the Council to set out a positive vision for the area, with a longer-term revised policy framework that clearly articulates our priorities and purpose to citizens, businesses, partners, and other stakeholders. To develop this vision, the Council will work alongside partners, business and the residents of Peterborough to consider the priorities for the City and the contribution that everyone is able to make.

Both parts of the strategy will focus on the core and statutory services that meet the needs of citizens, particularly in light of the impacts of the pandemic. All service plans will be reviewed to ensure that activity and performance measures are directly related to delivery of priority outcomes laid out in the Corporate Strategy. Activity that is not directly related to the new Corporate Strategy will be stopped.

**The strategy will pay careful attention to identifying and meeting the needs of residents now and in the future, acknowledging that Council may not always be the solution. There are huge strengths, assets and resources across Peterborough many of which sit in partner organisations, business and communities. The Council must play its part in bringing people together and leveraging these resources around the key priorities for the City.**

“It is clear that we are a council that can achieve what we set our mind to do. We have been highly successful in attracting external funding and have worked tirelessly to support residents throughout the pandemic.

There is an exciting future ahead for the City and this two-part corporate strategy will help us with the decisions we need to make in the short term, so that we can be ambitious in the longer term and have the funding and tools we need to make future investments.

I have already started to establish a more ‘listening’ and collaborative culture inside and outside the council which has been welcomed by partner organisations and, together, we are already driving the strong recovery of our City, from the Embankment redevelopment to delivery of a new University.

You will see that this Council remains committed to ensuring that Peterborough is a place where residents are proud to live, work and grow up. “

**Cllr Wayne Fitzgerald, Leader of Peterborough City Council.**

# Corporate Strategy **Part One**

Years of austerity measures, reduced funding from Central Government and rising demand for Council services, coupled with recent the COVID-19 pandemic has accelerated our already stressed finances to the brink.

The previous strategy set out a vision for a safe, vibrant, and growing City. A place to live, work and visit where everyone can thrive and feel welcome. Our commitment to this long-term vision remains as strong as ever and our ambition for the city and its people is unchanged. But we must immediately address the serious issues raised in these recent reports and adjust our plans over the next 2 years to ensure future sustainability.

We have developed an Improvement Plan to drive the work we need to do and the decisions we need to make to reach sustainability. The plan will also provide assurance to the Government that Peterborough City Council's response to the Governance and Finance Reviews of the Council is positive and being undertaken at pace.

We have also established an Independent Improvement and Assurance Panel which will provide external advice, challenge, and expertise to Peterborough City Council and hold us to account for the delivery of our Improvement Plan.

We recognise that, if we are to achieve our aims and live up to our aspirations for a successful Peterborough in the future, we must rethink what we do and how we do it today. This document sets out our ambition and our revised priorities.

**We will be a well governed council which ensures delivery of the right services for those that need them in an efficient, cost effective and sustainable manner.**

We remain committed in ensuring that **Peterborough is a place where residents are proud to live, work and grow up in.** We will act now to ensure that in the longer term we are a financially and environmentally sustainable council which is well positioned to make Peterborough a place where:

- We have a greener, cleaner City with safe, friendly and healthy neighbourhoods.
- There are first rate futures for our children & young people, with quality support for adults, older and disabled people.
- We support and enable people to do more for themselves, for each other and for their communities
- Our City grows 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.

We will review all our delivery, budgeting, resourcing and performance activities and focus on the best quality core services we can afford.

This first 18-month tactical strategy for the period January 2022 to July 2023, is at the heart of our Improvement Plan and will focus on three key areas: reaching a sustainable financial model by 2023, how we will deliver services now and, in the future, and strengthening our governance and culture.

## **FINANCIAL SUSTAINABILITY PRIORITIES**

- That we manage our finances in a sustainable way to help us reach a strong financial position in the medium term, and continue to deliver the well-planned, modern, effective and value for money public services that local people expect.
- That we develop a four-year MTFs for 2023-27, reflecting the outcome of a root and branch review of all of our services, and the forecast resources available to the Council.
- That our budget process links clearly to outcomes for residents in Peterborough, rather than being based on the Council's existing structure and services.
- That we carefully manage our capital and investment programme, reduce external borrowing, and generate more capital receipts through disposing of assets that are no longer needed or by using assets to generate income.
- That our council-owned companies, have appropriate financial, governance and management arrangements which drive up quality and provide value for money.

## TO DELIVER THIS, WE WILL

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- Robustly manage our Capital programme and Investment programme, reduce borrowing and generate more capital receipts through disposal of assets that are no longer needed.
- Optimise the use of our assets to support service delivery to meet the needs of our residents and businesses and support the delivery of our outcomes
- Review our council owned companies to ensure appropriate financial, governance and management arrangements are in place
- Align our outcomes for Peterborough and the ambition of the Council with the resources available to us.
- Establish a planned and sustainable budget framework to ensure that the activities within it are affordable within the resources available to us in the medium to long term.
- Increase our commercial activity to ensure we are maximising revenue and minimising the cost to the taxpayer.
- Ensure that all external contracts we commit to get the best value for taxpayers' money.

## OUR SERVICE PRIORITIES

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- That the council services local people rely on can continue to be well planned and effectively delivered.
- That the council works with its partners and communities to make the best use of its limited resources and avoids unnecessary interventions and duplication.
- That we effectively deliver quality statutory services to ensure that vulnerable children are protected, and all children have the conditions for the best start in life.
- That our older and vulnerable adults can have a good quality of life and grow old with dignity.
- That the city works together as one to address the climate emergency, getting us on the path to net zero emissions by 2030.
- That our local services that help keep the city safe and clean continue to be delivered well, and that we work in partnership with the communities we serve to build a prosperous city that offers people the opportunity to realise their potential.

## TO DELIVER THIS, WE WILL

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- Undertake a comprehensive review of our services, including how we manage current demand, encourage independence and intervene early where we need to.
- Model future demand pressures and costs alongside a forensic review of expenditure.
- Focus on providing the best quality core services we can afford whilst continuing to target provision effectively, so that the right services reach the right residents at the right time.
- Deliver on our commitment to make the council's activities net-zero carbon by 2030 and to support the city to achieve the same.
- Organise ourselves so that our available resources are used effectively to meet need in a cost effective and sustainable way that improves the quality of life and reduces inequalities.
- Continue to build strong relationships and work in partnership with local people, communities, businesses and partners to ensure we work together effectively in our commissioning and delivery of services.

## GOVERNANCE PRIORITIES

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- That there is shared commitment by all Members in Full Council, strong and decisive leadership by Cabinet, constructive and well-informed scrutiny, and inquisitive and challenging audit, enabling the Council to fulfil its ambitions for the city and its duties to the public.
- That public funds are managed responsibly and used to respond to current needs and invest for the future.

- That there is cross party, collaborative work to reach a sustainable future for the Council and City.
- That the principles of good governance are well understood, accepted and put into practice routinely by all Members.
- That our Performance Management Framework provides clear accountability for the delivery of the outcomes in the Corporate Strategy and is effective in managing performance across the organisation.

## TO DELIVER THIS, WE WILL

- Establish and embed a strategy for Member development particularly in relation to their roles on audit and scrutiny
- Review existing governance structures to see if improvements can be made.
- Ensure that the principles of good governance are shared, discussed and adopted.
- Undertake a workforce development programme to help our officers and councillors build on their strengths whilst also developing the new skills and experience needed to support the city council, citizens and city over the long term.
- Scrutinise 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators and progress on delivering service plans.
- Develop a longer-term revised policy framework that clearly articulates our priorities and purpose to citizens, businesses, partners, and other stakeholders.
- Use evidence and external expertise where needed to drive our decision making, ensuring the decisions we take are well-informed by a diverse range of views, with clear accountability for decisions, and made transparently and openly for the benefit of the public we serve.
- Strengthen good practices in transparency, reporting and audit to deliver effective accountability.

**Focus and effort across these three areas will help us to address some of the biggest challenges the Council and the City faces, whilst continuing to deliver the modern, effective and value for money public services that local people need and deserve.**





# Improvement Plan - key deliverables in the first six months

Theme	Workstream	Key Deliverables	Milestone
Corporate Strategy	Part One	Short term, tactical Strategy informing development of two-year Improvement Plan, with a focus on reaching financial sustainability.	Consultation starts Dec '21
	Part Two	2022- 2025 Corporate Strategy, setting the longer-term ambition and vision for the Council and City	Consultation starts May '22
Financial Sustainability	Medium Term Financial Strategy	Restrict expenditure in 2021/22. Set Revenue and Capital budgets for 2022/23 Develop Medium Term Financial Strategy 2023-2027 Develop and implement new Financial Operating Framework	Nov '21 Nov '21 - Feb '22 Dec '21 - Sep '22 Mar '22 - Nov '22
	Assets	Assets Disposal Review of Assets Base Develop and implement refreshed Assets Strategy	Dec '21 - ongoing May '22 - ongoing Mar '22 - Jul'
	Capital Programme	Review of the existing Capital Programme Develop and implement refreshed Capital Strategy Balance Sheet management	Dec'21 - Mar'22 Jan '22 - May '22 Dec '21 - ongoing
	Initial deep dives into areas identified by CIPFA benchmarking	Adults Childrens Housing and Planning Communities	By Jan '22 By Jan '22 By Feb '22 By Feb '22
Service Reviews	Outcomes Based Service Reviews	Develop methodology and timeline for outcomes-based reviews	Feb '22
	Revised target operating model (TOM)	Create the structure for a new TOM, including assessment of the TOM design principles against revised/new service delivery options.	Feb '22
	Contract Reviews	Complete the review of major contracts, bringing in subject matter experts where required. Ensure all contracts have a named contract holder, who is suitably trained in contract management	Dec '21 - Feb '22 Dec '21 - Jan '22

<b>Service Reviews (continued)</b>	<b>Contract Reviews (continued)</b>	Ensure a Commissioning Strategy exists for all services and sub-services the Council delivers, either through an external provider or in-house	Jan '22 – May '22
	<b>Review of companies</b>	<p>Review of existing Council companies</p> <p>Review and implementation of new group holding structure and Governance arrangements for company oversight</p> <p>New strategy for establishing service delivery arrangements and company creation</p>	<p>Dec '21 – Mar '22</p> <p>Jan '22 – Mar '22</p> <p>Feb '22 – May '22</p>
<b>Governance and Culture</b>	<b>Governance and Assurance</b>	Strengthening Audit committee including recruitment of independent members of the audit committee	Dec '21 – Jan '22
		Strengthen the skills and approaches of members of the Scrutiny Committees through additional training.	Dec '21 – Jan '22
		Make the necessary changes to our Constitution to incorporate the role of the Improvement and Assurance Panel in the Council's governance structures	Dec '21
		Develop proposal to change from elections by thirds to all-out elections every four year.	Dec '21 – Jan '22
		Review existing governance structures to see if improvements can be made.	Jan '22 – Mar '22
	<b>Performance Management</b>	<p>Develop and embed Business Assurance and Project Management Office function, with responsibility for monitoring, reporting and supporting deliver of this Improvement Plan</p> <p>Review performance management framework and embed individual accountability for delivery of this Improvement Plan.</p>	<p>Dec '21 – Jan '22</p> <p>Jan '22 – Mar '22</p>
<b>Capacity and capability</b>	<p>Review of organisational structure</p> <p>Six month delivery and resourcing plans delivered for all workstreams in this Improvement Plan</p> <p>Additional capacity to deliver first 6 months of plan secured</p>	<p>Feb '22 – May '22</p> <p>Dec '21 – Jan '22</p> <p>By Jan '22</p>	

# THEME ONE Financial Sustainability

## FINANCIAL SUSTAINABILITY WORKSTREAM 1 MEDIUM TERM FINANCIAL STRATEGY

The delivery of a realistic and robust Medium Term Financial Strategy (MTFS) is dependent upon a Council-wide commitment from Officers and Elected Members to a fundamental change in how we work, how services are provided, and how we engage with, and provide for, our residents. The status quo will not work and would inevitably lead to direct Government intervention given that the money will simply run out.

There are four key work streams in this section which are vital to the delivery of a sustainable financial future for the Council. These are:

### 1. RESTRICTING EXPENDITURE IN 2021/22

A moratorium has been introduced for the current year to ensure only essential expenditure is incurred in the remaining third of the year. This should produce an underspend which can either be used to roll forward as a one-off solution for 2022/23, or added to reserves, whichever is the greater assessed need.

### 2. REVENUE AND CAPITAL BUDGETS FOR 2022/23

Presenting a balanced budget for revenue that has a positive Section 25 assurance is a huge challenge. We will meet the challenge by:

- Fully establishing the unavoidable financial pressures our services will be facing, particularly as a result of the pandemic, and factoring those in the final budget
- Rigorously pursuing quick wins, including a review of our fees and charges
- Only including savings proposals that are rated Green or Amber for delivery on the traditional 'traffic-light' risk rating
- Using one-off monies as a last resort (e.g. capitalisation directive) unless for a very specific and one-off purpose (such as COVID-19 funding)
- Ensuring, wherever possible, that the need for short-term results for 2022/23 does not impede the opportunity for greater savings in future years
- The resulting proposals will be released for formal consultation on 21 January 2022, and will be considered by Cabinet on 21 February 2022, before being amended as appropriate and debated by full Council on 2 March 2022
- Financial Sustainability Workstream 3: Capital Programme, outlines the approach to the capital budget

### 3. MEDIUM TERM FINANCIAL STRATEGY 2023/24-2026/2027

Setting a genuine MTFS that will stand the test of time requires brave and innovative thinking. In our particular situation, it needs a root and branch review of everything we do, and how we do it. We will also need to consider how the fast-changing world of technology can play an increasing role in our engagement with residents, clients and customers. We accept that true and genuine transformation takes time, and money. Our MTFS will recognise that savings from transformation take several years to be fully realised, and so we may have to combine transformation savings with tactical savings in the shorter term. In order to arrive at a four-year strategy, by September 2022, we will:

- Learn from others; examine best practice in other local authorities across all service areas
- Follow-up on the forensic reviews that are already underway in service areas
- Set a range of financial health indicators across the four years, that will effectively set parameters for spending that optimises our use of resources

- Development of key lines of enquiry that will be the basis for the aforementioned 'root and branch review' of services. This will include capital and our company holdings
- Review our attitude to risk and investment. We need to be mindful of our affordability envelope as well as our insurance (mainly financial reserves) against any of our risks materialising

#### **4. FINANCIAL OPERATING FRAMEWORK**

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We will review all of our financial and budget procedures for both revenue and capital, by September 2022. This will promote good financial management and ensure ownership and accountability for effectively managing the Councils budgets, is front and centre of the organisation's priorities. It is only with this attitude and approach that the Council's will achieve financial sustainability. This review will result in:

- Adoption of budget setting procedures, that will be built on the principle of a bottom-up approach
- Financial Sustainability Working Group (Cross-party member group) monthly briefings
- Appropriate, effective and efficient levels of control on spending
- Accountability being unambiguous, with clearly stated consequences of failure eg budget managers overspending their allocation
- Improved in-year monitoring and reporting, and agile decision making

#### **KEY OBJECTIVES**

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- An underspend in 2021/22 in order to bolster reserves
- A realistic and achievable budget for 2022/23
- Reduced reliance on one-off funding solutions
- A brave, bold and ambitious MTFs for 2023/24-2026/27
- A greater focus on sustainability and the longer-term
- Greater engagement and accountability with budget managers across the Council
- An appropriate and affordable attitude to risk

#### **KEY DELIVERABLES**

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- A revenue and capital budget for 2022/23
- A sustainable MTFs for 2023/24-2026/27
- A revised risk appetite
- New Financial Operating Framework and procedure

#### **KEY RISKS**

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- An underspend in 2021/22 is not delivered
- The 2022/23 budget has an unacceptable reliance on one-off funding
- Genuine transformation in service delivery is not undertaken in a timely manner
- Government fails to fully fund changes in legislation, such as social care reform
- Mitigations against these risks include;
  - Real-time monitoring in 2021/22 of discretionary spend lines, with immediate actions taken
  - Working up for further budget savings that can be delivered in-year in 2022/23 that were not sufficiently worked-up for inclusion in the approved budget in March 2022
  - Issuing of a S114 notice

## FINANCIAL SUSTAINABILITY WORKSTREAM 2 ASSETS STRATEGY

The CIPFA report recommended a review of assets to create a consolidated picture of all assets across the Council. At the moment, the Council holds a significant number of assets either on its own or through partners and a new and ambitious strategy is needed to drive inclusive growth and financial sustainability.

### 1. REVIEW OF THE ASSET BASE

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Our updated Asset Management Strategy (AMS) will be based on asset rationalisation where there is no commercial, community or strategic case for retaining the property. In line with the MTFS theme the utilisation of assets will form part of the root and branch review of everything we do and how we do it. The changes to operating practices as a result of the pandemic have demonstrated the possibilities of reducing the use of physical assets while still providing services to residents, clients and customers. It is expected that the decision taken on changes to service delivery will make a number of operational assets redundant and this work will complement the Organisational Capacity and Delivery theme.

### 2. ASSET DISPOSALS

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Receipts from asset disposals will be utilised to meet current commitments, provide additional cash flow into the Council to mitigate budget pressures of servicing past debts (in line with the key Financial Health Indicators referenced in the MTFS section), and if required to provide an alternative funding source for a transformational programme that delivers savings over the period of the MTFS subject to Government approval.

Any disposals must comply with the AMS and the Asset Management Plan. We cannot make short-term decisions that could harm future values. The sites which are recommended for sale will be disposed in accordance with Best Value to ensure the greatest value within the timescales set out in Workstream 1 – MTFS. This will ensure that only asset sales are ‘at the right price’ and will not be rushed into ‘fire sales’.

**To achieve asset disposals we will:**

- Complete a review of our Asset Management Strategy and Plan
- Bring in a subject matter expert to see how we can add value to the existing estate
- As a result of the above, compile a list of possible disposals, and consider and manage the implications of each potential disposal such as
  - revenue loss,
  - maintenance liabilities, and
  - current and potential future issues which may affect valuations
- Where option appraisals are required an external property advisor will be commissioned
- Set up an effective project management to manage all asset disposal activities in accordance with the timescales of this Plan and MTFS and reporting in accordance with the governance of the Plan
- Mitigate any risk in asset sale realisation by continually reviewing and expanding the list of assets recognised for disposals

### KEY OBJECTIVES

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- To have an asset strategy that ensures value is maximised over the short, medium and long term
- To commission a report that identifies how we can maximise the value of our existing estate
- Compile a list of assets for disposal between now and March 2023

### KEY DELIVERABLES

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- An asset strategy approved by Council in July 2022
- A target figure for asset disposals in 2022/23
- Reduced liabilities, both revenue and capital, as a consequence of the asset disposal programme

## KEY RISKS

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- Capital receipts are not realised in sufficient quantum for 2022/23
- Assets are sold before their values are maximised
- The wrong assets are sold
- Revenue income or potential income is lost and cannot be replaced
- Condition surveys adversely impact on purchase price

### FINANCIAL SUSTAINABILITY WORKSTREAM 3 CAPITAL PROGRAMME

Peterborough Council has a high level of debt. The borrowing costs associated with that debt represent 16% of the 2021/22 revenue budget. This must and will be reduced over the medium term. The 2020/21 Statement of Accounts, including internal borrowing, shows total debt at £598m. Total realisable assets held by the Council are shown at £368m.

There are historic reasons for this position, such as investment in assets no longer on our balance sheet (academy schools) and investments in no-realizable assets (eg roads). This is not unusual, but it does mean that maximising our assets through service provision or disposals, is critical

Turning the debt to realisable assets ratio into a more positive and proportionate balance will take time. The following elements will be implemented:

#### 1. REVIEW OF THE EXISTING CAPITAL PROGRAMME

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This is already underway. The Section 151 officer has issued an instruction to the organisation that 'the Council must stop all capital expenditure that is not legally required that is funded by Council Resources'. Interim controls have also been introduced until this Improvement Plan is approved and will remain in place until a revised Capital Strategy, developed as appropriate with our partners and the voluntary sector, with associated controls, is approved.

#### 2. CAPITAL STRATEGY

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A new Capital Strategy will be presented to Council in March 2022 for approval. This will be based around six basic 'rules':

1. No new borrowing unless failure to do so would result in a breach of our statutory duties (see next bullet)
2. Borrowing for projects that will result in future savings with a payback period of five years or less
3. A two-stage approval process: approval to plan (which allows a project to be included in the capital programme) and approval to spend (required before a contract is entered into that commits the Council to expenditure)
4. A prioritisation process based on need and financial benefit.
5. A review of the current governance and control framework
6. A review of funding sources

#### 3. BALANCE SHEET MANAGEMENT

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The level of debt, the cost of debt repayment, and the negative equity shown in the balance sheet are a big concern. The Asset Review section sets out our objectives for asset disposals, which will be used in part to repay debt. Whilst any debt repayment from receipts will reduce the future debt repayment costs (which will be one of our key Financial Health Indicators referenced in the MTFs section) it is unlikely to improve the negative equity situation (unless assets are sold for more than their book valuation). We will therefore only sell assets 'at the right price' and will not be rushed into 'fire sales'. At this stage however, we cannot rule out needing to use some capital receipts to support the 2022/23 revenue spend, subject to Government approval.

## KEY OBJECTIVES

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- To review the existing capital programme to 'shrink to fit' affordability
- To reduce debt costs as an overall percentage of the revenue budget
- To have a Capital Strategy that reflects the perilous state of our balance sheet
- To have a capital programme that properly reflects the Capital Strategy
- To revisit the Asset Management Plan, to ensure we have the right assets in the right place, and that we have fully budgeted for lifecycle costs

## KEY DELIVERABLES

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- Propose a revised Capital Programme to Council in March 2022
- Propose a new Capital Strategy to Council in March 2022
- Ensure we have a fit for purpose process for agreeing and prioritising projects
- Present an updated Asset Management Plan to Council in March 2022, along with recommendations for an asset disposal programme (see Financial Sustainability Workstream 2 – Assets)

## KEY RISKS

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- Council does not adopt the March 2022 recommendations
- More debt is needed to meet our statutory obligations
- Inflation and supply adversely impacting on cost of materials and delivery of projects



## THEME TWO Service Reviews

The purpose of this theme is to describe the Council's approach to examining its current service delivery and operating model.

