

JOINT MEETING OF THE SCRUTINY COMMITTEES

MONDAY 22 JANUARY 2024
6.00 PM

Council Chamber - Town Hall
Charlotte Cameron, Senior Democratic Services Officer at
Charlotte.Cameron@peterborough.gov.uk or 01733 384628

AGENDA

Page No

1. **Nomination of Chair**
2. **Apologies for Absence**
3. **Declarations of Interest and Whipping Declarations**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

4. **Draft Budget 2024/2025 and Medium-Term Financial Strategy 2024/2027** 3 - 206

Emergency Evacuation Procedure – Outside Normal Office Hours

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.

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<http://democracy.peterborough.gov.uk/ecSDDisplay.aspx?NAME=Protocol%20on%20the%20use%20of%20Recording&ID=690&RPID=2625610&sch=doc&cat=13385&path=13385>



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact on 01733 384628 as soon as possible.

Committee Members:

Councillors: Ahmed, S Allen, J Allen, Asif, Ayres, Bi, G Casey, M Cereste, Cole, Day, Fenner, JA Fox, Hemraj, Hussain, Iqbal, M Jamil, A Jones, Knight, S Lane, Mahmood, D Over, Perkins, Qayyum, Rangzeb, B Rush, Ray, N Sandford, Simons, A Shaheed, Sharp, Skibsted, Stevenson, Strangward, Thulbourn, Tyler, Warren and Wiggin

Substitutes: Councillors A Bond, S Barkham, R Ray and M Sabir

Statutory Co-opted Members: The following Education Co-opted members are Members of the Scrutiny Committee and can vote when education matters are discussed:

Dr Andy Stone, Director of School's Service Roman Catholic Diocese of East Anglia
Peter French, Peterborough Diocesan Board of Education

Non-Statutory Co-opted Members:

Parish Councillor Neil Boyce, Independent Co-opted Member (non-voting)
Parish Councillor Terry Young, Independent Co-opted Member (non-voting)
Parish Councillor Mark Ormston, Independent Co-opted Member (non-voting)
Parish Councillor Katie Howard, Independent Co-opted Member (non-voting)
Sameena Aziz, Independent Co-opted Member (non-voting)
Matthew Barber, Independent Co-opted Member (non-voting)
Sandie Burns MBE, Independent Co-opted Member (non-voting)
Stuart Dawks, Independent Co-opted Member (non-voting)
Dr Esther Norton, Independent Co-opted Member (non-voting)
Christine De Wilde, Independent Co-opted Member (non-voting)

Further information about this meeting can be obtained from on telephone 01733 384628 or by email – charlotte.cameron@peterborough.gov.uk

JOINT MEETING OF THE SCRUTINY COMMITTEES	AGENDA ITEM No. 4
22 JANUARY 2024	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director of Corporate Services and S151 Officer
Cabinet Member(s) responsible:	Councillor John Howard, Deputy Leader and Cabinet Member for Corporate Governance and Finance
Contact Officer(s):	Emma Riding, Service Director Financial Management & Deputy s151 Officer Jill Evans, Service Director Corporate Finance & Deputy S151 Officer

DRAFT BUDGET 2024/25 AND MEDIUM TERM FINANCIAL STRATEGY 2024-2027

RECOMMENDATIONS	
FROM: Cabinet Member for Finance and Corporate Governance	Deadline date: 12 January 2024
<p>It is recommended that the Joint Meeting of Scrutiny Committees reviews and considers:</p> <ol style="list-style-type: none"> 1. The draft Medium Term Financial Strategy 2024/27 outlined in Appendix A - MTFS 2024-27 which includes the key financial assumptions, strategic direction and estimated budget gaps in future years. 2. The proposed draft Budget for 2024/25, outlined in Appendix B - Budget Report 2024-25 which includes: <ol style="list-style-type: none"> a. Funding and Council Tax Summary, which includes a proposed Council Tax increase of 4.99% in 2024/25, 2025/26 and 2026/27. b. Detailed Revenue budgets and proposal detail c. The Draft Capital Budget (Programme) d. Section 25 robustness statement 3. The feedback from the budget consultation summarised in section 4 of this report and outlined in Appendix C- Budget Consultation Feedback 4. The Reserves commitments outlined in section 2 of the draft budget report and the draft Reserves Strategy and Policy outlined in Appendix D- Reserves Strategy & Policy which sets the future direction of travel and planned use of reserves. 5. The draft Treasury Management Strategy outlined in Appendix E - Treasury Management Strategy, which has the fundamental roles of managing external investments, Ensure debt is prudent and economic, outlining the Prudential Indicators and ensuring that decisions comply with regulation 6. The draft Capital and Investment Strategy outlined in Appendix F - Capital and Investment Strategy 2024-27 which manages its assets and investment resources to help achieve the strategic priorities of the Council. 7. The outline Asset Management Plan (AMP) as set out in Appendix G - Asset Management Plan, which sets out principles for managing the Councils assets in the most efficient and effective manner and the direction of travel for future years while a more detailed and refreshed AMP is developed. 8. Appendix H - Sales, Fees, & Charges Policy and Appendix I- Sales Fees and Charges Schedules 	

1.0 ORIGIN OF REPORT

1.1 This report comes to the Meeting of Joint Scrutiny Committees as part of the Council’s process for developing a Medium Term Financial Strategy (MTFS) and budget setting process.

2.0 PURPOSE AND REASON FOR REPORT

2.1 Purpose

This report comes to the Joint Meeting of Scrutiny Committees as part of the Council’s formal budget setting process. Any recommendations made by the Joint Meeting of the Scrutiny Committees will be reported to Cabinet on 12 February for consideration.

The presentation of the Budget for 2024/25 and MTFS to the Joint Meeting of the Scrutiny Committees is set out in the Council’s constitution under the Budget Policy Framework section 2.6 “As part of the consultation process, the Cabinet shall formally consult on the budget proposals with all scrutiny committees at a joint meeting on these proposals”.

2.2 Background

The Budget for 2024/25, Medium Term Financial Strategy 2024/25-2026/27 and its associated strategies, forms a key part of the Council’s Performance and Improvement Framework. The Budget Report (Appendix B) sets out the Revenue and Capital Budgets for 2024/25, and the MTFS (Appendix A) aims to demonstrate that the Council's finances over the medium term are secured to deliver the Council's priorities over the next three years. Preparation of an MTFS is good financial practice. It’s an important part of understanding the Council’s financial challenges and risks, its financial resilience, and sets out the strategy to deliver long term financial sustainability and viability. The key objectives of the MTFS are:

- To ensure that effective financial planning and management contributes to the Council achieving the corporate priorities
- To ensure that the Council is financially resilient, stable and sustainable for the future
- To maximise the income from Council Tax, Business Rates, and Fees and Charges to support the priorities of the Council
- To continue to improve value for money – managing our people and money more efficiently and effectively to continue to improve value for money, standardise, streamline and share best practice, getting better value from commissioning and procurement, whilst seeking to minimise the impact of budget savings on priority services

This approach also follows our Budget Principles which underpin the Council’s budget decisions and seek to limit the impact of budget cuts on the city’s most vulnerable residents:

- We'll continue to manage budgets carefully, with control on expenditure ensuring the best possible services and strive to obtain value for money for the taxpayer.
- We'll be responsible and strive to become a financially sustainable Council by developing a robust rolling three-year Medium Term Financial Strategy
- We'll produce a Medium Term Financial Strategy which supports our net zero carbon objectives and helps us create a Council which is environmentally as well as financially sustainable
- We'll set a direction of travel to improve the Council’s financial health and resilience by increasing reserves balances and reducing our borrowing where appropriate. This will be outlined within our annual Reserves Policy and Capital Strategy

2.3 Executive Summary

This report outlines the latest forecast position over the life of the Medium-Term Financial Strategy (MTFS) based on a set of financial assumptions which have been updated to provide an accurate reflection of the financial challenge facing the council. The revised position outlines a **balanced position in 2024/25**, a significant improvement on the **£6.2m** financial challenge reported in the Quarter 2 update in November. Given the economic climate, the scale of the challenge has been no surprise, and officers have been planning for it and developing strategies as early as possible.

The updated MTFS position, taking account of the latest funding updates and the strategic direction of the Council, is summarised in Table 1 below, outlining a breakdown of how the gap changes each financial year.

Table 1: Budget Gap	2023/24	2024/25	2025/26	2026/27
Funding	(202,634)	(218,579)	(228,711)	(238,921)
Net Revenue Expenditure (NRE)	202,634	218,579	231,976	245,855
Budget Gap	-	-	3,265	6,934
Aggregated Budget Gap breakdown	2023/24	2024/25	2025/26	2026/27
2024/25	-	-	-	-
2025/26	-	-	3,265	3,265
2026/27	-	-	-	3,669
MTFS Q3 – Jan 24		-	3,265	6,934
MTFS Q2 - Nov 23	-	6,177	8,627	13,752
MTFS Q1 - Sept 23	-	5,101	6,100	10,508

Appendix A outlines the full MTFS update which includes details on the following:

- Revised expenditure and funding assumptions
- Strategic Direction and Key Transformation Programmes for 2024/25- 2026/27
- National Context and Risks

Three officer-led Portfolio Boards have been established to deliver transformation on key works streams enabling the Council to meet its aims outlined in Our City Priorities. These Portfolio Boards are:

- Economy & inclusive Growth; to grow the economy attracting well paid jobs, enable more affordable homes, ensure Peterborough is attractive with a healthy environment.
- Prevention, Independence and Resilience; to better understand our community and links, and to focus on young people and those with social care needs.
- Creating a sustainable future city council, which enables the governance to ensure the council’s priorities are met and a sustainable budget is delivered.

Further details of the programmes being progressed by these boards are included within section 6 of Appendix A.

2.4 Final Budget Report – Expected Updates

This report outlines a draft budget to enable Joint Scrutiny to have early sight of the proposals, which will be finalised in advance of Cabinet on 12 February 2024, to reflect the most up to date estimates, or the actions agreed at this meeting. At this time the known expected updates include:

- Any changes as a result of the publication of the Final Local Government Finance Settlement (expected February).
- The final NNDR forecast, following completion of the NNDR1 form.
- Final Public Health Grant allocations for 2024/25
- Council Tax Resolution including confirmation of the parish precepts.

- Drainage and flood levies
- Cambridgeshire and Peterborough Combined Authority (CPCA) Levy - to be set at the CPCA board on 31 January 2024.
- Dedicated Schools Grant and the Schools Budget 2024-25
- Budget Virement Policy
- Equality Impact Assessments
- Carbon Impact Assessments

2.5 Dedicated Schools Grant and the Schools Budget 2024-25

The Local Authority retains a statutory duty to annually set the schools budget for all schools in Peterborough (Maintained and Academy schools). The majority of the funding for Education comes through the Dedicated Schools Grant (DSG) which totals £303m for 2024/25.

Officers have worked with the Schools Forum, who are the representative group of education providers in the City, to develop budget proposals including draft school level budgets. The local funding arrangements operate within the context of national requirements and guidelines, but we do have some discretion to appropriately target funding at priorities and pressures within the City. Schools Forum are meeting on the 15 January 2024 to consider these final budget proposals.

The final budget requires formal council approval, and as such this will be included within the final budget report to Council on 21 February 2024.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	12 February 2024
Date for relevant Council meeting	21 February 2024	Date for submission to Government Dept.	N/A

The following timetable outlines the key meeting dates in relation to the MTFS and the Budget for 2024/25:

Timescales	Update
10 July 2023 - Cabinet	MTFS Quarter 1 Update ✓
13 November 2023 - Cabinet	MTFS Quarter 2 Update ✓
4 December 2023 - Cabinet	Budget Consultation Launch ✓
22 January 2024 - Joint Scrutiny	Draft Budget 2024/25 and MTFS 2024/2027 Report (this report)
12 February 2024 - Cabinet 21 February 2024 - Council	Final Budget and MTFS 2024/25 including the associated strategies <ul style="list-style-type: none"> • MTFS 2024/2027 • Budget 2024/25, including: <ul style="list-style-type: none"> ○ Council Tax resolution ○ Revenue Budget ○ Capital Budget ○ Section 25 (robustness) Statement • Reserves Strategy • Treasury Management • Capital Strategy • Asset Management Plan

In addition to the timetable above, all budget proposals including savings, investment and revised financial assumptions and consultation feedback are considered within the following groups:

- **Budget- Corporate Leadership Team (CLT)**- made up of the council's corporate directors and finance officers as support.
- **Cabinet Policy Forum (CPF)**- informal meeting of Cabinet.
- **Financial Sustainability Working Group (FSWG)**- Cross-party working group focussed on supporting the delivery of financial sustainability for the council. During the year this group has convened on a monthly basis to consider the Council's financial position and develop proposals to support the Council's budget position.
- **Independent Improvement and Assurance Panel (IIAP)**- who are experts in specific fields of local government to challenge, scrutinise and advise on our budget proposals to ensure they are robust and provide best value.

CORPORATE PRIORITIES

The Budget and MTFs forms a key part of the Council's Performance and Improvement Framework, and aims to demonstrate that the Council's finances over the medium term are secured to deliver the Council's priorities over the next three years from 2024/25 to 2026/27.

This therefore supports all the council's priorities, but forms a key element of the council's budget setting process, therefore it is strongly geared towards enabling the council to deliver on the following priority:

- Supported by a Sustainable Future City Council - adjust how we work, serve and enable, informed by strong data and insight capability and led by a culture of strong leadership.

4.0 CONSULTATION

4.1 Budget Consultation

On 4 December Cabinet launched a budget consultation to seek the views of residents, businesses, stakeholders and service users. The Consultation took place via the following methods:

- Web-based form on the council website, which included ten multiple choice and free text questions to gather the thoughts and views of readers.
- Social media was used to reach out to as many people as possible, directing them to the details and web form.
- Hard copies of the Budget Consultation could be requested.
- Key stakeholders and community groups were contacted with the Budget Consultation details and were offered the opportunity to have a briefing.

The feedback received from the consultation will be considered by and reported to this meeting of Joint Scrutiny Committee on 22 January 2024, and Cabinet on 12 February 2024, before formally proposing a final budget for 2024/25 to Council on 21 February 2024.

Feedback Received

The Council received 132 responses to the online survey, in addition to receiving a separate submission from the Cambridgeshire and Peterborough Integrated Care System. All responses have been included within Appendix C, with the following points summarising the feedback received:

- Overall, 74% of residents agree or strongly agree we should invest in digital and automation
- 66% of residents agree or strongly agree with us protecting services for the city's most vulnerable
- Most residents would rather us generate additional income to balance the budget with most expressing that reducing or changing services would be their least preferred option
- Just over half of the residents that responded would prefer that Council tax was not increased by the

maximum 4.99%

- Most submissions agree that there is a lack of information regarding fostering processes and benefits, with some suggesting better promotion through social media and community groups, advertising and publishing anonymised case studies would help, and emphasising the benefits for the children, foster families and the society. People also suggested that streamlining the application process, increasing the pay and ongoing support would make fostering more attractive. All of the feedback is valuable and will be used to inform the review of the foster service offer which is underway.

Budget Simulator

Additionally, the council launched a Budget Simulator tool on its website for a six-week period from 19 September to 31 October 2023. The simulator was set up in an easy-to-use format, allowing users to gain a greater understanding of what we spend our money on, and how reducing expenditure or investing in services has consequences, or benefits for the council and residents. Users also had the opportunity to provide comments and ideas. During this period the simulator attracted 342 responses, an 83% increase on last year, with the following key points:

- People wanted to broadly protect, with reductions of 2.1 per cent or less, Community safety and neighbourhood services, Education and children's services, Cleansing, waste and recycling, Transport and roads.
- Large reductions of 7.5% or more were proposed in Community engagement and cohesion, Back-office services, Growing the city, City centre and events and Customer services.
- Community activities and growing the city do not appear to be as important to the people that completed the survey. Similarly, customer services and back-office functions are not as important, perhaps as these are not things the residents experience or see the value of in the services they receive as they are not visible.
- Interestingly, people wanted to, on average, increase spend on Public Health but that may have been skewed as there was not an option to reduce it as this funding is ringfenced by Government and cannot be spent on anything else.
- On average people wanted to increase council tax by 2.42 per cent. This was on top of the 4.99 per cent increase that was approved by members at the Full Council meeting in March 2023 and would require a referendum with the public to implement.

The Budget Simulator has previously been highly commended by the council's Independent Improvement and Assurance Panel (IIAP). The following statement is an extract;

“Public engagement has been through the web-based budget simulator tool which has had a significantly higher level of response than normal consultation arrangements. The Council should be commended on this initiative which has highlighted to the community the very real challenge in balancing a complicated budget.”

5.0 ANTICIPATED OUTCOMES OR IMPACT

- 5.1 The release of this draft MTFS 2024/27 and budget 2024/25, outlines the proposed budget and strategic approach to addressing the financial gap in future years.

Cabinet launched a budget consultation which started on 4 December and closed on 7 January 2024. Partner organisations, businesses and other interested parties have been able to feedback what council services matter most. Cabinet will review feedback from the consultation alongside any recommendations from the Joint meeting of Scrutiny Committees at the Cabinet meeting scheduled for 12 February 2024, before making a final recommendation to Council on 21 February 2024.

The Council must set a balanced budget for 2024/25 within the financial resources it will have next year

6.0 REASON FOR THE RECOMMENDATION

6.1 The Council must set a lawful and balanced budget. The approach outlined in this report work towards this requirement.

7 ALTERNATIVE OPTIONS CONSIDERED

7.1 No alternative option has been considered as the Cabinet is responsible under the constitution for initiating budget proposals and the Council is statutorily obliged to set a lawful and balanced budget by 11 March annually.

8.0 IMPLICATIONS

Legal Implications

8.5 When it comes to making its decision on 21 February 2024, the Council is under a legal duty to meet the full requirements of Section 31A of the Local Government Finance Act 1992, which includes the obligation to produce a balanced budget.

8.9 By virtue of section 25, Local Government Act 2003, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance Officer (CFO), as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence, that the financial position continues to be closely monitored. In particular, members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered, and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings. Where the CFO makes a judgement that the council is unable to set or achieve a balanced budget, or there is an imminent prospect of this they have a responsibility to issue a section 114 notice (s114) of the Local Government Act 1988.

8.10 Human Resources implications

Whilst it is anticipated that there will be some staffing implications as part of this budget, much of the management focus will be looking at transformation of our operating model and aligning business areas to the requirements as set out within the newly adopted Corporate Plan.

As always, it is the aim of the council to try and minimise any compulsory redundancies and the impact on our service delivery. In the first instance there are a number of elements which the council considers first which are looking for redeployment opportunities, deleting vacant posts, restricting recruitment (*considering service delivery*), natural wastage / turnover and reducing or eliminating overtime (*providing service delivery is not compromised*). Where there are staffing implications, the Council will seek voluntary redundancies as appropriate to minimise compulsory redundancies and where this is unavoidable, appropriate outplacement support will be considered.

8.11 Equality Impact Assessments

All budget proposals published in this budget process are being considered with regards to equalities issues, and where an Equality Impact Assessment (EIA), are required these will be completed and included within the final report for Cabinet on 12 February 2024.

8.12 Carbon Impact Assessments

All major budget proposals published in this budget process are being considered with regards to the carbon impact. The Carbon Impact assessment is underway and will be included within the final report for Cabinet on 12 February 2024

9.0 BACKGROUND DOCUMENTS

[Quarter 1 MTFS 2024-2027 report](#)

[Quarter 2 MTFS 2024-2027 report](#)

[Budget 2024/25 Consultation Document](#)

[Report of the Independent Improvement and Assurance Panel- 6 December 2023 Council](#)

[Peterborough Improvement Plan](#)

[Sustainable Future City Council Strategy 2022-25](#) and [Our City Priorities](#)

10.0 APPENDICES

11.1 Appendix A – Medium Term Financial Strategy 2024/2027

Appendix B- Revenue and Capital Budget 2024/25

Appendix C- Budget Consultation Feedback

Appendix D- Reserves Strategy and Policy

Appendix E- Treasury Management Strategy Statement (TMSS)

Appendix F- Capital and Investment Strategy 2024/2027

Appendix G- Asset Management Plan

Appendix H- Sales Fees and Charges Policy

Appendix I- Sales Fees and Charges Schedule

Appendix A – Medium Term Financial Strategy 2024 – 2027 (Q3 update)

Peterborough City Council

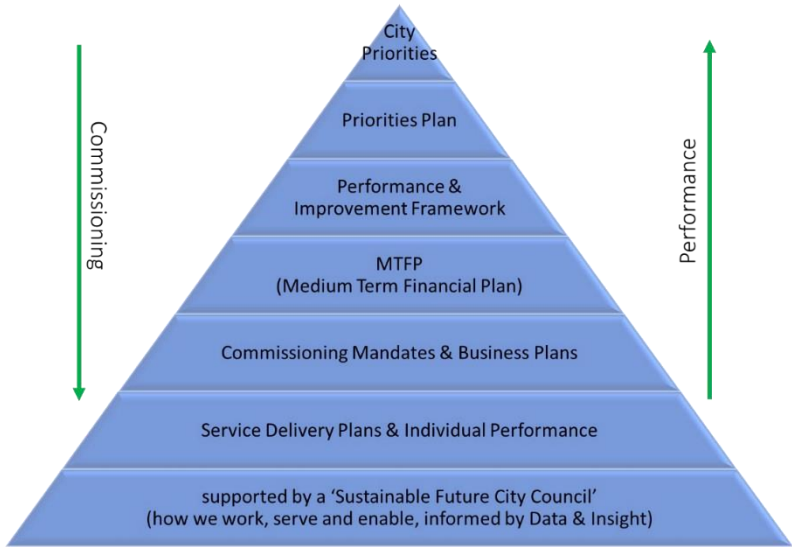
1. Our Strategic Framework

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 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**.

2. MTFS Overview

The MTFS is refreshed annually, with a review each quarter. The updated MTFS position is summarised in Table 1 below, outlining a breakdown of how the budget gap changes each financial year, followed by a

summary of the key assumptions. It should be noted that as the Council identifies ongoing proposals to address the budget gap, the future years gap will reduce accordingly.

Table 1: Budget Gap	2023/24	2024/25	2025/26	2026/27
Funding	(202,634)	(218,579)	(228,711)	(238,921)
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3. Key assumptions

- Pay award 3% pa in years 2024/25 to 2026/27.
- Children’s & Adult Social Care demand - full detailed review of demand led service budgets undertaken with the review focussed on using recent local demand data, available Census 2021 data and local knowledge to inform revised forecasts.
- NNDR – increases based on business growth and Consumer Price Index (CPI) as per legislation.
- Revenue Support Grant – increasing in line with CPI.
- Council Tax – 4.99% increase per annum.
- Council Tax base – estimated growth of 1,000 homes pa in 2024/25, increasing to 1,100 homes in 2025/26, and 1,200 homes in 2026/27.

These are outlined in more detail within the report.

4. Detailed Expenditure Assumptions

The key financial assumptions over the life of the MTFS have been reviewed and revised where appropriate. Stress testing these is increasingly important in present times given the speed of the economic changes over the last 18 months.

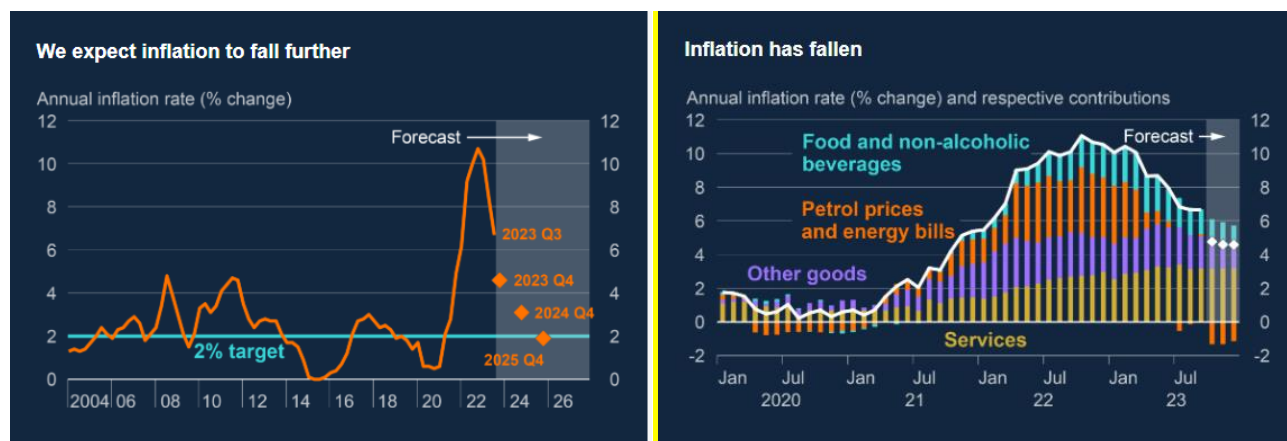
Pay: The assumptions within the MFTS are that the annual pay award will be 3% in each of the three years 2024/25 to 2026/27.

National Living Wage: will increase to £11.44 in April 2024 for workers 21 years and over (an increase of 9.8%). This will create a pressure on our social care budget which could be in the region of £2m.

Pension rates are included at the rate of the latest triennial valuation carried out during 2022, covering the period 1 April 2023 to March 2026. The same rates have been assumed for 2026/27 as it is difficult to predict the outcome of the next triennial valuation.

Inflation: The Bank of England [monetary report](#) (August 2023) has been used to inform the revised MTFS assumptions for our expenditure and income. The report and the following graphs highlight that CPI inflation remains above the 2% target. According to the [Office for National Statistics](#), CPI was 3.9% in the 12 months to November 2023. The current projections are that inflation is expected to continue to fall towards the target 2% in 2024.

Graphs 1 & 2: BoE Inflation Projection and Drivers of inflation



Energy Costs: Higher energy prices have been contributing to the high rate of inflation. The Council’s energy prices have increased by a further 20% from October 2023 due to the nature of the energy contract that the Council is in which buys energy in advance, however we are expecting these prices to drop from October 2024.

The Council has put in place actions, as part of an inflation strategy, to mitigate the impact of inflationary increases in energy. These actions include reviewing energy use in all buildings and council facilities to use less energy to mitigate the cost increase. A workstream has been put in place specifically to tackle the energy pressure and to find ways to mitigate it.

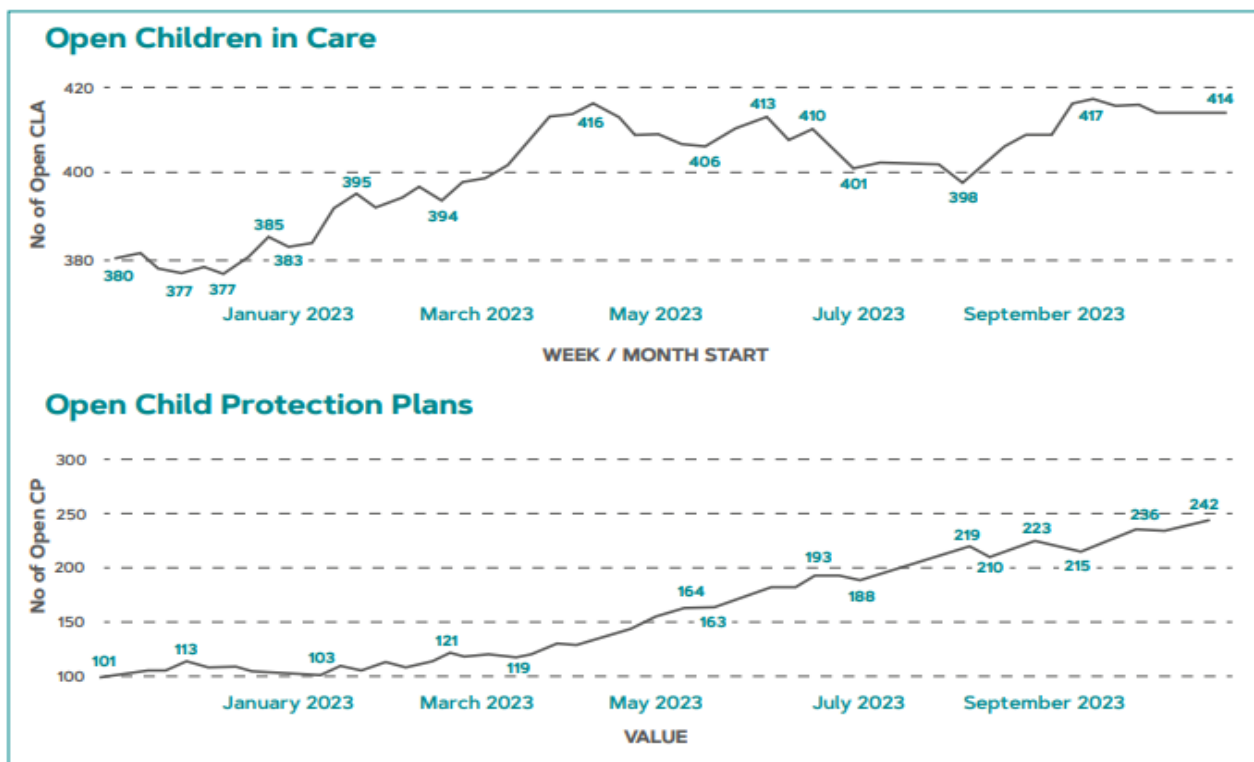
Contract inflation: Contract inflation is also driving pressures and the procurement team, having been recently insourced, are taking actions to drive efficiencies as some key contracts such as those that provide social care are linked to inflation. They are reviewing all contracts to ensure they reflect best value and meet established needs. At the same time the Finance team, together with the service, are reviewing all expenditure budgets, as well as maintaining a tight grip and control on expenditure.

Service Demand

Peterborough is a growing City, with a 17.5% growth in population since the 2011 census. Although this does generate additional income from housing (Council Tax) and business growth (NDR), it also brings additional demand for our services. A detailed review has been undertaken on the Councils core Social Care budgets to assess the demand projections over the life of the MTFS.

Children’s Social Care: We are spending in the region of an additional £4m since last year on care for young people with very complex needs. The number of children under a child protection plan has increased from around 101 in November last year to around 242 in November 2023. The number of children in care is also rising, from 380 in January 2023 to 414 as of September 2023. This represents roughly a 9% increase in children’s care placements in eight months, with some of these increasing costs further due to the complexity of their needs. Within the MTFS it is assumed that increases continue into 2024/25, due to the pressures in 2023/24, and then in the later years it is expected that the demand begins to stabilise due to the transformation of Children’s Services and the increase in use of other services such as fostering.

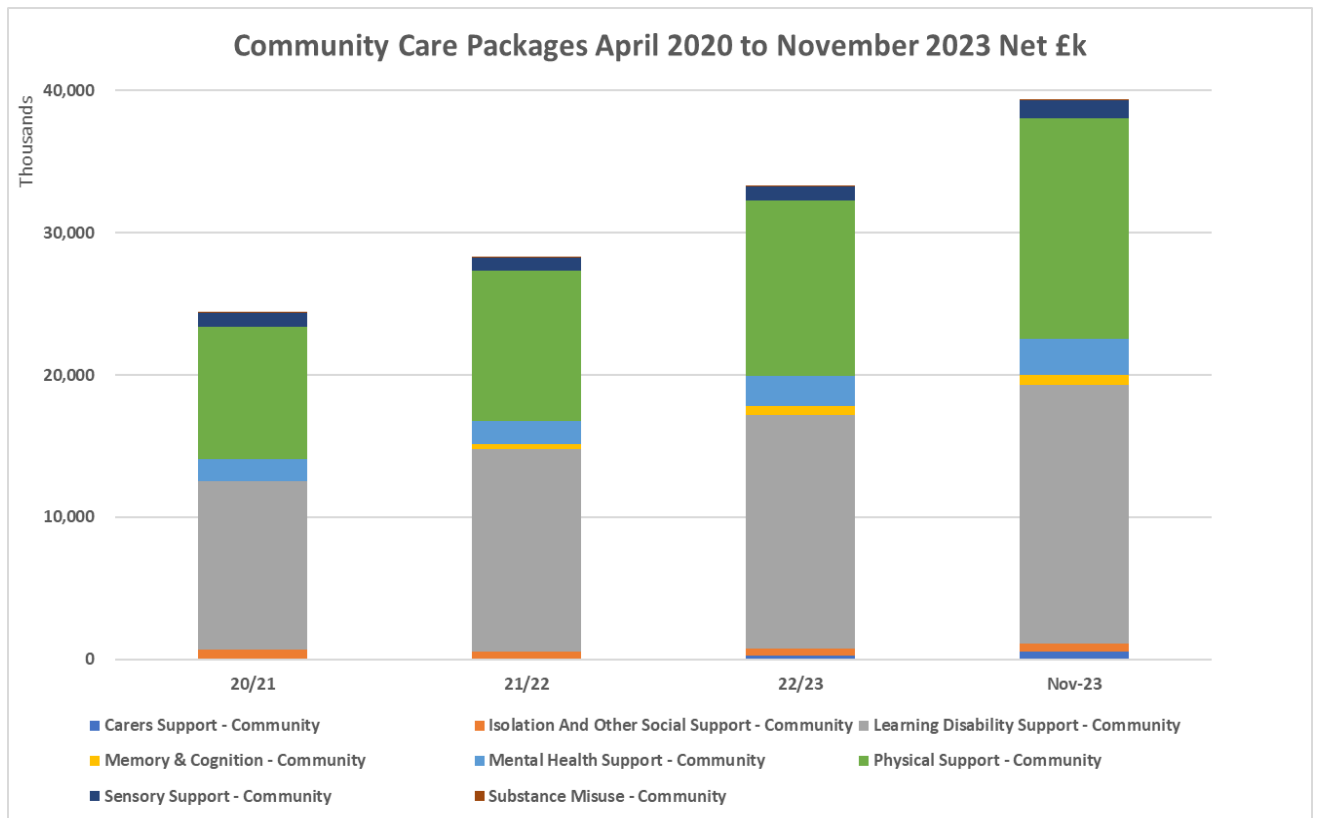
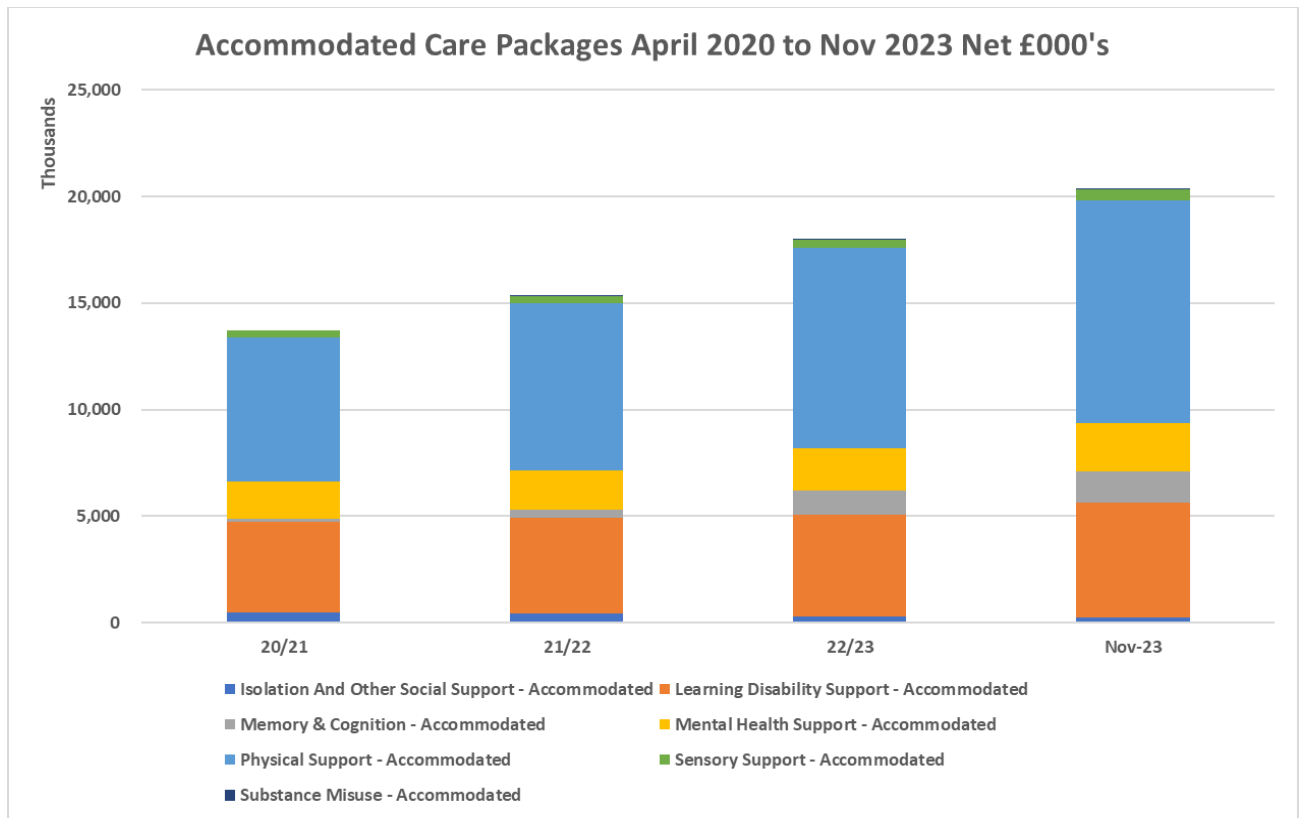
Graphs 3 & 4- Looked after Children



Adult Social Care: Demand for Adult Social Care services has been increasing for a number of years and is showing no sign of slowing down. This year, we have received an average of 3,514 contacts per month to our adult early help team, a 3 per cent increase on last year. In addition, the care that people require is becoming more complex. This may be an impact of the Covid-19 pandemic where people delayed asking for help and support to meet their needs.

The graphs below show the steady increase in costs both in accommodated care, such as residential care or nursing care homes, which increased by 61%, and community care, which has increased by 48%, over the past three years. This cost increase is predicted to continue over the period of the MTFS.

Graphs 5 & 6- Adult Care Packages over 3 years



Housing

The number of individuals and families requiring support with housing, particularly temporary accommodation, has also remained very high. Requests for help from people in housing crisis are continuing to rise. Last year we predicted a 25 per cent increase in the number of people coming to us at risk of becoming homeless, and this has indeed been the case this year.

Capital Programme

The Capital and Investment Strategy 2024/25 - 2026/27 (Appendix F to the main report) sets out a strategy based on the Council's financial position and guides the development of the Capital Programme in accordance with the key objectives within the Council's Improvement Plan.

The Council recognises it needs to invest in the city to encourage economic development, provide vital council services and improve the way it works. However, it is also recognised the need to reduce the current level of debt and the resulting ongoing cost of borrowing which puts a strain on the revenue budget. The MTFS assumes that capital receipts, third party funding and savings generated because of investment will be used to fund the programme. Other than refinancing of maturing loans, new borrowing will only be undertaken where absolutely necessary over next three years.

The Council has established a process for receiving and reviewing requests for funding and inclusion in the Capital Programme. There is a two-stage process in place where bids are reviewed initially by the Capital Review Group, a multi-disciplinary team, and then considered by the Capital and Transformation Board, a strategic level team. The Capital Board reviews each project to ensure that the business case is robust, the proposed scheme / project meets corporate objectives, and that funding is secured. Further prioritisation is undertaken to assess urgency as well as reprofiling those schemes requiring corporate resourcing to minimise any borrowing requirement if they are more than the total capital receipts and third-party funding available.

Additional third-party funding may become available during the year, so the Capital Programme could, with member approval, be subject to further change. Any slippage from the 2023/24 capital programme will be reviewed for continuation in the Capital Programme.

In September 2022, Cabinet approved a disposal plan [report](#), which forms part of the new Asset Management Plan. The disposals plan seeks to dispose of those assets (land or buildings) which do not provide value for money or where assets could be put to better use, in the best interests of residents. In addition to the Disposals Plan, Cabinet have approved the first Phase of the Localities Asset Review which also seeks to repurpose (invest, develop, dispose etc) assets deemed surplus to requirements. Receipts from asset disposals will be used to benefit the council and its residents, for example to reduce borrowing costs or to invest in other council assets.

Borrowing: Interest rates are largely determined by the base rate, and to stabilise inflation the base rate has increased throughout 2023/24 to 5.25% in December 2023, and this maintains the 15 year high. This is aligned with policymakers' efforts to combat inflation, despite indications pointing to a deteriorating economic landscape. The Council's current debt portfolio is based on fixed rate loans so there is no exposure to interest rate rises from variable rate loans but will be exposed to the interest rate risk associated with refinancing maturing debt. The Treasury Management team will continue to work with its treasury advisors Link Group to secure replacement loans at the most opportune time to reduce the cost of borrowing. The Council will utilise cash balances for internal borrowing as well as investing any surplus balances to generate a return with the

aim of achieving the optimum return (yield) on its investments, commensurate with proper levels of security and liquidity and with regard to the council's risk appetite.

5. Detailed Funding Assumptions

Table 2 outlines the Council's estimated core funding levels in the current year and over the life of the MTFs. The majority of funding continues to come from Council Tax and NNDR, comprising 80% of the total core funding. Following the table, we have set out the assumptions made in arriving at the core funding.

Table 2: Funding	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
NNDR	(67,823)	(70,465)	(73,263)	(76,009)
Revenue Support Grant	(12,117)	(12,920)	(13,392)	(13,525)
Council Tax	(95,440)	(104,207)	(111,060)	(118,183)
New Homes Bonus	(811)	(1,268)	(1,268)	(1,268)
Business Rate Pool	(2,070)	(1,894)	(1,934)	(1,949)
Services Grant	(1,699)	(267)	(267)	(267)
Improved Better Care Fund	(7,480)	(7,480)	(7,480)	(7,480)
Social Care Grant	(12,287)	(14,558)	(14,695)	(14,841)
ASC Market Sustainability and Improvement Fund	(1,858)	(3,472)	(3,553)	(3,582)
Discharge Support Grant ringfenced	(1,049)	(1,748)	(1,799)	(1,817)
Core Funding	(202,634)	(218,279)	(228,711)	(238,921)

Council Tax:

- Assumed annual Council Tax increase of 4.99% in all years (2.99% general Council Tax and 2.0% Adult Social Care precept).
- **Band D rate will increase to £1,666.27 in 2024/25, £1,749.42 in 2025/26 and £1,836.72 in 2026/27.**
- The Council Tax base for 2024/25 was set at 62,103.69, as outlined within a report to [Cabinet](#) on 18 December 2023 and forecast to increase by 1,100 homes in 2025/26, and 1,200 homes in 2026/27.
- The Strategy reflects the limitations on the ability of local authorities to raise local funding. The Council is currently restricted to a 3% increase on core Council Tax, before the requirement for a city-wide referendum. Any authority proposing an increase in council tax above the referendum limit must hold a local referendum and obtain a 'yes' vote before implementing the increase. If a referendum is held after the beginning of the relevant financial year, the higher rate of council tax will be payable unless and until it is overturned by a 'no' vote in the referendum. Should referendum limits be increased by Government this could help to meet the reported budget gap.

NNDR (Business Rates):

- Business Rates Pool: Assumed based on the performance of Cambridgeshire Local Authorities
- Business Growth of 3% included, this is based on the average increase in gross rates over the last four years.
- Cap compensation will be paid to the council for lost income arising from the Government's decision to freeze the small business rating multiplier.
- Bad debt: A loss on non-collection equivalent to 1% of gross rates.
- Appeals: The appeals provision is forecast to equate to roughly 1% of the Councils total RV.

Grants:

- Revenue Support Grant increasing in line with CPI.
- New Homes Bonus – The current scheme is being phased out, with a new scheme still to be confirmed by the Government. In the absence of the new scheme the government has continued to pay a grant based on the most recent year’s housing performance, therefore allocations have been assumed to continue for 2024/25 to 2026/27.
- Services Grant continues to operate in the same way as in 2023/24 but with a significant reduced overall amount (down from £483m to £77m) the reduction in grant has been redistributed to fund the small business rates multiplier compensation and the funding guarantee.
- Improved Better Care Fund - remains at the same level as per 2023/24 allocation.
- The following grants are assumed to increase in future years in line with CPI:
 - ASC Market Sustainability and Improvement Fund
 - Social Care grant
 - Discharge Support Grant

6. Future Sustainable Council – Strategic Direction

In October 2022, members approved a [Sustainable Future City Council](#) strategy which sets out how the Council will deliver long-term improvements and meet the changing needs of residents. [Our City Priorities](#) document set out the proposed direction of travel for the Council to deliver this vision which includes building a Sustainable Future City Council which requires us to have an organisational structure that is built 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.

Officer led Portfolio Boards have been established covering the four key themes from our Corporate Strategy. These boards will identify and drive the opportunities for improvement, particularly where there are cross-cutting opportunities and will focus on the following programmes:

The Portfolio Boards are:

- Economy & inclusive Growth: to grow the economy attracting well paid jobs, enable more affordable homes, ensure Peterborough is attractive with a healthy environment.
- Prevention, Independence, and Resilience: to better understand our community and links, and to focus on young people and those with social care needs.
- Creating a sustainable future city council: which enables the governance to ensure the council’s priorities are met and a sustainable budget is delivered.

These Boards will identify and drive the opportunities for improvement, particularly where there are cross-cutting opportunities. These Boards will make services more efficient; creating savings in the medium-term which are mostly not yet quantified and so are not included in the MTFS but will create solutions to help tackle the budget gap in the medium-term. As transformation initiatives mature and a more comprehensive understanding of the benefits (savings, cost avoidance and better outcomes) emerges, these will be fed into the MTFS accordingly. Transformation will be essential to drive a sustainable budget over the MTFS.

Sustainable Future City Council board

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

Programme	<ul style="list-style-type: none"> Key Messages/Progress
SERCO Contract	<ul style="list-style-type: none"> Changes scheduled to be delivered by 1st April 2024 Options appraisal concluded - Expert advice received and being considered along with options appraisal
Strategic Sustainability Framework (MTFS)	<p>Develop and embed a fit for purpose Budget Setting Process that ensures Value for money and a sustainable budget.</p> <ul style="list-style-type: none"> Balanced budget for 2024/25 achieved by end of December 2023 Q3 updated MTFS projections to be reported in January 2024 Engagement with councillors and stakeholders progressing well for 2024/25 budget setting process
Locality review	<p>To review assets held, to rationalise those assets to ensure a fit for purpose estate where the services are delivered from appropriate buildings that are properly funded and maintained. To release surplus assets for disposal.</p> <ul style="list-style-type: none"> Disposals plan approved, financial implications included in the MTFS (capital and revenue) Debt reduction and investment in retained assets. Review in scope community assets by 1 April 2024 Update reports to Scrutiny Committee in January and Cabinet in February 2024
People & Culture Programme	<p>Redefining our approach to people and culture to improve how we identify, attract, retain, develop, and grow the workforce that we need in order to improve the delivery of high value, high quality services and deliver against our priorities.</p> <ul style="list-style-type: none"> Programme of change involving capacity, capability and culture projects and design of other Portfolio Transformation initiatives Staff survey completed – feedback of results in progress, design regarding next steps and action plans. Leadership & Curriculum of Learning design
Governance and Companies	<p>Embedding improved governance into the Council, ensuring that decision-making is lawful, informed by objective advice, transparent and consultative.</p> <ul style="list-style-type: none"> Delivered by Q4 2024/25 Plan in place for implementation of recommendations from a governance review, changes to audit committee terms of reference and update of the constitution. Review of governance of council corporate entities, closure of dormant companies, training of all members involved in the work of companies to be delivered by Q2 2024/25 Shareholder Committee Terms of Reference changes to make the committee more robust approved 6 December 2023 Ongoing review of each company and member/director training of roles and responsibilities progressing
Digital, Data & Analytics	<p>Actively using data and digital solutions to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow.</p> <ul style="list-style-type: none"> Three primary areas: Future Innovation (the foundation), Digital for Workforce & Organisation (Ensuring we have the right tools), Customers & Citizens (Optimised customer journey and experience) Digital Board setup and active Customer Experience Transformation Business Case submitted AI / Co-pilot Transformation Business case submitted

The Economy & Inclusive Growth

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

Programme	Key Message/Progress
<p>City Council & Citywide net zero plan</p>	<p>Achieve net zero carbon as an organisation by 2030 and support the city to become net zero, through a reduction of emissions produced, local energy generation and an increase in carbon capture.</p> <ul style="list-style-type: none"> • Five initial projects delivered by Q4 2025/26. • Grant funding of £2.75m secured to deliver test projects from our Local Area Energy Plan that are then investable from the private sector. • Commenced the procurement of the specialist organisation to develop the full business case for the PIRI scheme. • Launch of the citywide Carbon Literacy training programme, initially focussed on supporting Parish Councils. • Recycling rates continuing to improve.
<p>New Local Plan and Housing Strategy</p>	<p>To prepare and adopt a new Local Plan and Housing Strategy for Peterborough that is up-to-date and will deliver inclusive growth and sustainable development across the city.</p> <ul style="list-style-type: none"> • New Local Plan to drive up housing growth. • Call for sites assessment work commenced. • Cross party Member working group has been launched. • New Housing strategy scheduled for adoption in 2024. • Cross party Scrutiny workshop held with a sole focus on housing strategy and homelessness. • Engagement with registered providers now escalated. • Removal of the requirement for bed and breakfast-type accommodation.
<p>Major Growth & Regeneration</p>	<p>Provide new homes and jobs from incoming private sector investment.</p> <ul style="list-style-type: none"> • Secure grant funding for public sector interventions to stimulate growth and break cycles of deprivation. • Delivery of a major growth and regeneration pipeline, securing a target gross development value of £1bn. • Deliver major jobs and homes growth projects, including Station Quarter, Middleholme, City Centre projects, University, and Regional Pool. • Grant funding received for a Housing Capacity Study to identify opportunities for continued housing growth in urban areas.
<p>Skills and Employment Partnership programme</p>	<p>To be relentless in our approach to deliver an extraordinary learning experience, producing a high quality and productive local workforce, through our motivated residents, that have been inspired by our city, our employers and our providers.</p> <ul style="list-style-type: none"> • Creation of a new Peterborough Skills Strategy and delivery plan to drive up earnings, address challenges in hard to recruit sectors, and create a joined-up skills landscape. • Specialist support for the development of the Skills Strategy currently being procured.
<p>Economic Development</p>	<ul style="list-style-type: none"> • Creation of a new Economic Growth Strategy due for completion by March 2024, to create 400+ net new quality jobs per annum and halve youth unemployment. • Solid progress continues to be made in the development of the Visitor Economy Strategy and the commissioning of the Economic Growth Strategy. These will provide the foundations for all work going forward. • Economic Growth Strategy consultants appointed.
<p>People in Peterborough are Safer</p>	<p>Programme recently added to portfolio – under review.</p>

Prevention, Independence & Resilience

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

Programme	Key Message/Progress
<i>Targeted Prevention Programme</i>	<p><i>We aim to develop new support mechanisms to engage with our most vulnerable in society, providing more timely intervention to improve lives, reduce future demand on acute services.</i></p> <ul style="list-style-type: none">• <i>Year 1 priority defined December 2023.</i>• <i>Key risks – Capacity to Deliver, Shift in Integrated Care Board (ICB) Priorities.</i>• <i>Mitigation – Resource augmentation, Stakeholder alignment.</i>
<i>Integrated Neighbourhoods</i>	<p><i>Intervene early to support our residents to prevent them from slipping into crisis. Ensuring a community-based early intervention and prevention offer will ensure effective resident conversations to help them define their idea of a better life (support to reduce debt, income maximisation, better housing, and employment, reduced social isolation and independent living.</i></p> <ul style="list-style-type: none">• <i>Year 1 priority defined Dec 2023.</i>• <i>Service mapping completed across children's early help, adults early help, mental health and wellbeing, housing and homelessness and income maximisation.</i>• <i>Agreement across ICB, Public Health and PCC to prioritise Peterborough for work on integrated infrastructure and commissioning framework.</i>• <i>Work to map out current spend on contract and grant across key areas has commenced with ICB already sharing their data.</i>
<i>Education and Skill in Learning Disability & Mental Health (LD & MH)</i>	<p><i>Developing higher education opportunities that are then linked to securing employment and ensuring that apprenticeships and placements are inclusive and capable of supporting all. To work more collaboratively and focus on co-design with key partners to ensure there are no barriers to education, lifelong learning and employment, including for people with a learning disability or mental health issues.</i></p> <ul style="list-style-type: none">• <i>Year 1 priority defined December 2023</i>• <i>Mapping exercise to identify gaps in route to employment for people with LD and MH completed.</i>
<i>Improve our use of Digital and Assistive Technology</i>	<p><i>Further developing our digital response to improve resident experience in a cost-effective way including self- assessment/financial assessment, resident and provider portals, shared care record, electronic provider record, and a brokerage management system. Also, to further the development of our Assistive Technology care offer to improve independence and reduce the need for more traditional care.</i></p> <ul style="list-style-type: none">• <i>Year 1 priority defined by December 2023.</i>• <i>Digital and Assistive Technology framework completed highlighting key required deliverables across the programme.</i>
<i>Community Engagement</i>	<p><i>Programme recently added to portfolio – under review.</i></p>

7. National Context & Risks

Local Government Provisional Settlement and Autumn Statement: The Autumn Statement was issued on 22 November 2023 with very few new measures for local government. No new funding was announced beyond the increases that were expected and there was no change in the overall planned increase in Resource Departmental Expenditure Limits (RDEL), increases of 1% in real terms over the medium term, which imply real-terms cuts for unprotected local government services.

The Local Government Provisional Settlement was published in a written statement on 18 December 2023, confirming the details outlined within the Autumn Statement. Most of the decisions announced for 2024-25 were in line with our expectations. Some decisions had been effectively announced in last year's Policy Statement, others were announced in last year's Autumn Statement.

The settlement confirmed a substantial cash-terms increase in councils' core spending power (CSP) next year of £3.9 billion, or 6.5%, however much of this uplift relies on council tax rises which continues to mean that the Council is increasingly reliant on council tax as its main source of income to deliver services. For most of this year inflation has also been considerably higher than 6.5% meaning that council funding will not have kept pace.

The key headlines (along with the impact on the Council's MTFS) include:

- Social Care Grants - increases in social care funding was announced in the Autumn Statement 2022, and 2024-25 is the second year of these increases. The Adult Social Care (ASC) Workforce Fund allocations will be rolled into the larger ASC Market Sustainability and Improvement (MSIF) grant.
- Revenue Support Grant (RSG) uplifted in line with the Consumer Price Index - 6.62% (increased by £0.8m)
- New Homes Bonus continuing in 2024-25, with the removal of legacy payments, however a benefit has arisen due to increased housing growth (£0.5m increase in grant)
- Council Tax core threshold of a maximum increase of 2.99% and the ASC precept will be 2% in 2024/25.
- 3% Funding Guarantee Grant - the Council will not receive this as overall Core Funding is over the 3% increase.
- Services Grant – substantial cuts have been made to this grant in 2024-25 (£1.4m reduction in grant)
- Public Health Grant - indicative allocations for 2024-25 have been announced (£0.2m increase)
- Business Rates:
 - De-coupling of the business rates multipliers (small and standard multipliers will be set independently of each other).
 - The small business rating multiplier will be frozen in 2024-25 (it will remain at 49.9p). Cap compensation will be paid to compensate for lost income arising from the decision to freeze the small business rating multiplier.
 - The standard multiplier (payable by businesses with premises valued at more than £51,000) will increase from 51.2p to 54.6p, previously frozen since 2020-21.
 - Further retail, leisure and hospitality relief for businesses.

It has been made clear that there is an expectation for local authorities to use reserves to manage spending pressures. The Local Government Policy Statement issued in December 2023 setting out the government's intentions for the Local Government Finance Settlement, included the following statement.

“The government asks authorities to continue to consider how they can use their reserves to maintain services over this and the next financial year, recognising that not all reserves can be reallocated, and that the ability to meet spending pressures from reserves will vary between authorities.” - [\(link to statement here\)](#)

Funding Reforms: The Local Government sector has been anticipating the implementation of major structural changes within the funding system, to reflect changes in relative need, resources and the continuing pressures, such as those most noticeable within Adults and Children’s Social Care budgets. There is a renewed commitment from the government to “[improve] the local government finance landscape in the next Parliament”. Any change is going to be after the next General Election and possibly even under a different government. Changes in funding reform could then be very different from those that were proposed by the current government. This means local authorities across the country continue to operate with a high degree of uncertainty around its future funding levels, at the same time the gap between funding levels and need grows increasingly wider. The recently published 2021 census data demonstrates this with the population in Peterborough having increased by 17.5% since 2011, much higher than the national picture at 6.6% and this growth is not being reflected in our current grant funding allocation.

Social Care Reform: The Government recently published ‘Build Back Better: Our Plan for Health and Social Care’ and ‘People at the Heart of Care: Social Care Reform’, which outlined significant legislative changes to Adult Social Care. Whilst the key changes are associated with the introduction of a cap on care costs, changes to financial means testing and the Fair Cost of Care will bring significant new financial implications for the Council. The reforms bring wider changes including Care Quality Commission assurance, carers support, new models for housing and care and a focus on digitalisation and technology. Although the reforms relating to the cap on care costs and changes in financial means testing have been delayed until October 2025, we still face challenges next year to implement the other elements of the reforms, including the Fair Cost of Care and Care Quality Commission Assurance. These changes will be extremely challenging to deliver in terms of both complexity and cost.

Waste Reforms: In October 2023 reforms to household waste and recycling collections were published through the Simpler Recycling Plan with the aim to boost recycling rates and protect the environment. All local authorities, by 31 March 2026, will need to collect the required recyclable waste streams: glass; metal; plastic; paper and card; food waste; and garden waste. The only impact this will have on Peterborough’s collection service is a new requirement to expand the weekly food waste collection service to all flats. We expect funding to be available to support this service expansion but the details of this are not yet known. Funding for the management of packaging waste through the Extended Producer Responsibility (EPR) Scheme has been delayed, resulting in local authorities not expecting to receive their first payment until December 2025. The intention, as it is currently understood, is that Local Authorities will receive the full net cost for managing separately collected, in scope, recyclable packaging and the same for in scope materials in residual waste and street litter bins, with the first payment using estimated tonnage now expected in December 2025 rather than 2024. This income will include the value derived from the recycled material, which we already receive through our current Dry Mixed Recycling (DMR) contract, so that will be netted off from any payments we will receive.

After the initial year where estimates will be used, authority EPR payments will be made in arrears on a quarterly basis using the data from the equivalent quarter from the previous year. It remains unclear how residual waste in scope packaging will be accounted for in this process. It also remains unclear how much money authorities will receive and what service changes might be necessary to comply with the requirement for an “efficient and effective” collection service in the view of the scheme administrator (who is not yet in place). Therefore, at this time, it is unclear how much money we will receive, what an efficient and effective service is and what classification of authority we will be categorised as, which will set out what is expected of us for compliance. A set of defined authority types is to be published which included urban and rural, deprivation and similar metrics to define our funding, we will not be directly compensated for costs through evidence of our actual expenditure.

There are some additional policy changes that will impact on recycling and waste services. These are listed below with current proposed implementation dates:

- Deposit Return Scheme (DRS) – 2025
- Monitoring, Reporting & Verification for implementation of the Emissions Trading Scheme (ETS) – 2025
- Emissions Trading Scheme (ETS) – 2028
- The specific financial implications of DRS and ETS mentioned above are not fully available at this time.

General Election: There is continuing uncertainty over longer term funding and the approach, especially with the possibility of a change in government. An election must be called by the end of 2024, and the prime minister was recently quoted as saying “that it was his "working assumption" the poll would be held in the second half of the year”.

Strategic Risks

The Council assesses the strategic risks to cover the MTFS period as part of its budget setting process. The Council also invested in a dedicated Risk Manager who oversees this and chairs a Risk Management Board, which is set up to challenge and support risk management across the Council and partner organisations. The output from this Board is considered regularly at Audit Committee. Some of the key risks identified will inevitably have an impact on the Council’s financial position. These include:

- **Inflation:** In the past two years inflation has been at an all-time high. In the current year and within the proposed budget the Council has reviewed its inflationary assumptions and taken measures to manage expenditure. Although rates are now forecast in the right trajectory there is still a risk that the reduction slows, or the economy continues to influence costs such as energy or pay.
- **Funding:** The Council is becoming increasingly reliant on local taxation, with Council Tax and NNDR now equating to 80% of the Council’s core funding. This means in challenging economic times, where businesses and households are struggling with the cost of living, the Council bears the greater risk of reduced income levels.
- **Rising Service Demand:** As mentioned within the report the Council is facing rising demand across a number of services including Adults, Children’s, Education and Housing. Assumptions for increasing demand have been incorporated within the proposed budget, however there is still a risk demand may outstrip this and put further pressure on the budget.
- **Funding uncertainty** – there is significant uncertainty around funding with the continuing single year settlements. There has been no further consultation on multi-year settlements, and it is now highly likely to be postponed until at least 2025/26, after the next General Election.
- **NHS integration** - Integrated Care System (ICS) and the risk resulting from health service who are also looking to make savings.
- **Climate Change**- balancing the need to reduce the Council’s carbon footprint and deliver financial sustainability.
- **Interest Rate risk** - the risk of the Council’s budget being affected by changes in interest rates when refinancing maturing debt.

Appendix B - Final Revenue & Capital Budget Report 2024/25

Peterborough City Council

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1. Overview

Strategic Overview

The Council's Strategic Framework helps us to make decisions, improvements and manage performance. 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 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 most challenging time for the council is setting the annual balanced budget, the financial expression of the council's priorities, against the pressures of reduced funding and increased demand. As important as setting a budget, is the need to ensure that it stands up to scrutiny, is transparent and is seen to be accountable.

Financial Overview

Over the course of the year, the financial position of the Council has become more challenging due to the sustained high interest rates and rising demand for key services such as Adults and Children's Social Care, Housing and Home to School Transport. This resulted in a downturn in our financial position with a £6.4m projected overspend being reported for the current financial year and an estimated budget gap of £6.1m also being reported for 2024/25. These were both reported to [Cabinet](#) in November 2023.

A huge amount of effort and focus has been placed on managing the risks, pressures and reducing expenditure and agency use. In addition, we are developing savings and transformation plans to best achieve long term sustainability.

Improvement has been seen in the current year position, with the 2023/24 projected overspend now down to £3m, and a balanced budget position for 2024/25 being presented, as summarised in table 1.

Table 1: Revenue budget summary 2024/25

	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	190,038	(135,595)	54,443
Adult Social Care	101,983	(27,473)	74,510
Corporate Services	121,561	(52,336)	69,225
Place & Economy	57,084	(36,175)	20,909
Public Health	11,831	(12,339)	(508)
Total Service Expenditure	482,497	(263,918)	218,579
Core Funding	7,288	(225,867)	(218,579)
Net Budget Gap	489,785	(489,785)	-

The following sections provide a summary of the key revenue pressures, savings and investments included within this budget, with further detail on the Council's budgets and proposals outlined in section 6.