### SERVICE REVIEWS WORKSTREAM 1 DEEP DIVES

For the first six-month period of the plan, the focus will be on deep dives into the service areas which are highlighted through benchmarking in CIPFA's report. These deep dives will determine if there is scope to make savings quickly in these areas by applying best practice and learning from other councils. We have commissioned CIPFA to work with our service leads and practitioners to review these service areas.

The key driver for the deep dives, over the next six months, is to challenge the service areas to determine how we could do things differently and save money. We will only be able to make the really tough decisions if we have the right mindset. Where we can make the case for change, we must then have the will and determination to stop doing things that (a) don't meet our statutory duties (b) are not core to our corporate priorities or (c) we simply cannot afford to deliver.

**We need to reconsider everything we do and focus only on our priorities and on what we can afford. We have to change our mindset to focus on the things that are essential and important.**

Initially and between now and April 2022, we will carry out service deep dive reviews into five key areas:

- PHASE 1:** Children's Services and Adult's Services (start November 2021, ends December 2021).
- PHASE 2:** Housing and Planning (starts December 2021, ends January 2022).
- PHASE 3:** Community and Leisure Services (starts and ends February 2022).
- PHASE 4:** Companies and other commercial interests (starts Dec '21 ends May '22)
- PHASE 5:** Is a cross-cutting theme and comprises assets and contracts. These will be reviewed on a service-by service basis as we conduct each of the reviews in Phases 1-4.

We will review services using external expertise and challenge from CIPFA and other partners. We will also draw on the wide range of experience from our Improvement Panel and we will "borrow with pride" by challenging our current thinking and being open about adopting new ways of working.

We aim to have reviewed and have key options and recommendations for the first phase of services within the next six months. This work will be undertaken on an iterative basis. For Children's and Adults' we expect to be having conversations about what we could do differently during December 2021 with a view to rapid implementation in early 2022.

The approach to the deep dives will be focused, direct and have a quick turnaround. Our deep dive methodology will comprise a fact finding and diagnostic phase, where we will conduct interviews with service leaders and experts. Our analysis and solution development will be based on reliable data points. We will only move forward to mobilisation and implementation once we have agreed that the proposed changes will deliver better outcomes and maximise efficiencies.

Existing performance data along with sector benchmarking data provided by external partners will be used to review the performance of our services and to help us focus where improvements are required.

We will apply a set of criteria in order to inform the next phases. These criteria will include (a) those services showing a benchmarked high spend, (b) services with a known high spend, (c) statutory then non statutory



based on total service spend, (d) services with significant reliance on support services including business support, contracts and other assets including borrowing.

## **SERVICE REVIEWS WORKSTREAM 2**

### **OUTCOMES BASED SERVICE REVIEWS AND TARGET OPERATING MODEL**

After the first set of deep dive reviews, we will take a more cross cutting view of outcomes and services, looking for opportunities for transformation and innovation. There will be a clear line of sight from strategic objectives to service delivery supported by a common business planning and business prioritisation approach; allocation of financial and people resources where they are most needed.

Underlying this, we will ensure that the linkages between service demand and volumes are aligned to our performance reporting framework. Strategic planning and the allocation of money will be done by focusing on the outcomes rather than by where resources sit in the organisation. We will be smarter at linking up finance information and service activity data to help us do this.

For each service review we will apply a standard set of design principles including the following:

- Protect areas of expertise and professionalism that underpin the current service operating models while at the same time challenging if the operating model is still fit for purpose.
- Explore the scope for productivity increases while also looking at whether demand/service consumption can be reduced. Where elements of services should be no longer continued, we will call these out.
- Every individual counts towards the whole and there is a need to ensure that we have the right skills and competency focus for delivering our services including the structure of teams and the make-up of the teams themselves.
- Enable cross functional working wherever possible appreciating that services are rarely delivered in organisational silos.
- Relating to the points above, thinking outside of the box by considering more radical ideas for service delivery including increasing the scope of our existing partners where they are better placed to deliver.
- Ensuring that the assets and other underlying infrastructure (eg, support services, the corporate centre, ICT, applications, data and information) are fit for purpose.
- That commercial activity should happen in one place eg, where the professional accountability for contracts lies within the Procurement function.
- Spans and layers are reviewed to ensure that controls sit at the right level and that unnecessary layers are removed where they don't add value to the service chain.

The service reviews (and taking account of the design principles) will enable us to reframe our view of the services we deliver and how we deliver them. We will gain a better view of how we want to deliver services in the future accepting that some of our new proposals may require further work in the form of business cases and stakeholder consultation.

In order to help us draw a more composite picture of what the future might look like, we will create a high-level target operating model (TOM). A TOM sets out the desired future state for an organisation. Articulating our future vision will help us to understand the journey we need to go on to get there and this will include key considerations such as:

- What a new TOM would look like for the Council.
- What its implications might be for staff, managers, stakeholders, partners and customers.
- What it might cost to implement and what the financial and non-financial benefits might be.
- How it would improve and indeed further the outcomes we need to achieve at Council and service level.
- How we need to change the way we work together and act together.

Many public sector organisations face significant financial issues and their financial constraints only increase year-on-year. There comes a point where salami-slicing services to save money takes these organisations into the laws of diminishing returns.

The organisations that tend to recover and survive on a more sustainable footing are those that take the brave decisions about focusing on the “minimum viable product”, allowing them to channel their resources into delivering the outcomes that have the greatest impact on those that they serve. This is why the creation of a TOM will allow the Council to see the relationship between the services that it must continue to deliver against the outcomes, the performance regime, the skills, competences and resources that it needs to deliver them.

## KEY OBJECTIVES

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- To maximise our ability to achieve our priority outcomes by increasing the efficiency of service delivery.
- To rationalise and simplify our modes of delivery and influence under a coherent strategy.
- Review shared service arrangements to ensure that they remain fit for purpose and where they are not, propose alternative (costed) ways of delivering services.
- Deliver a set of service-based reviews against the Council’s priorities and against a backdrop of what it can afford over a two-year programme, with the criteria for the remainder of reviews not detailed in this Plan, to be agreed by the Council’s management team during Q4 of the current fiscal year.
- Ensure that the outcomes from the deep dives described in this Plan are consistent with setting a deliverable budget for 2022/23 and a sustainable budget beyond that.
- Review high priority services with the first six months. Agree alternative options for delivery, new ways of working, highlight investments that need to be made (drawing on the capital programme where appropriate to fund transformation).
- Develop business cases for change/transformation focused on changes that will give us the best return on our investment and ones where we can deliver an improved set of outcomes.
- Focus on changes that can be designed, tested and delivered using an agile approach.
- Ensure that the underpinning infrastructure (capital, assets, contracts, commercial arrangements, support services, assets) are challenged to ensure they are fit for purpose and aligned with the services.

The result of this programme, starting now, will be a prioritised, more modern and open Council that acts together to serve its customers and deliver its outcomes in the most efficient way possible with the resources it has available to it. Iterative deep dives will become a common feature of delivering our services so that we constantly review what we do.

## KEY DELIVERABLES

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- Clear line of sight for the immediate reviews as detailed in this Plan.
- Development of prioritisation criteria for the remaining services.
- Clear scope of each review with key personnel from each service identified along with achievable but demanding start and end dates.
- Key findings and options for change supported by evidence, analysis of performance and financial data including benchmarking and data analysis.
- As the reviews deliver conclusions, ensuring there is close alignment to existing discussions and plans regarding the 2022/23 budget and being cognisant of existing and planned savings plans and initiatives.

## KEY RISKS

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- Lack of resources from the Council to participate in the deep dives
- Resistance to change or change fatigue leading to lack of new ideas from service areas

- Insufficient engagement from the service areas.
- Lack of resources to deliver the proposed changes.
- Difficulty in unlocking savings and changes in support services (e.g., assets, contracts etc.)

## **SERVICE REVIEWS WORKSTREAM 3 CONTRACT REVIEWS**

The contracts that we have in place are many and wide-ranging. Our contracts support a whole raft of service delivery functions and almost no contract is the same i.e., different terms and conditions, different contractual clauses, different exit arrangements and payment terms etc. Our contracts portfolio fulfils varying functions in our day-to-day service delivery with some contracts acting as additional and supplementary support whilst other contracts are integral to the work of the service and are part of the “fabric” of a given service.

The purpose of this work stream is to review our contracts with a view to getting a common understanding of what contracts are of vital importance to the running of our services and which contracts could (with careful transition planning and service re-design) be terminated.

### **1. PROPOSED SCOPE**

It is vital that our commissioning, procurement and contract management arrangements are commercially driven and result in value for money services whilst providing support to our service delivery operations. By May 2022 we will:

- Have reviewed those existing contracts that give us most cause for concern
- Ensure every contract has an assigned contract manager
- Provide refresher training to all contract managers and reinforce the interfaces between the services and Procurement including a clear understanding of respective roles and responsibilities.
- Refresh the Contract Management Manual to ensure managers are clear what is expected of them
- Ensure a Commissioning Strategy exists for all services and sub-services the Council delivers, either through an external provider or in-house
- Ensure that those commissioning strategies are supported by a detailed market analysis
- Work with key providers and potential providers on shaping the market, to meet our needs
- Develop procurement plans in line with the commissioning strategies
- Review the need to strengthen the head of profession role for commissioning and contract management

### **2. UNDERSTANDING THE IMPACT AND THE KEY INTERDEPENDENCIES**

We will approach the review of contracts in two ways acknowledging that with the first service reviews in Children’s and Adult’s Services, we will review the key contracts that support these services. As we progress with the service reviews, we will review the specific contracts for these services as appropriate. We will also undertake a fundamental review of all contracts across the Council to assess a range of factors including but not limited to the following:

- Is the contract still required?
- Is the contract performing as it needs to?
- Could the services delivered by the contract be delivered in a more efficient and cost-effective way including the termination of the contract and transferring the contracts functions in-house?
- Are any contracts inhibitors to the transformational changes we need to make?
- Would transferring the contracts functions to another provider (potentially through competition) better support out priorities?

- How does changing the contract arrangements affect other elements of delivery including the impact on business support functions?

Getting the right balance of contracts, being delivered in the most cost-effective way with the right levels of management and control is just as important as getting the right commercial arrangements from the contracts themselves. As we progress the service reviews and the review of contracts, we need to maintain the right balance between the needs of the centre (commercial and financial) with the needs of the services.

## KEY OBJECTIVES

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- Ensure existing contracts are being effectively monitored and managed
- Ensure that there is a well understood strategy and approach to reviewing all contracts in line with financial, commercial and service delivery objectives.
- Contract management skills and roles and responsibilities are clear between contract management and service functions
- A programme of commissioning strategies is a fundamental part of our MTFS
- Procurement Plans are approved prior to any engagement with possible providers

## KEY DELIVERABLES

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- A review of specific contracts in line with the service reviews being conducted by CIPFA starting in Children's and Adult's
- Each contract will have a set of KPIs that will be reported against
- Large spend contracts that have a major impact on service delivery will be taken through Scrutiny Committees.
- The Contracts Register will be reviewed to ensure it holds the appropriate level of information
- Providers of services will be engaged in order to inform our strategies and planning

## KEY RISKS

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- We are paying for services that are not being delivered, or not delivered to the required standard
- We have entered into poor contracts, resulting in poor value for money
- We may not have the required penalty clauses in the contract for poor performance
- We are perceived as uninformed purchasers
- We are prevented from existing contracts due to onerous exit terms and conditions

### SERVICE REVIEWS WORKSTREAM 4 REVIEW OF COMPANIES

The Council has a plethora of arrangements for service delivery in pursuing its aims and objectives and this includes a number of subsidiaries, joint ventures and associated companies. Over the years, the Council's interests have grown in an ad-hoc manner, with little attention paid to an overarching structure or strategy.

It is important that appropriate governance arrangements are in place in order that the Council has visibility on performance and risk and that the synergies between our interests are maximised.

In order to achieve this, by May 2022 we will:

- Carry out a review of existing companies (supported by CIPFA).
- Run an in-housing /outsourcing process for selected companies, reviewing the process used to create the initial justification and the objective justification (Business Case) for future commercial arrangements.

- On completion of each company review, an evaluation of divestment and disposal options and alternative delivery arrangements where these considerations are appropriate.
- Review of governance arrangement for oversight of the Council's portfolio of companies, including options for a new group holding structure.
- Review of internal governance and oversight arrangements from an officer and elected member perspective, ensuring there are no conflicts of interest and that all members and officers are appropriately trained to carry out their role.
- Review the frequency and content of the reporting arrangements for each entity to the Council and develop a standard report framework for Cabinet decision making for any future proposals to transfer in-house services to a new or existing entity, or for any new activity aimed at growth and/or commercial opportunity for the Council.

## 1. PROPOSED SCOPE

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Over a number of years the Council has secured delivery of its services through a number of different arrangements. These have ranged from wholly owned companies of the Council, joint venture partnerships, and charities through to private outsourced arrangements. The list of companies in scope for the review are as follows:

- Peterborough Limited
- Blue Sky Peterborough
- Empower Peterborough
- Opportunity Peterborough
- Peterborough Investment Partnership LLP
- Medesham Home LLP
- NPS Peterborough Ltd
- Peterborough Museum and Art Gallery Trust
- The Mayor's Charity
- Peterborough HE Property Company Ltd
- Smart Manufacturing Alliance Ltd

## 2. COUNCIL OWNED COMPANY REVIEW

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As part of this work we have commissioned CIPFA to undertake a review of our company and wider commercial portfolio. CIPFA will review each of the companies in turn according to a pre-determined priority based on a range of factors including risk. They will provide an independent analysis of each company including performance, financials, strengths and weaknesses, and the Council's exposure to risk. Where appropriate and where the documentation exists, CIPFA will also review the original business case and commercial and financial justification for the companies to ensure that the original tenet for establishing each company is based on a sound set of principles.

This work will inform individual decisions on whether to maintain, revise focus, in-house or divest from Council companies. The companies under review will form part of a work package agreed between the Council and CIPFA.

## 3. COMPANY GOVERNANCE ARRANGEMENTS

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The Companies theme will focus on the development of Council policy with regard to executive and non-executive directors, establishing a clear role for senior officers through a Shareholder Unit function, ensuring all forms of parental support to companies within the group are subject to effective controls and clear decision making.

## 4. COMMERCIAL STRATEGY AND COMPANY RULEBOOK

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Where Council companies offer reasonable levels of assurance of future financial returns, the Council will seek to maximise this benefit through the development and application of an overarching Commercial Strategy. This will include an assessment of directly delivered charging activity and the treatment of surpluses generated by the companies. Existing and future requirements for Council funding and capital will be evaluated using a combination of risk profile, return on investment and prevailing market conditions.

We will formalise the work of companies and other commercial interests through the development of a Company Rulebook. The Company Rulebook will:

- Provide guidance on the key considerations when the Council is looking to establish new commercial ventures including the creation of new companies.

- Provide officers with a series of guiding principles including reference to existing professional body guidance (e.g. the CIPFA Code) as part of managing the oversight of the companies' portfolio.
- Provide the Shareholder Unit with a set of principles enabling it to provide the checks and balances required of good company oversight and sound commercial management principles.

## KEY OBJECTIVES

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- Provide greater visibility of company performance and risk profile of the wider Council group.
- To reduce overall complexity and simplify the management and oversight of all core Council activities by reducing the number or alternative delivery vehicles. (This needs to be undertaken with close alignment to the customer services strategy/model being deployed by the Council.)
- To strip out duplication of overhead and management costs by bringing core functions in-house where there is no imperative to maintain externalised delivery vehicles.
- To identify opportunities to generate capital receipts to the Capital Programme through divestment of interests in profitable activities.
- To establish robust shareholder controls and assurance mechanisms for those companies the Council maintains.

## KEY DELIVERABLES

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- Overarching Commercial Strategy.
- Establishment of a link between individual company performance and the Council's wider performance management system and production of corporate key performance indicators.
- Decisions on the direction for each company/commercial interest.
- Options appraisal and potential creation of a new Shareholder Unit.
- Review of the effectiveness of the Shareholder Cabinet Committee.
- Following the Public Interest Reports into the London Borough of Croydon and Nottingham City Council's EnviroEnergy, review the interface between each company's governance and decision making and the Audit Committee and the Scrutiny Committee for Growth, Environment and Resources.

## KEY RISKS

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- Loss of opportunity for financial returns as a result of decision-making delays.
- Over financial exposure where companies are struggling financially post-COVID.
- Lack of oversight and governance with regard to companies, resulting in the potential for financial and reputational damage to the Council.
- Medium to long term company performance (based on an independent review of each company's financials and up-to-date Business Strategy and business plans).



## THEME THREE Governance and Culture

Delivery of the Improvement Plan is dependent upon a number of interrelating factors, not least of all is having an organisational culture and strong governance that supports the need for the change, understands what is required alongside an absolute determination to succeed. Whatever plans are put in place can only succeed when everybody is determined to adopt the behaviours required and to live the new culture. The most pressing need is a culture that is focused on performance, delivery and accountability. Immediate work will concentrate on enabling the organisation to focus on this.

There is a positive base to start from, the External Governance Review led by Andrew Flockhart paid tribute to the political will of the Leader and Cabinet to take ownership in resolving the financial challenges. The Review also recognised the positive and open relationship between Councillors and Officers and the willingness to learn. However, the review recognised the past lack of challenge and scrutiny from members and officers alike has contributed to the financial situation being allowed to deteriorate.

All parts of the Council's system of governance (including Full Council, Cabinet, Scrutiny, Audit and regulatory committees) must play their part effectively, enabling the Council to fulfil its ambitions for the city and its duties to the public.

**This will require a shared commitment by all Members in Full Council, strong and decisive leadership by Cabinet, constructive and well-informed Scrutiny, and inquisitive and challenging Audit. All the right parts of the machinery of governance exist - they need to work together better to help the Council get through this very tough period**

### GOVERNANCE AND CULTURE WORKSTREAM 1 MEMBER GOVERNANCE AND ASSURANCE

The external assurance review report on Governance asked us to commission and support a development/support programme for councillors, particularly the new Leader and Cabinet, the Chairs of the Scrutiny Committees and the Audit Committee and for the leaders of all the political groups of the Council. The report also highlighted the need for us to strengthen the leadership of our Audit Committee and to elevate the role of the Audit Committee's annual report to Full Council so that a considered discussion could take place regarding any concerns raised and a robust response given.

We are committed to ensuring members have the structures, knowledge and skills needed to effectively scrutinise and challenge the Council's financial decisions, governance and procedures. We will review existing governance structures to see if improvements can be made and work with CIPFA to conduct a skills analysis assessment of both the Audit and Scrutiny Committees in order to deliver a targeted and appropriate training and development programme.

## 1.AUDIT & ACCOUNTS COMMITTEE

The governance assurance report found that our Audit Committee was not currently scrutinising the Council's financial challenges with sufficient urgency or focus or paying sufficient attention to the strategic risks and issues facing the Council or the Council's MTFS processes.

CIPFA has been provided with details of the training that was provided in-house by the S151 officer and his team and the Internal Auditor for the Audit Committee after the May elections in 2021. Committee members have also all received the CIPFA handbook "Audit committees - Practical Guidance for Local Authorities and Police (2018 Edition)" which sets out best practice and helpful checklists when reviewing the effectiveness of audit committees.

The DLUHC Finance Review report recommended that the membership of our Audit Committee should be strengthened by the appointment of external independent members in order to improve its expertise and independence and this is in line with industry best practice of every local authority audit committee having at least one independent member. A report recommending the recruitment of independent members of the audit committee, one of whom would chair the Audit Committee, will go to the Special Council meeting on 16 December for approval. This will include draft job advertisement and amended terms of reference for the Audit Committee. CIPFA will be supporting the Council on the recruitment process.

If approved by Council on the 16 December 2021, the roles will be advertised immediately with a view to interview in the second week of January 2022. The induction process will then commence immediately, subject to ratification of the appointment at end of January 2022 at Full Council.

## **2. SCRUTINY COMMITTEES**

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The Council has four Scrutiny Committees – Adult’s and Health Scrutiny Committee, Children and Education Scrutiny Committee, Communities Scrutiny Committee and Growth, Environment and Resources Scrutiny Committee - which also meet jointly to scrutinise budget proposals.

The Governance assurance report found that the checks and balances that should be offered by the scrutiny role were not strong enough and did not focus enough on the strategic dimensions of our challenges, in particular the MTFS and annual budget plans. There needed to be a stronger willingness to challenge the assumptions and information presented to them.

CIPFA has been asked to consider how best to strengthen the skills and approaches of members of the Scrutiny Committees and are considering this against the training that has already been delivered.

We will make the necessary changes to our Constitution to incorporate the role of the Improvement and Assurance Panel in the Council’s governance structures, including reporting to Full Council every six months and the Cabinet’s response to its recommendations. The Growth, Environment and Resources Scrutiny Committee will review the Cabinet’s actions and report on progress directly to Full Council every six months.

## **3. CONSIDERATION OF MOVING TO “ALL OUT ELECTIONS” EVERY FOUR YEARS TO ADD STABILITY**

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The Governance Assurance report recommended that the Council formally consider a report on moving to all out elections every four years instead of electing by thirds by March 2023, via an evaluation process. The Council is also required to discuss the outcome of the evaluation with DLUHC. The report recommended this change in order to bring stability to our decision-making and encourage the development of more strategic long-term solutions. The timetable set out the Governance Assurance report states that the formal evaluation of the option of a four-year electoral cycle should be initiated by July 2022 and Full Council should consider a report outlining the results of the evaluation process by March 2023. Any such decision would require a two-thirds majority of members voting in favour.

A report is therefore due to come back to Full Council in 2022 asking it to consider the recommendation to commence an evaluation process on the proposal to change from elections by thirds to all-out elections every four years.



### 3. RISK MANAGEMENT

A good foundation for risk management exists, although the organisation has been traditionally risk averse. In order to deliver the Improvement Plan, we may need to embrace a higher level of risk appetite.

RISK APPETITE	DESCRIPTION
<b>Averse</b>	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
<b>Minimalist</b>	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
<b>Cautious</b>	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
<b>Open</b>	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
<b>Eager</b>	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Our risk management approach and methodology is articulated within the Risk Management Policy and overseen by the Risk Management Board. Key risks are recorded using the Council’s online project management tool (POWA) and the Risk Management Board provides formal oversight and challenge of corporate and departmental risk registers. There is good risk management representation across all Directorates and management engagement in the risk management process.

To oversee the delivery of the Improvement Plan, each Theme will have a series of actions which will be risk assessed and regularly monitored against. Based upon a standard 5 x 5 risk matrix we will ensure consistent treatment and identification of risk at all levels of the organisation. Links will be included if there are clear synergies between a risk in a department and the Improvement Plan so that they are recorded only once to avoid duplication.

Senior Responsible Officers (SROs) and delivery teams will be accountable for ongoing reviews ensuring that risks are identified early, and mitigating actions are developed at pace to get projects back on track. By using POWA as the central repository for all risks this will enable greater coordination and ability to produce regular reports to Officers and Members.

#### GOVERNANCE AND CULTURE WORKSTREAM 2 PERFORMANCE MANAGEMENT

Monitoring performance at an organisational and individual level is a vital component of delivering the Improvement Plan.

There will be appropriate mechanisms to recognise, applaud and share success whilst also recognising that there has to be consequences for under performance. Every member of the workforce has a role to play and is responsible and accountable for the work they do. This will be supported by consistent process, systems and messaging across the organisation.

The Independent Assurance and Improvement Panel will provide external advice, challenge, and expertise to us in driving forward the development and delivery of our Improvement Plan and they will provide assurance to the Secretary of State on our progress on delivering the plan.

To provide assurance to the Improvement Panel and the Council, that the Improvement Plan is on track to deliver the agreed outcomes, we will implement a robust monitoring process. Monitoring will focus on the successful achievement of key milestones, monitoring of financial implications, and the identification and management of risks and issues across each theme.

## 1. BUSINESS ASSURANCE AND PROJECT MANAGEMENT OFFICE

A Business Assurance Function will be established which will work hand in hand with each of the theme and action leads and other corporate functions like finance, assets and communications to ensure the delivery of the Improvement plan. It will:

- Act with the authority of the Chief Executive, the Cabinet and the Improvement Panel.
- Bring together, in one place, a high level plan of all improvement activities with focus on improving the immediate financial stability of the Council within the next six months and consequently holding “one version of the truth”.
- Act as a ‘critical eye’ by providing scrutiny and proactively challenging risks, issues and variations from plans across Improvement Plan activity.
- Provide organisational wide support on governance, project portfolio management best practices, tools and standardised processes.
- Provide regular reports to Leadership team and Independent Improvement Panel.
- Work with senior responsible officers (SROs) to develop six monthly delivery and resourcing plans and the necessary support to secure appropriate resources required to deliver.
- Track benefits, ensuring that activity delivers to the intention of the Improvement Plan.

**The Business Assurance Function will produce a report for each meeting of the Improvement Panel which will contain the following:**

- Summary of the key deliverables and milestones against the plan.
- Things that have been achieved early – things that are late with explanation.
- Key risks and mitigating factors/status of risks etc.
- A financial summary explaining achievement of financial performance in the last period and a forecast outlook for the next period.
- Plans for the next period.
- Other matters arising to be brought to the attention of the Panel.

## 2. INDIVIDUAL PERFORMANCE AND ACCOUNTABILITY

In order to bring about the requisite culture change individual goal setting and performance management will be scrutinised and altered as necessary. This work will be underpinned by a cultural transformation programme, jointly delivered with partners. This will be designed around driving the behaviour change essential to delivering the Improvement Plan and foremost, making the Council more financially sustainable and will include:

- A clear set of organisational goals which hold the Chief Executive and senior officers to account for their delivery and which are embedded throughout the organisation, so everybody is clear what they are and their role in achieving them.
- A performance management framework has recently been introduced that focuses on outcomes. The governance of the framework will be reinforced to ensure that it is consistently applied and is focused on both outcome and delivery. The performance framework will focus on the key priorities and should be updated on an annual basis.

- On the appointment of the new CEO, developing a culture of individual accountability and a more forensic focus of what we do and why we do it. We need the whole organisation to have “change conversations” in order that we can progressively change the way we work.

## **GOVERNANCE AND CULTURE WORKSTREAM 3 CAPACITY AND CAPABILITY**

The impact of this plan and the level of change on the organisation must not be underestimated and it will place capacity strains in areas of the Council that are already resource constrained. Such issues will have to be managed and additional skills and experience brought in if and as required. A key outcome from this stream of work will be to equip the Council’s officers with the experience and toolkit to deliver change within their teams, using external resources as and when required.

Delivery of the plan is heavily dependent on the organisation having the capacity and capability to both deliver it and to ensure it is sustainable. The Council will critically review its structure to ensure it is able to meet the demands of the plan, has the appropriate skills deployed in the right places and where skills are deficient has a plan to close the gap.

### **1. ORGANISATIONAL STRUCTURE**

There has been significant change in leadership across the Council – for both Members and officers – which will continue into 2022. To ensure that the council is well equipped for the change and improvement it will undertake over the next two years, a review of senior roles and their portfolio of accountabilities has been agreed in phase one of the budget.

With the arrival of the new chief executive in February 2022, the organisational structure will be rigorously examined to ensure it is best suited to deliver the plan. Changes will be made where necessary and, in part, will be influenced by the outcomes of the service reviews.

The review will examine resources, spans of control and layers within departments to ensure that it can work in the most effective manner, be staffed at a level which allows for focus on the key deliverables, avoids duplication and ensures that accountability is clear and understood.

The structure must be continually evaluated against the Improvement Plan and assurance given that it will deliver the plan, whilst balancing this with the resource consumed by continuous structural change. As with other areas of the plan, change will only be made where it has a positive impact on outcomes and delivery of the Improvement Plan.

### **2. SKILLS AND CAPABILITY**

The skills requirement falls into two groups, firstly the skills that are needed immediately to ensure the plan can be met, most significantly within the first six to twelve months, ensuring that financial stability is achieved. Secondly the skills for the slightly longer term to close the gaps identified further on in this Improvement Plan and to ensure the future is sustainable.

The scale and breadth of the work now needed to deliver the Improvement Plan is significant and will require a review of capacity, skills and delivery options, some of which will be addressed by the service reviews. Urgent prioritisation of outcomes and activity through the new Corporate Strategy will be undertaken and a clear resource plan against these priorities will be developed. This resource and delivery plan will be considered in six-month cycles, so that capacity is developed and used as it is needed - not too early or too late.

Against this resourcing plan, we will determine if we have the right skills, experience, and attitudes in the right numbers to sustain the delivery of the plan. Gaps, where identified, will be accompanied by a plan to close them. We recognise that this is likely to be a two phased: the requirement to bring in short term resource to provide support to deliver the plan, followed by the need to grow skills for the future.

Not immediately, but over time, a skills development programme will be put in place and will include a succession planning exercise, which will give additional information on skills strength, future needs and recruitment priorities.

### 3. IMMEDIATE CAPACITY DEMANDS

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Over the last three years, the focus of much of the Council's corporate resources has been on creating governance and systems to strengthen financial performance and control and on fixing some foundational issues in IT contracts and systems. Work on the Financial Improvement Programme has consumed what limited change capacity the Council has.

Services have put forward proposals for incremental improvement and, overall, these have been delivered. However, as noted in both the LGA Peer Review and DLUHC reports, the organisational capacity to deliver fundamental transformational change is very limited – both in service teams and in corporate services.

The LGA and DLUHC reports identified some key areas where additional capacity is needed urgently. The first of these was the appointment of a single Chief Executive to focus on Peterborough City Council. This recruitment has been successfully completed, with the new Chief Executive starting in January 2022.

The LGA Peer Review also highlighted the need for a greater strategic focus on place shaping, engagement with communities and work with partners across the city and system. The report recommended that additional strategic capacity was required to link inclusive growth and economic development with people services, demand management and community work. The accountability and skills required to strategically link place and people will be considered as part of the review of the corporate management team.

There is currently no internal resource for business assurance, programme and project management, policy development, transformation, business analysis, design or behaviour change as these functions sit within outsourced arrangements. It is well understood that this contract no longer meets our needs and urgent work is required through the contracts theme to release the funding to build internal capability to deliver transformation and improvement.

The final area highlighted in all reports is the need to carefully consider and plan for the impacts of the pandemic, making sure that the new Corporate Strategy, Improvement Plan and service plans capture additional skills and activity required to respond to increased and new demand.

### KEY OBJECTIVES

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- Strong governance and assurance from Members, Officers and the Independent Improvement Panel
- Risk appropriately identified and managed
- All stakeholders from public through to DLUHC can transparently see performance against the Improvement Plan.
- Clear ownership and accountability of delivery, performance and risks
- Assurance that the overarching Improvement Plan is being delivered against the stated commitments, milestones, outcomes and that benefits realised in each programme are monitored
- Ensuring the current structure can meet the plan
- Addressing existing capacity and capability gaps to deliver the Improvement Plan

### KEY DELIVERABLES

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- Training for Members and Officers
- Business Assurance and Project Management Office (PMO) function established
- An organisational structure fit for the task to deliver the key outcomes of the Plan in the next six months
- Detailed delivery and resourcing plans developed with skills needed identified and secured

### KEY RISKS

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- Unable to engage the skills needed
- The organisational review is unsettling, and some key skills and experience leave the organisation
- Underestimating the amount of resource required to deliver the plan
- Lack of clarity on what is required, who is accountable for delivery and when it has to be delivered by
- Ineffective monitoring of performance and risk leads to plan slippage and potential additional expense

## GLOSSARY

TERM	DESCRIPTION
RIT	Rapid Implementation Team is an officer led group which ensures all budget related initiatives are implemented and effective including: savings and income generating initiatives, capital programme, HR and finance controls, debt management and risk.
CMT	The Council's Corporate Management Team, is otherwise known as the CMT. This structure chart outlines the Council's management team
FSWG	Financial Sustainability Working Group is a cross party member working group, established to review the Council's financial position, develop sustainable budget proposals and consider the types of decisions that must be taken. In order to achieve financial sustainability. This will include Involvement of all parties, and will play a vital role in the delivery of financial sustainability for the Council.
CPF	Cabinet Policy Forum is an unofficial (non-public) meeting of Cabinet which reviews the Council's financial position, develops sustainable budget proposals and considers the types of decisions that must be taken In order to achieve financial sustainability.
DLUHC	The Department of Levelling up, Housing, and Communities is the government department that sets policy on supporting local government; communities and neighbourhoods; regeneration; housing; planning, building and the environment; and fire and rescue, in addition to a wider levelling up agenda. It has an important role in supporting local development and promoting economic growth and aspires to create great places to live and work, and to give more power to local people to shape what happens in their area.
CIPFA	CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance, which issues a code of practice and guidance and advice to finance professionals.
MTFS	Medium Term Financial Strategy (MTFS) is a key strategic document which expresses the delivery of the corporate strategy in monetary terms. It takes account of all the various factors and influences that may impact the Council over a multi-year period. An MTFS ensures that we have a clear policy framework to enable us to allocate funds in accordance with our priorities as we go through the service planning and budget setting process.
MTFP	Medium Term Financial Plan is a short term, financial plan, usually covering a one year period.
BUDGET	A statement which reflects the Council's policies in financial terms and which sets out its spending plans for a given period. The revenue budget (spending other than capital spending) is finalised and approved in March before the start of the financial year on 1 April. Actual spending is monitored against the budget each month as part of the Budgetary Control Report (BCR) Process and reported to the Corporate Management Team and Cabinet.
BCR	The Council's Budgetary Control Report (BCR) is the name of the revenue budget monitoring process. This is there the Council's financial performance is monitored and reported on by the finance team and the Budget Manager, on a monthly basis.
FINANCIAL REGULATIONS	The regulations outlining the officer's responsibilities relating to financial matters. <a href="https://shorturl.at/epvIJ">https://shorturl.at/epvIJ</a>
THE COUNCILS CONSTITUTION	The Council's constitutional document which;- allocates powers and responsibility within the Council;- sets out delegations for its Executive including the cabinet members and delegation to officers;-sets out the rules of procedures, codes and protocols. <a href="http://shorturl.at/czUW8">http://shorturl.at/czUW8</a>
CPCA	Cambridgeshire and Peterborough Combined Authority.
POWA	The Council's online project management tool (POWA) Microsoft Project Online is a cloud-based Project Management service product that is delivered through Office 365.
TOM	Target Operating Model.
TA	Temporary Accommodation, used to provide short term housing when a family or individual has presented as homeless to the Council.



### Review of Cipfa Recommendations and progress to date:

CIPFA recommended that the Council should:

#### **CAPITAL / ASSET MANAGEMENT:**

- **Determine on a disposal of assets programme designed to generate a capital receipt within the 2022/23 financial year that avoids the need for a further capitalisation directive and makes a significant contribution to the Council's reserves.**

**Action taken:** The asset disposal programme was halted by the Interim Director of Resources in January 2022 pending a full review. The Interim Head of Property Services identified sufficient capital receipts to meet the 2021/22 requirements, and a plan to generate the required capital receipts for 2022/23 and beyond. A new Asset Management Strategy and Plan will be developed by the end of May 2022, incorporating a new Asset Disposal Schedule. The aim is to ensure the Council invests in the assets required to support the Capital Programme and disposal of those that don't. The schedule will include a phased disposal of Council owned farms.

- **Fully detail the business case for the Transformational Capitalisation including reviewing the intentions for the earmarked reserves before any further support is agreed and as part of this the Council needs to engage an independent body to provide robust challenge and focus on the development of that plan.**

**Action taken:** A capitalisation direction was not required for 2021/22, and no application has been made for 2022/23. We do not intend to use the facility of flexible use of capital receipts for Transformation in 2022/23. This recommendation can therefore be closed.

#### **CHILDREN'S AND ADULT SERVICES:**

- **Undertake a comprehensive review of the Children's service in relation to:**

- o **The approach to demand management**

- o **Linked to the above, comprehensive modelling of future demand pressures and costs (or a full review of the detail provided for the MTFS)**

- o **Forensic review of expenditure**

**Action taken:** CIPFA and Peopletoo have carried out detailed Services Reviews in both adults and children's and the outcome of those reviews has fed into the MTFS process and areas for cost avoidance or savings have been identified and are being worked upon and fed back through the savings board, IIP Board and IIP Panel.

Areas identified for children were more in-house foster care, reunification and children's social care income. CIPFA are currently undertaking further work on these. Children's services are currently red and we are still working on these with Cipfa.

We have also identified further stretch targets in ASC, such as Direct Payments. We are carefully monitoring the bottom line in terms of P & C forecast outturn as with a demand led budget there are many factors that impact. We have also identified further stretch targets in ASC, such as Direct Payments. Adult Social Care current has a target of 300,000 in this area. ASC did over deliver on this target last year but this was partly a result of the pandemic and people not being able to access

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support. Therefore a stretch target of an additional 500,000 has been set. This will be monitored through the People and Communities Delivery Board and the Savings Board.

The reviews and deepdive exercise concluded that Children's Services were maximising opportunities to contain cost and demand, and this is shown in the relatively low levels of spend and children looked after compared to other Councils. PCC could not generate any further savings in this area. A forensic review of expenditure was also completed as part of this process and will continue on a case by case basis. Whenever a placement or care package is requested, this goes through a comprehensive panel process which CIPFA/ Peopletoo had the opportunity to observe and complete a desk top review of.

It is recognised that there is a need for a much more targeted focus on Fostering. The ambition is to significantly increase in-house fostering to the point where it can really impact on placement sufficiency and availability for children with additional needs; older young people and young people stepping down the care continuum - and thereby budgets. We will be bringing a business case forward shortly around this issue and would see this as a significant area to focus on going forward.

Areas identified for adults were direct payments, front door, hospital discharges, reablement, technology enabled care and adult's social care income. Adult's social care income has been verified by CIPFA as an area where there is no potential for saving, leaving a £500k shortfall in savings delivery. All other areas of adults are currently amber. Alternative plans to cover the shortfall will be presented to the June Savings Board meeting.

The reviews and deepdive exercise in adults concluded that opportunities to contain cost and demand were being maximised and this is evidenced in the relatively low levels of spend, including well below average placement costs, e.g. domiciliary care. However, further opportunities to maximise cost avoidance were identified. This included increasing the use of prevention and early intervention services, e.g. Technology Enabled Care (TEC) and reablement to reduce, delay or prevent the onset of more costly levels of care. This included a targeted focus in areas of hospital discharge and early help.

### **HOUSING, PLANNING AND DEVELOPMENT AND CENTRAL SERVICES:**

- **Undertake Service reviews of Housing, Planning and Development and Central Services where there is over average spending and Adult Care services to establish the extent of the demand pressures.**

**Action taken:** A Cipfa-led deepdive into our housing services has concluded its first phase, identifying three broad areas of focus and a proposed new ambition for the service. Two internal officer workshops have been held to socialise these findings, and subsequent sessions are being arranged with Members and external partners. The deep dive has helped to shape our thinking around future structural arrangements and the strategic role the council should play as a housing authority. The short-term financial pressure that has been included in the 2022/23 budget linked to a housing restructure have now been. The amount the council spends on temporary accommodation is still too high, and the review sets out headline arrangements for how this might be dealt with. Critically, the council will be developing a new Local Plan and Housing Strategy and will adapt its role to become an enabler rather than a provider. These changes will help us to ensure we are in greater control of our spend and commissioning arrangements.

The review of the Planning service is progressing at pace, following receipt of the LGA Peer Challenge report into the service. Six broad recommendations were identified in that report with multiple sub recommendations, and a delivery plan has been developed and is being implemented to drive these and other changes forward. An interim assistant director for planning has been recruited to lead the

Cecilie Booth, May 2022



## APPENDIX B

work and to reunify the service which is currently split across two departments. All funded and established vacant posts have been filled, and immediate changes have been made in those parts of the service which the LGA report described as being in crisis. A development team whole-council approach to major schemes is being piloted alongside a review of our use of Planning Performance Agreements, both to ensure we identify the true costs of supporting growth and regeneration from a Planning perspective and drive up our income. We are also establishing a more resilient way to identify and secure external grant and other investment funding, including that available via the Combined Authority or direct from Government. The overall aim of this review and change programme is to ensure the end-to-end Planning service is able to enable and facilitate the level of growth, regeneration and inward investment necessary to support our long-term financial sustainability.

All of the above to be undertaken within 6 months (i.e. April / May 2022), although appendix to report indicates earlier date.

### **FINANCIAL MANAGEMENT:**

#### **• The Council should continue its expenditure controls - Timescale immediate**

**Action taken:** A revenue and capital spending moratorium was implemented with immediate effect. The revenue moratorium, combined with improved external funding, resulted in a significantly improved financial position and the requested capitalisation direction in 2021/22 was therefore not needed. At Month 10, the projected overspend position reduced to £0.7m. As at 31<sup>st</sup> March, the financial position has improved significantly; the outturn position is a £4.6m underspend and there is no gap to be funded from reserves.

Tight revenue budget controls remain in place for 2022/23, however, a formal moratorium is not in place at this stage. These controls include:

- An employment panel reviews all recruitment and agency requests.
- Business case requirement for all expenditure in excess of £10k - providing additional scrutiny and challenge with regular review from the Heads of Finance for the directorates. Signed off by the S151
- All Agresso approvals over £1k signed off by the DS151. This will soon be transferred to the Procurement Team as part of the roll out of the Agresso Procurement module.
- All controls recognised as part of the Improvement Plan
- Departmental Management Teams (DMTs), together with the Corporate Leadership Team (CLT), review the revenue and capital position monthly, including debt management and risks. Appropriate action is taken to address budget variances and reported in monthly Budgetary Control Reports to Cabinet.
- Enhanced officer budget governance, with a new Capital Programme Board, Savings Board and Procurement Board, overseeing delivery and monitoring savings.
- Enhanced member governance structure, in particular around the Financial Sustainability Working Group (FSWG) to ensure involvement and engagement from all political parties, with a common goal of achieving financial sustainability for the Council.

The controls will be reviewed in due course as part of the work on the Improvement Plan.

The Capital Moratorium remains in place. In early April, the S151 Officer issued a reminder of this instruction to Directors and their key Heads of Service that any capital expenditure that is not legally required, and that is funded by Council Resources must come through the Capital Programme Board

Cecilie Booth, May 2022

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for consideration. This is to limit capital expenditure funded from borrowing and will limit new expenditure whilst a full review of the capital programme is completed. This review is required as part of the savings target identified in the MTF5 as part of both Phases 1 and 2, as well as delivering the revised Capital and Treasury Management Strategies.

A new Capital Strategy was approved as part of the 2022/23 budget setting process. The strategy says that capital expenditure should be funded from grant / capital receipts wherever possible, and new borrowing should only be undertaken in exceptional circumstances. The capital moratorium remains in place while a full review of the capital programme is undertaken, to ensure all schemes and projects are current and essential.