Key Revenue Pressures

In addition to the proposals for savings and transformation, as outlined within this report, the Council has been proactive in developing strategies and actions to manage the pressures materialising because of rising demand and Inflation.

Rates of inflation have been sustained at higher levels and continue to put a strain on finances through 2024/25 and into 2025/26, with costs of contracts, energy, salaries and supplies and services all increasing. The forecast trajectory for the CPI (Consumer Price Index) forecast is looking more positive, with rates confirmed at 3.9% in December 2023.

Where able to the Council is managing this by controlling expenditure levels, reviewing and renegotiating contracts and implementing the [Market Sustainability Plan](#) for our Social Care contracts, which enable us to move towards implementing a Fair Cost of Care, alongside managing inflationary pressures. This will involve negotiating on a case-by-case basis with our providers and will involve closely managing risks of market sustainability.

There are some instances where we have little leverage in terms of influencing costs due to external factors. These include:

- Pay award, which for 2024/25 has been nationally agreed at a higher rate than expected.
- Energy costs, which have risen significantly in recent years, and due to contractual arrangements are not expected to reduce until October 2024.
- National Living Wage, which will increase by 9.98% from 1 April 2024, affecting a range of contracts.
- Contracts which are indexed linked.

All inflationary and pay assumptions have been reviewed, with an additional £10.6m being factored into the 2024/25 budget, over the amounts already included within the base. For any unexpected and unavoidable inflationary implications, the Council has an inflation reserve which can be used to smooth the immediate pressure.

Services such as adults, children's and housing continue to face rising demand, which adds pressures to the budget. This has been well documented during the year within the Budgetary Control Report ([Q2 BCR Report](#)) and the performance report ([Q2 Report](#)). As part of the budget setting process a full detailed review of demand led service budgets has taken place. The review focussed on using recent local demand data, available Census 2021 data and local knowledge to inform revised forecasts. An additional £6.3m has been factored into the budget for service demand in 2024/25 with £18.3m being included in the Capital Programme over the period 2023/24 to 2026/27 for housing related schemes. The key drivers for the rise in demand can be summarised as:

- Children's - increase in the complexity of need, coupled with a rise in the number of looked after children.
- Adult Social Care - increased numbers in accommodated (residential or nursing) and community care.
- Housing- increased number of homelessness presentations (25% increase in presentations in the current year)
- SEND & Home to School Transport - rise in the number of children with Educational Health Care Plans (EHCP's), and therefore children requiring transport to school.

Further details on these projections are outlined in section 6 and within Appendix A (Medium Term Financial Strategy update) to the main report.

Key Revenue Savings, Transformation and Investments:

In response to the challenges outlined above, the Council has identified savings opportunities and areas for transformation or investment, this includes:

Supporting Residents

- Through technology enabled care and reablement services, continuing to increase the support for more people to remain independent for as long as possible.
- Developing a Shared Lives scheme to support adults with learning disabilities, mental health problems or other needs which make it harder for them to live on their own.
- Developing a social work academy to support the recruitment and retention of social workers.
- Investing more money into Children's Services to be able to meet the rising demand and improve the services that we offer children and families.
- Supporting families through the Family Hubs model which has attracted significant Government funding.
- Developing three new hubs to meet the needs of children with Autism and Social, Emotional, Mental Health (SEMH) needs.
- Supporting the city to become net zero (no longer adding to the total amount of greenhouse gases in the atmosphere), which will help to reduce fuel poverty, improve physical and mental health, improve air quality, stimulate our economy, and provide jobs for the local area.
- Reducing reliance on costly temporary accommodation for homeless households, with increased housing supply via successful grant application and capital investment as well as increasing our efforts to work with residents who are in housing difficulty at the earliest possible opportunity, to prevent them becoming homeless.

Enabling Economic Growth and Regeneration

- Bringing forward development plans for several sites across the city, including the Station Quarter, the former TK Maxx building and the area known as Middleholme.
- Continuing to develop our new Local Plan, which will set out our strategy and policies to deliver growth, alongside our new Housing Strategy.
- Increasing efforts to attract new employers into Peterborough, including those who can offer better paid and permanent employment opportunities.
- Refocussing the adult skills service, delivered by City College Peterborough, so that it helps people with few or no formal qualifications or work experience to gain employment.

Delivering best value from our Assets, Resources and People

- Delivering a range of measures to drive energy efficiencies across our estate.
- Continuing to maximise the return from our assets by increasing the return and selling surplus assets in line with the Asset Disposal Plan.
- Ensuring the Council has internal services best suited to support front line services by investing in our Human Resources department and restructuring our Legal services department.
- Maximising investment income in line with a refreshed Treasury Management Strategy.
- Getting the best out of our contract arrangements. Services provided by SERCO will be provided in house from April 2024.

Capital Programme Summary

The Council recognises it needs to invest in the city to encourage economic development, provide vital council services and improve the way it works. However, it is also recognised the need to reduce the current level of debt and the resulting ongoing cost of borrowing which puts a strain on the revenue budget. The MTFs assumes that

capital receipts, third party funding and savings generated because of investment will be used to fund the programme. Other than refinancing of maturing loans, new borrowing will only be undertaken where absolutely necessary over next three years.

Table 2: Capital Programme 2024/25 Summary	£m
Capital Programme	113.64
Funded by:	
Third Party Funding	53.74
Corporate Resources*	36.88
Revenue	0.82
Invest to Save	22.20
Total Funding	113.64

*Capital Receipts and Borrowing

The proposed capital and transformation bids for 2024/25 to 2026/27 are shown in the Capital and Investment Strategy (Appendix F to the main report).

The Council has established a process for receiving and reviewing requests for funding and inclusion in the Capital Programme. There is a two-stage process in place where bids are reviewed initially by the Capital Review Group, a multi-disciplinary team, and then considered by the Capital and Transformation Board, a strategic level team. The Capital and Transformation Board reviews each project to ensure that the business case is robust, the proposed scheme / project meets corporate objectives and that funding is secured. Further prioritisation is undertaken to assess urgency as well as reprofiling those schemes requiring corporate resourcing to minimise any borrowing requirement if they are more than the total capital receipts and third-party funding available.

Additional third-party funding may become available during the year, so the Capital Programme could, with member approval, be subject to further change. Any slippage from the 2023/24 capital programme will be reviewed for continuation in the Capital Programme.

2. Section 25 (Robustness) Statement

Requirement

Section 25 of The Local Government Act 2003 includes the following statutory duty in respect of the budget report to Council:

“the Chief Financial (section 151) Officer (CFO) of the authority must report to it on the following matters:

- a. *the robustness of the estimates made for the purpose of the calculations and*
- b. *the adequacy of the proposed financial reserves.”*

The Council is required to take this report into account when making that decision. Section 26 of the same Act places an onus on the CFO to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined when finalising the proposed budget.

It has been made clear that there is an expectation for local authorities to use reserves to manage spending pressures. The following statement was included within the Local Government Policy Statement issued in December.

“The government asks authorities to continue to consider how they can use their reserves to maintain services over this and the next financial year, recognising that not all reserves can be reallocated, and that the ability to meet spending pressures from reserves will vary between authorities.” - [\(link to statement here\)](#)

Despite this, the CFO has to ensure reserves balances are adequate and can therefore not allow them to be used to meet day to day spending pressures if it reduces them to an unreasonable level, which is contrary to government advice.

This report has been prepared by the CFO as part of fulfilling her duty and gives the required advice relating to the Council’s current and next year's financial position, including a consideration of the proposed budget as a whole and all the financial risks facing the Council. It identifies the Council’s approach to budget risk management and assesses the risks associated with the current year and 2024/25 budget to inform the advice on robustness.

Robustness of Estimates

In setting the budget it is important to ensure that estimates are based on the best available information at the time. The accuracy and reliability vary, and where there are uncertainties, the Council has taken a balanced approach, not being overly pessimistic or optimistic. The revenue budget has been formulated having regard to several factors including risks, opportunities, pressures and resources available, all outlined within this report. The CFO has formed the **over-arching conclusion is that the budget estimates contain a moderate degree of risk**. The risks are summarised in the following section:

- **Funding:** The Council is becoming increasingly reliant on local taxation, with Council Tax and NNDR now equating to 80% of the Council’s core funding. This means in challenging economic times, where businesses and households are struggling with the cost of living, the Council bears the greater risk of reduced income levels.
- **Rising Service Demand:** As mentioned within the report the Council is facing rising demand across a number of services including Adults, Children’s, Education and Housing, as highlighted in the current year BCR. Assumptions for increasing demand have been incorporated within the proposed budget,

however there is still a risk demand may outstrip this and put further pressure on the budget during the year.

- **Inflation:** In the past 2 years inflation has been at an all-time high. In the current year and within the proposed budget the Council has reviewed its inflationary assumptions and taken measures to manage expenditure. Although rates are now forecast in the right trajectory there is still a risk that the reduction slows or the economy continues to influence costs such as energy or pay.
- **Deliverability:** The 2024/25 budget includes £11m of new savings and transformation plans. Detailed Service Delivery and Improvement Plans are in development, and these will be both crucial and vital in outlining how services will be delivered within their budget envelope and in line with the corporate priorities. A multi-disciplinary Capital and Transformation Board (with responsibility for reserves investments, capital and savings delivery) has been embedded over the past 2 years in recognition that delivering savings can often be tricky and require close scrutiny to ensure delivery remains on track or mitigating actions are identified where savings are delayed or doubtful. This will remain in place during 2024/25 to continue providing this challenge and reassurance.
- **Capacity:** There's a risk that the Council doesn't have the capacity and/or capability to deliver the scale of savings and transformation programme required. Recruitment to specialist and core roles has been challenging and reflects issues being faced in the national labour market. The Council has established a Corporate Delivery Unit, where roles have been successfully recruited. These are positive steps in the right direction, with the permanent structure for this area currently under way.


A full budget risk assessment is currently underway and will be reviewed in advance of the final Budget being presented to Cabinet on 12 February and Council on 21 February.





Adequacy of Reserves





The review of the level of reserves the Council holds is an important part of the budget setting process. The review must be balanced and reasonable, factoring in the current financial standing of the Council, the funding outlook into the medium term and beyond, and most importantly, the financial risk environment the Council is operating in.

There is no set formula for deciding what level of reserves is adequate, so the adequacy of reserves is subjective and a matter of judgement for the Chief Financial Officer. The assessment of the level of reserves balances is based on following factors recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the risk assessment completed within the Reserves Strategy and Policy in Appendix D.

Table 4: CIPFA Reserves Factors for consideration

Factor and direction of travel	Assessment
Assumptions regarding inflation and interest rates 	Inflation is now at 3.9% and forecast to reduce further during the remainder of the year and into 2024/25. Inflation assumptions have been reviewed as part of the budget setting process and incorporated within estimates. There are some specific inflationary risks relating to the pay award, National Living Wage (NLW) and energy. These are being closely monitored and an inflation reserve with £3m of capacity is available to mitigate any immediate financial implications. Interest rates are largely determined by the Bank of England base rate which has risen sharply to 5.25% (below 1% up until May 2022). Now that rates of inflation are falling it's expected that the base rate should also start to gradually reduce, but unlikely to return to the extraordinary low rates. The Council is aiming to keep external borrowing to a minimum by generating capital receipts and using internal balances effectively. But there is c£79m of debt maturing in the next year which may

Factor and direction of travel	Assessment
	require refinancing at higher rates. At the same time the Council is also looking at investment opportunities to generate investment income.
Estimates of the level and timing of capital receipts 	As outlined in the Capital Strategy our aim is to only borrow where appropriate, and therefore to rely on capital receipts to fund part of the capital programme. The Council's Asset Disposal Plan identifies a pipeline of potential capital receipts. There is, however, a risk that these receipts aren't delivered in a timely manner, due to the reliance on the external parties. During 2023/24, we have experienced delays mainly due to market changes and unforeseen circumstances, including purchasers reneging on agreed transactions. However, the anticipated capital receipt forecast for 2024/25 is currently significantly higher than the 2023/24 financial year and has been risk rated and profiled considering the likelihood and probability of the receipts.
The capacity to manage in-year demand led pressures & The authority's record of budget management 	Despite having been one of the Councils which has sought Exceptional Financial Support from the Government, the capitalisation direction was not utilised. The Council has maintained a strong record of financial management; a final overspend position has only been reported once in the past 10 years. Where an overspend has been forecasted during the year, the whole organisation has risen to the challenge and driven down expenditure to deliver a balanced position. This has become more challenging over the years, and as noted within the report, the current year forecast is projecting an overspend of £3m, and the proposed 2024/25 budget contains a higher degree of risk than previous years. This makes it more difficult to mitigate delays in savings or manage unforeseen expenditure within the overall budget envelope.
Ability to activate contingency plans if planned savings cannot be delivered 	It is made clear within this report that there is a degree of risk within this budget. An element of that is due to detailed Service Delivery and Improvement Plans still being finalised. These are underway, and will be reviewed and monitored to provide the Corporate Leadership Team with assurance on the delivery of budgets and outcomes. The Council will also continue to provide monthly challenge to the savings programme delivery via an officer led board, this approach has proven to be very effective over the past 2 years. The Council has engaged a consultant to carry out an evaluation of compliance with the Financial Management Code as part of a wider review of financial Management. Once the review is completed, this risk will be reassessed.
Risks inherent in any new partnerships, outsourcing arrangements, and major capital developments 	<ul style="list-style-type: none"> • The Council's LATCo, Peterborough Limited operates a range of services for the Council and after a period of overseeing the operation of culture and leisure services on an interim basis, the award of the contract on permanent basis was approved by Cabinet in September. This provides operational stability for these services going forward. • The contract with Serco for a range of support services has been terminated with effect from April 2024. This will give the Council greater flexibility to transform services. • The Council continues to work closely with the NHS, and the Integrated Care Board (ICB). However the pressure on the health system is evident. Savings targets placed on the NHS are being indirectly passed to the Council, with the Council having to pick up a greater proportion on Health and social care costs. • The Capital Programme for 2024/25 is proposed at £130m, reflecting ambitious aspirations. Despite action taken to limit borrowing 32% of the programme is to be funded by corporate resources (capital receipts or borrowing), which the Council will struggle to maintain at this level in the future, as the cost of borrowing continues to put pressure on the revenue budget. Capital receipts are being generated through asset disposal, but these are reliant on market conditions. Slippage within individual projects remains an issue leading to lower than planned

Factor and direction of travel	Assessment
	<p>spending in the short-term but potentially higher medium to long term costs due to inflation. In addition, slippage defers borrowing rather than reducing it.</p>
<p>Financial standing of the authority (level of borrowing, debt outstanding, and use of reserves)</p> <p style="text-align: center;"></p>	<p>This Council's overall debt remains relatively high at £462m in comparison to other local authorities, with Oflog noting debt servicing costs are over double comparator authorities. Much of this is long term, but 17% is due to mature in the next 12 months, which presents a risk with higher interest rates.</p> <p>The Council's reserves balances are low in comparison to other local authorities, this has been highlighted by DLUHC and in the new Oflog published data. The latest forecast for reserves balances also shows them reducing by 41% from £70m to £41m. Meaning the Council's overall financial resilience is weakened, and the scope to replenish and build reserves balances is limited. Although the Council has been able to balance its budget without needing to directly use reserves, the overall financial risk has increased, and financial resilience appears to have been weakened at this stage.</p>
<p>Virement and year-end procedures in relation to under and overspends</p> <p style="text-align: center;"></p>	<p>The Council continues to adhere to the financial governance and virement procedures set out in its financial regulations. There is a finance transformation programme underway which includes a plan to strengthen financial management and governance arrangements, including revising the financial regulations.</p> <p>There are issues nationally with completing local authority audits. The Councils Statement of Accounts for 2020/21 and 2021/22 remain unaudited with the former expected to be signed off in the coming months. The 2022/23 draft Statement of Accounts are also due to be published imminently. The Council has experienced resourcing issues in the technical team during 2023/24, but the team is now fully recruited to following the restructure of the Finance Team. These resourcing challenges are also a national issue, and the Council is part of a LGA working group to support the future workforce development in this area.</p>
<p>The general financial climate</p> <p style="text-align: center;"></p>	<p>Local government finances have been eroded with funding levels failing to keep pace with the rising demand for services.</p> <p>Additionally, there is significant uncertainty around future funding levels. The Local Government Settlement left the Council with less grant than expected. With a number of pending reforms such as fairer funding and Adult Social Care, the end of a spending review and a pending general election, the uncertainty will continue for the foreseeable future.</p> <p>The Pandemic and economic climate has affected household finances and the cost of running Council services. It has also resulted in increased levels of national debt, meaning austerity is likely to continue.</p>
<p>The adequacy of insurance arrangements</p> <p style="text-align: center;"></p>	<p>The Council utilises a mix of external insurance and an internal reserve to deliver best value for money whilst ensuring that major risks are covered. Our brokers check the external insurances in place annually to ensure they are appropriate, and the internal fund is reviewed by a firm of Actuaries every three years to ensure it is adequate. The excesses on the external insurance policies are very low, ranging from £10,000 for property to £50,000 for liabilities, to keep the Council's exposure to a minimum. From this, the Council's insurance arrangements are considered to be adequate.</p>

In considering the ten factors listed above, as well as the risks associated with the budget, the CFO is of the opinion that the reserves balances estimated as at 1 April 2024 are **adequate for the year ahead, but beyond 2024/25, without additional funding or further significant transformation, there is a risk that reserves balances may not be sufficient to bridge any budget gaps or unexpected events or emergencies.**

Reserves Balances

The Council broadly categorises reserves as follows, in line with Local Government accounting practice:

1. **A working balance to manage in year risks** – the General Fund Balance, is forecast to have a balance of £10.3m at 31 March 2024 and is profiled to increase over the life of the MTFS to reach a target reflective of 5% of the Council’s net revenue expenditure.

Earmarked Reserves broken down as follows:

2. **Ring Fenced Reserves** – to meet known or predicted requirements. Estimated to hold balances of £4.7m at the end of 2023/24, including £2.8m insurance reserve and £0.6m held on behalf of schools for future capital expenditure.
3. **Usable Reserves** – these are reserves for available for future commitments such as transformational investments and have been used to balance the budget.

Table 5 summarises the reserves balances:

Table 5: Summary of Reserves	2022/23	2023/24	2024/25	2025/26	2026/27
	Balance at 31.03.23	Est Bal at 31.03.24	Est Bal at 31.03.25	Est Bal at 31.03.26	Est Bal at 31.03.27
	£000	£000	£000	£000	£000
General Fund	9,942	10,342	10,742	11,492	12,242
Earmarked Reserves					
Innovation Fund Reserve	23,784	7,944	5,453	5,140	5,141
Departmental & Grant Related Reserves	10,300	6,778	4,994	3,304	2,678
Tax Income Risk Reserve	9,555	7,194	3,209	3,209	3,209
Inflation Risk Reserve	11,532	4,057	3,057	3,057	3,057
Usable Reserves	55,170	25,973	16,713	14,710	14,085
Insurance Reserve	2,322	2,778	2,778	2,778	2,778
Schools Capital Expenditure Reserve	561	561	561	561	561
Parish Council Burial Ground Reserve	59	57	57	57	57
Hackney Carriage Reserve	221	222	222	222	222
Public Health Reserve	1,720	1,092	476	370	370
Ring-Fenced Reserves	4,883	4,710	4,094	3,988	3,988
TOTAL Earmarked and General Fund Balance	69,996	41,025	31,549	30,190	30,315

3. Detailed Revenue Service Budgets- Breakdown of 2024/25 changes

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Children and Young People									
Executive Director of Children's Services	2,249	-	-	-	-	-	-	-	2,249
Education	9,050	-	533	-	1,039	473	-	-	11,095
Children's - Operations	14,185	-	56	-	1,853	-	-	-	16,094
Children's Commissioning	21,691	-	1,266	-	3,427	-	(1,600)	-	24,784
Commercial Operations	221	-	-	-	-	-	-	-	221
Children and Young People Total	47,396	-	1,855	-	6,319	473	(1,600)	-	54,443
Adult Social Care									
Adults - Commissioning	63,222	-	2,529	(1,785)	(249)	-	-	-	63,717
Adults and Safeguarding	9,514	-	-	-	-	-	-	-	9,514
Executive Director Adult Social Care	1,374	-	-	(350)	-	-	-	-	1,024
Performance & Strategic Development	132	-	-	-	-	-	-	-	132
Principal Social Worker	123	-	-	-	-	-	-	-	123
Total Adult Social Care	74,365	-	2,529	(2,135)	(249)	-	-	-	74,510
Corporate Services									
HR & Workforce Development	1,494	-	-	(5)	-	180	-	-	1,669
Director of Corporate Services	298	-	-	-	-	-	-	-	298
Financial Services	2,336	-	-	-	-	-	-	-	2,336
Corporate Items	9,747	1,729	106	-	-	-	-	-	11,582
Peterborough Serco Strategic Partnership	6,224	-	-	-	-	-	(300)	-	5,924
Digital, Data & Technology Services	7,518	-	-	(974)	-	947	-	-	7,491
Cemeteries, Cremation & Registrars	(1,740)	-	-	-	-	25	-	(254)	(1,969)
Corporate Property	573	-	2,700	(1,750)	-	91	(450)	(87)	1,077
Marketing & Communications	550	-	-	(10)	-	-	-	-	540
Health & Safety	197	-	-	43	-	-	-	(1)	239
Internal Audit and Insurance	1,718	-	160	(28)	-	-	-	-	1,850
Chief Executive	321	-	-	-	-	-	-	-	321
Director of Legal & Governance	(169)	-	-	(100)	-	386	-	-	117
Legal Services	1,845	-	-	-	-	-	-	-	1,845
Information Governance	201	-	-	-	-	23	-	-	224
Constitutional Services	2,047	-	-	(29)	-	29	-	-	2,047

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Total Corporate Services	33,160	1,729	2,966	(2,853)	-	1,681	(750)	(342)	35,591
Place & Economy									
Director Place & Economy	41	-	-	-	-	-	-	-	41
Infrastructure & Environment - Highways & Transport	5,014	-	397	(497)	-	-	-	(47)	4,867
Growth & Regeneration - Planning & Building Control	2,033	-	-	(100)	120	-	-	(392)	1,661
Infrastructure & Environment - Environment & Climate Change	10,475	-	846	(741)	68	-	-	(126)	10,522
Infrastructure & Environment - Westcombe Engineering	25	-	-	-	-	-	-	(25)	-
Housing & Communities - Domestic Abuse Partnership	109	-	-	-	-	-	-	-	109
Growth & Regeneration - Growth & Economic Development	184	-	-	(115)	-	-	-	-	69
Housing & Communities - Stronger Communities	5,128	-	-	(1,180)	-	-	-	-	3,948
Housing & Communities - Safer Communities	(1,325)	-	-	(110)	-	485	-	(746)	(1,695)
Infrastructure & Environment - Regulatory Services	1,772	-	-	(280)	-	-	-	(243)	1,249
Housing & Communities - Emergency Planning	139	-	-	-	-	-	-	-	139
Total Place & Economy	23,595	-	1,243	(3,023)	188	485	-	(1,579)	20,909
Public Health									
Children 0-5 Health Visitors	3,793	-	-	-	-	-	-	-	3,793
Children 5-19 Health Programmes	1,003	-	-	-	-	-	-	-	1,003
Sexual Health	2,153	-	-	-	-	-	-	-	2,153
Substance Misuse	2,407	-	-	-	-	-	-	-	2,407
Smoking and Tobacco	270	-	-	-	-	-	-	-	270
DPH Office & Intelligence Team and Projects	1,241	-	-	-	-	-	-	-	1,241
Health Check Services	155	-	-	-	-	-	-	-	155
Healthy Lifestyles & Publicity	274	-	-	-	-	-	-	-	274
Weight Management and Obesity	296	-	-	-	-	-	-	-	296
Public Health Grant	(11,943)	-	-	(157)	-	-	-	-	(12,100)
Total Public Health	(351)	-	-	(157)	-	-	-	-	(508)
Capital Financing	33,634	-	-	-	-	-	-	-	33,634
Total	211,799	1,729	8,593	(8,168)	6,258	2,639	(2,350)	(1,921)	218,579
Funding									(218,579)
Surplus/Deficit									-

4. Detailed Revenue Service Budgets Breakdown- by subjective detail

Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Children and Young People										
Executive Director of Children's Services	2,043	15	9	441	(47)	-	-	(213)	-	2,248
Education	4,784	1,132	7,005	10,790	386	-	(6,263)	(6,739)	-	11,095
Children's - Operations	16,047	213	264	1,497	1,097	123	(2,068)	(1,079)	-	16,094
Children's Commissioning	147	87	-	4,109	(12)	22,024	(316)	(1,254)	-	24,785
Commercial Operations	5,012	524	40	671	1	-	-	(6,027)	-	221
Children and Young People Total	28,033	1,971	7,318	17,508	1,425	22,147	8,647	(15,312)	-	54,443
Adult Social Care										
Adults - Commissioning	2,132	5	151	65,282	11,764	10,814	(348)	(26,083)	-	63,717
Adults and Safeguarding	10,183	3	213	21	135	-	-	(1,041)	-	9,514
Executive Director Adult Social Care	489	-	-	463	72	-	-	-	-	1,024
Performance & Strategic Development	130	-	1	1	-	-	-	-	-	132
Principal Social Worker	123	-	-	-	-	-	-	-	-	123
Total Adult Social Care	13,057	8	365	65,767	11,971	10,814	(348)	(27,124)	-	74,510
Corporate Services										
HR & Workforce Development	1,759	-	2	106	14	-	-	(212)	-	1,669
Director of Corporate Services	294	-	3	1	-	-	-	-	-	298
Financial Services	2,340	-	7	15	(25)	-	-	-	-	2,336
Corporate Items	4,410	868	-	4,361	2,091	-	-	(150)	-	11,580
Peterborough Serco Strategic Partnership	-	-	-	(1,555)	10,288	38,521	(985)	(40,345)	-	5,924
Digital, Data & Technology Services	3,384	-	6	4,967	-	-	-	(866)	-	7,492
Cemeteries, Cremation & Registrars	1,161	548	11	178	-	-	-	(3,868)	-	(1,969)
Corporate Property	1,681	3,403	-	(771)	111	-	-	(3,346)	-	1,077
Marketing & Communications	682	13	1	115	-	-	-	(270)	-	540
Health & Safety	245	-	-	-	-	-	-	(7)	-	239
Internal Audit and Insurance	617	1,299	1	526	-	-	-	(592)	-	1,850
Chief Executive	305	-	1	16	-	-	-	-	-	321
Director of Legal & Governance	175	-	-	(58)	-	-	-	-	-	117
Legal Services	1,980	-	2	521	-	-	-	(659)	-	1,845
Information Governance	234	-	-	3	-	-	(13)	-	-	224
Constitutional Services	814	53	14	1,235	-	-	(66)	(3)	-	2,047

Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Total Corporate Services	20,081	6,184	48	9,660	12,479	38,521	(1,064)	(50,318)	-	35,591
Place & Economy										
Director Place & Economy	325	-	3	(288)	-	-	-	-	-	40
Infrastructure & Environment - Highways & Transport	1,892	1,156	36	3,762	-	-	-	(1,979)	-	4,867
Growth & Regeneration - Planning & Building Control	2,846	1	25	1,164	-	-	-	(2,374)	-	1,662
Infrastructure & Environment - Environment & Climate Change	614	3,334	4	8,175	10,795	-	-	(12,400)	-	10,522
Infrastructure & Environment - Westcombe Engineering	770	130	8	1,131	-	-	-	(2,039)	-	-
Housing & Communities - Domestic Abuse Partnership	237	-	5	(220)	420	-	(335)	-	-	107
Growth & Regeneration - Growth & Economic Development	799	(3)	-	233	-	-	-	(959)	-	70
Housing & Communities - Stronger Communities	3,522	3,556	47	668	3,600	-	(3,880)	(3,565)	-	3,948
Housing & Communities - Safer Communities	1,916	818	45	821	65	-	-	(5,360)	-	(1,695)
Infrastructure & Environment - Regulatory Services	3,200	-	34	1,300	-	-	-	(3,285)	-	1,249
Housing & Communities - Emergency Planning	132	-	1	6	-	-	-	-	-	139
Total Place & Economy	16,253	8,992	208	16,752	14,880	-	(4,215)	(31,961)	-	20,909
Public Health										
Children 0-5 Health Visitors	-	-	-	3,794	26	-	-	(27)	-	3,793
Children 5-19 Health Programmes	-	-	-	168	836	-	-	-	-	1,003
Sexual Health	-	-	-	74	2,079	-	-	-	-	2,153
Substance Misuse	-	-	-	-	2,483	-	-	(76)	-	2,407
Smoking and Tobacco	-	-	-	119	151	-	-	-	-	270
DPH Office & Intelligence Team and Projects	601	-	3	644	5	-	-	(12)	-	1,241
Health Check Services	-	-	-	-	155	-	-	-	-	155
Healthy Lifestyles & Publicity	-	-	-	5	269	-	-	-	-	274
Weight Management and Obesity	-	-	-	-	417	-	-	(121)	-	296
Public Health Grant	-	-	-	2	-	-	(12,103)	-	-	(12,101)
Total Public Health	601	-	3	4,806	6,420	-	(12,103)	(235)	-	(508)
Capital Financing	10	-	-	51	-	-	-	(955)	34,528	33,634
Total	78,035	17,155	7,942	114,544	47,176	71,482	(26,377)	(125,906)	34,528	218,579
Funding										(218,579)
Surplus/Deficit										-

5. Funding & Council Tax Summary

Council Tax

The 2024/25 provisional local government finance settlement published on 18 December 2023 includes an explanatory note which defines “Core Spending Power (CSP)” as a measure of the resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the Local Government Finance Settlement (LGFS).” One of the constituent parts of the CSP calculation is the level of income expected to be raised from Council Tax. The Explanatory note says that “For 2024-25, the figures (Council tax income) have been estimated by:

- Applying each local authority’s average annual growth in their council tax base between 2018-19 and 2023-24 to project growth in tax base for 2024-25; and
- Assuming local authorities increase their Band D council tax in line with the maximum allowable level set out by the council tax referendum principles for 2024-25. That is a 3% core principle, 2% Adult Social Care precept, the greater of 3% or £5 cash principle for shire districts, and the greater or 2% or a cash principle of £10 for the Greater London Authority, and the greater or 2% or a cash principle of £10 police element of the Greater London Authority.”

The above is an explicit admission that the government is expecting Councils to increase Council Tax to the Referendum limit.

Table 8: Council Tax Summary	2024/25
Council Tax increase	2.99%
ASC precept increase	2.00%
Total Increase %	4.99%
Council Tax Band D	£1,666.27
Council Tax Base - Band Ds	62,103.69
Council Tax Requirements (Band D x Council Tax Base)	(103,481,515)
Parish Precept	(725,498)
Total Council Tax Income	(104,207,013)
Collection Fund Deficit	1,984,922
Use of Local Taxation Reserve	(1,984,922)
Total Council Tax	(104,207,013)

As outlined within the [Council Tax base report](#) presented to Cabinet on 18 December, the Council Tax collection fund is in a deficit position, with the Councils share equating to £1.985m. In line with the reserves policy and strategy it is proposed that the Local Income Tax Reserve is used to mitigate the budgetary impact of this.

Table 9 demonstrates how the Council takes account of our funding and expenditure budgets to arrive at our Council Tax requirement, and in turn our Band D rate of Council Tax:

Table 9: Council Tax Requirement and Band D Calculation	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	190,038	(135,595)	54,443
Adult Social Care	101,983	(27,473)	74,510
Corporate Services**	121,561	(52,336)	69,225
Place & Economy	57,084	(36,175)	20,909
Public Health	11,831	(12,339)	(508)
Total Service Expenditure	482,497	(263,918)	218,579
NNDR (<i>including the Business rates Pool</i>)			(73,748)
Core Grant Funding			(41,713)
Parish Precepts			(725)
Collection Fund Position			1,090*
Council Tax Requirement (excluding Parishes)			103,482
Council Tax base 2024/25			62,103.69
Council Tax Band D Rate (Council Tax requirement/ Council Tax base)			£1,666.27

*Partially reduced via use of Local Taxation Reserve

**Includes the cost of Capital Financing

The Council continues to support those most impacted by the national cost of living challenge in several ways, including through the council tax hardship and household support funds. Also, following a suggestion from Members of the Green Party, we will liaise with Lewes and Eastbourne councils to see if we can learn from them. Officers have spoken to counterparts at those Councils and we are considering an additional system that uses existing data sets to better identify low-income households, to help ensure we are targeting our resources to support those most in need.

Core Funding

Table 10 summarises the Council's core funding. Further details around the key assumptions and the multi-year impact are outlined within Appendix A (Medium Term Financial Strategy update) to the main report.

Table 10: Core Funding & Grants	2024/25 £000
NNDR (Business Rates)	(70,765)
Revenue Support Grant (RSG)	(12,920)
Council Tax	(104,207)
New Homes Bonus	(1,268)
Business Rates Pool	(1,894)
Services Grant	(267)
Improved Better Care Fund	(7,480)
Social Care Grant	(14,558)
ASC Market Sustainability and Improvement Fund	(3,472)
Discharge Support Grant ringfenced (AS22)	(1,748)
TOTAL CORPORATE FUNDING	(218,579)

Annex A- Service Overview & Proposal Detail

Corporate Services

There are essential professional support services the council needs to keep it operating effectively. They provide vital support to services across the council to allow them to function. The areas which make up the corporate services include:

Finance - ensures there is an effective system of financial control to manage budgets and monitor spending and is responsible for ensuring the council prepares statutory accounts - something it is legally required to do. It also prepares the Medium-Term Financial Strategy which sets out how the council plans to spend its money to deliver council priorities.

Legal - provides legal advice to the council's departments and to councillors and represents the council in court. It also takes legal action on behalf of the authority, such as trading standards and fly-tipping prosecutions.

HR and development – support with changes in staffing, the effective recruitment and development of our people and managing their performance, as well as ensuring our policies and processes are compliant with employment legislation, easy to understand and supportive.

Communications – provides information for the public about council services, public information and campaigns. It also engages with staff and external stakeholders. The team manages the council's website and social media channels and liaises with the media on council issues and initiatives.

Commercial property and asset management - responsible for managing the day-to-day activities across the council's estate and manages all landlord and tenant activities. It supports the council in bringing forward large regeneration, development and construction projects and looks after our properties making sure they are compliant, in good condition and fit for purpose. The newly developed Asset Management Plan sets out how we will invest in assets which support our Corporate Plan and dispose of those that do not with a view to reducing the level of the capital programme and associated borrowing costs.

Commercial and procurement – responsible for all the Council's procurement activities (buying goods and services) and provides strategic guidance and oversight on key commercial contracts. It leads the Annual Procurement Plan which aims to make sure the goods and services we procure are fit for purpose and at the best possible price.

Health and safety – ensures the Council maintains up-to-date policies and procedures, provides training, audits service delivery and manages incidents.

IT and digital – the enabler for all services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. Everything our staff do requires access to IT in a secure and compliant manner.

Constitutional and democratic services – supports around 80 public meetings each year and the organisation of civic events, such as Remembrance events and flag raising ceremonies. Electoral Services is responsible for running local elections which includes managing and publishing an up-to-date and accurate register of voters so everybody entitled to vote can do so.

Over the last year, we have redesigned our finance, HR, Procurement, Property and Communication teams to ensure they are able to meet the demands of the council and can support it to deliver the

priorities of the Corporate Strategy. The Legal team is currently being redesigned and the IT service will be un-coupled from the CCC partnership during 2024/25.

Table 11: Corporate Services Budget Changes

Title	Description	24/25 £000	25/26 £000	26/27 £000
Pay award- Council wide impact	<p>The nationally agreed pay award for 2023/24 has now been confirmed and includes:</p> <ul style="list-style-type: none"> • An increase of £1,925 (pro rata for part time employees) on pay points 2 to 43 inclusive. • An increase of 3.88% on all pay points SCP 44 to 54 inclusive. • An increase of 3.88% on all NJC allowances. • An increase of 3.5% on senior officer pay scales. <p>This is above our budget assumption for 2023/24 and therefore causes an ongoing budget pressure on salary budgets across the organisation going forward. The base budget assumption for the 2024/25 pay award is 3%, which is consistent with other Councils we have spoken to.</p>	1,200	1,400	1,600
Energy inflation- Council wide impact	<p>Inflation with the Council's electricity and gas supply has far exceeded existing budgets during 2023/24. This pressure is being managed in-year on a one-off basis via the inflation reserve, but the base budget for 2024/25 requires adjusting to account for this pressure.</p>	2,700	2,700	2,700
Energy efficiency plan	<p>The Council contracts for gas and electricity supply end in March 2028 and October 2027 respectively. There are several ongoing initiatives that will reduce the council's energy cost including the Localities Asset Review, completing lettings at Sand Martin House and moving data storage to the Cloud. These will deliver significant savings as they are rolled out.</p> <p>Further savings are available but will either require investment (spend to save) or strategic decisions being taken. An example of this is the potential to reduce energy costs at the Lido next year by reducing the temperature of the pool.</p>	(1,000)	(1,000)	(1,000)
Additional cost of borrowing	<p>The Council needs to borrow money to pay for large infrastructure projects such as new buildings and road schemes. Interest is paid on such borrowing, in the same way that a homeowner pays interest on a mortgage to purchase a home. The Council has made a commitment to keep new borrowing to a minimum. Higher Bank of England interest rates increase the costs of borrowing, which will require additional budget in 2024/25.</p>	750	750	750

Title	Description	24/25 £000	25/26 £000	26/27 £000
Treasury management-income	Higher Bank of England interest rates mean that additional interest income can be achieved on the Council's investment balances.	(750)	(750)	(750)
IT & Digital Services	Due to changes that have been implemented, or are in the process of implementation, several IT systems and infrastructure have been identified that are no longer required. The cost for any alternate solution has already been factored into the budget or will be as part of the additional pressure proposal.	(27)	(100)	120
Pension costs	Following correspondence with LGSS Pensions, the council is expecting an increase in pension payments to individuals of 10.1% which creates an additional pressure on our budget.	65	65	65
Insurance contract	A tender exercise for the council's insurance contract, which went live on 1 April 2023, created an ongoing saving. However, there will be future pressures for the contract from two sources – namely the indexation increase, as well as an inflationary increase. Consultation has taken place with Zurich to establish any existing market trends together with forecasts for future years.	132	130	113
Health and safety service	A review of the service has identified that savings can be made in the training and supplies and services budget. Several schools pay the council to lead on their health and safety responsibilities and there is a plan to offer this to additional schools. The review also identified a need to create a new post of Head of Health and Safety and to upskill the current team.	42	43	44
Communications	This will be achieved by reviewing supplies and services and securing advertisement income from the council tax booklet.	(10)	(10)	(16)
Drainage Board levy increase	Each year the Environment Agency and drainage boards, which cover the council area, charge a levy. Following previous trends, the expected increase in levies due exceeds the current budget by £40k.	40	40	40
Corporate property income generation and asset review	In September 2022, Cabinet approved a disposal plan, which forms part of the new Asset Management Plan, and is now being delivered. The disposals plan seeks to dispose of those assets (land or buildings) which do not provide value for money or where assets could be put to better use, in the best interests of residents. In addition to the Disposals Plan, Cabinet have approved the first Phase of the Localities Asset Review which also seeks to repurpose (invest, develop, dispose etc) assets deemed surplus to requirements. Receipts from asset disposals will be used to benefit the	(396)	(377)	(430)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	Council and its residents, for example to reduce borrowing costs or to invest in other council assets. The sale of these assets will result in a projected loss of income streams, but this will be significantly less than the savings associated with reduced borrowing costs.			
HR Redesign	<p>A review of the council’s HR function took place to ensure it was able to meet the demands of the organisation and support in the delivery of the priorities set out in the Corporate Strategy. Review and benchmarking of the service revealed that it was under resourced and there was a need for extra investment. The redesign of the HR service has identified the need for funding for three additional roles:</p> <ul style="list-style-type: none"> • Head of Service – this role is urgently needed to facilitate the adoption and growth of the new service model. • Equality Diversity & Inclusion (EDI) Advisor –to lead the focus of EDI to ensure that we effectively distribute accountability and responsibility for promoting positive EDI practices within the council. • Workforce Planning Advisor (analyst) - aimed at establishing a strong foundation and data-driven approach to support future decision-making in workforce planning. 	175	175	188
External audit fees increase	In autumn 2023 the PSAA (Public Sector Audit Appointments) consulted on the proposed scale of audit fees payable by bodies in respect of the audit of 2023/24 accounts. The scale fee for the main audit for Peterborough has now been set at £322k. Given the current delays to the auditing programme, the uplift of fees has been accounted for from 2025/26.	-	173	173
Cremation and bereavement services	<p>A review of the fees and charges for the services provided by the bereavement and registration service has been undertaken and an increase is proposed as a result. This is to take account of the increase in costs to provide these services.</p> <p>In addition, the Council is awaiting the outcome of a planning application to construct a further 81 mausolea at Fletton Cemetery, adjacent to the 324 mausolea which were constructed more than 10 years ago and are all now sold. Construction work is intended to commence early next year if planning</p>	(229)	(200)	(214)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	permission is granted, which will generate an additional income.			
Removal of terms and conditions saving	A prior year savings target attached to employee terms and conditions has been removed, therefore creating a pressure on the Council's budget.	529	529	529
Serco Contract Termination	The Council has been reviewing its contracts and partnerships over the past two years to ensure the arrangements continue to meet the needs of the council and are providing best value for residents. Agreement has been reached with Serco that the current contract will end in April. At this time all services will return to the Council, along with staff under TUPE - Transfer of Undertakings (Protection of Employment) arrangements. This will generate a recurring saving.	(300)	(300)	(300)
Oxygen Early Payment Programme	The Oxygen Early Payment Programme is an incentive for suppliers to the council to receive payments for invoices ahead of contractual terms i.e. 5 or 10 days, instead of the usual 30. In exchange, the Council will receive a rebate/ discount against the value of the invoice i.e. 1%. A net income of £50k for 2024/25 is an initial estimate.	(50)	(100)	(100)
Legal and Governance Services - staffing investment	There is a proposed reduction in the spend on external legal fees which should lead to a saving of around £100k. In addition, discussions are ongoing with a neighbouring authority about a shared role which could create a budget pressure of £23k. A savings target of £386k was attributed to the legal service in the last financial year which has not been achieved.	309	309	309
Election costs	Costs have increased for polling station staff (Government initiative for all councils to pay the same fee), polling station hire charges, printing, and postage. Elections in 2024 are due to combined with Police and Crime Commissioner elections and 2025 is a fallow year.	-	-	300
Procurement initiatives and savings	Procurement will undertake a programme of work to support the supply chain to decarbonise in line with the council's commitment to incrementally reduce the emissions arising from purchased goods and services. Procurement savings will be derived from several different sources including: <ul style="list-style-type: none"> • Contracts ending that may be renegotiated, extended or terminated • Traditional procurement activity. 	750	750	750

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<ul style="list-style-type: none"> Receipt of extra income either from income generating existing contracts or from concessions opportunities. 			

Savings, efficiencies and income shown in brackets

Place & Economy Services

Our role is to create a place where everyone has opportunities to learn, work, relax, and thrive, whilst living in warm, safe and affordable housing in communities which are connected, resilient, and sustainable.

Housing and Communities

Delivering services that help make communities safer and stronger is something which we know matters to people and has a direct impact on the quality of life for residents, businesses, and visitors to Peterborough.

We know that many people are finding it hard to make ends meet, and we know there are groups of people who need our support more than ever. For example, people who are at risk of becoming homeless, and those who are victims of domestic abuse or other crimes. We are so grateful to our many voluntary, community and faith sector partners, without whom the level of practical help and support we would be able to offer our residents would be far less significant.

This year, our pilot project to bring together key public and advice services into a single location has delivered some encouraging results, including increasing household income for those who accessed its services by an average of £1,000 per household. We plan to continue with this approach to make it easier for people who need help to get to it quickly and easily by expanding the pilot into other areas of Peterborough.

Requests for help from people in housing crisis are continuing to rise. Last year we predicted a 25% increase in the number of people coming to us at risk of becoming homeless, and this has indeed been the case this year. However, we have worked hard to find ways to prevent homelessness and reduce the need for people to sleep rough on our streets, and, despite demand for help increasing we are making good progress.

In the coming year we will further increase our efforts to work with residents who are in housing difficulty at the earliest possible opportunity, to prevent them becoming homeless in the first place. Where this is not possible and there are no other options, we will continue to provide accommodation for those who are homeless.

We will need to reduce the funding we provide to some of our partner organisations who provide housing related support to people in temporary accommodation or who are unable to secure a tenancy of their own. There are many ways to make sure everyone gets the support they need, and we will work with other council services, such as Adult and Children's Services, as well as our voluntary sector partners, to make sure that support is provided.

In the coming year we will continue to focus our efforts on the city centre, making sure it is a place which is vibrant and where people feel and are safe. We will increase our workforce in the city centre to make sure that the issues that matter to people, such as anti-social behaviour, street drinking, littering, and graffiti are tackled.

We will also increase the number of stalls in the new city market and deliver a programme of pop-up markets and other events on Cathedral Square and elsewhere in the city centre. We will need to increase some of our parking charges although we will make sure they remain competitive and affordable.

Our leisure, libraries and heritage services – such as the Museum and Flag Fen, will continue to be delivered by Peterborough Ltd. We need to reduce the costs associated with delivering some of these services and will work with our operator to increase the commercial success of our leisure services to make sure they do not require any council funding. We will also work with our partners to review our libraries and heritage services to make sure they are impactful and cost-effective. This might include, for example, placing more public services in our library buildings.

Our Regulatory Services including trading standards, licensing, and environmental health, ensure the safety of our residents and provide advice and support to businesses. We will make small changes to the ways in which these services operate to make savings as well as generate more income. We also deliver services to a neighbouring council for which they pay a contract fee. That fee has not been reviewed for some time and no longer represents best value for the council. We will therefore negotiate to increase the fee to cover the full cost of providing those services.

Growth and Regeneration

Our Growth and Regeneration teams are responsible for growing our city in ways that create opportunities for everyone – existing as well as new residents – to thrive and prosper.

In 2023, the council invested £1m in creating a Growth and Regeneration Service, and already we are bringing forward development plans for several sites across our city. We are also progressing at pace with the transformation of our Station Quarter, having secured £48m of Government funding and continuing to develop the university campus and working hard to bring forward plans to regenerate the North Westgate area.

We have already transformed our planning service, and, because of increased growth and a national increase in the fees that councils will need to charge developers, we predict an increase in fee income which will be used to make sure the pace of our growth and regeneration activity can continue. We will also transform our building control service, so it becomes the service of choice for developers. This will generate more fee income which can be used to support the increased demand we will face.

We will be making more effort to attract new employers into Peterborough, including those who can offer better paid and permanent employment opportunities. To help those employers see that Peterborough is a good place to invest, we will be refocussing our adult skills service, delivered by City College Peterborough, so that it helps people with few or no formal qualifications or work experience to gain employment. We will do this alongside our partners at Peterborough College and ARU Peterborough.

We will continue to develop our new Local Plan, which will set out our strategy and policies to deliver growth, alongside our new Housing Strategy ([item 4](#)). The Housing Strategy will set out our plans to increase housing in the city to help address the homelessness challenges we face as well as establish new communities and higher value homes for those that want them.

Infrastructure and Climate

Providing the right infrastructure is crucial as the city grows, including a good network of roads, footways, and cycleways.

We maintain and develop the highway network which includes over 930km of roads, 24,000 streetlights, 366 structures (like bridges) as well as footways, cycle paths, traffic signs and signals, bollards, and drainage gullies. This includes carrying out emergency work to repair potholes, broken

paving, streetlights, and cleaning gullies to keep roads draining well. Over the winter months, we grit main routes to ensure people can get around safely.

We promote cycling and walking and deal with issues such as speeding and parking problems where needed.

Our highways services are provided by Milestone Infrastructure Ltd, and we will continue to make sure that contract, as well as our Highways and Transport service overall, delivers value for money for our residents.

We recycle 40% or 32,800 tonnes of the total waste collected through the kerbside collections and Household Recycling Centre. We maintain and clean over 1,685km of highway, pathways, cycleways, and pedestrianised areas and respond to around 12,000 reports of fly tipping and collect more than 300 tonnes of litter each year from street bins.

The costs to treat the waste that is collected have increased, largely because of inflation, and so we will need to spend more money to make sure those services can continue. This includes the costs to treat recycled materials, general waste, food waste, and the costs to deliver our Household Recycling Centre. We will continue to drive up our recycling rates, which is good for our climate but also economically good for the council as treating recycled waste is far cheaper than treating general waste. We will also withdraw from a countywide waste partnership with other councils, as we believe it offers us little added value.

The council has also committed to become a net zero authority by 2030. Reducing our carbon emissions will bring several vital benefits, including reducing our costs. We are also committed to supporting the city to become net zero, which will help to reduce fuel poverty, improve physical and mental health, improve air quality, stimulate our economy, and provide jobs to the local area.

As a result of the uncertainty in the financial markets globally and the changing climate which is leading to more unusual weather patterns, for example extreme heat in the summer and a higher prevalence of torrential downpours, the council needs to be prepared to support its residents and to plan for emergency situations. We will continue to focus on emergency planning to ensure we are prepared as possible for those situations which are outside of our control.

Table 12: Place & Economy Services Budget Changes

Title	Description	24/25 £000	25/26 £000	26/27 £000
Highways contract inflation	The council has a contract with Milestone Infrastructure Ltd to manage and maintain our highways, this is an increase to reflect inflationary pressures.	397	794	1,191
National highway cleansing	Road cleansing on routes which are not part of the council's highways network is the council's responsibility, however, no additional funding is received to support this. We are therefore investing in this service to ensure those roads are maintained.	68	71	75
Highways services	This proposal is to reduce costs and increase income across our highways services, specifically: <ul style="list-style-type: none"> Reviewing our contract with Milestone to identify efficiencies and reduce costs. 	(505)	(514)	(572)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<ul style="list-style-type: none"> Ensuring that the salaries of staff working on third party funded capital projects are charged to the capital projects they are delivering. Increasing the amount of fee income generated through an increase in growth and regeneration activity. We are also proposing to achieve other financial efficiencies across our highways service, through transformation and efficiencies. 			
School crossing patrols	The council currently funds a school crossing patrol service at five schools. We are proposing to carry out a review of this service which will be specific to each location, looking at changes if the relevant data shows that some form of safety intervention is still required. These changes could include engineering solutions, partnering with the relevant schools, and local volunteering schemes. These will only be introduced where circumstances allow as maintaining the safety of schoolchildren remains our utmost priority.	(39)	(39)	(39)
Sale of Wellington Street car park	We are proposing to sell the Wellington Street and Dickens Street car parks to help regenerate this area. We need to account in the service area for the anticipated loss of income that will result from disposing of the car parks. However, we will actively work to direct current car park users to other council-owned car parks and to develop new parking provision nearby.	139	139	139
Parking Services - cash collection service	The amount of cash that residents use to pay for their pay and display parking in council car parks has reduced significantly over recent years, with more people paying via card or our parking app. We are proposing to make savings in the cash collection service.	(25)	(25)	(25)
Recap membership	The council is a member of the waste partnership for Cambridgeshire, known as RECAP. We will review the benefits of being a member of this partnership and look to reduce the net cost of membership as a result.	(41)	(41)	(41)
Waste treatment inflation	The costs associated with treating the waste we collect from households has increased due to inflation and we need to increase our budget accordingly.	585	1,092	1,497
Household Recycling Centre - permit income	We are proposing to introduce a scheme to limit access to the Household Recycling Centre (HRC) to Peterborough residents only. This will ensure that Peterborough residents are prioritised for HRC access, as well as reducing the council's waste treatment costs.	0	(63)	(83)
Waste management charge increases	The council has agreed to increase charges for brown bin collections and for replacement or extra brown bins. This is the amount of additional income we expect to achieve.	(126)	(126)	(126)
Aragon Direct Services (P-Ltd) contract inflation	The council has a contract with Peterborough Ltd to manage waste collection, street scene and landscaping services, which is subject to an increase to reflect inflationary pressures.	260	426	612

Title	Description	24/25 £000	25/26 £000	26/27 £000
Peterborough Ltd	We are proposing to achieve financial efficiencies across the services that are delivered via the council's contract with Peterborough Ltd. These include waste collection, street cleansing, grounds maintenance, and maintaining parks and open spaces. The saving is based on securing a reduction on current costs through transformation activity.	(700)	(700)	(700)
Westcombe Engineering	Westcombe Engineering is a precision engineering component specialist, which provides employment for adults with disabilities. It continues to grow and diversify following investment earlier this year in new machinery. We are increasing its income target, but we will support the service to achieve it through commercial advice and guidance.	(25)	(26)	(27)
Regulatory Services	<p>Our Regulatory Services team delivers Trading Standards, Environmental Health, and Licensing services. We are proposing a range of measures to reduce costs and increase income, specifically:</p> <ul style="list-style-type: none"> • Increasing the value of the contract we charge to an adjoining authority for the delivery of their regulatory services. • Increasing training and traded activity • Removing long term vacant staffing hours from the establishment. • Reducing supplies and services costs. <p>We are also proposing to achieve other financial efficiencies across our regulatory service functions, specifically trading standards, environmental health, and licensing.</p>	(523)	(542)	(561)
Housing related support	The council currently awards grant funding to a range of external organisations who deliver housing related support to different groups of people. We are proposing to review these arrangements as part of the broader transformation and remodelling of our approach to preventing homelessness. We will work closely with the current grant recipients to consider whether different arrangements may provide better value whilst still ensuring support for vulnerable groups is maintained.	(900)	(900)	(900)
Housing needs	Our housing needs service priorities include preventing homelessness, reducing rough sleeping, and managing the allocation of social housing. The service has changed and evolved as different demands have come forward, and there is a need to review the ways in which the service delivers its functions and achieves its objectives. This proposal is to achieve savings through transformation activity without adversely affecting frontline delivery.	(100)	(105)	(110)
Gladstone Park Community Asset Transfer	Gladstone Park Community Centre is the only community centre that is managed and run by council staff. This proposal aims to transfer the centre to a third party via some form of asset transfer, removing the staffing and associated costs currently incurred by the council. We will work closely with local ward councillors and relevant community groups to	(50)	(50)	(50)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	ensure the most appropriate outcome for the centre and the communities it serves is achieved.			
Market income	We are proposing to expand the new city market, which will enable a more diverse market offer.	(50)	(50)	(50)
City centre events and lights	This proposal relates to the costs the council currently pays to deliver events in the city centre, including the Christmas lights and the switch-on event. We will work with local businesses and others to secure sponsorship for these important and popular events, which the council will continue to organise.	(65)	(65)	(65)
Increased parking charges	This proposal is to increase the charges the council makes for parking in its car parks and other council-owned assets, specifically: <ul style="list-style-type: none"> • Introduction of a surcharge (£20 pa) for additional and visitors permits. • Increase in the first residential permit charges from £44pa to £50pa for first permits, and £70pa for others. • Removal of the off-street evening rate, and introduction of flat rate charging 7am-8pm. • Extension of on-street charging to 8pm (from 6.30pm) to align with off-street charges. • Changes to daytime off-street rates (including removing some charging options). • Changes to daytime on-street rates (including removing maximum stay periods). • Introduction of new charges for bay suspensions (e.g., utilities works, development etc). • Introduction of a fee for parking dispensations (e.g., access to pedestrianised areas/parking on double yellow lines for works). 	(326)	(426)	(426)
Citizens Advice Peterborough	The council awards an annual grant to Citizens Advice Peterborough (CAP) for the provision of advice and guidance to anyone in need. Having worked closely with CAP this year on our pilot cost-of-living hub project, we recognise the work that CAP delivers inevitably positively impacts demand coming into the council. We therefore propose to reflect this in council budgets and achieve a saving equivalent to the grant provided to CAP, effectively making the grant cost neutral.	(130)	(130)	(130)
Cathedral Square fountains	During 2023 the council asked the public whether the Cathedral Square fountains should be repaired and switched on or not. Most respondents wanted the council to spend money on other priorities and as a result, this proposal looks to keep the fountains switched off permanently. We will develop a plan aimed at making the best use of Cathedral Square including community events, pop-up markets, and festivals.	(20)	(20)	(20)

Title	Description	24/25 £000	25/26 £000	26/27 £000
Fly tipping - fixed penalty notices	Following changes in national guidance, councils can now charge a higher fine for people caught fly-tipping and littering. We will adopt this new guidance, further enforcing our work to tackle fly-tipping and littering in our communities.	(29)	(29)	(29)
City centre enforcement	Ensuring our city centre is a safe, welcoming, and attractive place to spend time is an important priority for the council. This will help existing businesses to thrive and attract new businesses here, increasing our visitor numbers. Although the net effect of this proposal is small in value, it will enable us to double the size of the current city centre team and generate similar levels of income from enforcement and other activity to cover their costs.	5	5	5
Refugee grant funding	The council receives grant funding to support asylum seekers and refugees that are settled into Peterborough through the various national schemes. This funding is time limited, with this proposal acknowledging an income loss as some of those grants taper off.	116	116	116
Planning Services	This proposal is to generate additional planning fee income.	(200)	(215)	(230)
Reduction in budget for growth and regeneration studies	A budget is held in the Growth and Regeneration service to fund specialist reports or studies where required. This proposal is to reduce that budget as we begin to build internal expertise through experience instead.	(15)	(15)	(24)
Opportunity Peterborough	Staff working at Opportunity Peterborough, the council's economic regeneration company, transferred into the council earlier in 2023. We will be refocussing the team's work towards inward investment activity to bring good quality jobs to the city and will reduce the overall costs associated with the service as a result.	(100)	(100)	(100)
Building Control additional income generation	The council's building control service provides a range of fee-earning services and is increasingly becoming more successful in securing business. This proposal is to set an increased income target for the service.	(72)	(72)	(72)
Trees maintenance	We spend around £1m each year maintaining our tree stock, which is an asset to the city and supports our climate targets. This proposal seeks to identify different ways to offset our core budget with other forms of funding, including from developers and grants, and from identifying efficiencies across our contracted services. Although this will achieve a saving in our core budget, the amount the council spends on this important function overall is not planned to reduce.	(100)	(100)	(100)

Savings, efficiencies and income shown in brackets

Adult Services

We aim to help and support our residents early on in their lives and prevent them from slipping into crisis by ensuring they receive the right level of support at the right time, in the right place and from the right person.

The aim is to keep people as independent and healthy as possible and prevent or delay the need for long-term care and support, which is both better for the individual and less expensive than the alternative. This is delivered through a range of different services:

- **Early intervention and prevention** – supporting people early with targeted information and advice and low-level and community support. For example, targeted short-term reablement support at home, or equipment that can help people manage at home.
- **Long-term care and support** which is personalised and keeps people connected to their communities. For example, regular care coming into the home or residential/nursing care placements.
- **Adults at risk are safeguarded** from harm in ways that meet their desired outcomes. This year we have responded to an average of 241 safeguarding concerns each month.
- **Supporting people with care and support when they come out of hospital**. This includes designing, delivering and commissioning localised, person-centred, and sustainable care services to meet their needs. This year, we are supporting an average of 251 discharges from hospital each month.

Across the country, councils are finding it increasingly difficult to meet the needs of their adult population and Peterborough is no different. The level of demand, the complexity of the care which is required, and the rising cost of care have set the bar even higher.

Demand for Adult Social Care services has been increasing for several years and is showing no sign of slowing down. More and more people are living longer and will require care and support. This year, we have received an average of 3,514 contacts per month to our Adult Early Help Team, a 3% increase on last year.

There has also been a 59% increase in accommodated care, such as residential care or nursing care homes, and a 46% increase in community care since 2020. In addition, the care that people require is becoming more complex. This may be an impact of the Covid-19 pandemic where people delayed asking for help and support to meet their needs.

The Adult Social Care sector is also impacted by the ongoing high rates of inflation and coupled with the increase in the National Living Wage, at £11.44 from 1 April 2024, the cost of meeting people's needs is rising.

Our focus in the coming year is to look for further opportunities to deliver more prevention and intervention through the following areas:

- **Developing a clear Digital Strategy and implementation plan**, focusing on areas such as automation of back-office functions such as invoicing and more modernised self-service. For example, by improving the information we offer online so people can assess themselves what they are entitled to. We will also continue to improve the use of technology enabled care (TEC) to support people with their care and support needs. This could be things such as lifeline alarms, medication reminders and fall sensors. By increasing the use and range of

TEC, we can increase people’s confidence to live independently and delay the need for more costly long-term provision of care.

- **Working with health colleagues to develop integrated** neighbourhoods that will enable prevention work to be targeted to the needs of the neighbourhood, recognising that one size does not fit all. Data and insight will be better used to understand the needs of a neighbourhood so that services can then be commissioned based on local need.
- **Reablement** - this delivers short term, goal-oriented support for up to six weeks to help people regain their independence when they have been in hospital. We will recruit more frontline workers which will enable us to expand the service to support more people in their own homes, preventing the escalation of need for long-term care which is more costly.

We also plan to develop a Shared Lives scheme to support adults with learning disabilities, mental health problems or other needs which make it harder for them to live on their own. The scheme matches someone who needs care with an approved carer. The carer shares their family and community life and gives care and support to the person with care needs. Shared lives schemes are available across the country and are an alternative to traditional kinds of care, such as care homes.

Within the next 12 months, we are anticipating an inspection by the Care Quality Commission (CQC). Therefore, we will be focussing on how we can improve the services that we offer and better support our providers to ensure a stable care market, as a result.

Table 12: Adult Services Proposed Budget

Title	Description	24/25 £000	25/26 £000	26/27 £000
Redesign of adult day services	We are proposing to review, redesign and potentially relocate adult day services. We are also looking to provide other related services more flexibly to meet the needs of individuals.	(235)	(335)	(335)
Disability Related Expenditure review	Disability related expenses (DRE) are extra costs that a person may have to pay because of their disability or care need. Currently we provide three DRE payments of £10, £15 and £20 which are allocated to clients based upon the level of disability benefit received by that individual. We are one of a few local authorities that allocates DRE payments in this way. We are proposing to undertake a public consultation to remove these automated payments and set up a means tested system, as adopted by most other local authorities.	(50)	(90)	(90)
Adults Placements- Review of Direct Payments	We make direct payments to people who receive adult services to give them the freedom to buy in the services they need to meet their individual needs. Any unspent funding is returned to the council. Based upon previous years we expect to receive back £325,000 more each year than originally budgeted for so we can reduce the budget.	(325)	(325)	(325)
Utilisation of grant funding	Additional external grant funding for adult social care has allowed us to reduce our net council spend in some adult service areas.	(400)	(650)	(900)

Title	Description	24/25 £000	25/26 £000	26/27 £000
Adults Placements- Review High-Cost Placements	We are proposing to review users of adult services who have the highest needs to make sure the services we are providing for them give the best care for those individuals, help them maintain their independence and represent value for money.	(200)	(325)	(375)
Adults Placements- Transition case review	We are proposing to review the way we transition young people from children's support services to adult support services. Like the review of adult placements, the aim of the review is to ensure we are consistently providing services that meet every individual client's needs, enabling them to live independently. This review will also assess the services they access to ensure they are providing value for money.	(150)	(225)	(250)
Adults Placements- Quality & Outcomes Panel for care planning	We are proposing to set up a quality and outcomes panel for all new assessments, reassessments and reviews to ensure the care we are providing meets individual's needs, encourages independence and provides value for money.	(325)	(425)	(500)
Adults care package inflation	Each year, we build inflationary rises into the budget to ensure we can continue to meet the cost of the adult care packages we provide. We anticipate that inflationary rises, the increase in the National Living Wage and council pay increases will create a pressure up to £8.26 million by 2026/27.	2,527	5,255	8,262
Adults Placement demand	Demand for adult services increases year on year. This proposal has the most recent review of demand requirements considered using past and current year trend analysis. From 2025/2026 onwards demand for services due to the continued increase seen in both residential and community-based care from hospital discharges and community referrals is expected to grow to a level more than originally anticipated creating a budget pressure.	(249)	652	3,406

Savings, efficiencies and income shown in brackets

Children's Services

We have a legal duty (statutory responsibility) to support vulnerable children and their families across Peterborough. Our key aim is to protect children and to support families, helping them to meet their development goals.