- **Undertake a review of the Council's external commercial relationships and in particular a review of the need for and future role of a corporate shareholder. – Timescale 6 months**

**Action taken:** Cipfa are undertaking a full review of commercial relationships, we are currently awaiting reports.

- **The membership of the Council's Audit Committee should be strengthened by the appointment of external independent members to improve its expertise and independence - Timescale 3 months**

**Action taken:** Three new independent audit committee members have been appointed, including an independent chair. The strengthened audit committee has met twice, and the new members have provided robust challenge to the Audit Plan, the structure and remit of the internal audit team and the Treasury Management Strategy Statement (TMSS)

### **ASSETS AND COMMERCIAL:**

- **Immediately halt spend any capital spend funded by borrowing for which there is no legal commitment and there should be a detailed review process of all schemes. – Timescale immediate**

**Action taken:** Fully implemented, as set out above. The capital moratorium remains in place for 2022/23, as confirmed by corporate communication. The Interim Head of Property Service is currently reviewing all assets and preparing a new asset disposal programme to generate capital receipts to repay debt and fund future capital expenditure, expected to be completed by the end of May.

- **Verify valuation of assets individually, including rural estate, and carry out detailed options and market appraisal of all assets to establish asset disposal list. - Timescale 1 month**

**Action taken:** Fully implemented as set out above. There are currently no proposed asset disposals pending a full review of all assets, including the rural estate. A new and independent valuation was obtained for the Northminster deal, which significantly improved the proposed price from £1.5m to £4.1m

- **Investigate difference in valuation data of £118m and develop consolidated list of assets with property details, current valuations and income to enable a disposals strategy to be developed. – Timescale 1 month**

**Action taken:** NPS have been notified of the Council's concerns around the quality of the valuations for accounting purposes, and the overall relationship between PCC and NPS is under review. No disposals will be undertaken without an up to date professional valuation.

- **Complete valuations on the 2023/24 disposal list so the receipts planned can be established. - Timescale 1 month**

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**Action taken:** As above – this is work in progress and an updated disposal list for will be completed by the end of April 2022.

- **Sign no new Farm Business Tenancies, so that agricultural land can be sold free of tenancies where possible. - timescale immediate**

**Action taken:** No new farm tenancies are signed.

- **Make no further capital investment in farms such as new grain stores. - timescale immediate**

**Action taken:** No new capital investment in the farms will be approved.

- **Assess current values of retail assets and options for income potential and/or alternative uses. - timescale two months**

**Action taken:** This is part of the overall review of the asset base.

- **Investigate the commercial basis for Peterborough Investment Partnership (PIP) to establish the value of assets held by the joint venture, future capital requirements and options for realising value for the Council. – timescale one month**

**Action taken:** Cipfa are currently looking at the PIP and we are awaiting the report. Two members have stepped down as directors of the PIP Board and replaced by two officers. Further work is being undertaken.

- **Verify valuation of assets individually, including rural estate, and carry out detailed options and market appraisal of all assets to establish asset disposal list. - Timescale 1month**

**Action taken:** Fully implemented as set out above. There are currently no proposed asset disposals pending a full review of all assets, including the rural estate. A new and independent valuation was obtained for the Northminster deal, which improved the valuation from £1.5m to £4.1m

- **Complete valuations on the 2023/24 disposal list so the receipts planned can be established. - Timescale 1 month**

**Action taken:** As above – this is work in progress and an updated disposal list for will be completed by the end of May 2022.

- **Investigate the commercial basis for Peterborough Investment Partnership (PIP) to establish the value of assets held by the joint venture, future capital requirements and options for realising value for the Council. – timescale one month**

**Action taken:** Cipfa are currently looking at the PIP and we are awaiting the report.

### **MEDESHAM HOMES:**

**The housing joint ventures of Meacham Homes and Medesham Homes should be reviewed to understand the potential for realising capital receipts.- timescale three months**

**Action taken:** Cipfa are currently reviewing the governance arrangements for MH and the links with other Council related companies, e.g. PIP. The review will assess the extent to which Medesham has delivered against its primary objectives, and consider the viability and options for MH going forward based on a realistic assessment of potential funding streams.

### **AGILE WORKING:**

Cecilie Booth, May 2022

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- **Implement agile working policy to reduce office space required at Town Hall and Sand Martin House by 30%- timescale three months.**

**Action taken:** Continuation of the laptop roll out to support staff to work more productively in a hybrid manner.

Meeting rooms have been checked to ensure the correct equipment to facilitate hybrid meets is in place.

Engagement with managers continues to ensure we reduce the office space where appropriate, understanding that there isn't a one fits all approach, and the needs of the services are met within the buildings. We have moved away from applying desk ratios, replacing this with agreements with teams to reduce desk space where possible.

The buildings are currently being mapped out to reduce the office space required allowing staff more collaborative areas to work from as requested in the team charters.

Work is being commissioned to improve ventilation etc at the Town Hall to ensure Council meetings can resume.

<b>COUNCIL</b>	AGENDA ITEM No. 9(b)
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

**EXECUTIVE AND COMMITTEE RECOMMENDATIONS TO COUNCIL**

**SUSTAINABLE FUTURE CITY COUNCIL STRATEGY AND PRIORITIES 2022 TO 2025**

The Cabinet, at its extraordinary meeting on 30 September 2022, received a report in relation to the Sustainable Future City Council Strategy and Priorities 2022 to 2025.

**IT IS RECOMMENDED** that Council:

1. Endorsed the City Council’s “Sustainable Future City Council Strategy 2022-25” and its accompanying “City Priorities”, both artifacts which were attached as an appendix to the report

The original Cabinet report and appendix are attached.

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<b>EXTRAORDINARY CABINET</b>	AGENDA ITEM No. 3
<b>30 September 2022</b>	PUBLIC REPORT

Report of:	Matt Gladstone, Chief Executive
Cabinet Member responsible:	Cllr Wayne Fitzgerald, Leader of the council
Author:	Jens Gemmel von Döllinger, Sustainable Future City Council Director

## SUSTAINABLE FUTURE CITY COUNCIL STRATEGY & PRIORITIES 2022 TO 2025

RECOMMENDATIONS	
<b>FROM:</b> Matt Gladstone – Chief Executive	<b>Deadline date:</b> September 2022
<p>It is recommended that Cabinet endorses the City Council’s <b>“Sustainable Future City Council Strategy 2022-25”</b> and its accompanying <b>“City Priorities”</b>, both artifacts which are attached as an appendix to this report.</p>	

### 1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following the 23/06/22 “All Party Policy Meeting” and subsequent request from Cllr Fitzgerald, Leader of the City Council.

### 2. PURPOSE AND REASON FOR REPORT

2.1 This paper sets out the proposed direction of travel for the leadership, design and organisation of Peterborough City Council so that it can deliver the administration’s long-term vision for the City and the four priority outcomes as set out in the **“Sustainable Future City Council Strategy 2022-25”** and the Council’s response to our City’s challenges as outlined in the accompanying **“City Priorities”**:

1. **The Economy & Inclusive Growth** - maximising economic growth and prosperity for Peterborough as a City of Opportunity, and do so in an inclusive and environmentally sustainable way, together with our City partners and communities.
2. **Our Places & Communities** – creating healthy and safe environments where people want to live, work, visit and play, enabled by effective community engagement and strong partnerships.
3. **Prevention, Independence & Resilience** help & support our residents early on in their lives and prevent them from slipping into crisis.
4. supported by a **Sustainable Future City Council** - adjust how we Work, Serve and Enable, informed by strong Data & Insight capability and led by a culture of strong Leadership.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.14, ‘To ... determine any changes of policy proposed by ... making recommendations to Council about proposed changes to the Council’s major policy and budget framework.’

### 3. BACKGROUND AND KEY ISSUES

3.1 We are living in arguably, the most challenging times facing Peterborough since the Second World War. **Coronavirus** has caused untold tragedy and economic damage and with a decade into **austerity** the City faces many more years of fiscal restraint. Meanwhile, a **cost-of-living crisis**, mainly driven by inflation and exponential price increases across all sectors is putting further demand on an already fragile support system and which is most felt by our communities.

A different response, yet within the safety of a tried and tested model is required, one that builds on the huge opportunities presented to us by the City and do so in a way that empowers staff and partners to showcase their innovation and creativity.

3.2 Macro-economic circumstances and the pandemic have revealed characteristics of our place that have been hidden in plain sight and which now need to be tackled. These structural inequalities hold too many of our communities back and they drive the demand our services are struggling to afford to meet - understanding and then tackling the **root causes of service demand** is therefore absolutely key.

3.3 We also need to change because what the Council has done in the past is no longer good enough in meeting what our residents **need and expect** today. Our City residents are at the bottom of too many league tables - people in the City die earlier, have poorer health and lower levels of education and skills than in most other cities. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

3.4 The Government has also been implementing **reforms in national policy and legislation** and which continue to have a major impact on council services, residents and local businesses.

The combined impacts of austerity, population change and government policy means that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services the Council provides. Instead, we need to re-focus what we do so that we can identify the root cause of needs and tackle it - so that people have a better chance of living in their community more independently and with better outcomes.

3.5 We now need to adopt what has worked well during the pandemic and re-arrange ourselves, from **finance, processes, people and technology**, while funding pressures require us to have a strong Medium-Term Financial Strategy, replenished reserves and a plan.

3.6 A **Sustainable Future City Council** requires us to have an organisational structure that is build around needs, fixes the basics and delivers excellent customer services using a 'OneCity – OnePartnership' approach. This means looking at all aspects of not only *what* we do but *how* we do it, together with our City partners. Essentially this is about:

- *How we serve* – delivering excellent services to our customers and partners at all opportunities, based on their needs rather than our structures.
- *How we work* - maximizing flexibility and minimum constraints to optimise performance in support of those who depend on what we do.
- *How we enable* - creating highly performing services including HR, IT, Finance, Procurement, and key capability in data & insight.

### 4. SUSTAINABLE FUTURE CITY COUNCIL STRATEGY 2022-25

4.1 During the first half of 2022, the leadership of the Council launched two pieces of work and which will pave the way for our long term improvement journey and sustainability of the City's administration:

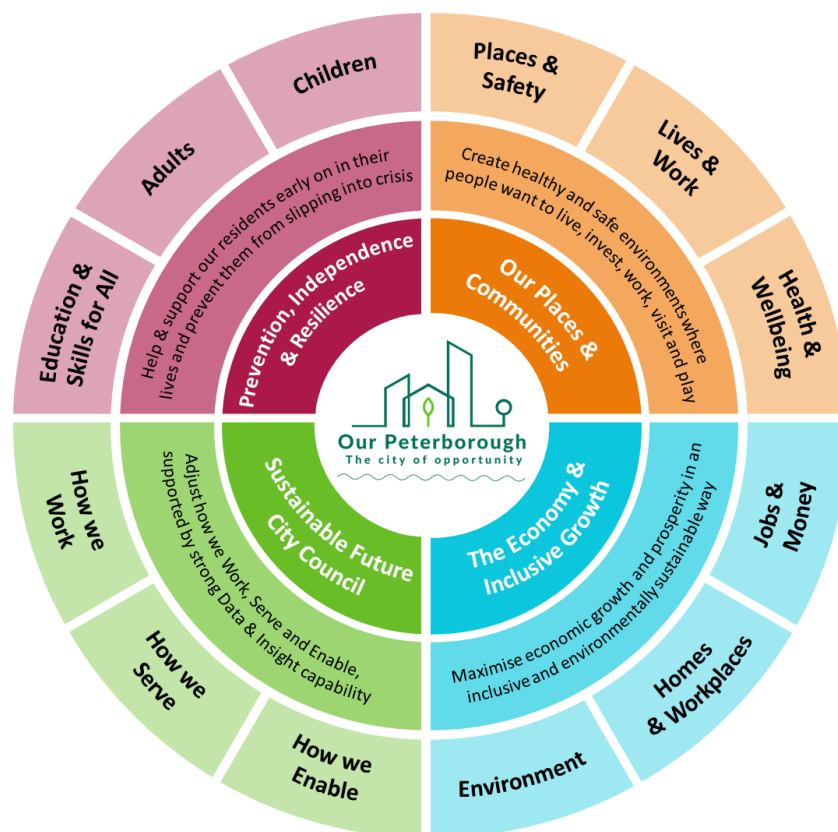


1. A panel of independent experts - the *Peterborough City Council Independent Improvement and Assurance Panel (PCCIIAP)* – to provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of our improvement plan and priorities;
2. We set up our *Sustainable Future City Council Strategy and Improvement Plan* within the Council to re-examine every aspect of what the council does and how we are organised – and then capitalise on the opportunities presented to us by the City.

The recommendations and outcomes of this work now need to be taken forward to design in more detail, a sustainable organisation that can live within its means, tackle the challenges the City faces and respond to the Improvement Panel’s findings and deliver the City’s vision.

The starting point is the challenge of finding significant savings over the coming years and to provide for the required long term financial sustainability – only then we can invest into our City’s future. We will do this by implementing a future operating model which will enable us to manage demand and help & support people before they reach crisis point while finding ways to tackle inequality in our communities by maximising sustainable economic growth that benefits everyone.

During the second half of 2022, we will be working up detailed proposals and a plan around our 4 key priorities:



Detailed **Service Delivery Plans** backed up by outline business cases will be developed and which set out the milestones and desired outcomes we are trying to achieve over the coming years - with accountable officers linked to each service plan. We then monitor our performance and improvements against a set of agreed **Key Performance Indicators (KPIs)** – and then we can measure our outcomes and the social progress we make in our City.

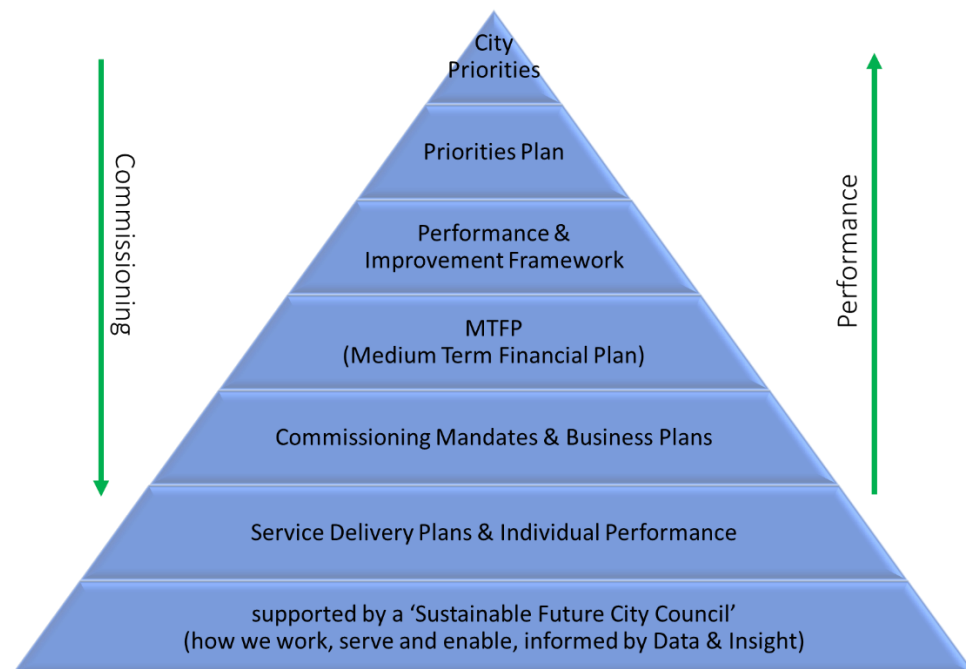
**5. THE COUNCIL'S STRATEGIC FRAMEWORK & OUR CITY PRIORITIES**

5.1 The **Council's Strategic Framework** helps us to make decisions, improvements and manage performance.

It includes the 'golden thread' of artifacts that describe our priorities in the long, medium and short term, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the City Priorities to day-to-day service delivery and individual performance.

The top-line of the 'golden thread' are our **City Priorities**, providing a shared long-term vision for Peterborough. Our approach to realising this long-term vision will be translated into medium-term priorities and programmes of activity - our **Priorities Plan**.

*Our Priorities* are the Council's response to our City's challenges and explain our overall approach to public service and translates this approach into tangible activity through a single Performance & Improvement Framework.



**6. REASONS FOR RECOMMENDATIONS**

6.1 The recommendations and subsequent work following from this report will address the financial challenges of the City Council in the medium and long term and enable it to develop plans required to set a viable Medium Term Financial Strategy to become a Sustainable Future City Council.

**7. ALTERNATIVE OPTIONS CONSIDERED**

7.1 The alternative option is to continue to assign annual cash limits within a reduced financial envelope, without transforming the way the Council operates—we believe this to be an unsustainable position, financially and operationally.

**8. IMPLICATIONS**

### **Financial Implications**

- 8.1 The Council's financial strategy and Medium Term Financial Plan (MTFP) will naturally flow from this work and will be detailed in subsequent reports.  
There are no immediate additional financial costs arising from the recommendations in this report at this stage and can be delivered via existing resources and capital receipts.

### **Legal Implications**

- 8.2 There will be areas for consideration around decision making, governance, engagement and the constitution. Proposals will be brought back for consultation.

### **Equalities Implications**

- 8.3 None

### **Carbon Impact Assessment**

- 8.5 This report will actively support the Council's ambitions to become carbon neutral

### **Communications and Engagement**

- 8.6 The findings of this report were prepared with input from staff, partners and members

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 None

## **10. APPENDICES**

- 10.1 Appendix A – Sustainable Future City Council Strategy 2022-25

- 10.2 Appendix B – City Priorities

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# Sustainable Future City Council Strategy 2022-25

Investing in our Future –  
Delivering on our Priorities

## SUSTAINABLE FUTURE CITY COUNCIL STRATEGY 2022-25



## Investing in our Future – Delivering on our Priorities

**What the future holds for our City and what our response will need to look like**

Over the last 10 years Peterborough City has become one of the fastest growing and changing cities in Britain. Change is everywhere and the City Council remains committed to ensuring equality of opportunity for all and establishing a ‘OneCity – OnePartnership’ approach to inclusive, sustainable growth and wellbeing.

Growing at more than twice the national average for England and Wales over the last 10 years (2011-2021), our population has grown by 17.5% to 215,700 (an increase of 32,100) while the total number of households has increased by 14.2% to 84,500 (an increase of 10,500). Over the same period of time, Peterborough has seen a 24% increase in children aged under 15, a 14% increase in adults aged 15 to 64 and a 23% increase in those aged 65 and over.

Between 2015 and 2019, the city’s population grew by 4.28% whilst the local economy grew by 27.44%, evidence that our City has the ability to attract high productivity growth and do so in an inclusive and sustainable way.

Today, we are the 3<sup>rd</sup> fastest growing urban economy in the country and among the top 15 cities with the highest number of business start-ups and patents in the UK. We have also grown to become the top 4 employer in the UK’s ‘Golden Logistics Triangle’, providing for thousands of additional jobs within the warehouse and transport sector in and around the city - these are good foundations for further growth opportunities.

Peterborough has some fantastic aspects to its environment and as a place to be. We have a new university, ambitious plans for re-imagining our City centre and the embankment, well maintained parks and we are surrounded by an abundance of nature, local markets, a wide range of retail offerings and many tourist attractions – our City has a lot to show! All this, supported by our proud heritage and World class digital infrastructure, is making Peterborough an attractive place to live, invest, work, visit and play.

Yet while our City continues to grow and prosper, there are still too many people who feel left behind and who do not directly benefit from the opportunities our City presents to us.

### Austerity & Money

The money is gone and is unlikely to come back. A decade into **austerity**, local government finances have been eroded to tipping point, and so we face many more years of fiscal restraint as we move into a new era of permanent austerity. Meanwhile demand for our services is rising, partly as a result of the impact of austerity on some of our communities and partly because of the macro-economic reality we find ourselves in. All this is happening in the context of increasing demand and pressures on our National Health Service (NHS) and the implications this has on our communities and the services we provide as a Council.

Now more than ever, our City is facing significant on-going financial challenges and risks – doing nothing or to continue doing what we have done in the past is not an option, nor is doing less. We need to find our own ways to plan and then gear up for a future in which we can operate effectively, independently and do so within a reduced financial envelope - this requires us to have a response and a more positive vision for our City. We need to act now and then move at pace.

The **pandemic** has had a negative impact upon our own finances and those of our partner organisations, creating a significant hole in the Council's medium-term financial plan. We anticipate needing to close a budget gap in excess of £20m to £30m over the coming years because of this and other demand led, inflationary or COVID related pressures. Adopting a business as usual, 'salami slicing' approach to managing this gap, is unlikely to deliver the savings we need - nor will it enable us to address future challenges.

Furthermore, increased **climate targets** are driving up investment requirements for our businesses, infrastructure, Council owned assets and the City's housing stock.

A **cost-of-living crisis**, partly driven by inflationary pressures from the cost of energy and foods, supply chain disruption and the inescapable truth of excessive monetary quantitative easing (printing money), have led to exponential price increases across all sectors and which are most felt by our communities. We anticipate inflationary pressures and decreasing purchasing power to continue for the unforeseeable future, effectively eroding residents' disposable income further.

2022 also sees the start of the **end of cheap money**, with inflation and monetary policies driving up interest rates and with it the cost of borrowing (debt), creating uncertainty around economic growth and certainty of the UK economy moving into recession, alongside our trading partners. The impact on our City and communities have yet to be evaluated as economic prosperity and growth will falter over the coming months and years.

The decisions we take today will determine how well prepared the City will be for what is still to come over the coming years.