The impact of the Covid-19 pandemic and the cost-of-living crisis on vulnerable children and families means the landscape in which we operate has changed significantly. Demand for our services has risen sharply and the complexity of the care required for some children and young people has increased. This is a trend being seen by many other local authorities and we expect it to continue.

In the past 12 months, the number of children who are subject to a child protection plan has increased (currently 237 and rising) – these are children that need protection, help and support from the council. At the same time, the number of children in our care has increased (currently 414) . This is placing a significant financial pressure on the council's budget.

In the current financial year, the council has invested in Children's Services and additional investment is planned in 2024/25. This additional funding will be used to meet the aims of the council's action plan to improve the services offered to children and families following Ofsted's focused visit in March 2023. During the visit Ofsted assessed the quality of the council's multi-agency safeguarding arrangements and found areas for improvement. This is a multi-agency service managed by the council, police and NHS and is the first point of contact when there are concerns about a child.

Following the Ofsted visit during 2023, an Improvement Notice was issued by the Department for Education and the council was required to establish an Independent Children's Improvement Board. The board is overseeing and driving improvements to services provided to children by the council and its partners.

In the coming financial year, we will continue to separate those services which we have previously run jointly with Cambridgeshire County Council, where it is in our best interests to do so. Peterborough now has its own newly appointed dedicated Executive Director of Children's Services and most of our staff are now focused on providing services for Peterborough children and families.

Plans are progressing to separate the fostering service and the Multi-Agency Safeguarding Hub (MASH). Significant investment is needed in the MASH to build a team that can manage demand and ensure children are protected.

We recognise the responsibility we have to children in care, and we want them to live in homes with loving families who can meet their needs. For some children this will be with a foster carer. That is why we are investing heavily in our fostering service, to find safe and loving homes for children who can no longer live with their birth families. We will continue to look to increase the number of council fostering placements, enabling us to reduce the number of children placed in more expensive agency placements. We recognise the need to review the offer we can make to encourage people to become foster carers.

The recruitment and retention of staff in Children's Services remains challenging, as it does for many councils. There is a national shortage of social workers. This means the council is using more agency staff than it would ideally like to, which is more costly. To address this, there are plans to develop a social work academy to support the recruitment and retention of social workers. The academy

would provide wrap-around support for newly qualified social workers, giving them real life experience and the chance to learn from their peers, whilst keeping caseloads manageable. Once established this should reduce the council's need for agency social workers.

We will continue to benefit from the significant Central Government grants being offered to promote the development of Family Hubs over the next financial year. Family Hubs are part of a national programme to ensure babies, children and families have the support they need, when they need it. This funding is being used to invest heavily in early help services to support families to get the right help in the right place at the right time.

We remain committed to offering care leavers the best start to their adult life. We want to work with housing providers in the city to strengthen the accommodation offer made to care leavers. We will also continue to focus our efforts with partners on making sure the health needs of these young people are met and that they get the support they need to secure education, employment and training opportunities.

Education

We have a legal duty (statutory responsibility) to provide education for every young person in Peterborough in schools, colleges and further education. Our key aim is to support them to achieve expected national standards.

There are currently 63 primary schools within the authority area, along with 15 secondary, eight special schools and three further education colleges. There were 41,546 pupils in education locally at the end of the 2022/23 academic year. This is almost one fifth of the population of Peterborough.

Our education service has faced some unprecedented challenges in recent times, most notably working to support early years settings, schools and colleges following the Covid-19 pandemic, which stretched resources to the very maximum.

A key challenge remains, which is providing enough places for every pupil living here as Peterborough's population continues to grow rapidly and significant numbers of families with school age children move into Peterborough. In the academic year 2022-2023, our School Admissions Team processed a total of 5,901 applications for school places – that is 2,100 more applications than the previous academic year. A high number of children and families moved into Peterborough over the school summer holidays this year which is continuing to place pressure on our schools. Additional spaces are needed now and demand for places is likely to continue to grow in the future.

This rising school population is also creating an increased demand for school transport which places an additional financial pressure on the local authority. In certain circumstances, free home-to-school transport is provided for some children who cannot attend their nearest school and the school they attend is above a certain distance or is unsafe to walk from their home. We also provide transport for eligible children with an education, health and care plan, and some children with free school meals or with parents/carers on benefits and on some religious/faith grounds. Peterborough currently provides school transport for around 2,400 children, of which 870 are children with special educational needs.

We have expanded the school transport team and continue to review contracts to ensure they are providing the best service and value for money. However, we are spending more than we budgeted for due to the statutory requirements to provide transport for some children to get to school.

Special Educational Needs and Disability (SEND) numbers are expected to increase over the next five years, as they are in many parts of the country. We are developing three new hubs in the city to meet the needs of children with Autism and Social, Emotional, Mental Health (SEMH) needs. We will be visiting those schools that have shown an interest in becoming a hub. Several capital projects (new buildings) are also in the pipeline that will, in the long-term, increase capacity in the city for children with SEND needs.

Despite these challenges, we are seeing some encouraging progress in our schools and significant rises in several league tables. In the national 'progress 8' table which measures how far young people progress in their education across secondary education for eight subjects, the improvement by 0.24 is a substantial rise. It is also the first time Peterborough has had a positive progress 8 outcome. Out of 151 local authorities, this places Peterborough as 38th nationally, up from 107 previously.

There are similar successes in our primary schools. The progress pupils make in their learning between the ages of 7 and 11 years has improved significantly. Consequently, this year Peterborough has moved up the league tables by 16 places in reading, 11 places in writing and 27 places in mathematics.

We have built strong relationships with all our early years settings, schools and colleges, proactively setting up head teacher groups to ensure regular dialogue and effective problem solving.

There has been a fall in the number of annual births, which has led to a lower demand for early years and younger primary school places. In the spring budget, the Government announced an expansion of the childcare offer, offering funded childcare places for children from nine months old, for working parents, with a phased introduction over the next two years, which will increase the demand for childcare places.

We have invested in the Statutory Assessment and Monitoring Service team (SAMS) and Educational Psychology Service Team (EPS) to ensure capacity to respond to significant increases in demand and fulfil the council's statutory duties for SEND children to assess their needs and where appropriate coordinate plans to meet those needs.

Table 13: Childrens Services Service & Budget Changes

Title	Description	24/25 £000	25/26 £000	26/27 £000
	Due to rising demand and more complex needs, there is an increase in costs for this service.			
Shared arrangements with the county council concluding.	<p>In the coming financial year, we will continue to separate those services which we have previously run jointly with Cambridgeshire County Council, where it is in our best interests to do so. Peterborough now has its own newly appointed dedicated Executive Director of Children’s Services, and most of our staff are focused on providing services for Peterborough children and families.</p> <p>Multi-Agency Safeguarding Hub (MASH) and exploitation As a direct result of the Ofsted focused visit which took place on 1 and 2 March 2023, the council was given two priority actions to focus on:</p> <ol style="list-style-type: none"> 1. The multi-agency safeguarding hub (MASH) response to enquiries about children 2. The multi-agency exploitation response <p>Significant investment is needed in the MASH to build a team dedicated to Peterborough that can manage demand and ensure children are protected. Additional capacity is also proposed to tackle exploitation.</p> <p>Fostering Plans are progressing to separate the fostering service from CCC and therefore investment will be needed in the fostering team. We will continue to look to increase the numbers of council fostering placements, enabling us to reduce the numbers of children placed in more expensive agency placements. We recognise the need to review the offer we can make to encourage people to become foster carers</p> <p>Education Peterborough now has a dedicated education services team and investment has therefore been needed to ensure there is the capacity to meet demand.</p>	1,414	1,414	1,414
		439	439	439
		117	117	117
Emergency Duty Service	The Emergency Duty Team, which is available out of hours for concerns to be raised about a child, is a shared service with Cambridgeshire County Council. The cost of the service to the city council has not increased since around 2016 and needs to increase its contribution, so it is fair for both councils and reflects the current cost of service.	109	119	129
Regional adoption agency service	The council is part of a Regional Adoption Agency with Cambridgeshire County Council. It involves both councils working together to pool resources and provide a more efficient adoption process.	56	92	129

Title	Description	24/25 £000	25/26 £000	26/27 £000
	We are contractually obliged to pay salary uplifts which are based on local authority agreed pay rates and this creates a pressure on our budget in future years.			
Children and young people with disabilities - inflation and pressures	<p>Direct Payments Some children and families receive direct payments to pay for the care that they need, thereby commissioning their own care package. The current direct payment rate for children and young people was increased for the current financial year, 2023-24, to £14.39 so that it is in line with the national living wage (NLW). This creates an ongoing pressure in the council's budget and requires additional investment to be made. Data shows that the demand in this area is increasing as well as the complexity of need.</p> <p>Home and Community Support For those children and families who do not use direct payments, the council commissions services on their behalf. These services will cost more in 2024/25 due to the rise in the National Living Wage.</p> <p>Short Breaks Community short breaks involve group sessions for children and young people to spend time away from their families. There is currently a tender underway to recommission these services which is likely to lead to increased costs, due to inflation and the National Living Wage.</p> <p>Social Care Equipment The Integrated Community Equipment Service (ICES) contract includes equipment categorised as either standard or specialist. With standard equipment, when it is no longer required and the equipment is returned to store, 80% of the cost is refunded. With specialist equipment, no refund is received. It is this equipment that the council needs the most. When a piece of equipment is returned to store it joins a pool which is then accessed by services provided by the council and health. This service is now costing more to provide because of the rise in inflation.</p>	106	265	457
Increased demand - home to school transport	The council provides transport for eligible children with an education, health and care plan, and some children with free school meals or with parents/carers on benefits and on some religious/faith grounds. In certain circumstances, free home-to-school transport is also provided for some children who cannot attend their nearest school and the school they attend is above a certain distance or is unsafe to walk from their home. School transport is currently provided for around 2,400 children, of which 870 are children with special educational needs	131	240	356
		-	36	76
		16	28	41
		783	783	783

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<p>Parents can choose to educate their children at home if they choose to. The local authority has a legal duty to ensure these children are receiving the education they receive is of the required standard. Post Covid the number of children registered to home educated significantly rose and there is a requirement to make this a full-time post.</p>			
<p>Increased in service demand for statutory assessment</p>	<p>The Statutory Assessment & Monitoring Service (SAMS) is responsible for the services the council must provide by law (statutory functions) regarding assessments for children and young people with special educational needs and disabilities (SEND) and the review of Education, Health & Care Plans (EHCPs).</p> <p>The service is responsible for ensuring that statutory work and deadlines are met for the 2,500 children in Peterborough with an EHCP. The EHCP for each child must be reviewed at least annually. Statutory assessments are facilitated by this team, of which there can be 300 - 400 each year.</p> <p>Both the demand for assessment and the number of EHCPs being maintained have increased significantly. The reason for the high demand is due to several factors, including:</p> <ul style="list-style-type: none"> • A high number of early years children that are struggling to attend pre-school for even a very short period, because of the pandemic. • A rise in mental health needs, again caused by the pandemic. • The cost-of-living crisis has increased the social deprivation we are seeing in the city and this has an effect on children and young people. 	232	377	377
<p>Direct revenue funding</p>	<p>This is the correction of an accounting entry that removes the funding from the capital programme and returns the charge to revenue. The capital programme was reviewed last year with an aim to make it a more affordable and to reduce borrowing. This is because it costs the council to borrow the money, in the same way that a homeowner pays interest on a mortgage to buy a home.</p>	277	277	277
<p>Children's Services transformation work</p>	<p>The council has several programme boards which are focussed on how services can be transformed so they can meet demand and provide the services residents need, within budget. In Children's Services, these projects include:</p> <ul style="list-style-type: none"> • Plans to address recruitment issues, particularly social workers, including exploring international recruitment, and the development of a Social Care Academy to provide a new social work offer to Newly Qualified Social Workers. The academy would provide wrap-around support for newly qualified social workers, giving them real life experience and the chance to learn from their peers, whilst keeping caseloads manageable. 	(1,600)	(1,600)	(1,600)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<p>Once established this should reduce the council's need for agency social workers.</p> <ul style="list-style-type: none"> • The House Project which proposes establishing a council-lead local housing project run for young people (16-18) who are leaving care. It is designed to ensure young people leaving care experience this together. The peer group will collectively develop the practical and emotional skills they need to live independently. Young people will work on houses which become their homes to live in. • We will continue to separate those services which we have previously run jointly with Cambridgeshire County Council, where it is in our best interests to do so, including the fostering service. We will look to increase the numbers of council fostering placements, enabling us to reduce the numbers of children placed in more expensive agency placements. We recognise the need to review the offer we can make to encourage people to become foster carers. • We will continue to reunite children with their birth families where it is safe to do so. 			

Savings, efficiencies and income shown in brackets

Public Health

We have a duty to improve and protect the health of everyone who lives in Peterborough. More broadly this is about living for longer in good health, reducing inequalities in health and making sure that children have good outcomes that lead to a long and healthy life.

We buy in services from other organisations that support healthier lifestyles, identify issues early and prevent problems escalating which includes:

- School nurses and health visitors (Healthy Child Programme) – last year, we funded approximately 10,000 visits to children and families by health visitors. This program enables all families with a new baby to get support to improve health and wellbeing and identify any issues early.
- There were nearly 5,000 contacts with young people through Chathealth (a confidential text messaging service for children and young people aged 11-19) and approximately 4,000 calls and 3,500 texts to our Healthy Child Programme (0-19) duty desk in 2022/23.
- Help to stop smoking – 1203 people set quit dates and we helped 433 people quit smoking last year.
- Improving sexual and reproductive health through information and support – in 2022/23, people in Peterborough attended 15,195 sexual health clinic appointments and regular outreach sessions were available for adults and young people reaching nearly 4000 people.
- Reducing drug and alcohol misuse – 1,638 adults and 124 young people aged 12-18 used these services during 2022/23.
- NHS health checks – 4053 NHS health checks were delivered by our providers in 22/23. These checks are for people aged between 40 and 74 to assess an individual's general health including their weight, blood pressure and cholesterol. The NHS health check is designed to spot early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia.
- Weight management – 417 people lost 5% or more of their weight through a Tier 2 Adult Weight management course last year - considerably higher than the national average.

Investing in public health services not only provides health benefits to those who engage with us but reduces pressure on other public services and saves money in the long term.

Public Health funding is a key challenge with Peterborough residents receiving less per head in the public health (PH) grant than they should, based on need. The total PH grant for Peterborough is currently £11.9m or £55.22 per head, compared to £73.12 per head for other similar sized local authorities. The council is lobbying MPs and government departments for support in improving the funding for Peterborough.

Many of our residents – across all ages, but particularly in deprived areas – benefit from these public health services. Our population increase means demand is likely to grow further in the future. For instance, there has been a 24% increase in children under 15 over the past 10 years, many with a high level of need, for example, 38.5% of our Year 6 children are overweight or obese and a quarter of our children live in relative poverty.

To address these issues, the Health and Wellbeing Integrated Care Strategy has highlighted three main goals by 2030:

- Increase the number of years people spend in good health.
- Reduce inequalities in preventable deaths before the age of 75.

- Achieve better outcomes for our children.

How do we do this?

- By making sure our children are ready to start school and are prepared for their lives after they finish education.
- By creating an environment to give people the opportunity to be as healthy as can be.
- By reducing poverty through better employment, skills and housing.
- Promoting early intervention and prevention around mental health and wellbeing.

This requires us to work with all our partners and our residents to provide the support and opportunities needed by our communities.

There are no changes for pressures and savings to the overall Public Health budget.

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Peterborough City Council

Appendix C - Budget Consultation Feedback

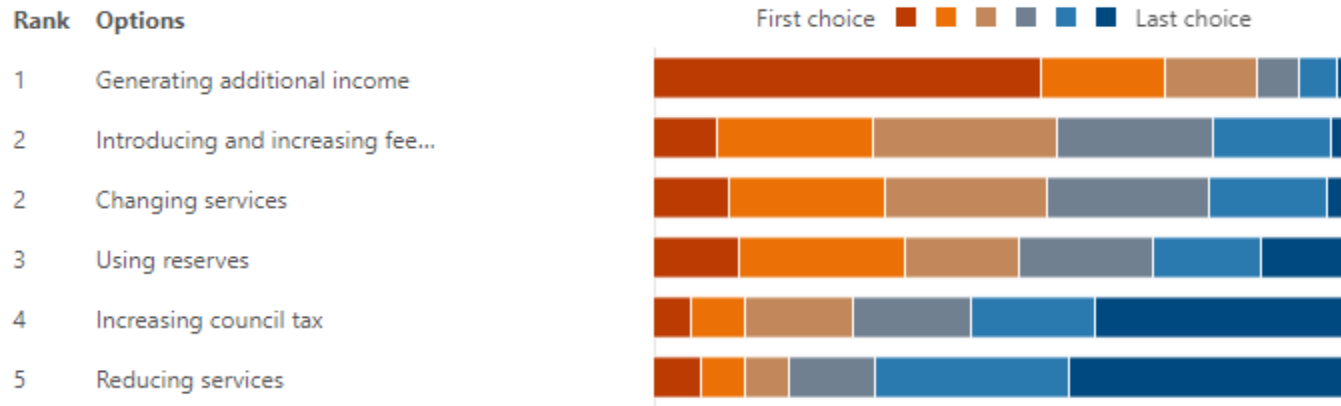
We had a total of 132 submissions to the Budget Consultation.

Below are the answers to questions 1 to 10 from the survey, followed by feedback from key stakeholder groups.

Question 1

The council is meeting its budget challenge in a variety of different ways as outlined below.

Place in order of priority (1-6) the measures outlined below. 1 being the most important and 6 being the least important.



Question 2

The council is maximising its use of technology and digitalisation and transforming working practises to make the council more efficient.

To what extent do you agree with this approach?

To what extent do you agree with this approach?

Strongly agree	49
Agree	48
Slightly disagree	19
Strongly disagree	15



Question 3

To what extent do you agree or disagree that we should protect services that support the city's most vulnerable, including adults and children's social care services and education, even if this means some other services will have to be delivered differently or reduced?

● Strongly agree	42
● Agree	45
● Slightly disagree	30
● Strongly disagree	15



Question 4

To what extent do you agree or disagree with our approach to increase council tax in line with the maximum referendum limit (4.99 percent) to ensure the council is best placed to continue providing the same range and quality of services?

Strongly agree	24
Agree	30
Slightly disagree	26
Strongly disagree	52



Question 5

The council works hard to recruit foster carers but with the number of children needing placements being greater than our number of carers, we have to use private fostering agencies, placing children away from the local area.

What could the council do to make fostering a more attractive offer for residents?

No	Answer
1	Maybe look at higher financial gains for fostering.
2	Make sure they are paid fair for supporting poor children
3	Keep children in their family homes as best you can
4	Give a better incentive financially.
5	Give more support
6	Market the need for fosterers more effectively. This is the first I knew of the issue.
7	Provide adequate financial support to those who wish to choose this important journey.
8	It would help if they didn't rely on social media as advertising. People who are prepared to foster a skilled to do so use other forms of communication
9	Council spends money on fancy hotel buildings
10	Examples given of how this works
11	Create a local campaign to encourage residents to get involved in supporting fostering by volunteering, even in a small way, to show how rewarding it can be. This may then lead to volunteers taking that step into fostering.
12	<i>'This comment has been redacted'</i>
13	Make it less complicated
14	Find foster carers that want to foster because they love what they do and decrease the monetary rewards.
15	Pay more
16	I am not a consultant in fostering, ask someone who has knowledge to answer
17	Ensure the father pays their share for their offspring instead of leaving the taxpayers to pick up the bill.
18	More effort for direct engagement with the ethnic groups with higher number of children in need of fostering.
19	Ensure the foster carer has a suitable and welcoming dwelling for the child as well as the carer is not an offensive individual and has the knowledge to act as a foster carer.

20	guaranteeing support for the child whether financially or socially some previous briefing so they have some knowledge on how to best support the child
21	Greater local advertising for foster parents
22	increase the pay offered and give ongoing support and guide to foster parents as well as the foster child. Make it more attractive by offering a reward and praise system, like they have in businesses, maybe a paid holiday now and again for a few days. It is a difficult task to look after an already damaged child.
23	Return children to their home country if they are not British passport holders to reduce costs and the need for so many foster carers
24	Unclear. Improving early interventions, supporting families in early stages of trouble before they get chaotic enough to need to take children into care would be more cost effective. Paying rapacious for-profit companies to provide services that shouldn't be needed is a waste.
25	Make strict rules for fostering
26	make it easier and less intrusive
27	Education and support
28	Must use local people and local areas - give maximum publicity to encourage people to foster and increase the pay structure
29	Streamline the process with less restrictions but ensuring full safety checks are carried out. Do not look differently at single parents, renters, same sex couples etc, cash incentives
30	Streamline the process so foster carers can be recruited more quickly. When I've looked at the process before it seems very complicated. I appreciate the placements need to be safe but could some of the training be done after the children are placed with helplines / stronger support? Could schools help you promote and support fostering?
31	real benefits rather than tokenistic support
32	Pay similar rates to individual foster carers as private fostering agency. Advertise the benefits more widely.
33	Be more efficient in processing applications from interested parties.
34	<i>'This comment has been redacted'</i>
35	Offer a good market rate to foster carers. Increase independent support for families. Ensure adequate wrap around support for all presenting needs and ensure adequate training for families. Make housing support easier to access for families wishing to foster but requiring additional space.
36	Making sure fostering is funded to enable "advertising" its benefits to potential foster parents it's not something I generally read or hear about so do not see it as an issue.
37	In the current economic climate, I can see no way in which fostering could be made more attractive. Any incentives are likely to attract bad actors. Reducing pressure on young families, particularly those who are struggling to conceive, providing support and advice on fostering as part of their treatment plan.
38	Don't make it so hard for people to foster, whilst all due diligence needs to take place @ children's security is paramount, not allowing simple behavioural rules to be allowed is ridiculous. Parents discipline their own children but cannot foster children, which is very hard for own children to understand and can make them feel not cared for

39	less rules and regulation
40	Make sure that payments to foster carers fully cover the costs involved in taking on a foster child. People can't afford to take on the extra financial responsibility these days without proper support. Make the application process less onerous, while still maintaining proper safeguarding of the children to be fostered.
41	Have better processes for recruitment and pay the foster carers in line with the payments to private businesses.
42	I don't think it's about making it more attractive for residents there will always be people willing to foster children it's about understanding why there appears to be an increase of children being placed into care a more focus on prevention of the increase of children being placed with foster parents
43	Community Fostering Hubs, to include parent's cafe-type area, play area, films for older teens. Make it fun.
44	Make it more straightforward
45	Advertise to the right people
46	Have more ongoing support for fosterers, parent support groups, counselling, and such like Plenty of community hubs/ kids' clubs/ youth clubs available to them to help them build relationships as a family and also to help the children build friendships with their peers. These are incredibly important for both children and their foster families.
47	Better ongoing support
48	Better support and pay
49	Cut the CEO and anyone on over 60k + and re distribute the savings to front line
50	More support
51	Offer mental health support and mentoring support for fostering
52	Promote it more via social channels and community groups
53	Increase the financial support for carers. Provide incentives for existing carers to introduce new, potential, carers.
54	Make sure that there is affordable housing! And not private rent, that most people are in now. Stable home environment would make life easier for those in foster care.
55	Work with Central Government (i.e. DHSC, DWP) to raise rewards for foster carers and ALL carers (e.g. increase in Carers' Allowance etc)
56	More support for the families and understanding their responsibilities as foster carers. Stop advertising like a job these children need good homes
57	By telling us more
58	Help those with unsuitable homes move into suitable spaces. For example, I've applied to foster but live in a one-bedroom council flat, if I had a two bedroom, I could begin my foster journey.

59	I have never thought about it, nor would I know where to find out any information in Peterborough
60	greater support Improved facilities for children - swimming pool, leisure facilities to enable a safe and secure environment to parent. Spend the monies saved on external agencies by giving to families.
61	Easier access to fostering support and mentoring for older foster children
62	Unsure
63	Not sure
64	I am not familiar with the support offered to foster carers, or those considering going into foster care, but imagine that a strong support system through a variety of measures such as immediate access to help (on-line or telephone), networking events (on-line or face to face) would encourage more people to become carers.
65	Share much more information advertising fostering as I have seen none in recent months
66	Financial incentives
67	Advertise
68	Pay Foster Carers a proper annual salary with a pension. Single people struggle to foster as they need a permanent income to pay their mortgage/bills. The foster care allowance is for the child and isn't enough to sustain a household.
69	State plainly what fostering entails. Keep PR speak to a minimum.
70	Increase the fostering pay rate See Foster carers as professionals Provide the opportunity for foster carers to gain qualifications related to the role to support the professionalisation of the role
71	More support, money and childcare cost help
72	Have better training for foster carers and better staffing of social workers
73	More information made available to what it entails, including support both emotionally and financial
74	Better promotion - case studies, remuneration and less corporate jargon. Make it more appealing.
75	I work in children survives and have done for 41 years. Much as I felt the reasoning was flawed, I think the best foster care offered to the children, carers and authority was when the service was outsourced to TACT. The carers were happy, they had a consistent and professional support system, training was fantastic. I think properly planned this might be the best way forward. Demographically we are not yet blessed with the new communities being ready in their own lives for them consider fostering. For many this is a cultural shift too. Peterborough continues to expand quite dramatically and alongside that vision which must be there from planners and procurers, maybe built into those plans/ discussions is a very overt offer of employers/ employees committing to promoting foster care and adoption

	regularly in the workplaces. The recruitment needs to be far more visible and information readily accessible, not just for the foster care recruitment once a year but all year with changing strap lines and pictures.
76	This is not any area I have any experience or knowledge of so do not feel able to comment.
77	Higher profile of fostering through social media, recruit more volunteers to cover simple tasks which help foster parents.
78	Be a better council
79	Pay Forster cares more money.
80	More support for them.

Question 6

Do you have any other comments to make about the council's spending, service delivery or this budget consultation?

No	Answer
1	Surprised at very small percentage spent on highway maintenance.
2	Reduce lower paid people local tax Raise richer people local tax Save the city centre. Save pubs and shops
3	Council needs to look at and reduce the ridiculous amounts paid by way of salary to the executives, and in particular Chief Executive, and also reduce the number of totally useless councillors who are only there for expenses
4	The council have never spent wisely, certainly so in the past 4 years and now they want to increase Council Tax, so that they can pay more to those in office, rather than spending it on the people of Cambridgeshire. I haven't seen a policeman on the street for over 8 years, all the roads have potholes, streets are very rarely cleaned with weeds growing all over. Streets and residential areas as a whole are absolutely filthy and as for the services provided police etc we don't get any of these services and yet we pay for them each and every year and now you want to hike up council tax rates - I ask - What for?
5	It seems as if the council waste more money on minority projects than rather looks after the majority of council taxpayers
6	Raising it by 4.99%, after such huge outlay to move council offices to fletton quays, when the shift to hybrid working makes such a move so ineffectual, and when things like the mayor's office (or car alone) are known to cost huge amounts, is incredibly bad for optics. It is not the tax payer's responsibility to service a city official's parking tickets, for example. Raising council tax by so much at this time when residents across tax bands have been hit hard by the cost of living, which is not abating, and wages are not rising, will only serve to drive many deeper into poverty or onto the margins. Foodbank use is up exponentially in the city so consider NOT adding to the financial pressure residents face at this time.
7	Focusing resources effectively rather than employing consultants to suggest what should be done. You have experienced effect staff in the ground that know a thing or two.
8	Stop spending money on a BTEC Hilton hotel. Corrupt politicians!
9	Sell more buildings and rent out office space. If workers are effective from home, stop insisting they come into the office
10	Yes. Why have a consultation when you all have made the decisions already sometimes wrongly at our expense.
11	you always hit the working man as you can't get it from the scum who suck the life out the system, I would sack the mayor and sell his chain and motor before raising anything.
12	Stop wasting our money doing things like lending money to hotel building and on the station quarter which I don't think will ever happen

13	It's the easy option to increase council tax each year but people who live in higher bands aren't always flush with cash and some like me pay increasing estate management fees and funny enough raising fees usually results in council pay awards soon following... More effective management on different levels, driving down costs, reducing waste. If consecutive council management effectively ran our budget, then there'll be no need for proposed further increases of the amount
14	The council have wasted so much of our hard-earned taxes for very little improvement if any. In these hard times I think it shows how out of touch MPs are with the general population. Get the rich to pay proper taxes and reduce the burden on the ordinary working people. Simple but you won't do that as you all want to protect your cash and benefit. Too greedy the country deserves better
15	This consultation is merely a marketing exercise for which there will be no outcome or effect on the eventual council tax. It is very strange that the intended raise goes up to the max but does not exceed the limit. Councillors should do the "HONOURABLE thing" & resign & put themselves up for re-election as a matter of principle.... will not happen!!
16	End free bus service to schools. A contribution after 3 miles should be required. Merge more services with CCC.
17	The council waste money on a massive scale. They spent thousands on new lighting for the multi-story car park only to demolish it within 18 Months. They wasted millions on the Rhubarb bridge crossings. They closed the Hydrotherapy pool and demolished it. They spent a fortune on the fountains in Cathedral square only to abandon them. Bretton centre has fallen into dereliction it is shameful to see! There is little police presence. Prostitutes patrol the city centre roads that were once magnificent homes. The list goes on. The leader of the council was voted out in a vote of no confidence the rest need to follow. Peterborough was once a fantastic city it is a real mess now.
18	Council is trying to do a challenging task with its best effort. It needs strong and objective political leadership.
19	Where is the money that was lent to the people building the hotel. Was it really necessary to have a new town hall? Why do we have to pay for a Cambridgeshire mayor. Were all the extra road works to make extra lanes at some roundabouts totally necessary. We DO have excellent waste services. Perhaps people could pay a couple of pounds each time they go to the council waste disposal place in Fengate. No more than that amount or more people will fly tip.
20	simple reduce spending, reduce workforce/admin positions
21	Have you considered wage review as Peterborough pay significantly more for social workers than surrounding counties - particularly senior social worker wage and my experience is that the wage is not justified for some in those roles.
22	Do not cut or remove leisure facilities especially for young people but increase them. There have been too many cuts already, so teenagers have nowhere to go go and gather on street corners and parks, become even more vulnerable to drugs pushers and then become a nuisance and increase costs for the council in clearing up the mess. Increase street cleaning and plant flowers - you do not attract tourists who bring money or new businesses - to places that are dull and dirty - that is what Peterborough has become. Invest before you save not the other way round. Prevent rather than cure.
23	Make cutbacks to services and posts (translations, strategy roles) in order not to raise Council Tax which is a regressive tax with the poor paying a disproportionate amount of their income to subsidise inefficient services. For instance, Peterborough accepts more people as homeless than many equivalent authorities. If the Council were more restrictive in its homelessness acceptances, then this would reduce the demands on the Council Tax.