## Rising Demand

Funding pressures are only part of our problem. Nobody believes that ‘salami slicing’ will work - politicians, businesses, nor our residents. We have a 4-point plan to achieve financial sustainability as an administration:

1. As part of the Council’s improvement journey we have and continue to look for ways to reduce spend and get a better deal from those organisations we rely on to provide services including our **supply chain** - pushing too far will have a direct, negative impact on our local suppliers and local employment.
2. We continue to **transform** the way we deliver services, doing things differently in a way that improves outcomes and doing more for less or have somebody else doing it cheaper - this has worked for some of our services, but we are bringing back in-house service delivery where this has fallen short of our expectations.
3. Our **capital receipts** programme has reduced the risk of future interest rates exposures and our cost of borrowing by selling some of our assets. While these savings have been vital to achieve financial sustainability, selling assets only yield one off savings to our bottom line and once those assets are sold off diminish our opportunity to benefit from future returns.
4. We can continue to **stop** ‘non vital’ services or **charge** more - this can only be done within the limits of consultation and our statutory obligations to those who need our help & support the most.

But at its heart, this is not only about money - our long-term financial resilience rests on our ability to **manage demand** and help & support people before they reach crisis point while finding ways to improve outcomes and to tackle inequality in our communities by maximising sustainable economic growth that benefits everyone.

Macro-economic circumstances and the pandemic have revealed characteristics of our place that have been hidden in plain sight and which now need to be tackled. These structural inequalities hold too many of our communities back and they drive the demand our services are struggling to afford to meet - understanding and then tackling the root causes of service demand is therefore absolutely key.

To break this circle, we will need to find new ways of re-arranging ourselves and seize the opportunities before us - then we will need to invest in our capacity and leadership and have a plan to implement those changes.

## Expectations & Trust

COVID lock downs and policies have highlighted the importance of local government in building trust with our communities – but the pandemic has also highlighted the challenges government faces in building trust amongst our younger population and our (in)ability to influence information and decisions. The next financial crisis is likely to see a shift of power from institutional stakeholders to individuals facilitated by the shift to digital currencies and new regulations geared towards protecting individuals and their data.

We will need to find new ways of **connecting** and **build trust** with our younger residents and create an environment of healthy democratic participation through effective community engagement,



enabling a stronger sense of belonging and purpose - and then a conversation about the role of the state. Making better use of data & insight to identify needs in our neighbourhoods and tap into their sentiment to continuously sense check why and what we do and whether we do it right will facilitate this change. This includes re-connecting and reaching out to our younger residents and using alternative methods of communication and new ways of bringing people closer to us – this is about Trust!

We also need to change because what the Council has done in the past is no longer good enough in meeting what our residents **need and expect** today. Our City residents are at the bottom of too many league tables - people in the City die earlier, have poorer health and lower levels of education and skills than in most other cities. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

### National Policy Changes

The Government has also been implementing **reforms in national policy and legislation** and which continue to have a major impact on council services, residents and local businesses. They include reform of the housing and planning systems; welfare reform, including a reduction in the cap in household benefits and a freeze on working age benefits; reform of adult social care; children’s care and health and social care integration; promoting ‘devolution deals’ at regional levels; plans for schools to become academies; and changes to the way children with special education needs and disabilities (SEND) are identified and supported.

The combined impacts of austerity, population change and government policy means that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services the Council provides. Instead, we need to re-focus what we do so that we can identify the root cause of needs and tackle it - so that people have a better chance of living in their community more independently and with better outcomes.

### Preparing for the Future

Future shocks will test our ability to respond with an already fragile social infrastructure and support system. The World has changed and so must we - People will change and organisations will change, regardless of whether it is planned or not.

‘Place’ has a new meaning, for our staff it is more hybrid, more integrated and for young people it has a different sentiment (online communities). While our structures have been resilient during crisis (because we had to), the old structures are no longer fit for purpose to service future needs.

We now need to adopt what has worked well during the pandemic and re-arrange ourselves, from finance, processes, people and technology, while funding pressures require us to have a strong Medium-Term Financial Strategy, replenished reserves and a plan.

A **Sustainable Future City Council** requires us to have an organisational structure that is build around needs, fixes the basics and delivers excellent customer services using a ‘OneCity – OnePartnership’ approach. This means looking at all aspects of not only *what* we do but *how* we do it, together with our City partners. Essentially this is about:

- **How we serve** – delivering excellent services to our customers and partners at all opportunities, based on their needs rather than our structures.
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## THE ECONOMY & INCLUSIVE GROWTH

### Jobs

Our Peterborough has a dynamic and vibrant economy, particularly when measured on headline metrics such as GDP and employment. However, these measures are not necessarily very good indicators to describe income distribution amongst those who live and work here. The same applies to measures of deprivation, the narrative which often describes Peterborough as a deprived place when compared to other local authorities nationally.

In reality, neither picture is true at face value. Our City is quite an unequal place - some of our residents are in professional occupations, living in affluent neighbourhoods and whose children achieve highly at school and who start and run successful businesses. Yet too many of our residents work in low skills, low wage jobs, with poor or worsening health and disability, live with low job security and experience in-work poverty. These individuals and families are particularly vulnerable to the cost-of-living crisis and shocks to our economy.

The make-up of the majority of our City workforce broadly falls into 3 categories:

- i. Manufacturing jobs which make up about 7% of our total City workforce
- ii. Low skilled service jobs which make up >50% of our total City workforce
- iii. High skilled service jobs which make up about 24% of our City workforce

The future of **manufacturing jobs** (7%) in and around Peterborough and the UK as a whole will be going through some significant change over the next 10 years and beyond. We expect demand for high productivity service jobs to increase exponentially over the coming years as Artificial Intelligence (AI), Robotics and Innovation will trickle down into our local economy.

At the same time demand for goods already starts to decrease, partly because of a consumer induced recession. The 4<sup>th</sup> Industrial Revolution (Robotics, AI and climate related innovations) will put further pressure on our City's manufacturing sector. Oxford University research and modelling estimate that this trend will displace up to 10% of our existing City workforce by 2030 and 47% of our manufacturing jobs by 2040 – making sure we build and lead on this trend and not fighting it will better prepare us for the future.

Smaller proportions of people in higher skilled, higher paying employment means that residents on average earn less in our region. Local, **low skilled service jobs** (>50%) can be further split into those located in our inner City (mainly in retail) and those located outside the City (mainly in logistics) and

about 10% of our City workforce work in the construction industry - at £474, the average weekly workplace earning for our City workforce scores lower than the national average at £530/week.

Another indicator of low-income employment is the number of people accessing Universal Credit whilst in work (in-work poverty). Only 6% of Peterborough residents claim Universal Credit but nearly half (48%) of Universal Credit claimants in our City are in employment (the highest number in the country). Today more than a third of our children in the City grow up in poverty, with 18,000 households living on less than £284/week – a circle we will need to find ways to break.

While income inequality is on the rise, a decade long boom in our local warehouse and logistics industry and our professional, scientific & technical sector has seen improvements to living standards, especially those in **high skilled service jobs** (24%). While demand for high skills in the area outstrips supply, this is putting pressure on an already tight local labour market, holding back growth. Furthermore, the minority of high skilled jobs now drive the majority of our economic growth, making these the sectors for our biggest growth opportunity - and one we should find ways to capitalise on.

As to our own Council workforce of carers and those who enable independent living for people with disabilities, mental health needs and those who benefit from active participation in the local community, we will need to improve the ways in which we recruit and retain qualified staff.

We can stand by and watch things happen, seeing inequalities increase and the weakest driven out of the City - or we can help shape the future so that the whole City benefits and prospers.

## Homes & Workplace

**Housing** in and around Peterborough City is more affordable than nationally, but this is changing. Generally, our residents find it easier to afford to buy a house than nationally. However, over the last years, our residents will have found it harder to afford to buy their own home - prices are increasing and affordability is decreasing while existing home owners will find it more difficult to service their mortgage debt as a result of increasing interest rates.

Our 'Local Plan' policy requires that on sites where there are more than 15 dwellings planned, 30% should be affordable and we are on track to meet our targets. However, in 2021, 24% of all dwellings built (not just those on sites of >15 dwellings) were affordable and over the past 5 years, only 18% have been affordable – partly a reflection of low-density housing plans.

Around 20% of our residents live in social rented housing and as a Council we support around 2500 of our residents living in care settings. Increasingly, more of our residents are evicted from private rented property (twice as many than other comparable areas and our numbers have doubled in 2021 compared to 2020). There are also almost twice as many households in temporary accommodation - for many, home ownership has become a distant dream and for some the risk of eviction has become reality.

We will need to find ways to accelerate high quality and energy efficient **affordable housing** provision in and around our City, then re-arrange ourselves so we can effectively support those ambitions and get out of the way where we cannot add value. This also must include suitable and secure homes for

the elderly and people with severe disabilities and who often feel isolated and struggle to connect with their local community.

The pandemic has redefined for us not only how we work but also where. **‘Workplace’** has a new meaning, for most it has become more hybrid and for many home working has become the norm. We expect this trend to continue as more of our City workforce seek ways to increase their work-life balance and as businesses look to reduce physical spaces in an effort to offset some of their inflationary costs.

“Successful **high streets** are an outcome, not a driver, of successful city centre economies. There is a tangible link between high-skilled, well-paid jobs in city centres and the quality of high street amenities. To secure the long-term future of our high street, we require a rethink of our regeneration strategy and make our City centre more attractive places for knowledge-based businesses such as through providing quality facilities and office space.

Good jobs and a strong local economy are the key to saving high streets. Any interventions that seek to improve cities’ amenities without boosting consumer spending power are doomed to fail from an economic perspective” (Centre for Cities).

Our inner City has a relatively low share of **office space** as the retail sector dominates Peterborough’s City core. Whether we will continue to see a shift from retail to online shopping or not, in order to meet our future growth ambitions for the service sector, this is an area our City needs to invest in. Policies on creating more attractive places where high-skilled, high-wage businesses can be based should be part of our plans for re-imagining our City centre. Recent reforms to the ‘Use Class Order’ which sets the rules for how buildings can be used and the process for switching between uses should pave the way to a more dynamic high street and facilitate this transition by converting excess retail units, including our libraries, into high quality office and co-working spaces. This is particularly important to support our City’s trend in attracting start-up companies who require smaller units and to retain future entrepreneurs graduating from our new university and colleges.

## Environment

With the majority of commutes done by private vehicles, our Peterborough is a **car dominated city** and which can partly be explained by the low density build environment and with it the challenge to provide for a more widely available public transport system (50% of our local CO2 emissions are generated by transport alone). Only 1% of Peterborough’s principle road network and 5% of our City’s non-principle road network requires maintenance to be considered (2021) – we have well maintained streets.

In comparison, local businesses contribute 24% towards our CO2 emissions and the City’s housing stock 26% respectively. Furthermore, half of our City’s housing falls short of the ‘C’ EPC rating, below the >50% target set by 2025 and as mandated by government.

That said, a comparatively low share of commuting is done by bicycle, with up to 160,000 vehicle journeys per day compared to only hundreds of **bicycles** a day during the summer - this is an area where the Council can directly influence the behaviour of our residents while at the same time

contribute to the overall health and wellbeing of our residents and our environment. We expect bicycle usage to increase over the coming years as electric powered bikes become more affordable and with it the introduction of ‘pay-as-you-go’ bicycle rental schemes (this is particularly important for our newly arriving students to the City and those who visit).

## Money & Debt

The negative implications of the pandemic and subsequent macro-economic challenges presented to us from excessive quantitative easing (printing money), coupled with significant inflationary pressures from supply chain disruptions and the price of energy and foods, have started to trickle down to our local communities. This is evidenced by the current **cost-of-living crises** in our City. We can expect this trend to continue into the unforeseeable future as the UK economy moves from stagnation to recession, followed by a deflationary period with higher unemployment and less liquidity as a result of monetary tapering.

For most of our residence this means further erosion of their disposable income, leading to higher **household debt levels**, eviction rates and debt owed to the Council. While current unemployment levels are at a historic low (nationally and locally), wages have not kept up with inflation. Unemployment is particularly stark amongst our young population (aged 18-24) and we expect this demographic group to struggle finding well paid employment as the economy falters and as their skill set and experience do not match future job opportunities. The risk for this group to fall into a life-long dependency spiral is now real.

## OUR PLACES & COMMUNITIES

### Places

**Green open spaces** are in abundance in and around our Peterborough. While fly tipping has increased during the pandemic, as the population has grown and more housing been built, the number of fly tipping incidents has stayed stable – and when looking at per person/dwelling, the picture is generally improving. It is important we continue to facilitate this trend and make sure we not only encourage recycling and waste disposal in and around our denser housing environments but reflect on our objectives to maintain clean and green spaces in our planning and then enforcement policies.

As we re-imagine our inner City Street scene and work places, maintaining and promoting our beautiful places should be a priority – this is particularly true for welcoming our new communities and visitors who will settle around our university and the embankment. The role of the state in shaping and supporting communities in those areas has never been more important – getting this right will make our City not only cleaner and greener but more self-sustainable and resilient, and more lively and active.

Our ambition should see our parks and open spaces as assets that help deliver our green growth and health & wellbeing ambitions. We should seek to become a destination of choice and it is vital that our public realm looks the best it possibly can - we should consider running a public competition to

generate the best ideas that will turn our parks into even more attractive destinations, together with the pool of creative minds from our university and colleges.

Creating a revitalised and community-based **enforcement** service to promote civic pride and to shift the behaviour of those who act irresponsibly or without due regard for others is equally important while we should retain a **culture and heritage service** with a vigorous mission to promote our City's past and its' connection to the present and future.

### Lives & Work

More of our residents are working from home. Like other areas in Cambridgeshire, COVID has changed the patterns of how people move around Peterborough. As a result, there are around a fifth fewer visitors to retail and recreational sites and workplaces compared to pre-pandemic levels.

While the trend towards online shopping has yielded benefits for our transport and storage businesses, we anticipate retail driven footfall in our inner City to decrease over the next years. This will further impact mobility of people who historically would have come into the City centre for work, shopping and leisure – we should facilitate a mobile and healthy **work and life** through policies supported by our planning processes, together with our City partners.

### Health & Wellbeing

In 2020, the rate of preventable deaths was 145 per 100,000 population (similar to the national average). This means that if we applied the national average statistical assumptions to our local population, we would expect 300 people to die of preventable causes before the age of 75.

At 59 years, average female healthy life expectancy significantly falls below the national average and that for our male population of 62 years. On many measures of health and well-being, residents have worse health outcomes than national averages – including higher rates of obesity and diabetes. The current cost-of-living crisis will only accelerate this trend as households are forced to substitute healthy foods and habits for cheaper options.

For our young population, the physical health impacts of the pandemic are most visible with national obesity data showing the largest single year increase in childhood obesity equivalent to a 10-year increase. The big change in obesity and overweight should cause considerable concern and is likely to lead to poorer health outcomes in later life. Furthermore, many children and young people experienced a considerable negative impact during the first lockdown of 2020, with increased loneliness and social isolation – this is reflected in the number of mental health referrals amongst our younger residents.

## Safety

Residents in Peterborough experience higher crime levels than other residents in the East of England and England as a whole – violent and sexual offences are significantly above the national average.

Unfortunately, all too often children are caught up in adult violence. Whilst referrals to children’s social care and the number of Children in Need (CIN) have fallen nationally and in our City, driven by restrictions affecting school attendance, there has been an increase in the number of children with a protection plan during the pandemic period, highlighting the impact of the move to more virtual engagement with families.

Child Sexual Exploitation (CSE) continues a trend of increase since before the pandemic, possibly coinciding with lockdown periods. Increased time online during lockdown (for both, perpetrators and potential victims) has been linked to an increased risk of CSE by national agencies.

Vulnerability to criminal exploitation tend to be higher where young people are experiencing economic difficulty or deprivation and as such the economic context for our young people since 2020 needs to be considered as a risk factor - our policies and plans should reflect this.

## PREVENTION, INDEPENDENCE & RESILIENCE

### Children

The success of our City depends on the success of our **future generation** – our children. We therefore have a once in a generation opportunity to make sure our children not only grow up in a safe and prosperous environment where parents work in meaningful and well-paid jobs but where our children are given the right skills and confidence and which will prepare them for life as they grow up and ready them then for placement in quality, local jobs of the future. For our most vulnerable children, this must include plans to prepare them for a more independent life as they reach adulthood as well as playing our part as a safeguarding ‘corporate parent’ where the Council is required to step in.

A trend of falling number of births between 2013 and 2020 in our City has led to a lower intake of 3-4 year olds in early years settings but the number of mothers giving birth is likely to be higher at the end of 2021/22 than in previous years. Population forecasts for Peterborough indicate that the number of 0-15 year olds will remain steady up to 2031, while the number of 15-24 year olds is forecast to increase – the generation that needs our support the most.

While improvements are being made, our children still lag behind the national average at every level of qualification, creating a possible wedge between supply and demand for those future higher skilled, higher income jobs – if not addressed, this trend is likely to create a productivity gap within our future City workforce, slowing down growth opportunities.

We must not only find ways to slow this trend but to break it. An education strategy for early and secondary years and a plan our parents and communities can get excited about are only one of the many ways to increase educational attainment in our City, together with our City partners.

## Adults

As our Peterborough grows, our City population is also getting older and more dependent while our future workforce migrates away from future opportunities they are unable to see.

- The number of adults aged 65-75 years is estimated to increase from 16,960 (2021) to 18,030 (2026) or 6% and then to 20,630 (2031), an increase of 22% over the next 10 years.
- Over the same period, our 75-84 adult population is estimated to grow from 9,980 (2021) to 12,190 (2026) or 22% and then to 13,790 (2031), an increase of 38% over the next 10 years.
- Our oldest population, those aged 85 and above, will see an increase from 4,400 (2021) to 4,810 (2026) or 9% and then to 5,930 (2031), an increase of 35% over the next 10 years.

A trend of concern is the decrease in population growth of our 20-24 age group by almost 1000 in 2021 compared to 2011. This is a worrying trend and a sign that young people leave our City to pursue opportunities elsewhere. It will put further pressure on growth as our local economy struggles to retain a workforce which is required for our City's job market.

We must find ways to create job opportunities for the most productive generation, then create an environment of hope and a vision and plan that inspires the young to do more and do more locally.

## Education & Skills for All

The OECD finds that “**higher inequality in skills is related to higher earnings inequality**. At a macro-level, greater wage dispersion (particularly in the lower half of the wage distribution) is likely to mean that a greater share of workers is low paid. Skills policy and the distribution of skills among workers are critical determinants of low wage employment. In general, higher skilled workers are less likely to be low paid and less likely to become trapped in low wage jobs. The evidence is very clear that one of the most effective supply-side policies for preventing low wage employment is through education and training. As technology advances and demands change, skills can become redundant over time and education and training policy needs to ensure that not only are labour market entrants appropriately skilled but older adults facing labour market disadvantage need access to retraining programmes.”

The picture in Peterborough correlates with this. The pandemic has further highlighted and widened learning losses in children from disadvantaged backgrounds (primarily those eligible for free school meals), compared to their more affluent peers.

We need to find better ways of upskilling our current and future workforce – this requires us to have an **Education & Skills Strategy for All** and a plan that responds and talks to our ambitions around our local Economy and local Growth.



## OUR STRATEGIC CORPORATE CORE

The success of what we do and how we do it not only depends on our ability to create the right capacity and capability to develop high performing functions to support service delivery but a **strategic corporate core** which can lead, plan and enable, and then make sure service delivery is integrated and collaborative – this is as much about leadership and people as it is about getting the basics right.

Members gave the green light and with it a mandate to look at our core structures, to build a new type of organisation that is capable of leading on our priorities, ultimately realising the vision for our City. This requires us to re-arrange ourselves around what we have set out to deliver over the next 3 years – *a preventative system which helps & support people before they move into crisis while at the same time gearing ourselves up to maximise sustainable economic growth and which will benefit everyone who lives, invests, works and plays in our Peterborough.*

We start with our **support functions** which exist to provide excellent services to our internal and external customers – this means getting the basics right in terms of HR, technology, data & insight, finance, procurement, customer services and how we engage and communicate with our customers, partners and the City as a whole. We then embed capabilities and structures around governance, commissioning and a policy and performance & improvement framework that will periodically check in on the progress we make, and where we can improve to do better.

Our **improvement programme** will lay the foundations for the re-design of our core functions, led by our new strategic corporate core – this is about a new culture and ethos, with a clear purpose over the short, medium and long term. The aim of our improvements is to implement support functions that are relentlessly reliable, lean and agile, and have a razor-sharp focus on performance.

This development requires us to have a comprehensive **performance & improvement framework** which we will develop through an iterative process of bi-annual reviews and quarterly reporting on progress against targets and outcomes and to make sure that change sticks – and then enable us to hold each other to account.

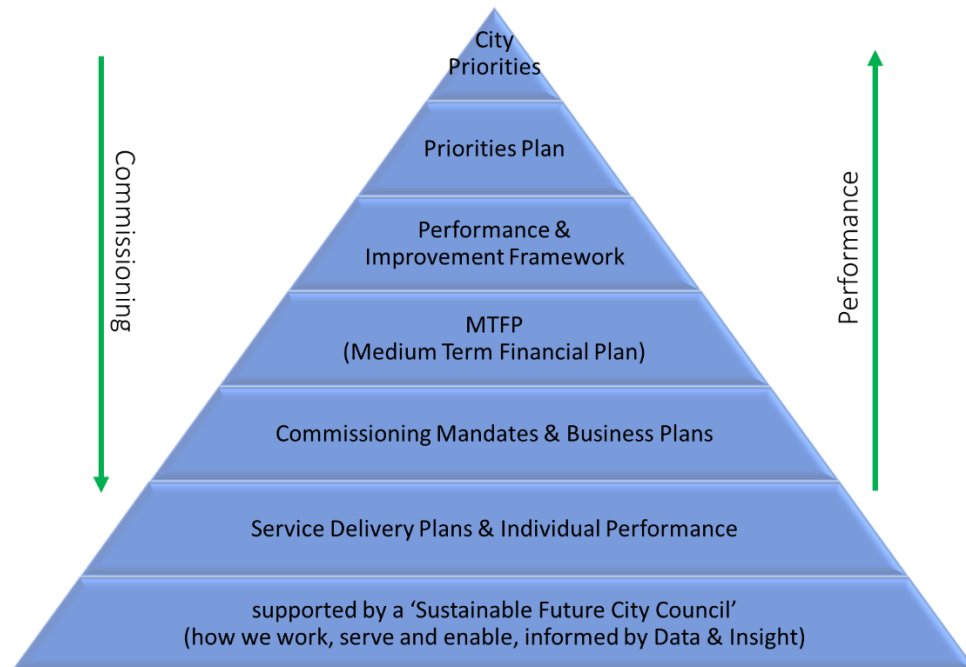
## OUR STRATEGIC FRAMEWORK

The **Council's Strategic Framework** helps us to make decisions, improvements and manage performance.

It includes the 'golden thread' of artifacts that describe our priorities in the long, medium and short term, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the City Priorities to day-to-day service delivery and individual performance.

The top-line of the 'golden thread' are our **City Priorities**, providing a shared long-term vision for Peterborough. Our approach to realising this long-term vision will be translated into medium-term priorities and programmes of activity - our Priorities Plan.

**Our Priorities** are the Council’s response to our City’s challenges and explain our overall approach to public service and translates this approach into tangible activity through a single Performance & Improvement Framework.



The **Performance & Improvement Framework** sets out, in detail, the activity we intend to undertake and the objectives we aim to meet over the next three years across the key strategic priorities that make up the Council’s agenda.

The Performance & Improvement Framework contains two types of data which allow us to analyse the progress we are making towards achieving our objectives:

- 1) specific actions to be delivered, with milestones and deadlines against them; and
- 2) quantifiable outcome measures and indicators, with definitions and targets where relevant.

The Priorities Plan and Performance & Improvement Framework shape and are shaped by the **Medium-Term Financial Strategy (MTFS)**.

The Priorities Plan, including the Performance & Improvement Framework, and our Medium-Term Financial Strategy (MTFS) in turn shape the **Commissioning Mandates, Business Plans** and other documents through which we plan the activity of each service and delivery block within the Council’s system. These then drive frontline **Service Delivery** and **Individual Performance Management**.

The final element of our Strategic Framework, which enables the key strategic priorities, is the activity we undertake in relation to our core support functions, captured under a **‘Sustainable Future City Council’**.

## OUR PRIORITIES

During the first half of 2022, the leadership of the Council launched two pieces of work and which will pave the way for our long term improvement journey and sustainability of the City's administration:

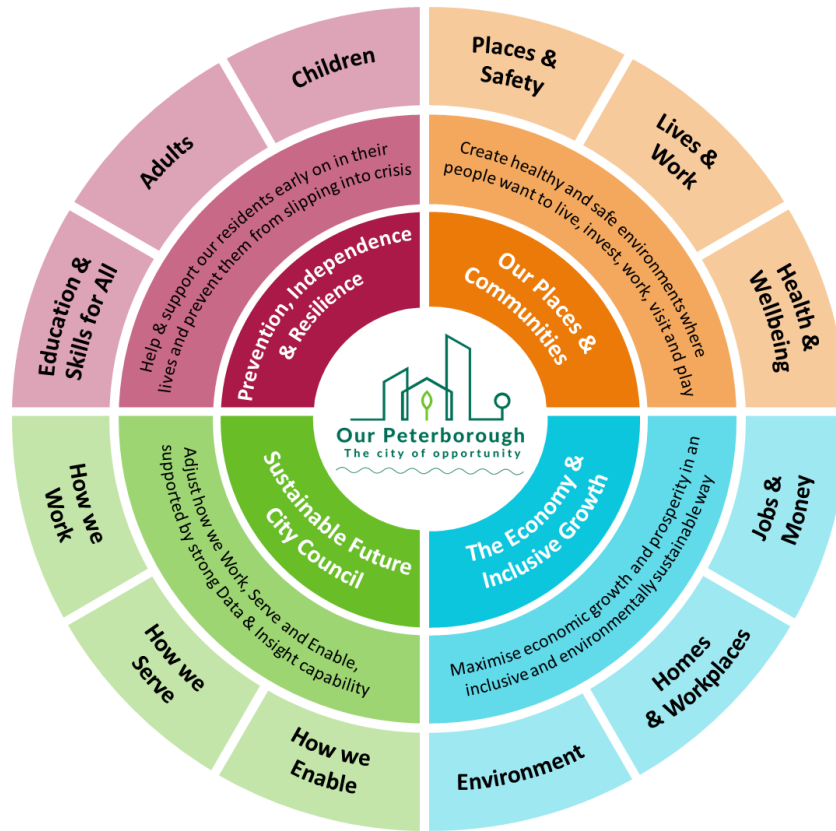
1. A panel of independent experts - the **Peterborough City Council Independent Improvement and Assurance Panel (PCCIAP)** – to provide external advice, challenge and expertise to Peterborough City Council in driving forward the development and delivery of our improvement plan and priorities;
2. We set up our **Sustainable Future City Council Strategy and Improvement Plan** within the Council to re-examine every aspect of what the council does and how we are organised – and then capitalise on the opportunities presented to us by the City.

The recommendations and outcomes of this work now need to be taken forward to design in more detail, a sustainable organisation that can live within its means, tackle the challenges the City faces and respond to the Improvement Panel's findings and deliver the City's vision.

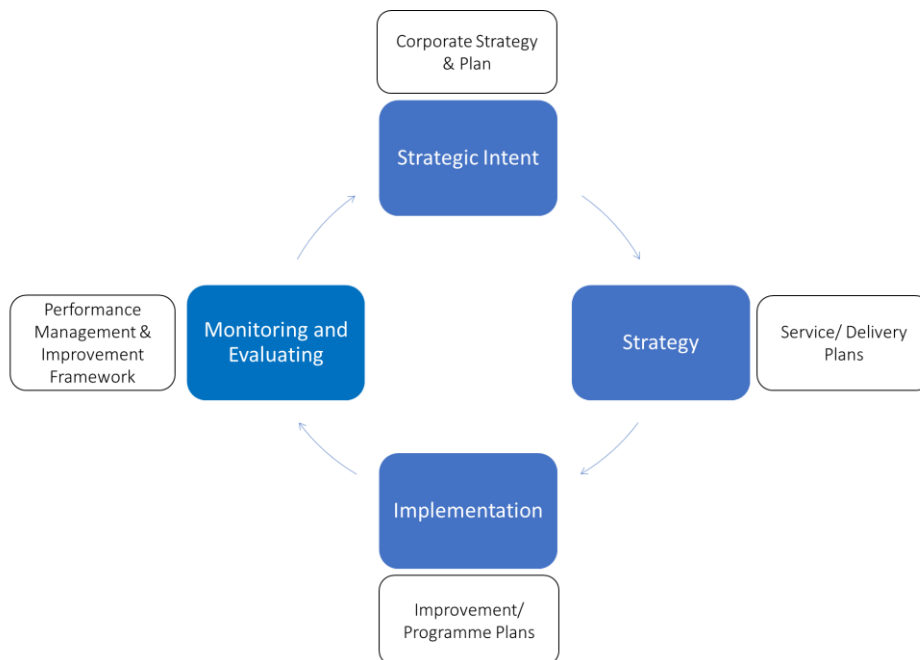
The starting point is the challenge of finding significant savings over the coming years and to provide for the required long term financial sustainability – only then we can invest into our City's future. We will do this by implementing a future operating model which will enable us to manage demand and help & support people before they reach crisis point while finding ways to tackle inequality in our communities by maximising sustainable economic growth that benefits everyone.

During the second half of 2022, we will be working up detailed proposals and a plan around our 4 key priorities:

1. **The Economy & Inclusive Growth** - maximising economic growth and prosperity for Peterborough as a City of Opportunity, and do so in an inclusive and environmentally sustainable way, together with our City partners and communities.
2. **Our Places & Communities** – creating healthy and safe environments where people want to live, work, visit and play, enabled by effective community engagement and strong partnerships.
3. **Prevention, Independence & Resilience** help & support our residents early on in their lives and prevent them from slipping into crisis.
4. supported by a **Sustainable Future City Council** - adjust how we Work, Serve and Enable, informed by strong Data & Insight capability and led by a culture of strong Leadership.



Detailed **Service Delivery Plans** backed up by outline business cases will be developed and which set out the milestones and desired outcomes we are trying to achieve over the coming years - with accountable officers linked to each service plan. We then monitor our performance and improvements against a set of agreed **Key Performance Indicators (KPIs)** – and then we can measure our outcomes and the social progress we make in our City.





# Our City Priorities



# Our City Priorities



# The Economy & Inclusive Growth

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# The Economy & Inclusive Growth: The Facts

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

The local economy grew by

**24%** between  
2015 - 2019



We collected over

**92,000** tonnes of waste  
last year



It is projected that the  
number of adult social care jobs  
will need to increase by

**37%** (2,500 jobs)



**60%** of residents

are of working age -

**77%** (93,300) of those are economically active



We are a

**gigabit city**



One of the first to benefit  
from super fast broadband

**Peterborough**

has a diverse and robust economy  
and is one of the

**fastest growing** cities in the UK



**Peterborough** is among

one of the top **15** cities

for the highest number of business start-ups



In **2021** there were over

**9,400** businesses in  
Peterborough



Unemployment in Peterborough is at its

lowest since **1974** and the city has

the UK's **second highest** rate of job growth



Provisions have been made  
for a further

**19,440** new homes  
by 2036



The average commute takes less than

**22** minutes



**1,200** homes have been built  
in the last 12 months





# The Economy & Inclusive Growth: Our Promises

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

**We will enable more affordable Homes for local people** – by encouraging the building of new homes, ensuring the quality of existing homes, tackling and preventing homelessness, and making sure our most vulnerable residents have a home. We will meet housing need and provide for our growing population, with Peterborough remaining a place where people can afford to put down roots, raise their family, and grow old in dignity. People will live in decent, safe conditions, in communities where homelessness is prevented wherever possible, and where suitable accommodation is available for vulnerable groups of residents to enable as many as possible to live well independently, including optimising the use of technology to support people to live in their own homes.

**We will attract well paid Jobs for our thriving and inclusive local economy** - supporting residents to sustain existing work and access new opportunities in and around Peterborough. We will facilitate the process of providing new jobs in the City, as part of shaping a thriving and diverse local economy based around encouraging key growth sectors including social care as well as improving the overall quality of work in the economy. We will do everything we can to ensure that local business drives economic development and that local residents benefit from this, with opportunities to train and develop new skills and to take up new job opportunities in the City and the surrounding area, particularly those facing labour market disadvantages and needing extra help.

**We will make sure our Places are attractive and vibrant** – people will live in attractive and vibrant neighbourhoods. We will lead regeneration in and around our City with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations.

**We will treat our Environment with respect and as a valuable asset for inclusive growth** – we will ensure a decarbonised, local energy system, energy efficient homes and buildings, and a green local environment. We will play our part in addressing the climate crisis by transitioning to net zero carbon, leading as a Council for our own assets and then our City as a whole. This transition will take time and not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life of our residents.

# The Economy & Inclusive Growth: Our Plans

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

## Priority Outcomes

### Jobs & Money

- Reduce poverty and inequality by attracting good paying jobs whilst working together with our City Partners to increase employability for those who need it most
- Support existing and new businesses to make it easy to invest and grow in our City in a way which ensures that everyone benefits
- Enabling our most vulnerable residents to live healthy and independent lives whilst upskilling and attracting more workers into the local care sector

### Homes & Workplaces

- Enabling more new and more affordable homes for purchase or rent, and the improvement of existing properties
- Make suitable housing available to everyone, including quality standards in the private rented housing sector
- Enable safer and more independent living for our most vulnerable residents and those who require additional support. This includes finding permanent, safe and stable homes for our children and young people in care
- Prevent homelessness across the city whilst reducing the requirement for the use of temporary accommodation
- Enable more facilities and flexible office and co-working spaces to meet the needs of new and expanding businesses

### Environment

- Deliver on our aspirations to become a net-zero Council and City
- Increase recycling and reduce fly tipping
- Provide safe and green spaces for residents to both socialise and exercise offering both health and social benefits
- Cut congestion and promote walking, cycling and the use of public transport and reduce the need to travel by car

# The Economy & Inclusive Growth

## Our Plans

Maximise economic growth and prosperity in an inclusive and environmentally sustainable way

### How we measure progress

#### Jobs & Money

- The net number of new jobs created per year
- A range of poverty indicators
- Average weekly earnings
- Employment rate
- Proportion of people claiming 'in-work' benefits
- Numbers of businesses in the city
- Business start up's & survival rates

#### Homes & Workplaces

- The number of new homes and affordable homes built in each financial year
- Levels of homelessness, prevention, temporary accommodation
- Suitable accommodation for vulnerable residents
- Tracking progress against our Local Plan
- Supply of commercial and industrial space
- Quality of Private and Social rented sector accommodation
- Proportion of homes meeting energy efficiency rating D and above

#### Environment

- Reduction in CO2e of Council owned assets and activities
- Levels of car use and alternative / renewable travel options
- Maintaining quality of parks and open spaces
- Number of EV charging points
- Waste recycling and fly tipping rates
- Energy efficiency schemes of new and existing housing



# Our Places & Communities



# Our Places & Communities: **The Facts**

Create healthy and safe environments where people want to live, invest, work, visit and play


We're


**GROWING** 

We have a population of over 215,000 - that's an increase of over 30,000 people in the last

**10** years 

There are over

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


**Peterborough** continues to have one of the highest birth rates in the country 

Peterborough has a diverse and multicultural community

There are over

**100** languages spoken across the city 

In 2020, the population of those not born in the UK was

**45,000** (22.3%) 

Less than  **1%** of our principle road network requires maintenance

# Our Places & Communities: **Our Promises** APPENDIX B

Create healthy and safe environments where people want to live, invest, work, visit and play

**Together we will create a healthier future** – we will ensure our children are ready to enter education and exit, preparing them for the next phase of their lives while creating an environment that gives everyone the opportunity to be as healthy as they can be. We will reduce poverty through better employment and better housing and promoting early intervention and prevention measures to improve mental health and wellbeing and be part of the integrated care system work with primary care, the NHS and the voluntary sector to develop an integrated neighbourhoods approach.

**We will make sure our communities are safe and that vulnerable people are protected from harm** – by working alongside our public, private, voluntary, community and faith sector partners, we will play our part in reducing and preventing crime and anti-social behaviour, protect and prevent further victims of harm caused by, for example, domestic abuse, and support communities to be self-reliant and supportive.

**We will make sure our Places are safe and resilient** – people will live in safe and resilient neighbourhoods. We will invest in physical and social infrastructure to shape green and clean places and enable resilient communities. In the short-term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like clean street scenes and perceptions of safety.

**We will ensure residents and visitors have access to culture, heritage and leisure facilities** – working closely alongside our partners to ensure a vibrant mix of diverse opportunity for leisure and recreation, celebrating Peterborough's rich history and heritage, and focused on continuing to shape our identity and enhance community integration.

# Our Places & Communities:

## Our Plans

Create healthy and safe environments where people want to live, invest, work, visit and play

### Priority Outcomes

#### Places & Safety

- Strong Partnerships to help co-ordinate communities rethink local delivery whilst using the third sector, volunteers and community groups to make our places safe, green and healthy. This includes maintaining our focus on supporting people with care and support needs locally
- A Culture, Heritage and Leisure offering that meets the expectations of our residents, visitors and business and with a vigorous mission to promote our City's past and its' connection to the present and future
- Re-imagine our inner-City street scene and workplaces, and maintaining and promoting our public places including our transport network
- Treat our parks and open spaces as assets where people want to work, visit and play
- A community-based enforcement and safety service to promote civic pride and to shift the behaviour of those who act irresponsibly or without due regard for others

#### Lives & Work

- Seamless working between us as a Council, our residents, city developers and businesses to ensure we all work towards joined up priorities
- Ensure workplaces are safe from harm to ensure business can thrive, workers feel safe, and residents can enjoy
- Improve the living conditions for residents in our most deprived neighbourhoods
- Enable a more mobile and healthy work and life through digital inclusion and our planning processes for getting in and around the City
- Create a dynamic and diverse night-time economy that offers safe and vibrant opportunities for social interactions

#### Health & Wellbeing

- Achieve better outcomes for our Children
- Reduce inequalities in preventable deaths before the age of 75
- Increase the number of years that people live in good health
- Build and invest in rewarding careers for people in social care

# Our Places & Communities: Our Plans

Create healthy and safe environments where people want to live, invest, work, visit and play

## How we measure progress

### Places & Safety

- Levels of Anti-Social Behaviour, Domestic Abuse and Violence
- Perceptions of crime and feelings of safety
- Footfall levels in the City Centre
- Culture & Leisure and visitor numbers

### Lives & Work

- Business regulatory compliance rates
- Occupancy of city centre and market
- Gigabit broadband coverage and take up
- City centre events and footfall

### Health & Wellbeing

- Year 6 children who are at a healthy weight
- Percentage of children 'ready for school'
- Percentage of adults living independently for longer in their communities
- Adults accessing and successfully completing drug and alcohol treatment services
- Eligible population taking up NHS Health Checks (cardiovascular)
- Hospital admissions for alcohol-related conditions
- Smoking Prevalence in adults






# Prevention, Independence & Resilience




# Prevention, Independence & Resilience: APPENDIX B The Facts


Help & support our residents early on in their lives and prevent them from slipping into crisis

In the last financial year there has been a  **14%** increase in the number of people of working age supported by the Council with long term care and support needs

**35%** of pupils speak a language other than English 

There are currently over **2,000** people with long term care and support needs supported by the Council, with the ONS  estimating that **the same amount again** are funding their own care and support in the city

There are currently **60** primary schools  and **12** secondary schools in Peterborough

Over the last **10** years there has been a **24%** increase in children under 15 years 

Peterborough ARU will be open its door to over  **2,000** undergraduates in September 2022

# Prevention, Independence & Resilience: APPENDIX B Our Promises

Help & support our residents early on in their lives and prevent them from slipping into crisis

**We will ensure every Child gets the best start in life** – with more children and young people in care finding permanent, safe and stable homes and where all care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs.

**We will provide Education & Skills for All** – with a plan our parents, employers and communities can get excited about and where all children and adults can attend and achieve in inclusive, good quality local schools and education. More young people will be supported to achieve success in adulthood through higher, further education and access to employment. Families with children who have Special Education Needs or Disabilities (SEND) will have access to a good local offer in their communities that enable them to live independently and to live their lives to the full.

**We will support and care for our older residents and our residents with long-term care and support needs** – personalised and where people stay connected to their local communities. We will make sure that transitioning between health and social care services is seamless and works well. We will enable a range of options for support and maximise the choice and control people have in their day to day lives. We will work with our expert users to make information and advice accessible to all.

**We see Safeguarding of our most vulnerable residents as a priority** – the young and adults at risk are safeguarded in the context of their families, peers, schools and communities. Our children, young people, and their communities benefit from a whole system approach to tackling the impact of crime. We have zero tolerance to domestic abuse and will drive local action that tackles underlying causes, challenges perpetrators, and empowers survivors.

**We will support individuals and families during the cost-of-living crisis** – by providing them with the required breathing space, so they can plan their finances without the pressures of overdue debt. We will reduce levels of debt and associated money issues in our communities through the adoption of an ethical, joined up and data driven approach to the collection, management and prevention of debt. This means making better use of data and insight to support proactive outreach and working more closely in partnership with civil society.

# Prevention, Independence & Resilience: Our Plans

Help & support our residents early on in their lives and prevent them from slipping into crisis

## Priority Outcomes

### Children

- Children and young people are safe from harm and lead healthy lives
- Children and young people are confident, resilient, thrive in their learning and engage positively and actively in their communities
- All young care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs

### Adults

- React to pressing social challenges and emergencies (i.e. cost of living crisis), providing imminent help & support to those who are most at risk of slipping into crisis
- Long-term care and support when needed is personalised and keeps people connected to their communities
- Ensuring transitions between health and social care services work well
- Find ways to create job opportunities for our most productive generation, then create an environment of hope and a vision and plan that inspires the young to do more and do more locally

### Education & Skills for All

- Narrow the productivity gap within our future City workforce through an education strategy and plan for early and secondary years and a plan our parents and communities can get excited about
- An adult skills offering that meets the needs of our residents and existing and future employers. This includes our residents that are most at risk of exclusion from society

# Prevention, Independence & Resilience: **Our Plans**

Help & support our residents early on in their lives and prevent them from slipping into crisis

## How we measure progress

### Children

- Educational attainment & available school places
- Participation of young residents in programmes provided by the third sector
- Number of care leavers who are in education, employment or training
- Number of Children in care
- Number of Children subject of a Child Protection Plan
- Children in Care and increased proportion of those who are in safe, local in-house foster care
- Care Leavers in Education, Employment or Training
- Number of Children on education health and care plans

### Adults

- Proportion of older people and adults with care and support needs who are supported to live independently for longer in the community
- Percentage of people accessing early help or preventative services
- Percentage of people who find that Information and advice is easily accessible
- Percentage of those able to express desired outcomes who fully or partially achieved their desired outcomes
- Percentage of safeguarding enquiries where risk has been reduced or removed
- Percentage of people receiving reablement services, who successfully prevent, reduce or delay the need for long term care and support

### Education & Skills for All

- Educational standards across the city compared to national levels
- Number of ARU graduates securing local employment
- Percentage of adults in Peterborough who are at graduate level or above
- Percentage children achieving a good level of development at the end of the early-years foundation stage
- Percentage of younger people going into higher education
- Number of apprenticeships and placements students securing employment
- Uptake of vocational learning across all age groups



# Sustainable Future City Council



# Sustainable Future City Council: The Facts

Adjust how we work, serve and enable, informed by strong data and insight capability

The Council has **60** Councillors  
representing **22** Electoral Wards



As a Unitary Authority  
we have nearly **1,900** statutory duties  
and over

**130** service areas  
spread across the council



Peterborough City Council  
has a £434m expenditure budget  
which funds over

**130** services to **215,000** residents



Did you know? **£150** energy rebate to  
**76,641** households



There are over  
**1,300** members of staff  
delivering services across the county



Over the pandemic  
the Council administered  
**£123m** of grants to  
support businesses



Our management is informed -  
Each night  
**452** datasets are refreshed  
providing **165** users  
with management information



Last year  
the Council's net borrowing  
reduced by **£34m** to **£417m**



The council has committed  
to being a net zero  
carbon organisation by **2030**



We responded to over  
**1,100** Freedom of Information requests  
in the last 12 months



Over the past 12 months  
there were in excess of  
**4m** views to our website



The council maintains  
**2,619** assets which range  
in size and function  
We operationally occupy **19** of these



# Sustainable Future City Council:

## Our Promises

Adjust how we work, serve and enable, informed by strong data and insight capability

**We will deliver value for money for the taxpayer** - is the role of all staff particularly those who manage resources, budgets and our people. For our Finance service this means we will set the environment in which timely financial decisions are made and managed and shaping the associated tools and processes the organisation requires to operate within a reduced financial envelope.