24	<p>The council is in this mess and has been for the last decade due to cuts from Government and in honesty it will take a further decade to get back to where it needs to be .</p> <p>Council should stop vanity projects and that includes the money pit of the Northgate development. It's an affront to Peterborough citizens when the council speculates in building hotels rather than concentrating on the basic services it is required to provide.</p>
25	<p>Council tax needs an overhaul completely. It is unfair that the tenants of the smallest properties pay more as a percentage of property value compared to those in million pound plus properties. those in £320,000 homes pay the same as those in £,3,200,000 properties. Using 1991 values still is also odd.</p>
26	<p>Stop throwing away money for building failed and unnecessary hotel businesses. I.e. the Hilton</p>
27	<p>Your budget consultation document makes no mention of arts and culture, yet the arts generate £3 for every £1 spent on it. The city needs a small arts venue that can stage theatre events but also has the capacity for exhibitions, workshops and community arts activities. This is not what was proposed for the old TK Max building - you should be thinking more along the lines of the Junction in Cambridge - there are plenty of units around the city that would provide a decent venue. Or you could cancel the planned development of the Old Mill on the Embankment and re-instate the plans to make that into an arts venue.</p> <p>Also, stop trying to develop the Embankment. It is one of the few large public spaces in the city - on no account should a stadium be built on it. An increase in the 12 days currently allowed for public events to be held on the embankment would increase tourist traffic into the city. At the same time, the Middlehome project needs to be cancelled - why are you proposing building on an area that regularly floods?</p>
28	<p>Perhaps we should not be so keen on so much expansion but should consolidate and improve the facilities we currently have, to make Peterborough more attractive.</p> <p>So often we hear about these fantastic plans for development/fund raising that come to nothing and in fact end up costing money- it feels like the king's new clothes, that the council is being lured by false promises of profit, but which are actually pipe in the sky.</p>
29	<p>Invest in early interventions, drug treatment programmes, and services to prevent homelessness. This approach has been shown to be cheaper in the long run than the firefighting approach currently taken. Supporting at-risk families in early stages before they get chaotic enough to need to take children into care would be more cost effective.</p>
30	<p>There are a number of great technologies available to deliver savings. I recently saw that Derby City Council have implemented AI for their residents saving a huge amount of money that could be re-invested into the reserves. The use of AI in front door contact centres should be considered. There is a company called ICS.AI that is in a lot of councils, and I saw their webinar recently, it was very impressive</p>
31	<p>Reduce the money paid to councillors-and cabinet members, it used to be Free - no salaries - just expenses- just like Magistrates- no payments other than expenses - who do excellent job - reduce the salaries of officers - some do very little work</p>
32	<p>Yes, the council are a shambles and have wasted the publics council tax money. The market is shocking along with all the flats and Hilton Hotel.</p> <p>We shall not have money for food, holidays and shopping. The council are taking us for a ride and bleeding the public dry. It is greed and no respect to the working class like the Conservative Party.</p>
33	<p>It's time to let go of the Town Hall. This archaic building sucks money from you in the required upkeep and modernisation constantly needed. It hosts only 1 public serving department and the rest of the building's occupant's panders to the needs of Councillors. Use your modern spacious Sand Martin House to hold all your staff and departments and modernise and stop being so traditional and archaic in your need to hold Council Meetings here. During the pandemic it was obvious Council Meeting and Cabinet meetings could be held just as well at Sand Martin.</p>

34	Reduce pay of senior staff in council. Freeze staff pay
35	I appreciate the difficult challenges and think you are going a great job.
36	There are some contradictions - such as that you will need to reduce the funding, we provide to some of our partner organisations who provide housing related support to people in temporary accommodation or who are unable to secure a tenancy of their own - however you state that you will work to increase care placements. Reducing or eliminating housing related support will increase pressure of Childrens (and adults) services and result in higher demand for housing. You also state you will work with voluntary sector partners to manage the risk of reducing housing related support however they are often unable to support the very complex cases of whom are housed in Housing Related Support accommodation settings.
37	local services for local people
38	With 77p in the £1 being spent on childrens services and adult social care. Is the council sure that these services are operating efficiently? Have other services had to operate efficiently due to cuts over the last 10 years whereas Childrens services and adult social care have been protected so haven't needed to evolve and become more efficient? Only 3p on highways and 5 p on housing seem incredibly low levels of spend.
39	New Bus Depot ---- £200,000 seems a lot just to get a feasibility study. The size of the required site can surely be worked out by the number of vehicles involved, (buses+ others). A site as near as possible to City Centre is required for most efficient operation of buses.
40	The new layout makes it harder to draw out figures associated with this budget.
41	I had to look for this survey to complete it ...so would ask how are you letting residents know it's here to complete ...have you told each and every resident? As a resident I feel every space or demolished building becomes housing, doesn't matter where it is or whether the infrastructure around it is suitable ...just squeeze in more houses, more people, more traffic and more health needs of those people. Saturation point was passed some time ago . and the huge problem we have is we do not expand services to meet the expanding population ...no nhs dentists available, a miracle to get to see a dr, elderly at home care system is broken leaving people stuck in hospital or with lack of care at home and yet still the council allow an ever-expanding population. Peterborough is full, close the door and fix what needs fixing before you keep expanding.
42	Only that a underpinning all decisions is a requirement for the council to be able to answer the question "Why Peterborough?". This is both for attracting businesses, new residents and workers, but also tourism. With the new government hub, local city centre attractions have noticed and increase in the number of short stay and day trip visitors. More must be done to boost the culture and tourism prospects of Peterborough, so that the above question can easily be answered, not just by local residents who should be proud of our cultural offerings, but also by those in other areas of the country. Often Peterborough is looked down on, and unjustly! More must be done to boost our city centre culture venues, to attract visitors and boost the local economy through additional spending in retailers that surround these venues. The loss of the Museums expansion, which would have housed the internationally famous "Pompeii of Britain" Must Farm, was an incredibly sad moment for our culture, but also and economically more importantly, it was a loss for the question "Why Peterborough?". All things require energy to grow, the New Town development new this, which is why so much effort was placed on creating not just a place to live and work, but a place to thrive.
43	Yes, why is it only Band D that will pay the increase? We don't use the full range of services when own children have left home, and have to pay extraordinary amounts of money for care in later life, thereby contributing twice because we own our own home
44	stop wasting money on white elephants such as the Hilton hotel

45	Stop wasting money on things like art installations in public spaces, or junkets to “twinned” cities. We need money spent on clean streets, properly maintained roads, regular refuse/recycling collections, better delivery on health, social care, education, and housing before all the fripperies.
46	Be concerned with budget waste due to time spent on the wrong things at the wrong times and obtain advice from front line staff to understand categorically what doesn't work and why and then change these processes immediately. Reduce higher salaries and remove non-essential positions. Review contracts-Council are always charged higher rates for any services. Caring for vulnerable people and assisting them to be as independent as possible without question, should be exactly that. The suggestion that other services may be affected if this is the case, implies the council fails to accept this is a necessary spend, which is unacceptable.
47	Then Council could look at utilising the voluntary sector to assist with work the council undertaken for example there is a litter picking group called Peterborough Wombels who litter pick most weeks who take pride in doing this I think a lot more people would get involved if it was published better could maybe encourage residents to adopt a street to clean on a regular basis there could be incentives for people who take up the offer for example there could be waiver on for example brown bin collection voucher schemes etc, similar to those given to families who are in need of extra help which we all do, due to the cost of living we are all in a cost of living crisis and should all be supported equally
48	You do not visibly demonstrate that you have spent money well; you do not tell the residents who pay the actual council taxes .
49	Stop taking away services within the community that are so desperately needed! Especially for the children!!!! The kids are the next generation. They need youth groups, classes and clubs!! Stop selling their buildings off, so the kids have nothing....
50	Queensgate is ruined! Sort it out. There is nothing decent to go shopping for. The loss of John Lewis has killed it, that's all that kept it worthwhile. The entertainments section has caused far too much asbo. It's not a pleasant experience going into Queensgate anymore.
51	More help for the elderly and potholes in the roads
52	Cut the CEO and anyone on over 60k + or on a 'directors' salary and re distribute the savings to front line
53	Isn't it time we reduced expenditure by cutting unnecessary jobs within the council, reviewing the performance of those on salaries above £65000, with removal of consistently underperforming and failing staff and making adjustments based on the results of independent audits while also reducing councillors' remuneration based on their repeated failures to deliver, rather than cutting services and increasing taxation.
54	You need to spend much more money on litter picking. This city is a disgrace. Please do something about it. A service where you go around daily picking up flytipping would be great. Many other councils do this.
55	Can't see any mental health provision, or support for the homeless? Also, nothing about increasing public transport, improving infrastructure to make it safer for pedestrians and cyclists.
56	Your services really need to be all online. Customer services should be completely digital. Reporting should be digital yet most things we still have to call the contact centre as it doesn't allow you to report online. More investment into leisure facilities, such as swimming pools. City centre needs to be made more attractive. More EV charging points. Better bus network
57	We need greater focus on making our streets safer. And free from litter!!!!

58	Look after Veterans, homeless, it's OK you building all these flats but are any going to the above I mentioned? Probably not! encourage decent retailers into the City, I mean I have no issue going to Cambridge for decent shops, but not everyone has that privilege of going to other places to shop! So, they have to shop with the rubbish that is left in the city?! If you have a special occasion to shop for.... well, you just ain't gonna get anything nice in Peterborough!!! So, we go online... another mail in the shopping centres coffin!
59	<p>YES!!! 1) Drastically reduce the salaries, perks and pensions provision for ALL senior PCC officials!!!</p> <p>2) Revise the PCC constitution to establish a TRUE separation of powers between executive and legislative/scrutiny functions, abolish the current (and both un-elected and unsustainable) role of Chief Executive and replace with a GENUINE and directly elected US Mayor AND TEAM!!! This will then replace both the current PCC cabinet and ALL the Executive Directors AND Chief Executive, thereby getting rid of all the stipend payments to cabinet members (and re-establishing ALL local councillors as equals) AND the ridiculously high salaries of the Chief Executive and Executive Directors. PCC may have to seek permission from the 'Levelling Up' Department to do this- if so, then please DO IT!!! PCC cannot keep reducing services whilst continuing to avoid the reduction of the cost of those at the top of the city's local government pyramid</p> <p>3) Many local people understand why reductions have to be made but cannot understand why those at the top never have to 'tighten their belts'. The new political administration MUST show both courage and vision by finally tackling this issue in the ways suggested above.</p> <p>4) BTW, I am available for hire as a political consultant and my rates are VERY fair indeed- £50 per hour. Therefore, I would be happy to serve PCC in such a role to make the necessary changes described above- AND help set up a local time bank to support local volunteers (eg PANVAC coaches, food bank volunteers, PLW volunteers etc). After all, even if the expected change in Government takes place next year, it is highly doubtful we will see any immediate return to 2010 levels re: local government funding. There are plenty more ideas from where those above have come from- so can you afford to not hire me? Thanks for listening. Peace and Merry Christmas</p>
60	You need to improve street lighting on park ways and town they are awful
61	Support for less well-off pensioners is vital, any increase in charges must take account of the limited means available to pensioners as a whole.
62	Get some shops in the city centre better nightlife. Our city centre is worse than Corby and Huntingdon. No more restaurants and more nice shops not scabby ones give people a reason to come into town. Reduce the amount of money given to people who are benefits who can work, make parents who get benefits work and help people out who do work
63	Yes you need to Improve every single bus stop in Peterborough by putting a high raised kerb at every stop the amount of people that struggle to get on and off the bus because there isn't a high kerb especially outside Tesco at Broadway where there isn't a high curb and improve the bus shelters too the amount of damaged ones I see as a bus driver
64	Adult social care is more needed than ever and advertisement about all services provided by the council.
65	Must treat the outlying villages with the same level of concern as the city, giving greater attention to their needs when considering levels of service provision
66	<p>There is too much visible waste and greed if council contractors.</p> <p>Go 100% TRANSPARENT open all work for local bidding. Enable new businesses to bring efficiencies to the city.</p> <p>Use data dashboards and make them open to the public</p> <p>Enable a digital city.</p>

	<p>Push harder on policing to remove crime from the city. Gangs are influencing your young future revenues. If they win you have even less tax generation. Balance planning and regeneration greed with the need for local services where we develop or regenerate Doctors. Pharmacy Community centres with young leaders are all needed.</p> <p>Meet your requirements for facilities such as swimming. You are robbing a generation or opportunity and learning and creating a generation of non-swimmers as schools will not be able to meet their legal requirements of swimmers by the end of year 6!</p>
67	No
68	Reduce pay for the highest paid within the council and no more vanity projects
69	No
70	I am concerned about selling off assets as this is a really short-term fix. It would be far more effective to make those assets pay for themselves. Perhaps an idea would be to challenge local groups to come up with their own plans to make their village halls / community centres generate more in come.
71	The council needs to relook at their local education authority and the way the budgets are being spent when children with EHCPs are out of school. The problem is not that the LA does not have money to fund the child's education but the problem is that managers sitting in the SAMs team at LA would rather spend well over £100,000 for one child to provide inadequate provisions which do not cover the EHCP - instead what they should be doing is working with parents to work out a package for the child who is out of education that won't cost an arm and a leg. The council needs to see exactly how the education budget is being used up by LA and put procedures in place to ensure LA is not wasting money due to their ego.
72	Councillors should bear in mind the hidden value behind the property assets that they are reviewing. Voluntary and community benefits exist because the buildings provide a location for them. No building is likely to mean no additional service and, therefore, less community benefit.
73	Invest more in early years, send and family support services to make the biggest, most positive long-term impact for the future. Spend money on building children's centres in all local areas of Peterborough and make professionals accessible (health visitors and SALT) and baby and toddler groups to better support children's futures as the children that are growing up now will have the opportunity to grow into fully functioning adults. Putting information online can never replace a professional developing a good relationship with a family and providing the right early support, in those early years. Our families are struggling financially, and our children deserve more than living in poverty with little access to local services.
74	<p>The council could possibly look at re-generating safer & appropriate shelter for rough sleepers and encourage the ministry of justice to prevent individuals from rough sleeping in the city centre.</p> <p>The council can look at re-modelling the city link cameras as they are somewhat useful.</p> <p>The council can look into increasing legal protection powers to restraint and disperse individuals not abiding with the ASPO legislations.</p> <p>The council can look at creating community youth centres for the younger generation to participate in with encouragement of sports and active learning programs.</p>
75	I see many people capable of working who are given free housing, are getting Deliveroo daily, drinking alcohol daily. Why should the council be funding this?!
76	Priority needs to be given to health and sports opportunities. It improves physical and mental health.
77	There are very long wait lists for mental health counselling support. More counsellors are needed to reduce waiting times.

78	Glad to see a new fresh administration with no agendas from political parties and increased transparency. Vanity projects are at the core of PCCs deficit & endless changes in internal IT, top heavy management & endless interims/consultancies "supporting change". If management can't 'support change' they shouldn't be employed! Libraries could be self-sustaining if they had the right approach.
79	The council should consider the impact of any cuts in services on the poorest in our area, and how they may be affected differently by any cuts.
80	The Circles network, need more funding such an amazing facility but the building isn't fit for purpose anymore needs serious input to either fix problems or a new building as no outside space. Used by so many families with children, young adults who need help and their families.
81	The Council should cut its Christmas lights and switch on. Hand over to Peterborough BID to put in place new strategy to create business against sales, not footfall. Needs to be measured. Council needs to start thinking differently as a business, with service. Looking at marketing and sponsorship against all sites. Bus Shelter's put out to tender, no cost to public, the number of promotion marketing sites, is the council get a revenue. The use of all Council facilities needs to have a marketing value. Any member wishing to use for charity or event's, needs to cover all the costs. Needs to be full and transparent public enquiry into Hotel and all Council ownership properties before any sell off. Who then funds these? As it cannot just remove from Council budget, yet then picked up by Parish Councils for example. Ward Councillors allowance frozen and Ward Councillors community allowance must be spent, not used a political vote win.
82	Peterborough has come a hive of getting shops and cafes/restaurants but not encouraging small independent retailers, surely lower business rates would reduce the number of empty shops and generate more income
83	Councils always top heavy Too many managerial staff and not enough staff on the ground. Stop using comms agencies. This will help with budgets.
84	Cut down on "Perks" or unnecessary travel or expense claims by Councillors
85	I think looking at the whole picture in Peterborough where I move to being offered a job and home 41 years ago, this is the belief of the Chief Executive now. My daughter is local and is raising her family here too. However, there seems to be a complete mismatch between that ethos and what Peterborough offers. It is a filthy town. Every main road edge is strewn with litter, tyres etc, bins are overflowing, waste collectors leave waste drifting in the street. Pick it up if you have left it. There is no pride in the city so in council meetings it might be fine, and I would imagine there is not this discussion and real push to improve the living environment for residents. It isn't difficult to resolve but takes some imagination, cctv and effort and a city-wide expectation that we all play a part. I do litter pick near my home and have done for years as I chose to live in a nice area and not a skip. I also report fly tipping so regularly. Interestingly my neighbours have over time all commented that "the council will clean places up". I am not sure where they get that from as it simply does not happen. Maybe the odd street cleaning machine once a year.
86	Stop charging for green waste bins, include cost in council tax and give every household a bin. Get planning under control, too much time and money wasted combatting unacceptable planning applications by unprofessional, greedy small-time sharks.
87	The council should stop doing things that are not it's job and focus on cleaning the streets and housing the homeless. There are far too many councillors and far too many expensive directors. We would be better off with a third of the councillors, but with councillors that could read and write and do arithmetic. The council should stop paying for an outside improvement panel that actually hasn't led to any improvements. Was this panel even consulted about the council borrowing £50 million extra this year to buy a building that it doesn't need.

	<p>The council should use its empty buildings or get rid of them. For example, Bretton Court, could've been housing homeless people and saving the council millions for over the last decade.</p> <p>Rather than come up with more and more bland ideas and more and more faffing around the council should actually focus on the things that work for example, preventative actions such as decent children services will stop the need for fostering and adoption cost. Similarly, providing decent housing will reduce the millions that has been wasted on the misery of homelessness by no longer putting people in hotels and expenses, temporary accommodation. Taking political stances, such as turning on lights at the Townhall and upsetting people over the Genocide in Gaza is not the only big mistake made this year. These out of touch with locals' decision-makers should go and also, we should stop letting them build and buy buildings that the council really do not know what's wanting to do with or don't need. Rather than playing with and chasing pots of external funding, the council should focus on service delivery and that involves a base budget review by people who actually know what they're doing. So, if you have a poor council of people who cannot read and write or add up, decisions will continue to be made that are not very good. Perhaps more often than not, the real state of things and the facts should be pointed out and councillors, if it is them that are making decisions should be told the facts so they don't continue with fantasy. Councils said they were getting back to basics thirty years ago, but this council certainly didn't, and it should.</p>
88	<p>Not really sure what we are being consulted on in this exercise. The budget simulator results indicated I think that people prioritise useful services benefitting everyone (eg street cleaning, libraries etc) over fancy initiatives. Hopefully this is guiding the budget.</p>
89	<p>Spend more on social care.</p>

Question 7

Are you?

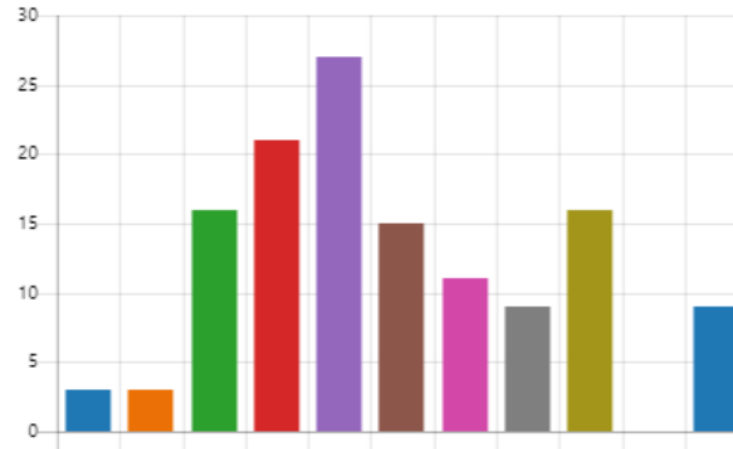
● Male	63
● Female	56
● Prefer not to say	9
● Prefer another term	2



Question 8

Please indicate your age range.

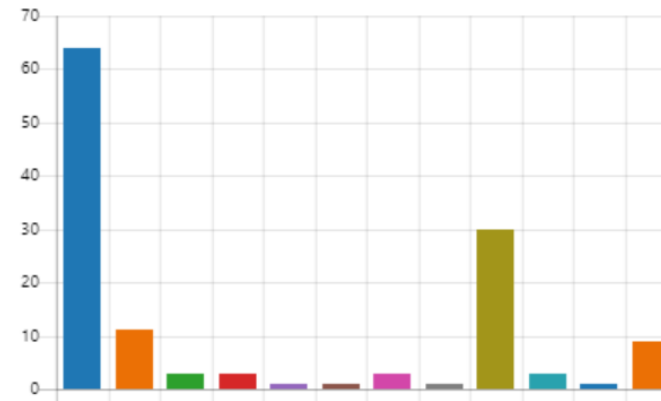
Under 18	3
18-24	3
25-34	16
35-44	21
45-54	27
55-59	15
60-64	11
65-69	9
70-79	16
80 or over	0
Prefer not to say	9



Question 9

Which of the following best describes you?

Employed full time	64
Employed part time	11
Self-employed	3
Unemployed - actively seekin...	3
Unemployed - not actively see...	1
Full time student over 18	1
Full time student under 18	3
Stay at home parent	1
Retired	30
Carer	3
Unable to work	1
Prefer not to say	9



Question 10

Do you work in the Peterborough City Council area?

● Yes	66
● No	50
● Prefer not to say	13



Feedback from key stakeholder groups

Cambridgeshire and Peterborough Integrated Care System

- We, of course, recognise the financial challenges that the Council is facing looking ahead to 2024/25. In that context, I have read your plans with interest, and considered them both from an NHS perspective, and against the commitments we have collectively made as part of our Health & Wellbeing Integrated Care Strategy to increase the number of years people spend in good health; to reduce inequalities in preventable deaths before the age of 75; and, to achieve better outcomes for our children.
- I wanted to start by welcoming your commitment to working with health colleagues to further develop our integrated neighbourhood teams. Supporting prevention work that is targeted to the specific needs of each area, based on data and insights that helps us better collectively understand the needs of each neighbourhood, is an important part of our future joint working. A shared commitment and investment of time and resources into these teams is vital to their success in supporting the health and wellbeing of our local people.
- Your focus on reablement in the form of targeted support programme to help people become more independent again after they've left hospital, including recruiting more frontline workers to help expand this service, and investment in children's services to support children to have the best start in life, are also welcomed. We know that there can be delays for people leaving hospital due to social care support, and additional funding to help enable people to safely return to their own homes is important to the NHS, but also most important to those individuals who may otherwise be in hospital longer than they need to be.
- We understand the additional demands on the budget due to increases in demand on both adult and children's social care. It is good to see that you are looking at new ways to effectively deliver these services, such as through developing a digital strategy and implementation plan, including potential automation of back-office functions and improving use of technology enabled care, where appropriate. We would ask that as partners in the ICS we work together on how we can best digitally support the people who receive care services from the local authority and health services from the NHS to ensure we are supporting them in a way that best meets their needs.
- With an ageing population, it is vital that as health and care partners we continue to work closely together to support our local communities, and that we invest in public health and prevention work to support local people to be as healthy as they can be.
- We would ask that any reductions to specific services that could have wider health implications, such as your breastfeeding support service and workplace health contract – and where that could lead to additional pressures on the NHS - are talked through with the ICB as a key health partner before final decisions are made. You have already helpfully acknowledged such an approach in respect of possible changes to the suicide prevention training programme.
- As you will know, the local NHS also need to ensure that we deliver a balanced financial plan and good quality care for our local people, so we are keen to work closely with you to mitigate against any unintended consequences of funding cuts wherever possible across all Integrated Care System partners.

Appendix D- Reserves Strategy & Policy 2024/25

Peterborough City Council

1. Background and Context

- 1.1. The council is required to maintain adequate financial reserves. Reserves are an integral part of sound financial management, they help the council plan for future spending commitments, balance the budget and manage unpredictable financial pressures.
- 1.2. Sections 32 and 43 of the Local Government Finance Act 1992 require councils to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. This is completed at the Council through the Robustness Statement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.
- 1.3. CIPFA issued [Local Authority Accounting Panel \(LAAP\) Bulletin No.99](#), Guidance Note on Local Authority Reserves and Balances in July 2014. Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government. In response to the above requirements, this strategy sets-out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance for the Council's cash backed usable reserves.
- 1.4. All reserves will be categorised as per the Local Authority Accounting Practice guidance, into groupings.
- 1.5. Within the Statement of Accounts for General Fund Earmarked Reserves, all individual reserves are reported and will include a description of the purpose of the reserve.
- 1.6. Earmarked reserves will be reviewed regularly as part of the in year monitoring process and annually as part of the budget setting process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part or require topping up based on known/expected calls upon them. Particular attention will be paid in the annual review to those reserves whose balances have not moved over a two-year period, other than the General Fund, for further detail see Section 4 Management and governance.

2. Overview

- 2.1. The Council will maintain:
 - **a general fund reserve** – a working balance to help cushion the impact of uneven cash flows, avoid unnecessary temporary borrowing manage the impact of unexpected events or emergencies.
 - **a number of earmarked reserves** - to meet known or predicted requirements or established by statute. The purpose of these reserves is to enable sums to be set aside for specific purposes or in respect of potential or contingent liabilities where the creation of a provision is not required or permitted.
 - **Unusable reserves** - these arise out of a requirement under legislation and proper accounting practice either to accumulate revaluation gains or as adjustment accounts to comply with statutory accounting requirements. These reserves are not backed by resources and therefore cannot be used for any other purpose. Hence, these reserves are not available to fund

expenditure. These will generally be excluded from any discussion where the council talks about its level of reserves.

2.2. The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. A general assumption for many local authorities over the years has been to allow for 5% of Net Revenue Expenditure. Due to the current position of the Councils finances, the S151 Officer is recommending an increase in the General Fund Reserve over the period of the Medium-Term Financial Strategy (MTFS). The level will be expressed as a cash sum and expressed as a percentage of the general funding requirement (to provide an indication of financial context). The Council's aim is to hold, as a minimum general reserve equivalent to 5% of the Councils Net Revenue Expenditure, by no later than 1 April 2026.

2.3. On 1 April 2023, the Council holds £9.9m in General Fund. The forecast profile of achieving the target balance is set out in the following points:

Year	Forecast Contribution	Forecast balance as at 31 March	Forecast NRE	Reserve to NRE %
2023/24	£0.4m	£10.3m	£203m	5.1%
2024/25	£0.4m*	£10.7m	£219m	4.9%
2025/26	£0.750m*	£11.5m	£229m	5.0%
2026/27	£0.750m*	£12.2m	£239m	5.1%

**Contributions are to be determined via the identification of savings*

2.4. This will be reviewed annually in February as part of the budget setting process.

2.5. Each Council must make their own decisions about the level of reserves they hold, taking into account all of all risks. Therefore In addition to setting the above targets for the level of the general fund reserve a risk assessment completed to ensure the reserves balances are at an appropriate level to mitigate the financial impact of any future risks coming to fruition. This assessment (outlined in appendix 3) will be completed annually and will also take account of the extent to which specific risks are supported through earmarked reserves and will consider the factors outlined in point 2.6.

2.6. The Chartered Institute of Public Finance and Accountancy (CIPFA) recommend that the following factors should be taken into account when considering the level of reserves and balances:

- Assumptions regarding inflation and interest rates
- Estimates of the level and timing of capital receipts
- The capacity to manage in-year demand led pressures
- Ability to activate contingency plans if planned savings cannot be delivered
- Risks inherent in any new partnerships
- Financial standing of the authority (level of borrowing, debt outstanding etc.)
- The authority's record of budget management and ability to manage in year budget pressures
- Virement and year-end procedures in relation to under and overspends
- The general financial climate
- The adequacy of insurance arrangements

3. Strategic context

3.1. The Council continues to face a shortfall in funding compared to expenditure demands and must annually review its priorities in order to address the shortfall. The MTFS now has some highly challenging transformational work to do to achieve saving targets to be able to become financially sustainability over the medium to long term.

3.2. In order to achieve Financial Sustainability, the Council will need to invest in a range of innovative and transformational activities in order to reduce future costs of service delivery. An Innovation Fund, otherwise referred to as the 'transformation reserve' was created to fund such activity. This will be drawn-down on the basis of business cases that meets the following criteria:

- Delivers against the PCC corporate strategy and priority programmes
- Provides on-going revenue savings
- Provides on-going revenue income
- Delivers a benefit to a related service, creating efficiencies elsewhere
- Repays costs back to the fund within an agreed period (not exceeding 5 years)

It is not intended to:

- Substitute existing funding-streams
- Meet on-going revenue needs,
- Provide financial support for capital works

3.3. Business Cases seeking funding from the innovation fund will be approved at the Councils officer led Capital and invest to Save Board. Expenditure will then be subject to the usual governance and procurement limits.

3.4. Innovation and transformation need to be a constant and therefore any opportunity to replenish this reserve will be considered as part of each year's annual budget setting process, and any outturn opportunities offered by any underspends. As such, once the General Fund target is achieved, any additional funds through underspends should be placed in the Innovation Fund unless exceptional circumstances require alternative use.

3.5. Reserves balances held by the Council can either be invested to generate an income or used to reduce the need to externally borrow, this is otherwise known as internal borrowing. The choice to use balances in this way is the decision of the s151 officer.

3.6. Reserves are **one-off money**. The Council will avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan and one of the Council's financial principles is to stop the use of one-off funding to support the base budget i.e., this reserves strategy will prevent reserves being applied merely to balance the budget.

4. Management and governance

4.1. New reserves may be created at any time and approved by Cabinet.

4.2. The earmarked reserves (excluding the innovation fund) should have clear protocol setting out:

- The reason for/purpose of the reserve
- How and when the reserve can be used
- Procedures for the reserve's management and control e.g., delegated authority for approval of expenditure
- A process and timescale for review of the reserve to ensure continuing relevance and adequacy.

4.3. All protocols should have an end date and at that point any balance will be transferred to the general reserve. If there is a genuine reason for slippage, then the protocol will need to be updated. A questionnaire will be completed by the relevant budget holder and reviewed by Finance to ensure all reserves comply with legislative and accounting requirements.