**We will employ capable and values-driven staff** - demonstrating excellent people management, attracting best talent and then support our workforce to be even better. It is the role of us all to manage, develop and deliver and create an environment where leaders create more leaders. For our HR service this means we will provide the organisation with the right plan, tools and processes that enable us to shape a high-performing workforce and one which reflects the make-up of our local community. Our employees are engaged, empowered and supported to deliver their best for residents.

**We will enable participation, work co-operatively and be transparent** - designing co-operative practices into the Council's activities and enabling participation is core to our approach of engaging and communicating with our residents and staff. We will hold dialogues with our City partners, residents and staff, listen and respond and bring our residents closer to us and to what we do. Working with our social sector and communities, we will create a new sense of public pride and participation.

**We will put the customer at the heart of what we do** – providing all our staff with the tools and the ability to deliver excellent customer services. Where we fall short, we have in place mechanisms to gain feedback and then the ability to change our internal processes to create the most effective user experience.

**We will equip our staff with the tools, information and capability to deliver on our priorities** – enabling a more agile and efficient workforce, to effectively deliver services across the entire breath of the organisation. We will adopt a data-driven, evidence-based approach to public service including policy design, strategy development and service delivery. For our IT service and our Data & Insight team this means we will provide the right tools and technology for more integrated service delivery.



# Sustainable Future City Council: Our Plans

Adjust how we work, serve and enable, informed by strong data and insight capability

## Priority Outcomes

### How we Work

- Use new ways of working that will deliver value for money for the taxpayer
- Provide robust and transparent governance and assurance across all our work
- Optimise performance around our people, processes, technology and finance in support of those who depend on how we work

### How we Serve

- Create the right structures to support the delivery of our priorities
- A new culture and values amongst our workforce that is co-operative and breaks down departmental silos
- Put our customers at the heart of everything we do whilst providing excellent services based on their needs rather than our structures
- Provide secure, accessible, usable, and inclusive digital services

### How we Enable

- Embed strong Data & Insight capabilities to enable service delivery around the needs of our residents and to make informed decisions
- A relentless focus on performance with key capabilities in data & insight to enable highly performing services including HR, IT, Finance, Procurement, and Customer Services
- Maximise our assets, resources and capability to enable our priorities and plans
- Invest in and empower our value driven workforce

# Sustainable Future City Council: Our Plans

Help & support our residents early on in their lives and prevent them from slipping into crisis

## How we measure progress

### How we Work

- Achieving financial sustainability through a 3-year financial strategy and a balanced annual budget
- Review of fees and charges each year, making sure service users pay for discretionary services
- Paying suppliers in a timely manner
- Well informed and timely decision-making
- Promoting and buying local and incorporate sustainability into our supply chain contracts
- Staff engagement and sentiment
- Gender and ethnicity pay gap

### How we Serve

- Monitor performance against our priorities and outcomes
- Aim for “one and done” and reduced customer query hand offs
- Digital by default
- Percentage Services available through digital channels
- Residents' survey & sentiment

### How we Enable

- Make our performance and other data & insight available publicly
- Proportion of services with automated management dashboards
- Measure our performance & improvement against outcomes and service delivery
- Staff recruitment and retention

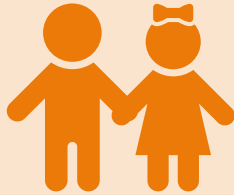


# In the last 12 months, the Council has...

Registered **4,293** births



Looked after **380** children in care and supported a further **162** children through adoption and residency placements, providing them with more stability and permanency



Supported **2,631** adults to remain independent in their own home, **2,076** adults with long term care packages, and **537** adults with shorter term reablement care



Seen **84.1%** of schools in the city rated good or outstanding by Ofsted



Cleared up **9,330** fly-tips



Supported **553** new households in temporary accommodation, and booked a further **180** rough sleepers into temporary accommodation



Collected **17,625** tonnes of recycling



Repaired **2,681** potholes, and resurfaced **23** miles of roads



Maintained **565** miles of roads and **723** miles of footways



**281** miles of cycle ways



**366** structures



**24,000** streetlights, and



**114** sets of traffic signals



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<b>COUNCIL</b>	AGENDA ITEM No. 10
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

## RECORD OF EXECUTIVE DECISIONS MADE SINCE THE LAST MEETING

### 1. CABINET MEETING HELD ON 20 SEPTEMBER 2022

#### i. Household Support Fund - Extension

Cabinet considered the report and **RESOLVED** to:

1. Approve the overall approach to the delivery of the Household Support Fund extension including the spend proportions and areas of focus.
2. Delegates authority to the Executive Director for Place and Economy, in consultation with the Cabinet Members listed above, to finalise the detailed arrangements for all aspects of the scheme, upon receipt of the final grant allocation from Government.

#### ii. Peterborough Youth Zones

Cabinet considered the report and **RESOLVED** to:

1. Support the principle of developing a Youth Zone for Peterborough.
2. Support a bid to Youth Investment Fund (phase 2) in partnership with OnSide Charity.
3. Delegate the final wording and sign off of a letter of intent, draft Heads of Terms for a lease and contract and any conditions required by the Council to the Director of Resources and Monitoring Officer in consultation with the Cabinet Member for Property and Resources.
4. To note that a further report will be required should the project proceed to agree to the selected site and its disposal under a lease.
5. To agree that in order to meet the project delivery and spend timescale required by DCMS the initial project development work including site investigations continues at risk to RIBA 2 at a cost of up to £250k pending the outcome of the bid submission likely to be mid-December 2022.

#### iii. Asset Disposal and Review Plan

Cabinet considered the report and **RESOLVED** to:

1. Agree to the disposal plan included in this report including the series of reviews aims at rationalising Council assets over time.
2. Agree to that a new Asset Management Plan will be prepared for inclusion in the Council's Budget Strategy in February 2023, along with a Disposals and Acquisitions Policy.

#### iv. Closure of the Climate Change Working Group and the Cycling and Walking Working Group

Cabinet considered the report and **RESOLVED** to:

1. Agree to close the Climate Change Working Group
2. Agree to close the Cycling and Walking Working Group

**v. Budget Control Report June 2022**

Cabinet considered the report and **RESOLVED** to note:

1. The budgetary control position for 2022/23 at 30 June is a forecast overspend of £0.2m position.
2. The key variance analysis and explanations are contained in section 5 and Appendix A.
3. The Council's performance with respect to Business Rates (NNDR) and Council Tax Collection, as outlined within Appendix B
4. The Council's capital financial performance as outlined in Appendix C. Cabinet considered the report and RESOLVED to approve:
5. Capital Budget virements as outlined in Appendix C, these include:
  - a. £0.105m – The Market
  - b. £0.750m- Green Wheel Project

**2. EXTRAORDINARY CABINET MEETING HELD ON 30 SEPTEMBER 2022**

**i. Sustainable Future City Council Strategy and Priorities 2022 to 2025**

Cabinet considered the report and **RESOLVED** to endorse the City Council's "Sustainable Future City Council Strategy 2022-25" and its accompanying "City Priorities", both artifacts which were attached as an appendix to the report, and to recommend to Full Council for approval.

**3. CALL-IN BY SCRUTINY COMMITTEE**

Since the publication of the previous report to Council, the call-in mechanism has not been invoked.

**4. SPECIAL URGENCY AND WAIVER OF CALL-IN PROVISIONS**

Since the publication of the previous report to Council the urgency, special urgency and/or waiver of call-in provisions have not been invoked.

**5. CABINET MEMBER DECISIONS**

<b>CABINET MEMBER AND DATE OF DECISION</b>	<b>REFERENCE</b>	<b>DECISION TAKEN</b>
Cabinet Member for Adult Social Care, Health and Public Health	<b>JUL22/CMDN/18</b>	<p><b>Variations to the Integrated Drug and Alcohol Treatment System Contract</b></p> <p>The Cabinet Member approved the following:</p>

<p>Cllr John Howard</p> <p>21/07/2022</p>		<p>Modifications to the Integrated Drug and Alcohol Treatment System contract for Peterborough between the Council and Change Grow Live Services Limited for the contract years 2022/23 and 2023/24. Modification values are £1,255,151.49 and for contract extension year 2022/23 and £1,056,418.99 for contract extension year 2023/24.</p>
<p>Cabinet Member for Climate Change, Planning, Housing and Transport</p> <p>Cllr Marco Cereste</p> <p>29/07/2022</p>	<p><b>JUL22/CMDN/19</b></p>	<p><b>Approval for contract to be awarded to Milestone to deliver improvements to the Green Wheel cycleway</b></p> <p>The Cabinet Member:</p> <ul style="list-style-type: none"> <li>• Approved the award of £750k to Milestone Infrastructure Limited to deliver improvements works to the Green Wheel.</li> </ul>
<p>Cabinet Member for Finance and Corporate Governance</p> <p>Cllr Andy Coles</p> <p>01/08/2022</p>	<p><b>AUG22/CMDN/20</b></p>	<p><b>Approval for contract to be awarded to CIPFA to provide expertise and delivery capacity to support implementation of the Council's Improvement Plan</b></p> <p>The Cabinet Member agreed to:</p> <p>Approve further contracts to CIPFA of up to £500k to provide expertise and delivery capacity to support the implementation of the Council's Improvement Plan, to allow it to achieve financial sustainability. This will bring the total contracted value with CIPFA of up to £1m. Reliance on CIPFA is now reducing as the Council moves towards financial sustainability. Each brief for CIPFA is formally agreed by the Corporate Leadership Team and regular updates are given to FSWG and the improvement board on delivery.</p>
<p>Cabinet Member for Finance and Corporate Governance</p> <p>Cllr Andy Coles</p> <p>31/08/2022</p>	<p><b>AUG22/CMDN/21</b></p>	<p><b>Award of the Council's gas supply contract from 1st April 2023</b></p> <p>The Cabinet Member approved the new contractual arrangements for the Council's supply of gas under the ESPO framework from 1st April 2023 until 31 March 2027.</p>
<p>Cabinet Member for Children's Services, Education, Skills and University</p> <p>Cllr Lynne Ayres</p>	<p><b>SEPT22/CMDN/22</b></p>	<p><b>Decision To Award Compensation As Recommended By The Local Government Ombudsman</b></p> <p>The Cabinet Member authorised the payments of £500 to reflect the distress to Mr and Mrs X from the combination of the uncertainty about the lack of provision, the delay, and the failure to act in late 2019.</p>

<p>12/09/2022</p>		<p>£250 to reflect the time and trouble Mr and Mrs X spent pursuing the complaint.</p> <p>£750 to reflect the impact on Y of the lack of EHC provision while he was excluded, the uncertainty about whether more EHC provision could have been made for Y during lockdown and the distress caused by the failings in the EHC review process.</p> <p>Total financial remedy of £1500 in line with the settlement amount recommended by the Local Government Ombudsman.</p>
<p>Cabinet Member for Adult Social Care, Health and Public Health</p> <p>Cllr John Howard</p> <p>12/09/2022</p>	<p><b>SEPT22/CMDN/23</b></p>	<p><b>Enhanced falls prevention service s75</b></p> <p>Authorise the Delegation to Cambridgeshire County Council to enter into a section 75 agreement with Cambridgeshire and Peterborough NHS Foundation Trust for an enhanced falls prevention service across Peterborough and Cambridgeshire for 3 years from 8th Aug 2022, with a total value of £68,730.</p>
<p>Cabinet Member for Finance and Corporate Governance</p> <p>Cllr Andy Coles</p> <p>16/09/2022</p>	<p><b>SEPT22/CMDN/25</b></p>	<p><b>Approval Of The Council's Policy For The Council Tax (Energy) Rebate Discretionary Scheme</b></p> <p>The Cabinet Member approved the policy for the administration of the Council's Council Tax (Energy) Rebate Discretionary Scheme as set out in Appendix 1 to this report.</p>



<b>COUNCIL</b>	<b>AGENDA ITEM No. 11</b>
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

**RECORD OF CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY DECISIONS MADE SINCE THE LAST MEETING**

**1. MEMBER REPRESENTATIVES**

<b>Meeting</b>	<b>Dates of Meeting</b>	<b>Representative</b>
Audit and Governance Committee	29 July 2022	Cllr Imtiaz Ali
Overview and Scrutiny Committee	25 July 2022	Cllr Coles, Cllr Iqbal
Combined Authority Board	27 July 2022 31 August 2022	Cllr Wayne Fitzgerald

1.1 The above meetings have taken place in July and August 2022.

**2. AUDIT AND GOVERNANCE COMMITTEE**

2.1 The Audit and Governance Committee met on 29 July 2022, the decision summary is attached at Appendix 1.

**3. OVERVIEW AND SCRUTINY COMMITTEE**

3.1 The Overview and Scrutiny Committee met on 25 July 2022, the decision summary is attached at Appendix 2.

**4. COMBINED AUTHORITY BOARD**

4.1 The Combined Authority Board met on 27 July 2022, the decision summary is attached at Appendix 3.

4.2 The Combined Authority Board met on 31 August 2022, the decision summary is attached at Appendix 4.

4.3 The agendas and minutes of the meetings are on the Combined Authority's website – Link in the appendices.

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## Audit and Governance Committee Decision Summary

Meeting: 29 July 2022

Agenda/Minutes: [Audit and Governance Committee – 29 July 2022](#)

Chair: John Pye (Chair and Independent Person)

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1	Apologies and Declarations of Interests	Apologies were received from Cllr Ali, Cllr Corney and Cllr Wilson. Cllr Coutts attended as a substitute for Cllr Wilson  No disclosable interests were declared.
2	Minutes of the Previous Meeting and Action Notes	<b>RESOLVED:</b>  i. That the minutes of the meeting of 30 June 2022 be approved subject to the following addition:  <i>Members asked for officers' feedback on how capacity shortfalls had affected delivery.</i>
3	Improvement Framework including Review of Governance	Gordon Mitchell, Interim Chief Executive introduced the report which provided an update on the development of an Improvement Plan and associated next steps for the Combined Authority, following consideration of an Improvement Framework report by the Board on 27 July 2022.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p><b>RESOLVED:</b></p> <p>That the Improvement Framework Report, including the Review of Governance, and the CA Board's response to it, be noted.</p>
4	Corporate Risk Register	<p>Chris Bolton, Head of Programme Management Office introduced the report which asked the Committee to review the revised risk register.</p> <p><b>RESOLVED:</b></p> <p>That the Review of Corporate Risk Register and Risk Management Strategy report be noted.</p>
5	Internal Audit Progress Report	<p><b>RESOLVED:</b></p> <p>That the Internal Audit progress report for 2020/21 be noted.</p>
6	Internal Audit Annual Report	<p><b>RESOLVED:</b></p> <p>That the draft Internal Audit Annual Report for 2021/22 be noted</p>
7	Internal Audit Plan 2022-23	<p><b>RESOLVED:</b></p> <p>That the Committee:</p> <ul style="list-style-type: none"> <li>i. Approves the topics of the reviews proposed in the CA Audit Plan for 2022/23</li> <li>ii. Recommends that officers adopt a flexible approach and give priority to work that helps the improvement journey.</li> </ul>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>That RSM will:</p> <p>iii. Forewarn the Committee of any potential issues it has, or foresees, with delivery against the Plan.</p>
8	Draft Narrative Report and Annual Governance Statement 2021/22	<p><b>RESOLVED:</b></p> <p>That the Committee:</p> <p>Note the draft narrative report 2021/22 and the draft Annual Governance Statement and recommend that a post end of year comment detailing latest developments be included in the final report.</p>
9	CPCA Local Authority Trading Companies	<p><b>RESOLVED:</b></p> <p>That the update on the Combined Authority Trading Companies be noted.</p>
10	Work Programme	<p><b>RESOLVED:</b></p> <p>That the work programme be noted.</p>

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## Overview and Scrutiny Committee Decision Summary

Meeting: 25 July 2022

Agenda/Minutes: [Overview and Scrutiny Committee – 25 July 2022](#)

Chair: Cllr Lorna Dupré

Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	Apologies & Declarations of Interest	Cllr R Robertson, Cambridge City Council substituted by Cllr S Smith Cllr A Van de Weyer, South Cambridgeshire District Council, substituted by Cllr Fane Cllr M Goldsack, Cambridgeshire County Council.  There were no declarations of interest.
2.	Public Questions	There were no public questions.
3.	Minutes of the Previous Meeting and Action Log	The minutes of the meeting held on the 28 March 2022 were approved as a correct record.  The Chair asked that outstanding Transport Update item noted in the Action Log and the Climate Change item be further discussed under the work programming agenda item.
4.	Improvement Framework	Gordon Mitchell, Interim Chief Executive introduced the report outlining the recommendations that would be made to the Board at their meeting on Wednesday.  RESOLVED:

Item	Topic	Decision [ <i>None of the decisions below are key decisions</i> ]
		The Committee noted the report and gave their support to the recommendations to the Board outlined in the report.
5.	Business & Skills Update	<p>The Committee received a report which updated members of the Committee on the strategic direction and performance of existing contracts within Business and Skills at the Combined Authority.</p> <p><b>RESOLVED</b> That the Committee note the Business and Skills Update Report.</p>
6.	Budget Setting Process	<p>Jodie Townsend, Interim Head of Governance, introduced the report the purpose of which was to set out a proposal for consideration that would allow the Committee more involvement in the budget setting process moving forward.</p> <p><b>RESOLVED</b> That:</p> <ul style="list-style-type: none"> <li>a. The Committee agree the budget scrutiny process for 2022/23 as set out in paragraph 3.3 of the report.</li> <li>b. Cllr Sharp be appointed the Lead Member for Finance and Budgetary issues.</li> <li>c. The 26 August reserve meeting date be used, in part, to receive an early report on the budget and in preparation for further discussion on the budget at the Committee's September meeting.</li> </ul>
7.	Combined Authority Forward Plan	<p><b>RESOLVED:</b></p> <p>The Committee noted the Forward Plan</p>



Item	Topic	Decision [ <i>None of the decisions below are key decisions</i> ]
8.	Overview and Scrutiny Work Programme	<p>RESOLVED:</p> <p>That:</p> <ol style="list-style-type: none"> <li>1. The reserve meeting date of 26 August be confirmed, and the following items added to the agenda: <ul style="list-style-type: none"> <li>• Preparatory Budget Report</li> <li>• The Improvement Framework</li> <li>• Update on Warm Homes and The Local Authority Delivery Scheme (LAD2)</li> <li>• Update on the Bus Review, including the 905 Service and the DRT service</li> </ul> </li> <li>2. The scoping document for the review of the Governance of the CPCA's Housing Programme be noted and that it be added to the Work Programme.</li> </ol>
9.	Date and Time of Next Meeting	The next meeting would be on Friday 26 August 2022 at 11:00. The venue would be Pathfinder House, Huntingdon.

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## Combined Authority Board Decision Summary

Meeting: 27 July 2022

Agenda/Minutes: Combined Authority Board - 27 July 2022

Chair: Mayor Dr Nik Johnson

Summary of decisions taken at this meeting

## Combined Authority Board Annual Meeting: Decision Statement

### Part 1 - Governance Items

#### 1.1 Announcements, Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor B Smith, substituted by Councillor J Williams and Police and Crime Commissioner D Preston, substituted by Deputy Police and Crime Commissioner J Peach.

Councillor C Boden declared an interest in Item 2.1: Budget Monitor Report July 2022 as a Trustee of FACT, which provided the No.68 bus route in Wisbech on a non-profit basis.

Professor A Neely declared an interest in relation to Item 5.1: Active Travel Cambridgeshire, in that he is a member of the Greater Cambridge Partnership Board. Professor Neely took part in the debate of the report, but did not vote.

#### 1.2 Minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022, Minutes of the Combined Authority Annual Meeting 8 June 2022 and Action Log

The minutes of the Extraordinary meeting on 20 May 2022 were deferred to 31 August 2022 for approval.

The minutes of the annual meeting on 8 June 2022 were approved as an accurate record and signed by the Mayor.

The Action Log was noted.

### 1.3 Petitions

No petitions were received.

### 1.4 Public Questions

One public question was received from CamCycle from Roxanne De Beaux, Executive Director of Camcycle. A copy of the question and response (when published) can be viewed on the [meeting webpage](#).