- 4.4. Reserves protocols must be sent to the Service Director for Financial Management for review and approved by the S151 Office. Protocols should clearly identify contributions to and drawdowns from reserves across the lifetime of this MTFS, and these will be built into the Annual Budget. Ongoing recurring costs should not be funded from reserves unless part of a smoothing reserve and approved as part of the MTFS. The short-term use of reserves may be agreed to provide time to plan for a sustainable funding solution in the following financial year. Decisions on the use of reserves may be delayed until financial year-end and will be dependent on the overall financial position of the Council rather than the position of just one budget area.
- 4.5. All earmarked reserves will be reviewed as part of the monitoring process, the budget preparation, financial management and closing of accounts processes. Cabinet will be presented with the monitoring of reserves on a regular basis and in the outturn report and the Council will consider a report from the S151 Officer on the adequacy of the level of reserves in the annual budget-setting process.
- 4.6. Service Delivery Plans need to have a clear link with the level of earmarked reserves held. The following rules apply:
- Any in-year use of the General Reserve will need to be approved by Cabinet and any planned use will be part of the budget setting process.
 - In considering the use of reserves, there will be no, or immaterial, impairment to the Council’s financial resilience unless there is simply no alternative.
- 4.7. The Council will review the Reserves Strategy and Policy on an annual basis as part of the budget setting process.

5. General Fund and Useable Reserves

- 5.1. The General Fund Balance is the statutory fund into which all the receipts of the Council are required to be paid in, and out of which all liabilities of the Council are to be met, except to the extent that statutory rules might provide otherwise. The General Fund Balance summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Council is required to recover) at the end of the financial year.
- 5.2. Earmarked reserves are amounts set aside from the General Fund Balance to provide financing for future expenditure plans, see Appendix One.
- 5.3. Usable Reserves are those reserves that can be applied to fund expenditure or reduce local taxation; however, the Council is restricted in the use of these as the schools' balances are held by schools and can only be spent by schools. The Capital Grants Unapplied Account can only be used to finance the Capital Programme and the General Fund is used by the Council to maintain a prudent level of reserves. In summary:

General Fund	Earmarked Reserves
<ul style="list-style-type: none"> • A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing • As a contingency to cushion the impact of unexpected events, major incidents, or emerging risks (covered in more detail in appendix one) 	<ul style="list-style-type: none"> • Monies set aside for future events or liabilities

6. Unusable Reserves

- 6.1. Unusable Reserves are those reserves that absorb the timing differences arising from different accounting arrangements. Details of all other reserves and balances including information regarding purpose, how and when to use and possible release to revenue budget is set out in Appendix Two .

Appendix One – General Fund & Earmarked Reserves

The Council holds a number of usable reserves, and these are listed below.

Reserve	Description
General Fund Balance	<p>This Fund is the statutory fund into which all the receipts of the Council are required to be paid in, and out of which all liabilities of the Council are to be met, except to the extent that statutory rules might provide otherwise.</p> <p>This reserve ultimately smooths the financial impact of unexpected events, major incidents or emerging risks, including:</p> <ul style="list-style-type: none"> • Risks which exceed the other specific risk reserves (budget, inflation, and local taxation reserves) • The capacity to manage in-year budget pressures in relation to demand led service delivery • The general financial climate and the impact the cost-of-living crisis or a recession may have on the council including: <ul style="list-style-type: none"> ○ Rising demand for Services ○ A reduction in income generation ○ Impact on Commercial and Property activities ○ Exposure to rising Inflation and interest rates ○ Ability to generate planned Capital receipts • Financial risks arising as a result of new government legislation or new burdens
School's Balances	As per the above explanation but in the school setting context.
Capital Receipts Reserve	This Reserve holds the proceeds from the disposal of land or other assets and repayment of loans and continues to be restricted by statute from being used other than to fund new capital expenditure or to be set aside to finance historical capital expenditure.
Capital Grants Unapplied Account	This Account holds the grants and contributions received towards capital projects for which the Council has met the conditions that would otherwise require repayment of the monies, but which have yet to be applied to meet expenditure. The balance is not restricted by grant terms as to the capital expenditure against which it can be applied and / or the financial year in which this can take place.

Earmarked Reserves

Reserve	Description
Departmental & Grant Related Reserves	Amounts set aside by departments in accordance with financial guidance. These funds have been received in advance for specific projects covering multiple years.
Insurance	To provide for future claims (self-insurance). A number of risks, contingencies and financial losses are covered by the Council's Insurance Reserve. In general terms the Council self-insures against the risks of theft, subsidence, and accidental damage to property. Additionally, the excess on external insurance arrangements, which range from £2,500 to £50,000 per loss, are also met by the Reserve.
Schools Capital	School revenue reserves put aside for funding future school capital schemes.
Innovation Fund Reserves	The balance of the sums set aside which can be utilised to fund one-off type expenditure such as to fund service transformation which will improve the longer-term financial position of the Council as contained in the MTFs.
Public Health	The Public Health Grant received by the Council is ring-fenced for use on public health services only. This reserve is for any amounts of grant not spent in year due to timing difference in service delivery.

Local Tax Income Risk Reserve*	This reserve was created because of timing differences due to NNDR and Council tax related grants. The balance remaining is now being held to mitigate future tax losses because of system changes and loss of collection due to the cost-of-living crisis.
Inflation Risk Reserve*	This reserve was created to mitigate the immediate financial risk resulting from rising rates of inflation. It is anticipated that £1m will be used to meet the cost of rising energy.
Other	These include the Lease Consolidation, Hackney Carriage Accounts, and Parish Burial Reserves.

*Specific Risk reserves will be reviewed and, where deemed appropriate, reduced, and balances contributed to the General Fund to mitigate wider risks facing the Council.

Appendix Two – Unusable Reserves

The Council holds a number of unusable reserves which absorb the difference between the statutory arrangements for funding expenditure and accounting for the expenditure in line with regulations and proper accounting practice. Unusable reserves cannot be used to fund expenditure e.g., cannot fund revenue spend on services or capital spend on projects.

Reserve	Description
Revaluation Reserve	This reserve contains the net gains made from increases in the value of the Council's assets (Property, Plant, Equipment, and Intangible Assets) not yet realised through sales. The gain will only be realised and shown as income in the Council's accounts following sale of the asset.
Capital Adjustment Account	A store of capital resources from Revenue, Capital Receipts, and the provision for the payment of debt set aside to meet past expenditure.
Deferred Capital Receipts	Deferred Capital Receipts are amounts that are to be received in instalments over an agreed period of time. They arise from mortgages on the sale of Council Houses, or repayment terms from other asset sales. These can only be used for financing new capital expenditure when the actual receipt is received. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.
Financial Instrument Adjustment Account	This Account is held in accordance with the Code of Practice to write down over time the premiums paid on early debt repayment in order to spread the burden on Council Tax. This is a technical adjustment and has no impact on the overall financial position of the Council.
Pension Reserve	In line with International Accounting Standard 19 (IAS 19) Employee Benefits the Council's commitment to make future payments must be disclosed in the accounts at the time the employees earn their future entitlement to the benefits. The Pension liability balance reported in the balance sheet matches off exactly to the deficit balance held in the Pensions Reserve.
Collection Fund Adjustment Account	This adjustment account allows for differences between income included in the Income and Expenditure account and the amount required by regulation to be credited to the General Fund. The balance on the account deficit / surplus represents the Council's share of the Collection Fund deficit / surplus.
Accumulating Compensated Absences Adjustment Account	This account absorbs the differences that would otherwise arise on the general fund balance from accruing for compensated absences earned but not taken in the year e.g., annual leave entitlement carried forward on 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

Appendix Three- Risk Based Assessment of Risk Reserve Balances

Potential risk that things change since the budget estimates were made and the estimates are then under budgeted for.

Risk	Budget or Target £000	Likely %	Calculated Risks		
			General Fund £000	Inflation Reserve £000	Local Tax Income Reserve £000
Energy costs	4,300	5.0%		215	
Staff Pay	82,000	1.5%		1,230	
Expenditure (excluding energy costs)	209,000	0.5%		1,045	
Adults Social Care	75,000	2.0%	1,500		
Childrens social Care	54,000	5.0%	2,700		
Housing	4,400	10%	440		
Income Generation (Other income & Sales, Fees and Charges)	65,000	1.0%	650		
Council Tax	120,000	1.0%			1,200
Business Rates	105,000	1.0%			1,050
Savings Delivery	11,000	25.0%	2,750		
Interest rates	79,000	2.0%	1,580		
Total Risk			9,180	2,490	2,250
Reserve available 2024/25			10,742	3,057	3,209

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Treasury Management Strategy 2024/25 to 2026/27

Including:

Minimum Revenue Provision (MRP)

Policy 2023/24 & 2024/25

1. Introduction

1.1. Background

The council is required to operate a balanced budget, which means that cash raised through the year will meet its cash expenditure. The Treasury Management Strategy (TMS) has four fundamental roles:

- Manage external investments - security, liquidity and yield
- Ensure debt is prudent and economic
- Produce and monitor the Prudential Indicators
- To ensure that decisions comply with regulations.

The role of treasury management is to ensure cash flow is adequately planned so that cash is available when it is needed. Surplus monies are invested in low-risk counterparties commensurate with the council's low risk appetite ensuring that security and liquidity are achieved before considering investment return.

The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

Whilst any loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

This TMS reflects the key objectives of the council's Improvement Plan, where appropriate. In Financial Sustainability Workstream 3 – Capital Programme, one of the key objectives is to reduce borrowing costs as a proportion of the annual revenue budget. This will require an almost zero tolerance to new borrowing across the medium-term. This will help ensure that one of the four fundamental roles of this TMS (ensure debt is prudent and economic) is met.

The Chartered Institute of Public Finance Accountants (CIPFA) defines treasury management as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2. Reporting Requirements

Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following: -

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability

The aim of the Capital Strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

The council does not hold any non-treasury investment for purely yield and financial return purposes. However, if a loss is incurred on any non-treasury investment during the final accounts and audit process, the strategy and revenue implications will be reported through the budgetary control process.

1.3. Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and Treasury Indicators and Treasury Strategy - The first, and most important report is forward looking and covers:

- the capital plans, (including prudential indicators);
- a Minimum Revenue Provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- an annual investment strategy (AIS), (the parameters on how investments are to be managed).

A Mid-Year Treasury Management Report – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An Annual Treasury Report – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the council and this role is undertaken by both the Audit Committee and Cabinet.

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by the Audit Committee.

1.4. **Treasury Management Strategy for 2024/25**

The strategy for 2024/25 covers:

Capital issues

- the capital expenditure plans and the associated prudential indicators.
- the MRP policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the Department for Levelling Up, Housing and Communities (DLUHC) MRP Guidance, the CIPFA Treasury Management Code, and the DLUHC Investment Guidance.

1.5. **IFRS16 - Leases**

The CIPFA LAASAC Local Authority Accounting Code Board (LASAAC is the Local Authority (Scotland) Accounts Advisory Committee) has deferred implementation of IFRS16 until 1 April 2024, the 2024/25 financial year. IFRS 16 defines a lease as a contract or part of a contract, which conveys the right to use an asset (the underlying asset) for a period of time in exchange for a consideration.

Under the standard the distinction between finance leases and operating leases under the previous leasing standard is removed and all leases are treated in the way the finance leases currently are. A 'right of use' asset is shown on the balance sheet with a corresponding liability of the discounted value of the future lease payments. There are exceptions for short-dated leases (under a year, or with less than a year remaining at transition) and low value leases (low value to be determined by the council using its approach to determining deminimus items).

This means that all leases that do not meet the exceptions will be treated as capital expenditure from 2024/25 and form part of the Capital Financing Requirement. An estimate of the impact of the transition to the new standard has been built into the relevant indicators.

1.6. **IFRS9 Financial Instruments**

The Ministry of Housing, Communities and Local Government (MHCLG), which is now DLUHC, enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This has the effect of allowing any unrealised capital gains or losses arising from qualifying investments to be held on the balance sheet until 31 March 2023: this was intended to allow authorities to initiate an orderly withdrawal of funds if required. In addition, IFRS9 impacts the write-down in the valuation of impaired loans. On 5 January 2023, the Department for Levelling

Up, Housing and Communities has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

1.7. **Training**

The CIPFA Code requires the responsible officer to ensure that council members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

There is an expectation that authorities should have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance, and decision making.

As a minimum, the following should be carried out to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

1.8. **Changes to the Treasury Management Code and Prudential Code**

CIPFA published the updated Treasury Management and Prudential Codes on 20th December 2021. CIPFA has stated that after a soft introduction of the Codes, Local Authorities are expected to fully implement the required reporting changes within their TMSS/AIS reports from 2023/24. The main objective of the 2021 Codes was to respond to the major expansion of local authority investment activity over the past few years into the purchase of non-financial investments, particularly property. The council has to have regard to these codes of practice when it prepares the Treasury Management Strategy and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

The Codes require an authority to ensure that: -

- It adopts a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
- it sets out, at a high level, its investment policy in relation to environmental, social and governance (ESG) aspects within the Capital Strategy.
- it does not borrow to finance capital expenditure to invest primarily for commercial return.
- increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are related to the financial viability of the project in question, they should be incidental to its primary purpose.
- an annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.

- its capital plans and investment plans are affordable and proportionate.
- all borrowing/other long-term liabilities are within prudent and sustainable levels.
- risks associated with commercial investments are proportionate to overall financial capacity to sustain losses.
- treasury management decisions are in accordance with good professional practice.
- reporting to members is done quarterly, including updates of prudential indicators.
- it should assess the risks and rewards of significant investments over the long term, as opposed to the usual three to five years that most local authority financial planning has been conducted over, to ensure the long-term financial sustainability of the authority. (CIPFA has not defined what longer-term means, but it is likely to infer 20-30 years in line with the financing time horizon and the expected life of the assets, while medium-term financial planning, at a higher level of detail, is probably aimed at around a 10-year timeframe and focuses on affordability in particular.)
- it has access to the appropriate level of expertise to be able to operate safely in all areas of investment and capital expenditure, and to involve members adequately in making properly informed decisions on such investments.

In addition, all investments and investment income must be attributed to one of the following three purposes:

Treasury Management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service Delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial Return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

1.9. Treasury Management Advisors

The council uses Link Group, Treasury solutions as its external treasury management advisors who have a contract until September 2024.

The council recognises that responsibility for treasury management decisions remains with the council at all times and will ensure that undue reliance is not placed upon external advisors.

The council also recognises that there is value in employing external providers of treasury management services in order to access specialist skills and resources. The council will

ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed, documented and subjected to regular review.

1.10. **Treasury Management Policy Statement**

The Treasury Management Policy Statement sets out the policies and objectives of Treasury Management Activities which is revised annually. It reflects December 2021 guidance.

The council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

The council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Investments using the above definition cover all financial assets of the organisation, as well as other non-financial assets which the organisation holds primarily for financial returns such as existing investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations. All investments require an appropriate investment management and risk management framework.

The council's high-level policies for borrowing and investments are set out below.

- to invest available cash balances with a number of high-quality investment counterparties over a spread of maturity dates in accordance with the council's lending list;
- to reduce the revenue cost of the council's debt in the medium term by obtaining financing at the cheapest rate possible;
- to seek to reschedule or repay debt at the optimum time.

1.11. **The Treasury Management Role of the Section 151 Officer**

The S151 (responsible) officer must do the following:

- recommend clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submit regular treasury management policy reports;
- submit budgets and budget variations;
- receive and reviewing management information reports;
- review the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers;
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long-term and provides value for money;

- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority;
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing;
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources;
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing -risk management of all non-financial investments and long-term liabilities;
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees;
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority. This is done by regular training presentations to the Audit Committee;
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above. This is done by regular attendance at courses and conferences and joint working with Link Group;
- creation of Treasury Management Practices (TMPs) which specifically deal with how non treasury investments will be carried out and managed, to include the following -
 - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
 - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
 - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;
 - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken to the various committees;
 - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

2. Capital Prudential Indicators 2024/25 to 2026/27

2.1 The council's capital programme is the key driver of the treasury management activity. The output of the capital programme is reflected in the prudential indicators which are designed to assist member's overview and confirm the capital programme.

2.2

2.3 **Indicator 1** – Capital Expenditure – this Prudential Indicator is a summary of the council's estimated capital expenditure both those agreed previously, and those forming part of this budget cycle for the forthcoming financial year and the following two financial years, showing how it will be funded either from grants, contributions, or capital receipts with the remaining being the 'net financing requirement'.

Capital Expenditure	2022/23 Actual £m	2023/24 Est. £m	2024/25 Est. £m	2025/26 Est. £m	2026/27 Est. £m
People & Communities*	18.3	9.0			
Place & Economy	19.4	63.4	53.06	62.95	25.36
Resources (Corporate Services)	5.8	57.7	31.1	2.0	1.8
Childrens Services	0.0	0.0	26.46	17.56	0
Adults Services			3.03	0	0
Total	43.5	130.1	113.7	82.5	27.2

*People and Communities has split into 2 separate directorates- Childrens Services and Adults Services

- 2.4 The Transformation/Invest to Save schemes are included in total capital expenditure and the funding resources to be used. However, these schemes will generate either income or savings on revenue budgets elsewhere in the council's services. Therefore, the borrowing costs associated with these projects will have a minimal impact on the council's MTFs position.
- 2.5 **Indicator 2** – Capital Financing Requirement (CFR) – the CFR is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is a measure of the council's indebtedness and its underlying borrowing requirement. Any capital expenditure above which has not immediately been paid for will increase the CFR.
- 2.6 The CFR does not increase indefinitely, as the MRP is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.
- 2.7 The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases) included on the council's balance sheet. Whilst this increases the CFR, and therefore the council's borrowing requirement, these types of schemes include a borrowing facility and so the council is not required to separately borrow for these schemes. The following table shows the CFR estimates for the next three financial years for Council approval:

Capital Financing Requirement	2022/23 Actual £m	2023/24 Est. £m	2024/25 Est. £m	2025/26 Est. £m	2026/27 Est. £m
CFR B/fwd	613.9	608.3	623.5	663.7	657.7
Net financing requirement	14.0	34.6	59.1	12	4.8
Less MRP & Other financing	(19.6)	(19.4)	(18.9)	(18.4)	(18.6)
CFR C/fwd	608.3	623.5	663.7	657.7	643.9

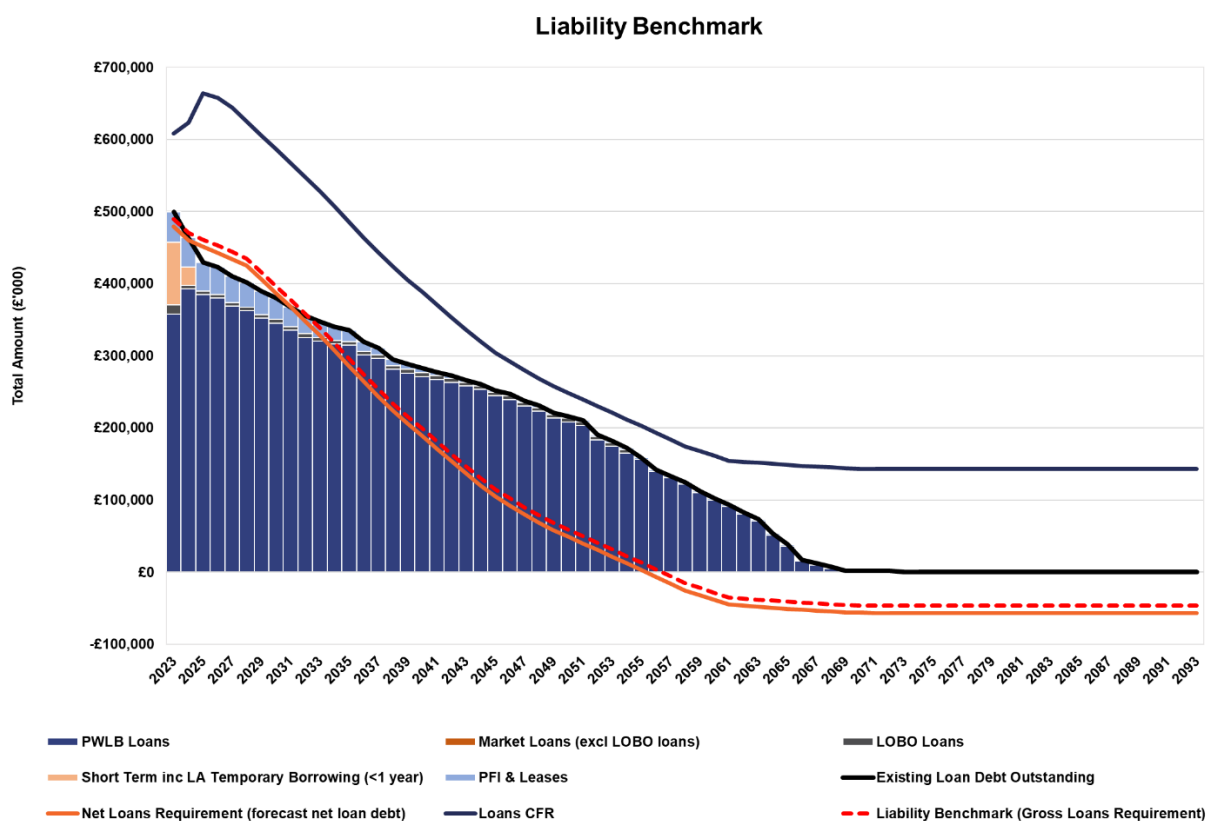
- 2.8 **Indicator 3** – Actual and estimates of the ratio of financing costs to net revenue budget. This indicator identifies the proportion of the revenue budget which is taken up in financing capital expenditure i.e., the net interest cost and the provision to repay debt.

Ratio of gross financing costs to net revenue budget	2022/23 Actual £000	2023/24 Est. £000	2024/25 Est. £000	2025/26 Est. £000	2026/27 Est. £000
Net Cap Fin Budget - Model	29,871	29,429	33,634	33,635	33,636
Total Net Expenditure	174385	202,634	218,579	228,710	238,921
Ratio - Capital Programme	17.1%	14.5%	15.4%	14.7%	14.1%

2.9 **Indicator 4 - Liability Benchmark** - A new prudential indicator for 2023/24 was the Liability Benchmark (LB). The council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

2.10 There are four components to the LB: -

Existing loan debt outstanding:	The council's existing loans that are still outstanding in future years.
Loans CFR	This is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
Net loans requirement	This shows the council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on approved prudential borrowing, planned MRP and any other major cash flows forecast.
Liability benchmark (or gross loans requirement):	This equals net loans requirement plus short-term liquidity allowance.



The mismatch between the actual loan debt outstanding and the liability benchmark is due to the increase in the CFR of £22m in relation to the transition to IFRS16 in 2024/25. If there are any significant changes to any of the limits or indicators, then this will be reported back to council in due course.

- 3 **Minimum Revenue Provision (MRP) Policy Statement** Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).
 - 3.2 The council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
 - 3.3 Capital expenditure incurred during 2023/24 will not be subject to an MRP charge until 2024/25, or in the year after the asset becomes operational.
 - 3.4 Repayments for the PFI scheme and finance leases are applied as MRP, and the associated amounts are included in these Prudential Indicators.
 - 3.5 The council is recommended to approve the following MRP Statement

Capital Expenditure Incurred	MRP Policy Update 2023/24 & 2024/25
Expenditure funded by unsupported borrowing	Asset Life, annuity method – MRP will be based on the prevailing PWLB interest rate for a loan with a term equivalent to the estimated life of the project.
Private Finance Initiative (PFI) - Finance Lease	Use the annuity method of calculation over the remaining asset life
Other Finance Leases	<p>The MRP requirement would be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability.</p> <p>Where a lease (or part of a lease) is brought onto the balance sheet, having previously been accounted for off- balance sheet, the MRP requirement would be regarded as having been met by the inclusion in the charge for the year in which the restatement occurs, of an amount equal to the write-down for that year plus retrospective writing down of the balance sheet liability that arises from the restatement.</p>
Secured Loans to third parties repaid in bullet form.	No MRP will be charged each year as reliance can be placed on the capital receipt that will be generated when the loan is repaid or, in the event of a default, the realisation of the security. If realisation of the security does not equate to the original loaned amount the council will recognise the associated impairment and will charge MRP for the outstanding loan amount over the next MTF periods or remaining life of the asset, whichever is longer. Impairment relating to IFRS9 adjustments will attract the same treatment. From 2024/25 this approach will not be acceptable.
Secured Loans to third parties repaid over the life of the loan	MRP will be charged each year equal to the Annual Base Repayment Amounts profiled in the legal agreement. Where additional repayments are made by the borrower the council will make voluntary MRP charges to match. In the event of default reliance will be placed on the capital receipt that will be generated on realisation of the security. If realisation of the security does not equate to the remaining balance of the loan the council will recognise the associated impairment and charge MRP on this amount over the next MTF period or remaining life of the asset, whichever is longer. Impairment relating to IFRS9 adjustments will attract the same treatment.

3.6 MRP Consultation

DLUHC has conducted a consultation on amending MRP regulations/guidance for England. The latest information is that any changes will take effect from 2024/25 and the council will update its MRP policy to reflect any changes to the 2024/25 financial year.

4 Current Treasury Position

4.1 The capital expenditure plans set out in Section 2 provide details of the service activity of the council. The treasury management function ensures that the council's cash is organised in

accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

- 4.2 The overall treasury management portfolio as at 13 January 2023 and for the position as at 13 January 2024 are shown in the following table for both borrowing and investment.

	Actual 31.03.23	Actual 31.03.23	Current 19.12.23	Current 19.12.23
Treasury Investments				
Banks	11,170	55%	0	0
DMADF (HM Treasury)	0	0%		0
Money Market Funds	9,000	45%	19,480	100
Total Treasury Investments	20,170	100%	19,480	100
Treasury External Borrowing				
Local Authorities	-87,000	19%	-65,000	14
PWLB	-357,959	78%	-392,959	85
LOBOs	-12,500	3%	-5,000	1
Total External Borrowing	-457,459	100%	-462,959	100
Net Treasury Investment / (Borrowing)	-437,289		-443,479	

- 4.3 **Indicator 5** - The council's treasury position at 31 March 2023, with estimates for future years, is summarised below. The table below shows the actual external borrowing (Gross Debt) against the CFR

Gross debt & capital financing requirement	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Est. £m	Est. £m	Est. £m	Est. £m
External Borrowing					
Market Borrowing	447.6	457.5	500.0	559.0	571.4
Repayment of borrowing	-72.1	-146.0	0.0	0.0	0.0
Expected change in borrowing	82.0	188.5	59.1	12.4	4.8
Other long-term liabilities	42.3	41.0	39.4	37.9	36.2
Gross Debt 31 March 2023	499.8	540.9	598.5	609.3	612.5
CFR	608.3	623.5	663.7	657.7	643.9
% Of Gross Debt to CFR	82.2%	86.8%	90.2%	92.6%	95.1%

- 4.4 Based on the prudential indicators there are a number of key measures to ensure that the council operates its activities within defined limits. One of these is that the council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

4.5 The Chief Finance Officer (S151) reports that the council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in this Medium-Term Financial Strategy (MTFS).

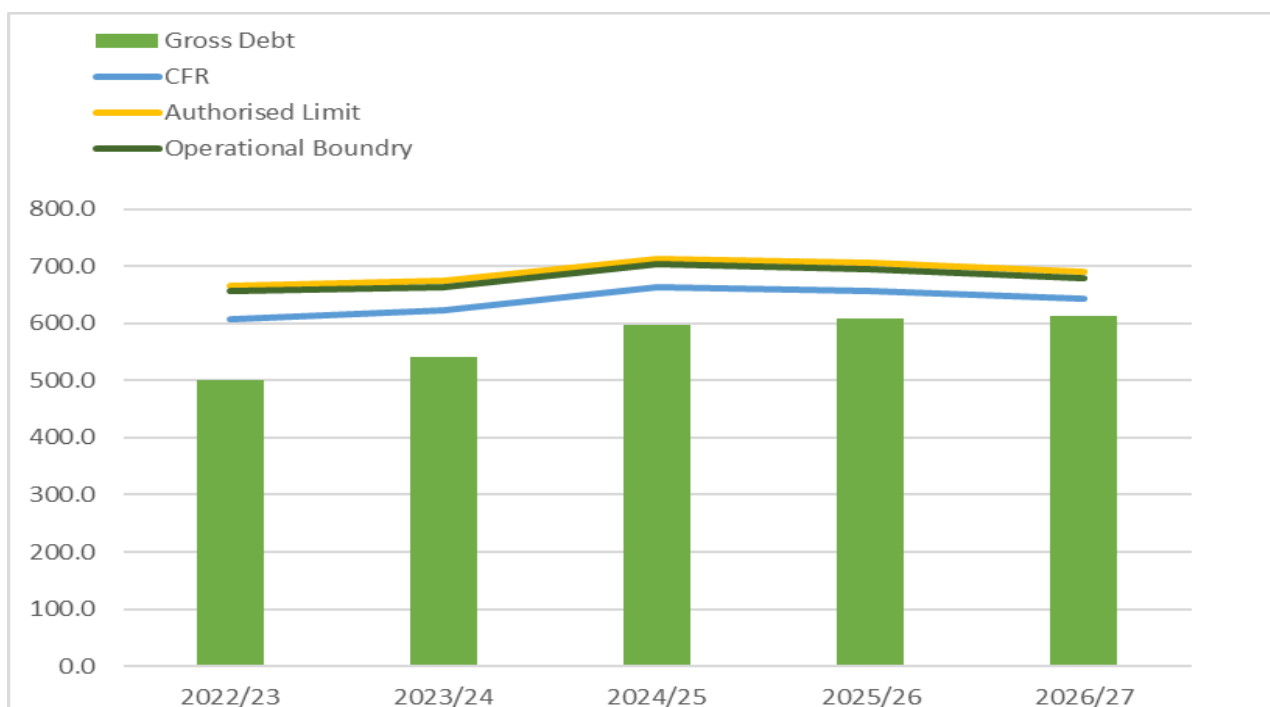
4.6 **Indicator 6** - The Operational Boundary - external borrowing is not normally expected to exceed this limit. If the operational boundary was exceeded this would be reported immediately to the members of the Audit Committee with a full report taken to the next committee meeting. In the current year it has not been exceeded. The Operational Boundary is set out below:

Operational Boundary	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Est. £m	Est. £m	Est. £m	Est. £m
Borrowing	613.9	623.5	663.7	657.7	643.9
Other long-term liabilities	42.3	41.0	39.4	37.9	36.2
Total	656.2	664.5	703.1	695.6	680.1

4.7 **Indicator 7** - The Authorised Limit for external borrowing - this represents a limit beyond which external borrowing is prohibited. This limit is set and revised by full Council.

Authorised Limit	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Est. £m	Est. £m	Est. £m	Est. £m
Borrowing*	623.9	633.5	673.7	667.7	653.9
Other Liabilities	42.3	41.0	39.4	37.9	36.2
Total Authorised Limit	666.2	674.47	713.1	705.6	690.1

This is a statutory limit determined under section 3 (1) of the Local Government Act 2003. Government under sections 4(1) and 4(2) may limit either the total of all council borrowing, or those of a specific council, although this power has not yet been exercised.



Prospects for Interest Rates

4.8 The Authority has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 07 November 2023. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps. ns.

Link Group Interest Rate View 07.11.23		Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE		5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.00	3.00	3.00	3.00	3.00
3 month ave earnings		5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00
6 month ave earnings		5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.40	3.10	3.10	3.10	3.10	3.10
12 month ave earnings		5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.50	3.30	3.30	3.30	3.30	3.30
5 yr PWLB		5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.60	3.50	3.50	3.50
10 yr PWLB		5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.70	3.60	3.60	3.50
25 yr PWLB		5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.10	4.10	4.00	4.00	4.00
50 yr PWLB		5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.80	3.80	3.80

4.9 When borrowing is undertaken an assessment of the prevailing interest rates is performed across the different period lengths and the debt taken will represent best value for money in accordance with the existing debt maturity profile and capital financing budget performance.