### 1.5 Membership of Combined Authority 2022-23

It was resolved to:

- a) Note the appointment by South Cambridgeshire District Council of Councillor John Williams as its substitute member on the Combined Authority Board for the remainder of the municipal year 2022/2023, replacing Councillor Brian Milnes.
- b) Appoint Councillor Edna Murphy as a co-opted member of the Combined Authority Board for 2022/23 representing the Cambridgeshire and Peterborough Fire Authority and Councillor Mohammed Jamil as substitute member.
- c) Appoint Alex Plant as the Business Board member of the Combined Authority Board for 2022/23, and Professor Andy Neely as the substitute member.
- d) Approve the appointment of Councillor Bridget Smith of South Cambridgeshire District Council as the nominated substitute member for the Mayor and Lead Member for Economic Growth for the Business Board
- e) Note and agree the Mayor's nomination to Lead Member responsibilities for Lead Member for Governance as set out in paragraph 2.9 of this report

## Part 2 – Finance

## 2.1 Budget Monitor Report July 2022 2021-22 Outturn

It was resolved to:

- a) Note the outturn position of the Combined Authority for the 2021 - 22 financial year, including £2m of single pot revenue savings and £1.8m capital savings.
- b) Approve the updated requested slippage of unspent project budgets on the approved capital programme of £51.3m and on the revenue budget of £8.4m.

## Part 3 – Mayoral Decisions

### 3.1 Recycled Local Growth Fund (LGF) Project Funding Awards: MDN 38-2022

It was resolved to note Mayoral Decision Notice MDN38-2022: Recycled Local Growth Fund (LGF) Category 2 funding approval.

## Part 4 - Combined Authority Decisions

### 4.1 Improvement Framework

It was resolved to:

- a) Note the recommendations of the Audit & Governance Committee set out in paragraph 2.7 to 2.12 of this report and provide a response as requested.
- b) Delegate authority to the Interim Chief Executive for the recruitment and appointment of additional resources, including interim Chief Officers and interim Statutory Officers (as defined within the constitution) as set out in paragraph 3.5 to 3.15 of this report.

- c) Delegate authority to the Interim Chief Executive to finalise the senior management structure of the Authority as set out in paragraph 3.16 to 3.18 of this report.
- d) Acknowledge the scope and scale of the intended self-assessment exercise set out in this report and recognition of the scale of the current issues facing the Combined Authority.
- e) Support the self-assessment exercise set out in this report and provide comment on its content, noting the intention to conclude this work and report back to Board at its scheduled meeting on 21 September 2022.
- f) Allocate the use of up to £750,000 from the CPCA Response Fund to enable that money to be utilised on scoping, developing and delivering work relating to CPCA Improvement Activity, and delegate authority to spend to the Interim Chief Executive.
- g) Note the review of governance and ways of working attached at Appendix A.
- h) Request that the Board, and the Chairs of Audit & Governance Committee and the Overview & Scrutiny Committee, receive regular updates on all improvement action.

## 4.2 Climate and Strategy Business Cases July 2022

It was resolved to:

- a) Approve the Business Case for the Huntingdon Biodiversity For All project and approve £1.2m CPCA capital investment and £150,000 revenue from subject to approval line in the MTFP.
- b) Approve the Business Case for the Fenland Soil project and approve drawdown of £100,000 from the subject to approval line in the MTFP for Climate Commission.
- c) Note the progress of the Waterbeach Renewable Energy Network project.

### 4.3 Shared Prosperity Fund Investment Plan

It was resolved to:

- a) Approve the final draft Cambridgeshire and Peterborough Local Investment Plan.
- b) Delegate authority to the Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make minor final refinements to the Local Investment Plan and to submit that final version to the Department for Levelling Up, Housing and Communities before the 1 August 2022 deadline.
- c) Delegate authority to Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make amendments to the Local Investment plan based on any feedback from the Department for Levelling Up, Housing and Communities and after consultation with the Cambridgeshire Public Service Board.

### 4.4 North Cambridgeshire Training Centre Infrastructure Funding

It was resolved to:

- a) Approve the Business Case for North Cambridgeshire Training Centre additional Infrastructure works and approve £347,000 Grant from the Transforming Cities Fund.
- b) Note formal commitment by project Lead to increase outputs by at least 10% across all learners using the centre per year until 2030 secured by a revised grant funding agreement.
- c) Seek a financial contribution from Metalcraft towards the infrastructure costs.

#### 4.5 Cambridgeshire Peterborough Growth Company Limited (Growth Co) Allotment of New Shares to the Combined Authority

It was resolved to:

Give approval to the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) to issue 400,000 additional £1.00 shares to the Combined Authority in return for investment of the £400,000 of Recycled Local Growth Fund.

### Part 5 - Transport and Infrastructure Committee recommendations to the Combined Authority

#### 5.1 Active Travel (Cambridgeshire)

It was resolved to:

- a) Approve the drawdown of the relevant share of the £753,000 of Active Travel Funding from the Medium-Term Financial Plan to complete a programme of active travel improvements in Cambridgeshire, as delivered by Cambridgeshire County Council.
- b) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer, to conclude a Grant Funding Agreement with Cambridgeshire County Council to enable work to progress.

#### 5.2 Transport Model Replacement

It was resolved to:

- a) Agree the change in delivery for a new transport model with Cambridgeshire County Council being commissioned to lead the delivery of the model on behalf of all partners;



- b) Agree the changes to the spending objectives for the initial transport model budget. Previously approved budget will now be committed to modelling activities of:
  - i. Collection of data to populate current and future transport models; and
  - ii. Preparation of a full business case for the design and build of a new transport model.
  - iii. Retention of residual to be put towards model development (together with additional funding identified within the 2022/23 MTFP).
- c) Note the future arrangements for the review of the model, full business case, and sign-off of medium term financial plan (MTFP) funds (subject to approval) at a future date.

### 5.3 Peterborough Electric Bus Depot

It was resolved to:

- a) Note the current position in relation to the Peterborough Bus Depot Relocation.
- b) Support the proposal to investigate alternative options for the provision of a bus depot in Peterborough.
- c) Agree a £40,000 drawdown from the £150,000 in the STA revenue budget, to progress this project in a timely manner.

### 5.4 A141 St Ives Outline Business Case

It was resolved to:

- a) Approve the release of £6m funding for the delivery of the Outline Business Case.
- b) Delegate authority to the Interim Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

## 5.5 East Anglian Alternative Fuels Strategy (EAAFS)

It was resolved to approve a six week public consultation on the EAAFS.

## Part 6 - Business Board recommendations to the Combined Authority

### 6.1 Growth Works Management Review July 2022

It was resolved to note the Growth Works programme performance up to 31 May 2022 (Q6 is April 2022 to 30th June 2022).

## Part 7 - Governance Reports

### 7.1 Member Officer Protocol

It was resolved to:

- a) Agree the Member Officer Protocol attached at Appendix A for adoption into the Constitution.
- b) Note the intention to review the Protocol within 6 months.
- c) Note the intention to develop a Social Media Protocol to support the Member Officer Protocol.

### 7.2 OneCAM Ltd Audit Report

It was resolved to:

- a) Note the One CAM Audit Report.
- b) Note the key findings and actions in the report.

### 7.3 Performance Report

It was resolved to note the latest performance report.

### 7.4 Annotated Forward Plan

It was resolved to approve the Annotated Forward Plan.

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## Combined Authority Board Decision Summary

Meeting: 31 August 2022

Agenda/Minutes: [Combined Authority Board - 31 August 2022](#)

Chair: Mayor Dr Nik Johnson

Summary of decisions taken at this meeting

## Combined Authority Board Annual Meeting: Decision Statement

### Part 1 - Governance Items

#### 1.1 Announcements, Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor S Conboy, substituted by Councillor T Sanderson.

Councillor C Boden declared an interest in Item 1.4: Public Questions, as a Cambridgeshire County Council appointed Trustee of FACT, which provides the No.68 bus route in Wisbech.

#### 1.2 Minutes – 27 July 2022 and Action Log

The minutes of the meeting on 27 July 2022 were deferred to 21 September 2022 for approval.

The Action Log was noted.

#### 1.3 Petitions

No petitions were received.

## 1.4 Public Questions

Three public questions were received from Councillor S Hoy, Cambridgeshire County Councillor, Fenland District Councillor and Leader of Wisbech Town Council; Councillor B Hunt, East Cambridgeshire District Council; and G James, local resident. A copy of the questions and responses (when published) can be viewed on the [meeting webpage](#).

## Part 2 – Combined Authority Decisions

### Key Decision added under Special Urgency Arrangements

#### Multiply – The Approach to Programme Delivery (KD2022/052)

It was resolved to:

- a) Accept the Multiply grant funding of £3,999,186 from the Department for Education and approve the creation of a new budget line in the Medium-Term Financial Plan (MTFP) for 2022/23, 2023/24 and 2024/25 financial years as per Table A in Appendix 1 to this report, subject to receipt of the grant funding offer letter from the DfE.
- b) Delegate authority to the Interim Associate Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer, to commission, enter into and sign grant funding agreements and contracts for services to the providers listed in Tables D and E in Appendix 1 to this report for 'on-menu' delivery and further allocations for 'off-menu', subject to receipt of the grant funding agreement.
- c) Approve the funding allocations to Further Education colleges, local authority Institutes of Adult Learning and procured Independent Training Providers (ITPs), subject to receipt of grant funding from the DfE.
- d) Approve the approach to programme management of Multiply and note the analysis of numeracy levels in the sub-region.

## 2.1 Green Home Grant LAD2 (KD2022/039)

It was resolved to:

- a) Note the ongoing work with BEIS to manage the recovery plan for the Green Homes Grant (LAD2 programme) and the revised forecast covering the scheme extension by an additional three months to complete installations by 30 September 2022.
- b) Approve the return of additional underspend to BEIS of £33.35m that is detailed in an MOU variation attached as Appendix 1.
- c) Delegate authority to the Interim Chief Executive, the Monitoring Officer and the S73 Officer to return any remaining unspent capital funds at scheme end in line with the revised MOU and scheme conditions.

## 2.2 Sustainable Warmth Budget (KD2022/049)

It was resolved to:

- a) Note the ongoing challenges and work to manage the recovery plan for the Sustainable Warmth project and the revised forecast covering the scheme to complete installations by 31 March 2023.
- b) Approve the return of underspend to BEIS of £62,619,025 that is detailed in an MOU variation attached as Appendix 1.
- c) Delegate authority to the Interim Chief Executive and Monitoring Officer to return any remaining unspent capital funds at scheme end in line with the original MOU and scheme conditions.
- d) Approve the establishment of a Sustainable Warmth (Retrofit) project board, based on the outline structure in this paper and delegate authority to the Interim Chief Executive, in consultation with the Lead Member for the Environment and Climate Change, Chief Finance Officer and Monitoring Officer, to agree terms of reference.

## 2.3 Changing Futures

It was resolved to:

Approve the allocation of funds from the corporate response fund of £60,000 per annum for three years (2022-2025, total £180,000) in support of the collaborative Changing Futures project to Cambridgeshire County Council - the accountable body.

## Part 3 – Governance Reports

### 3.1 Forward Plan

It was resolved to approve the Forward Plan for August 2022.

## Part 4 – Exempt Matters

It was resolved that the press and public be excluded from the meeting on the grounds that the report contains exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed. That is, information relating to an individual; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in its publication.

### 4.1 EXEMPT Minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022

The minutes of the meeting on 20 May 2022 were deferred to 21 September 2022 for approval.

### 4.2 EXEMPT Employment Matters Part 1

It was resolved to:



1. In relation to Paul Raynes, Director of Delivery and Strategy:

a) Approve Recommendation 1a.

2. In relation to interim arrangements:

a) To note the proposals set out in this report regarding cover arrangements for Director Delivery & Strategy (6.1.2).

#### 4.2 EXEMPT Employment Matters Part 2

It was resolved to:

1. In relation to Robert Parkin, Chief Legal Officer (Monitoring Officer):

a) Approve recommendation 1a.

2. In relation to interim arrangements:

a) To note the proposals set out in this report regarding cover arrangements for Chief Legal Officer (Monitoring Officer) (6.1.2).

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<b>COUNCIL</b>	AGENDA ITEM No. 12
<b>12 OCTOBER 2022</b>	PUBLIC REPORT

## **MOTIONS ON NOTICE**

The following notice of motion has been received in accordance with the Council's Standing Orders:

### **1. Motion from Councillor Imtiaz Ali**

"This council notes:

Local government has endured central government funding cuts of more than 50% since 2010. Between 2010 and 2020, councils lost 60p out of every £1 they have received from central government. UNISON research found that councils in England had to fill a combined funding gap of £3 billion when setting budgets for 2022/23.

Over the last two years, councils have led the way in efforts against the Covid-19 pandemic, providing a huge range of services and support for our communities. Local government has shown more than ever how indispensable it is. But Covid has led to a massive increase in expenditure and loss of income, and as we emerge from the pandemic, local authorities and schools need far more support from Westminster.

Council and school workers kept our communities safe through the pandemic, often putting themselves at considerable risk as they work to protect public health, provide quality housing, ensure our children continue to be educated, and look after older and vulnerable people.

Since 2010, the local government workforce has endured years of pay restraint with the majority of pay points losing at least 25 per cent of their value since 2009/10. Staff are now facing the worst cost of living crisis in a generation, with inflation hitting 10% and many having to make impossible choices between food, heating and other essentials. This is a terrible situation for anyone to find themselves in.

At the same time, workers have experienced ever-increasing workloads and persistent job insecurity. Across the UK, 900,000 jobs have been lost in local government since June 2010 – a reduction of more than 30 per cent. Local government has arguably been hit by more severe job losses than any other part of the public sector.

There has been a disproportionate impact on women, with women making up more than three-quarters of the local government workforce.

Recent research shows that if the Government were to fully fund the unions' 2022 pay claim, around half of the money would be recouped thanks to increased tax revenue, reduced expenditure on benefits and tax credits, and increased consumer spending in the local economy.

This council believes:

Our workers are public service super-heroes. They keep our communities clean and safe, look after those in need and keep our towns and cities running.

Without the professionalism and dedication of our staff, the council services our residents rely on would

not be deliverable.

Local government workers deserve a proper real-terms pay increase. The Government needs to take responsibility and fully fund this increase; it should not put the burden on local authorities whose funding has been cut to the bone and who were not offered adequate support through the Covid-19 pandemic.

This council resolves to:

- Call on the Local Government Association to make urgent representations to central government to fund the NJC pay claim.
- Write to the Chancellor and Secretary of State to call for a pay increase for local government workers to be funded with new money from central government.
- Continue to meet with local NJC union representatives to discuss negotiations towards an equitable pay review.
- Encourage all local government workers to join a union.”

## **2. Motion from Councillor Day**

“Peterborough City Council recognises that fossil fuels have played a central role in the past 150 years of social and technological development but that their continued use poses a serious risk to the stability of the climate upon which our well-being and economy depends. Climate change endangers the health of local residents in Peterborough, directly through impacts such as heatwaves and floods, like we have seen this year, and indirectly through impacts on food systems and global security. Research demonstrates that 80% or more of the world’s fossil fuel reserves will have to remain unburnt if we are to meet targets for climate change mitigation. A rapid large-scale shift away from fossil fuels towards energy efficiency and alternative sources of energy is needed to avert catastrophic climate change. This will soon render investments in fossil fuel reserves ‘stranded assets’, representing substantial risk for investors and pensioners. Research also shows that divestment actually reduces carbon emissions. Therefore, having declared a climate emergency in 2019, Peterborough City Council, should fully support this shift to a zero-carbon economy, which also presents significant opportunities for Peterborough in its mission to become Environment Capital.

In response to this Peterborough City Council pledges:

- to develop and implement an ethical investment policy, including a commitment to not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council’s mission and values. This will include avoiding investment in the top 200 publicly-traded fossil fuel companies. It may also include other companies associated with environmentally or socially harmful activities.
- Call on the Cambridgeshire County Council’s Pension Fund to divest from fossil fuels by requesting its representative(s) on the Pension Fund Committee to call for the development and adoption of responsible investment policies which:
  1. Immediately freeze any new investment in the top 200 publicly-traded fossil fuel companies.
  2. Divest from direct ownership and any commingled funds that include fossil fuel public equities and corporate bonds within 5 years.
  3. Set out an approach to quantify and address climate change risks affecting all other investments.
  4. Actively seek to invest in companies that will reduce greenhouse gas emissions and minimise climate risk.
- to instruct the chief executive to write to the Leaders and Chief Executives of all other councils that use the Cambridgeshire County Council Pension Fund outlining this Council’s position and asking for their support to adopt the same policies.
- with respect to its indirect investments, to work with a ratings agency to develop a workable ethical policy aligned with the above mission and values with the aim of achieving full divestment within 5 years.

- to work with local businesses and community groups to support further positive investment in local companies and projects, including community energy schemes, which are hastening a rapid shift to a zero-carbon economy.
- to undertake the above pledges in the context of a city-wide energy descent plan and energy security policy which will be developed with local business and community groups.
- to call on the Cambridgeshire Pension Fund to adopt a similar ethical investment policy and divest from fossil fuels.
- to call on the national U.K. government to support the principle of fossil fuel divestment, to stop subsidising the fossil fuel industry and to advocate for all other countries to commit to this in the wake of the Paris Agreement, which was reaffirmed at the 2021 Glasgow Climate Summit.”

### 3. Motion from Councillor Sandford

“Council notes that:

1. The electoral system used for local elections in England and Wales, First Past the Post (FPTP), is not a fair system, because it means that votes do not have equal weight and many votes are wasted.
2. The alternative to FPTP is a system of Proportional Representation (PR), where votes cast for parties translates more or less directly into seats won. There are many variants of PR. The Single Transferable Vote System (STV) variant of PR is already in use for local elections in Scotland and Northern Ireland. With this system, voters rank candidates in order of preference and those who receive the most backing (including second and subsequent choices) are elected to serve in multi-member wards.
3. Peterborough City Council (in common with most other district and unitary councils) already has multi-member wards and thus the transfer to a proportional system would be easier than if the wards were single-member.
4. The introduction of PR for local elections in Scotland has led to an increase in turn-out, which was 44.8% at the last elections held in 2022. In contrast turn-out in the Peterborough City Council election in 2022 was only 30%. This suggests that the improved representation offered by PR encourages greater engagement in local democracy.

Council believes that there should be a move to the use of a system of proportional representation for local elections as soon as is practicably possible as this would boost turn-out and elect a council which is more representative of the range of political views of Peterborough’s residents.

Council resolves to:

1. Call upon the UK Government to commit to changing electoral law to permit such a move and to introduce such a system of voting in any reforms to local government presented to Parliament.
2. Instruct the Chief Executive to write to Peterborough's two MPs to ask them to call for a change to electoral law to permit such a system and promote the matter for debate in Parliament.”

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<b>COUNCIL</b>	AGENDA ITEM No. 13(e)
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

Report of:	Fiona McMillan, Director of Law and Governance	
Contact Officer(s):	Pippa Turvey, Democratic and Constitutional Services Director	Tel. 452460

## NOTIFICATION OF CHANGES TO THE EXECUTIVE DELEGATIONS

RECOMMENDATIONS	
<b>FROM:</b> <i>Director of Law and Governance</i>	<b>Deadline date:</b> <i>N/A</i>
It is recommended that Council note the changes made by the Leader of the Council to the Executive Scheme of Delegations ( <b>Appendix A</b> ).	

### 1. PURPOSE AND REASON FOR REPORT

- 1.1 The purpose of this report is to advise Council of changes made to the Executive Delegations by the Leader and for Council to note these changes.

### 2. CHANGES TO THE EXECUTIVE DELEGATIONS

- 2.1 At the meeting of Annual Council on 23 May 2022, the Leader of the Council notified Council of his scheme of delegations.
- 2.2 On the 22 September 2022 the Leader added an additional Cabinet Advisor position. This position is titled, 'Cabinet Advisor to the Cabinet Member for Finance and Corporate Governance'. This position has responsibility for providing advice and support to the Cabinet Member for Finance and Corporate Governance on all aspects of their portfolio as required, with an emphasis on legal and governance matters.
- 2.3 Councillor Nicolle Moyo has been appointed to this position.

### 3. IMPLICATIONS

#### Financial Implications

- 3.1 There are no direct financial consequences arising from this report.

#### Legal Implications

- 3.2 All the relevant legal implications are addressed within the report.

#### Equalities Implications

- 3.3 There are no equalities implications arising from this report.

#### Carbon Impact Assessment

- 3.4 There is no change to the Council's carbon impact arising from this report.

**4. BACKGROUND DOCUMENTS**

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

4.1 Peterborough City Council's Constitution – Part 3, Delegations Section 3 – Executive Functions

4.2 Peterborough City Council Annual Council Meeting 23 May 2022 – Minutes

**8. APPENDICES**

8.1 None



<b>COUNCIL</b>	<b>AGENDA ITEM No. 13(b)</b>
<b>12 OCTOBER 2022</b>	<b>PUBLIC REPORT</b>

Report of:	Matthew Gladstone, Chief Executive
Cabinet Member(s) responsible:	Cllr Coles, Cabinet Member for Finance and Corporate Governance

## **APPOINTMENT OF THE MONITORING OFFICER**

<b>RECOMMENDATIONS</b>	
<b>FROM: Employment Committee</b>	<b>Deadline date: 12 October 2022</b>
<p>It is recommended that Council :</p> <ul style="list-style-type: none"> <li>● Note that Employment Committee met on the 10 October 2022 to consider the appointment of the Director of Legal &amp; Governance and Monitoring Officer.</li> <li>● Subject to an appointment being made by the Employment Committee on the 10 October, to formally appoint the recommended candidate to the Monitoring Officer role.</li> </ul>	

### **1. PURPOSE AND REASON FOR REPORT**

- 1.1 The report is presented for the Council to consider under its constitutional responsibilities for the appointment of the Monitoring Officer.
- 1.3 In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001, matters relating to the appointment of a Monitoring Officer are reserved to the Full Council.
- 1.4 Given that the role carries the statutory responsibilities of Monitoring Officer, in accordance with the Local Government Act, the appointment requires the approval of the Full Council following a recommendation from Employment Committee.
- 1.5 Employment Committee will sit on 10 October 2022 to interview candidates and therefore a further exempt report will come forward to Council.

### **2. REASONS FOR EXEMPTION**

- 2.1 The appended report (to follow) NOT BE FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it

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