4.10 Link Group interest rate forecasts, detailed above, are based on their views of the future economic climate, and below are some extracts taken from their economic forecasts:

- Our central forecast for interest rates was previously updated on 25 September and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and that there is a likelihood of the overall economy enduring at least a mild

recession over the coming months, although most recent GDP releases have surprised with their on-going robustness.

- Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.
- On the positive side, consumers are still anticipated to be sitting on some excess savings left over from the pandemic, which could cushion some of the impact of the above challenges and may be the reason why the economy is performing somewhat better at this stage of the economic cycle than may have been expected. However, as noted previously, most of those excess savings are held by more affluent households whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

- Gilt yield curve movements have broadened since our last Newsflash. The short part of the curve has not moved far but the longer-end continues to reflect inflation concerns. At the time of writing there is 60 basis points difference between the 5 and 50 year parts of the curve.

The balance of risks to the UK economy: -

The overall balance of risks to economic growth in the UK is to the downside.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- Labour and supply shortages prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- The Bank of England has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- UK / EU trade arrangements – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- Geopolitical risks, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- Despite the recent tightening to 5.25%, the Bank of England proves too timid in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to remain elevated for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.
- The pound weakens because of a lack of confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer-term US treasury yields rise strongly if inflation remains more stubborn there than the market currently anticipates, consequently pulling gilt yields up higher. (We saw some movements of this type through October although generally reversed in the last week or so.)
- Projected gilt issuance, inclusive of natural maturities and QT, could be too much for the markets to comfortably digest without higher yields compensating.

5 Investment and Borrowing Rates

- 5.1 Investment returns are expected to continue in early 2024.
- 5.2 The long-term (beyond 10 years) forecast for Bank Rate stands at 3.0% and all PWLB certainty rates are currently above this level.
- 5.3 Borrowing for capital expenditure - Better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2024. The council will assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs. Longer-term borrowing could also be undertaken for the purpose of certainty, where that is desirable, or for flattening the profile of a heavily unbalanced maturity profile.
- 5.4 Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Chief Finance Officer (S151) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.
- 5.5 There will remain a cost of carry to any new long-term borrowing that temporarily increases cash balances. This revenue cost is the difference between borrowing costs and investment returns.

6 Borrowing Strategy

- 6.1 The council is currently maintaining an internal borrowing position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed. This is also in line with the agreed strategy that the council's cash balances be used to fund capital expenditure before additional borrowing is undertaken.
- 6.2 The capital programme consists of three main types of capital projects:

- Invest to Save – Self Funding Schemes
- Specific Schemes – e.g. School Extensions
- Rolling Capital Projects e.g. Enhancing current assets

6.3 Any borrowing decisions will be reported to the appropriate decision-making body at the next available opportunity.

6.4 The MTFFS is based on the following borrowing strategy for the next three years. The borrowing strategy is under constant review throughout the year monitoring changes in interest rates and borrowing opportunities. The proposed strategy for 2024/25 financial year is:

- To consider the rescheduling (early redemption and replacement) of loans to maximise interest rate savings and possible redemption discounts.
- Significant risk of a sharp fall in long and short-term rates may arise. In this case long-term borrowings will be postponed, and potential rescheduling from fixed rate funding into short-term borrowing will be considered.
- Significant risk of a much sharper rise in long and short-term rates than currently forecast may arise. This may arise due to a greater than expected increase in world economic activity or a sudden increase in inflation risks. In this case the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
- To maintain an appropriate balance between PWLB, Local Authority and other market debt in the debt portfolio and a balance in the maturity profile of debt.
- To give full consideration to other debt instruments e.g. Local Authority Bonds as an alternative to PWLB borrowing. Due regard will be given to money laundering regulations. The council is monitoring the development of the scheme and may participate if this proves beneficial.

7 **Approaches Considered for New Borrowing Requirements**

7.1 To realign the loan maturity profile with the rate of the existing CFR debt will be financed by taking out a mix of shorter-term Local Authority Loans to manage cashflow whilst at the same time locking into long term PWLB borrowing if and when rates begin to fall. In the current climate this will reduce interest costs in the short term.

7.2 Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).
- The UK Municipal Bonds Agency and UK Infrastructure Bank.

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

7.3 Maturing long-term debt is replaced by new borrowing. To achieve long-term financial sustainability the council should aim to reduce its overall debt and the associated financing

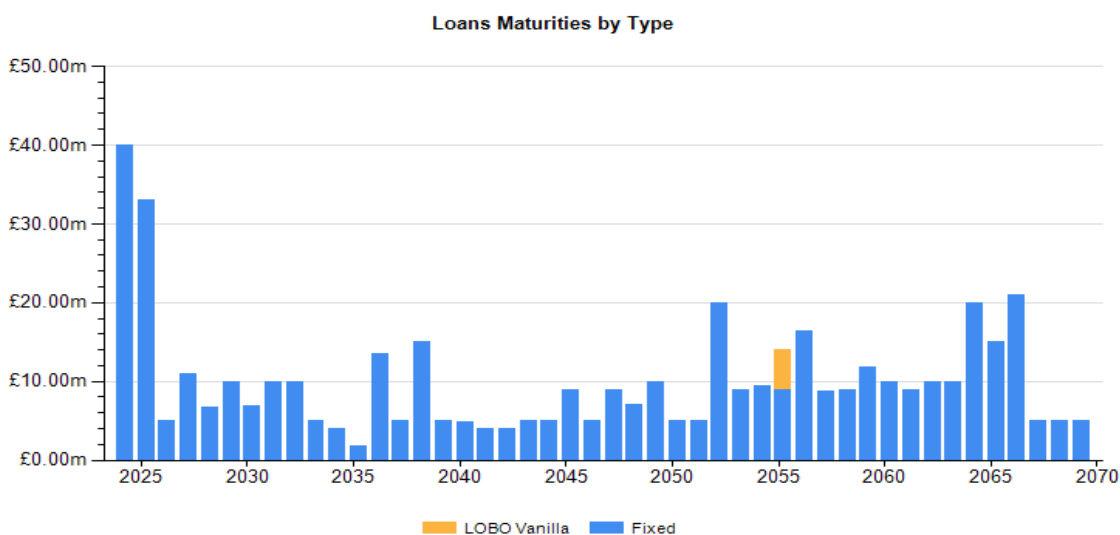
costs including interest. A high value of outstanding debt represents a financial risk because of potential interest rate changes.

- 7.4 Interest rates are liable to change. In the event of significant changes, the council seeks to avoid an increased revenue cost on its capital financing charges.
- 7.5 The Treasury Management Strategy uses the planned Capital Programme to calculate the borrowing requirement. Typically, the council does not spend at the planned level in any financial year.
- 7.6 Link Group have a product that will allow the council to borrow from the market at current interest rates with a small premium but not draw down the funds until they are required -

8. **Indicator 8** - Maturity structure of borrowing. These gross limits are set to reduce the council's immediate exposure to large fixed rate sums falling due for refinancing.

Maturity Structure of borrowing	Upper Limit	As of 13 December 2023 £m	As of 13 December 2024 %
Under 12 months	40%	65.0	14%
12 months to 2 years	40%	24.0	5%
2 years to 5 years	80%	23.5	5%
5 years to 10 years	80%	30.8	7%
10 years and above	100%	319.6	69%

8.1 The following chart shows the council's debt maturity profile by financial year as at 13th December 2023:



9.0 Policy on Borrowing in Advance of Need (Future Capital Expenditure)

- 9.1** The council will not borrow more than it requires, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.
- 9.2** Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds
- 9.3** However, at any time the council may obtain a loan or other financing at what are considered advantageous terms in anticipation of future capital expenditure. The money borrowed will be invested temporarily. The council may also borrow in the day-to-day management of its cash flow operations or as an alternative to redeeming higher yielding investments.
- 9.4** The council will ensure there is a clear link between the capital programme across the future years and the maturity profile of the existing debt portfolio which supports the need to take funding in advance of capital expenditure.
- 9.5** The council will ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered and factored into the MTFS.
- 9.6** Consideration will be given to the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
- 9.7** Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

10.0 Debt Rescheduling on Existing Debt Portfolio

- 10.1** Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a large difference between premature redemption rates and new borrowing rates. However, if the opportunity does come available where it is advantageous for the Council to repay /reschedule then these options will be carefully considered and executed.

11.0 Investment Strategy Principles

- 11.1** The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy, (a separate report).
- 11.2** The council's investment priorities will be security first, portfolio liquidity second and then yield, (return). The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the council's risk appetite. In the current economic climate it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.
- 11.3** The council's investment policy has regard to the following: -

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

11.4 The DLUHC and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team).

11.5 Investment Management Practices

For non-treasury management investments, the Council should ensure that effective risk and performance management arrangements are in place. These should include:

- Investment objectives.
- Investment criteria.
- Risk management, including risk identification, controls, management and monitoring for any material non-treasury investment portfolios.
- Performance measurement and management, including methodology and criteria for assessing the performance and success of non-treasury investments.
- Decision making, governance and organisation, including a statement of the governance requirements for decision making in relation to non-treasury investments, and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
- Reporting and management information, including where and how often monitoring reports are taken.
- Training and qualifications, including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

The above issues should be addressed by the service areas concerned in relation to any financial investments undertaken in support of their service priorities. A summary will be provided in the annual treasury management strategy.

12.0 Non-financial Investments

12.1 The revised Treasury Management Code also requires the authority to report on investments in financial assets and property that are not part of treasury management activity. This includes commercial investments, which are made primarily to achieve a financial return, and service investments which are made to support the provision of services to the community.

Commercial Investments

The Council's policy is not to make commercial investments outside of its treasury management activity for mainly financial reasons. All capital investments outside of treasury management activities are held explicitly for the purposes of operational services, including regeneration, and are monitored through existing control frameworks. This will be important if at any stage the council decides to take out new external borrowing to fund its capital programme. The Government has been concerned for some time about the risk involved in local authorities taking out external debt to fund investments in commercial property to generate income. In November 2020, they announced a change in the PWLB's lending terms. This introduced a prohibition to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. Given the Council's policy, this should have no impact on our treasury management strategy.

Service Investments

The council does not currently hold any non-financial investments whose purpose is to generate revenue to support core services. For further information see the [Acquisitions Policy](#).

Further investments

Any further financial investments will be subject to the approval of Cabinet. Reports to Cabinet will be required to set out the investment objectives, investment criteria, and the risk management, decision-making, reporting, performance measurement and management arrangements.

13.0 Investment Counterparty Selection Criteria and Financial Investment Strategy

- 13.1** As the council has run down its cash balances, surplus cash will be generated from cash flow movements e.g., a grant received in advance of spend or from borrowing in advance of need.
- 13.2** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.
- 13.3** Where investments are undertaken in order to manage the council's cash flows, the council's primary principle is for the security of its investments. After this main principle the council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security.
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the council's prudential indicators covering the maximum principal sums invested.
- 13.4** The Chief Finance Officer (S151) will maintain a counterparty list in compliance with the table set out below in 12.7. Any revision of the criteria will be submitted to council for approval as necessary.
- 13.5** The council's minimum criteria will apply to the lowest rating for any institution according to the type of investment account being used. For instance, the credit rating criteria for the use of the council's call accounts and Money Market Funds, which are used for short-term investments only, will use the Short-Term credit ratings in the table shown within 13.6. If an institution is rated by the three credit agencies and two meet the council's criteria and the other one does not, the institution will fall outside the lending criteria. This complies with a CIPFA Treasury Management Panel recommendation in March 2009 and the CIPFA Treasury Management Code of Practice 2021.
- 13.6** In order to minimise the risk to investing, the council has clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The council uses

the creditworthiness service provided by Link Group which uses ratings from all three rating agencies, Fitch, Moody's and Standard and Poor's, as well as Credit Default Swap (CDS) spreads. Link Group monitors ratings on a real time basis and notifies clients immediately on any rating changes or possible downgrades. Minimum Credit Ratings Criteria – further explanations are given in Annex 1.

Minimum Credit Ratings for Group 2 Banks		
Agency	Short-Term	Long-Term
Fitch	F1	A-
Moody's	P-1	A-
Standard & Poor's	A-1	A-

- 13.7** All credit ratings will be monitored weekly. The council is alerted to changes to ratings of all three rating agencies by Link creditworthiness service.
- 13.8** The council does not place sole reliance on the use of Link Groups advice as the council uses internal expertise and knowledge to make decisions. Market data, market information, information on government support for banks and the credit ratings of that government support are also considered when making treasury decisions.
- 13.9** The criteria for providing a pool of high-quality investment counterparties (both Specified and Non-Specified investments), and is shown in the order of use by the council, all of the following are subject to continuous credit rating reviews:
- Money Market Funds
 - UK Banks
 - UK Local Authorities.
 - Bank of Scotland call account (part of the Lloyds Banking Group).
 - UK Government (including gilts and the Debt Management Account Deposit Facility (DMADF)).
 - Non-UK banks with a long term credit rating of AA or better.
- 13.10** The council also uses Barclays Bank, the council's own banker. If Barclays fall below the criterion in 13.6 then the following strategy will be followed:
- with regard to the three credit rating agencies, if one reduces its rating but the other two remain the same or improve, the council will reduce the maximum of £15m in the call account to £5m and a keep a low balance in the current account.
 - if two or more credit rating agencies reduce their ratings below the criteria in 13.67 the council will still require to use the Barclays accounts for transactional purposes, so maximum balance of £500k will be left overnight in the current account to prevent the account becoming overdrawn and incurring overdraft fees.
 - Seek advice from Treasury Management Advisers.
- 13.11** The above action applies to Barclays only due to its status as the council's banking provider. Use of other bank accounts would be subject to criteria set out in the point 12.7. The above approach to Barclay's Bank has been developed following consideration that the council needs banking facilities to process daily banking transactions, and such activity presents a lower risk profile compared to investment activity the significant impact, resource requirement, and risk exposure of changing bank provider the possible state and stability of the banking sector and viable alternative suppliers.

- Banks Group 1 - Part nationalised UK banks - Royal Bank of Scotland Group Plc. (National Westminster Bank, The Royal Bank of Scotland and Ulster Bank Ltd). These banks can be included if they continue to be part nationalised and / or they meet the ratings in 12.7.
- Banks Group 2 – good credit quality - the council will only use banks which are UK banks and have the minimum credit ratings criteria relating to the type of investment being undertaken.
- Building Societies – if they meet the ratings above
- Money Market Funds – AAA - rated by Fitch
- Bill Payment Service – The council currently has a contract with Santander UK who collect payments of council Tax through the post office via various methods of payment such as Paypoint. The funds that are collected are transferred to the council daily thus minimising the risk of Santander UK holding the council's cash. This arrangement for the bill payment service falls outside the investment criteria for investments therefore any downgrade of Santander UK will not affect this service. However, this arrangement will be closely monitored to ensure funds continue to be transferred daily.

13.12 The council's lending list will comprise of the institutions that meet the investment criteria above. Each counterparty on the list is assigned a counterparty limit as per the table in Annex 1. Counterparties that no longer meet the investment criteria due to a credit rating downgrade will be removed from the list and any changes will be approved by council. Approval will also be required if any new counterparties are added to the lending list.

13.13 Link Group approach to assessing creditworthiness of institutions is by combining credit ratings, credit watches and credit outlooks to produce a colour coding system. The council will use counterparties within the following maximum maturity periods, in order to mitigate the risk of investing in these institutions:

Link Asset Services Banding	Description
Yellow	5 years*
Dark Pink	5 years for Ultra Short Dated bond funds with a credit score of 1.25
Light Pink	5 years for Ultra Short Dated bond funds with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised / semi nationalised UK banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	The council will not invest with these institutions

**UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt*

13.14 Environmental, Social and Governance (ESG) considerations in Treasury Management

The Council has declared a Climate Emergency, and we will consider ESG factors as part of a selection process when considering investment options. However, specific assessment is

restricted by the fact there is no consistent rating framework to measure and benchmark all specific counterparty ESG metrics. Until this market data gap is resolved we continue to prioritise Security, Liquidity and Yield (in that order) as required by CIPFA's Treasury Management Code of Practice and they will remain our primary drivers.

The Council will 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. However, the Council does not have long-term surplus balances with which to consider specific 'sustainable' investments, but rather invests primarily in the short-term money markets. In this market the Council is a passive investor due to the nature of the investment. Money market funds include funds with companies of varying ESG quality due to the requirement to hold all securities in the target index or to meet other investment criteria such as the credit quality of the investment type.

13.15 The proposed criteria for Specified and Non-Specified investments are shown in Annex 1 for approval.

13.16 Indicator 11 - Authorities can invest for longer than 365 days excluding loans. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed. The Council is exploring options to invest longer term in other types of financial instruments, for example, property funds in 2024/25.

Overall limit for sums invested over 365 days	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m	2026/27 Est £m
Principal sums invested over 365 days	0.0	10.0	10.0	10.0	10.0

14.0 Loans Made to Third Parties

14.1 The council makes secured loans to third parties to advance the council's strategic interests.

14.2 Loans are only made after the council's formal decision-making process has been followed. This includes formal approval by the Chief Finance Officer (S151).

14.3 As part of the formal decision to make the loan, the security for the loan will be assessed as to its adequacy in the event of the third party defaulting on repayment.

14.4 Non treasury investments are disclosed in the Capital Strategy.

14.5 A facility for an unsecured loan to Peterborough Limited, a council wholly owned company, of £1.75m was agreed at the end of the 2019/20 financial year for a period of five years.

14.6 Further unsecured loans to council owned Local Authority Trading Companies (LATCo's) and the balance as of 31 December 2023 is £0.693m

15.0 Treasury Management Scheme of Delegation

15.1 The following is a list of the main tasks involved in treasury management and who in the council is responsible for them:

Full Council

- Approval of the Annual Treasury Management Strategy as part of the Councils budget setting process.
- Approval of / amendments to the council's adopted clauses, Treasury Management Policy Statement and Treasury Management Practices
- Approval of the division of responsibilities as outlined in the constitution.

Joint Scrutiny Committee

- Reviewing the Annual Treasury Management Strategy as part of the Councils budget setting process.

Audit Committee / S151 Officer (Chief Finance Officer (S151))

- Reviewing Treasury Management Policy and quarterly performance reports and acting on recommendations.

Section 151 Officer (Chief Finance Officer (S151)) / Deputy Section 151 Officer

- Reviewing the Treasury Management Policy and procedures and making recommendations to the responsible body.

16.0 Housing Revenue Account (HRA)

16.1 The Regulator of Social Housing confirmed the council as a Registered Provider on 2nd November 2020. This follows the Cabinet decision of September 2019 to explore the viability of opening an HRA and engaging in the supply of affordable housing. Discussions have taken place with Homes England to explore potential funding opportunities, but the strategic direction is not to pursue with the HRA at this time.

16.2 If in the future it is agreed to move forward with an HRA a revised Treasury Management Strategy will be produced which will include separately identified HRA capital expenditure and associated accumulated debt and further indicators relating to the affordability of this expenditure.

Specified Investment Credit Criteria and Limits**Specified Investment:**

- Offer high perceived security such as placements with Central Government Agencies, Local Authorities or with organisations that have strong credit ratings
- They offer high liquidity i.e. short-term or easy access to funds
- Are denominated in £ sterling
- Have maturity dates of no more than 1 year
- For an institution scheme to qualify as a 'Specified Investment' it must have a minimum rating

Investment Type	Maximum Maturity Period	Minimum Credit Criteria	Collective Limit £m	Individual Limit £m
Deposit accounts with regulated UK Banks and UK Building Societies	Repayable on call, with and without notice	Link Asset Services Banding Green to Yellow	100	15
Money Market Funds repayable on call, no notice	Call	Minimum rating – AAA (Fitch)	50	10
Debt Management Agency Deposit Facility	6 months currently	UK Government backed	N/A	75
Term Deposits UK Government & Local Authorities	Maturities of up to 1 year	Sovereign risk high security not credit rated yellow	100	20
Term Deposits & Certificates of Deposit Banks Group 1	Maturities of up to 1 year	Link Asset Services Banding Green to Yellow	100	75
Term deposits & Certificates of Deposit Banks Group 2	Maturities of up to 1 year	Link Asset Services Banding Green to Yellow	50	10

Non-specified Investment Credit Criteria and Limits

- With the same institutions classified as “specified” investments but have maturity dates in excess of one year – once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18 month deposit would still be non-specified even if it has only 11 months left until maturity.
- Also if the Council wishes to use foreign counterparties then it should put in a minimum sovereign rating (excluding UK). Link suggest a minimum of AA-

Investment Type	Maximum Maturity Period	Minimum Credit Criteria	Collective Limit £m	Individual Limit £m
Term deposits with UK Government & Local Authorities	1-5 years	Sovereign risk high security not credit rated yellow	20	20
Term deposits & Certificates of Deposit with Banks Group 1	1-5 years (tradable)	Link Asset Services Banding Green to Purple	10	10
Term deposits & Certificates of Deposit with Banks Group 2	1-5 years (tradable)	Link Asset Services Banding Green to Purple	20	10
Deposit accounts with regulated UK building societies	1 – 5 years	Link Asset Services Banding Green to Purple	5	5
Term deposits UK building societies no formal credit rating	Up to 1 year	Financial position assessed by Chief Finance Officer (S151).	5	5
Bonds issued by financial institution guaranteed by UK Govt	1-10 years (tradable)	UK Govt backed AAA (Fitch, S&P etc.)	5	5
Property Fund	5+ years	Not rated. Fund selection will be undertaken	10	5
Multi Asset Income Fund	3+ years	Not rated. Fund selection will be undertaken	10	5

Appendix F - Capital and Investment Strategy 2024 – 2027

Peterborough City Council

1. INTRODUCTION

The CIPFA Prudential Code 2021 requires the Council to prepare a Capital Strategy to ensure all capital expenditure and investment decisions take account of stewardship, value for money, prudence, sustainability and affordability.

This Capital Strategy outlines how Peterborough City Council (PCC) manages its assets and investment resources to help achieve the strategic priorities of the Council, in compliance with the Prudential Code. This Strategy covers the next three years and beyond, and it is reviewed on an annual basis to reflect the changing needs and priorities.

The Capital Strategy underpins the Council's Corporate Priorities and provides a high-level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial stability. The Strategy is an integral part of the Medium-Term Financial Strategy (MTFS) and intrinsically linked with the Asset Management Strategy (AMS), the Asset Management Plan (AMP) and the Treasury Management Strategy Statement (TMSS).

2. OBJECTIVES

The Capital Strategy is intrinsically linked to the AMS. The AMS is based on asset rationalisation and disposal of assets where there is no commercial, community or strategic case for retaining the property. In line with the MTFS, the utilisation of assets forms 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 decisions taken on changes to service delivery will make a number of operational assets redundant.

Receipts from asset disposals will be utilised to meet current commitments, providing additional cash 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 PCC will not make short-term decisions that could harm future values. The sites which are recommended for sale will be disposed of in accordance with Best Value principles, to ensure the greatest value within the agreed timescales.

To achieve the right approach to asset disposals the Council has:

- Started a review of our Asset Management Strategy and Plan
- Brought in a subject matter expert to see how we can add value to the existing estate

A review of assets will be undertaken to create a consolidated picture of all assets across the Council. 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. The Council will set up effective project management systems to manage all asset disposal activities in accordance with the timescales of the AMS, this Capital Strategy and the MTFS, reporting in accordance with the approved governance framework. The list of assets recognised for disposals will be subject to continuous review.

The Capital Strategy is based around the following principles:

- A prioritisation process based on need and financial benefit.
- Medium Term Financial Strategy Savings – projects which underpin the delivery of revenue savings in the MTFS.
- Fully Grant Funded projects with no additional revenue cost impact.
- Borrowing is only allowed for projects that have a sound business case and/or failure to do so would result in a breach of our Health & Safety/Statutory duties

- 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)
- A review of current governance and controls, with stricter arrangement and greater oversight and ownership of all capital priorities and expenditure at a senior level and with appropriate member involvement.

3. CURRENT POSITION

PCC has a high level of debt. The borrowing costs associated with that debt represent 15% of the 2023/24 revenue budget. This has to be reduced over the medium term. The 2021/22 Draft Statement of Accounts shows the Capital Financing Requirement at £614m. Total realisable assets held by the Council are shown at £371m. There are historic reasons for this position, such as investment in assets no longer on our balance sheet (academy schools) and investments in non-realizable assets (e.g. roads). This is not unusual or unique to PCC, but it does mean that maximising our assets through service provision or disposals, is critical.

The level of debt, the cost of debt repayment, and the negative equity shown in the balance sheet are a big concern, and the key objectives for asset disposals will be in part to repay debt. Whilst any debt repayment from receipts will reduce the future debt repayment costs, it is unlikely to improve the negative equity situation.

PCC's debt position is shown in the Liability Benchmark in the Treasury Management Strategy.

4. GOVERNANCE

The nature of capital schemes means that they are often, complex, high risk, high profile and are delivered over a multi-year period. It is therefore important that the Council adopts and maintains a consistent and robust approach to the development, prioritisation and delivery of capital schemes.

A two-tier governance structure is in place, the Council has established a Capital Review Group (CRG), which oversees the Capital Programme and property related decisions and recommends new projects to the Strategic Capital Board (SCB). The remit of the CRG has been reviewed, introducing stricter controls with greater oversight and ownership by senior management and members. The Capital Board reviews, challenges and ultimately prioritises capital projects, ensuring alignment to the Council's overall corporate priorities within the overall resources that are available.

At the initial stage, an outline business case will be completed which demonstrates high level proposals with indicative financial requirements, the anticipated financial and non-financial returns and how the proposal would contribute to the Council's priorities and Corporate Strategy as set out in the Improvement Plan. The Capital Board ranks each outline business case based on the initial assessment against the scoring criteria described in Table 1 and the Council's vision as show below:

Table 1:

No	Criteria	Score 1-10	Weighting	Comments
1	Does the proposal deliver efficiency (financial and non-financial) and / or clear return on investment?		30%	
2	Will the proposal lever in other funding sources and investment? E.g. voluntary sector, private sector		30%	
3	What are the measurable outputs / outcomes?		20%	
4	Is there a clear and robust evidence base for doing the scheme?		20%	

The proposed schemes and projects that meet the threshold for further work will be referred to the Capital Review Group for the preparation of a detailed business case.

All outline and detailed business cases will be prepared in line with the principles of the Treasury Green Book. This guidance advises on how to appraise policies, programmes and projects and provides guidance on the design and use of monitoring and evaluation before, during and after implementation.

Flexibility remains to consider additional projects throughout the period of the capital programme where there is a robust business case and funding is available.

The Council's Corporate Strategy:

The Sustainable Future City Council Strategy was approved in October 2022. The strategy sets out how we will:

- Deliver long-term improvements
- Meet the changing needs of residents

Council also agreed the City Priorities, what we look to achieve for the city in four key areas:

- The economy and inclusive growth
- Places and communities
- Prevention, independence and resilience
- Creating a Sustainable Future City Council

A Sustainable Future City Council requires us to have an organisational structure that is built 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 and insight.

The Capital strategy supports the above by having its own related objectives to ensure:

- Physical assets and related resources support the Council's priorities.
- Issues related to property and other assets are fully reflected in the Council's planning process
- Asset management plans are regularly reviewed to identify surplus assets for disposal, to generate capital receipts to fund current priorities
- The potential for joint working and match funding with partners and stakeholders is maximised

The Capital Review Group undertakes a full assessment of the business case and scores each one against the Council's vision and the criteria shown in Table 1 above. Progress is reported throughout the governance framework as show below:



In accordance with the Prudential Code, the whole-life considerations on new investment are considered at the outset. In-year progress against the Capital Programme is reported monthly to CLT and quarterly to members, including adjustments, variances and slippage.

5. FUNDING APPROACH

The council complies with the CIPFA Prudential Code, and the Capital Programme may be funded from a range of sources. All Prudential borrowing must be prudent, affordable, and sustainable, and there must be sufficient headroom in the Revenue Budget to fund principal repayment if required, interest and Minimum Revenue Provision (MRP). Due to the existing pressures on the Council's revenue budget, additional borrowing may not be prudent, affordable, or sustainable. It is therefore essential, as far as possible, that all new capital expenditure is funded from Capital Grants, Capital Receipts, S106 / CIL and external / partnership funding, except where there is a strong business case to utilise borrowing facilities, e.g. significant revenue savings or future revenue streams.

Invest to Save projects will be considered based on a sound business case in accordance with the following principles:

- Schemes should deliver savings that improve the financial position of the Council as presented in the MTFS or maintain the MTFS position but contribute towards the delivery of service improvements or achieve Council priorities.
- Payback will commence in the same year as the project starts, if this is not the case additional analysis including a full net present value analysis and an outline of how the finance will be covered across financial years if the schemes are not cost neutral within each financial year.
- All proposals will be subject to the Council's decision making requirements as set out in the financial regulations.

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). In order to ensure that over the medium-term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years. This is a key indicator of prudence. Total debt is expected to remain below the CFR during the forecast period.

Further details on the Prudential Indicators are shown in the Treasury Management Strategy in Appendix G.

6. MINIMUM REVENUE PROVISION (MRP)

Where capital expenditure is financed by debt, statutory guidance requires it to put aside revenue resources to repay that debt in later years, known as MRP. Statutory guidance requires the Council to approve an Annual MRP Statement each year, and whilst it provides a range of options for the calculation of MRP, the guidance also notes that other options are permissible if they are fully consistent with the statutory duty to make prudent revenue provision.

Capital expenditure is generally expenditure on assets which have a life expectancy of more than one year e.g., buildings, vehicles, equipment, etc. Such expenditure is spread over several years in order to try to match the years over which such assets benefit the local community through their useful life. DLUHC Regulations require full Council to approve an MRP statement in advance of each year.

Further details on the Minimum Revenue Provision Policy Statement is shown in the Treasury Management Strategy in Appendix G.

7. THIRD PARTY CONTRIBUTIONS / COMMUNITY INFRASTRUCTURE LEVY (CIL)

Developers are required to contribute towards infrastructure, either through direct provision of community assets or via a financial contribution to the Council (CIL). Legislation requires the Council to hand over a “neighbourhood proportion” to Parish Councils if there is a Neighbourhood Development Plan in place, less an administration fee. The Council has provisionally agreed that the remaining CIL receipts are to be split via the thematic areas outlined below (though it is important to note that such thematic areas will receive other funding via other sources in addition to the CIL).

Neighbourhood Proportion

	Proportion of CIL to be allocated where development has taken place
Administration	5%
Parishes / neighbourhoods without a neighbourhood plan	15% - capped at £100 per Council tax dwelling
Parishes / neighbourhoods with an adopted neighbourhood plan	25% - uncapped

Remaining CIL receipts - Proposed funding split by infrastructure theme

Transport and Communications	30%
Education and Learning	40%
Community and Leisure	10%
Health & Adult Social Care and Emergency services	10%
Environment	10%

8. WORKING WITH PARTNERS AND STAKEHOLDERS

The Council works closely with a range of community groups, housing associations and Registered Social Landlords, businesses, other local authorities, the NHS and government agencies in order to make best use of all combined resources and to deliver cross cutting outcomes. These include:

Climate Change – in July 2019 the Council declared a climate emergency and committed to reduce emissions to net-zero by 2030 and to support the city to become a net zero carbon place. This commits the Council to achieving 100 per cent clean energy across its buildings and services and ensuring that all strategic decisions, budgets, and approaches to planning decisions are in line with a shift to zero carbon. In 2022 Peterborough was selected as a pilot area to develop a Local Area Energy Plan. This work is funded by Innovate UK and delivered by the Energy Systems Catapult working closely with Council officers and colleagues at key partner organisations. The Local Area Energy Plan considers the current and future energy demands of the city to determine the most cost-effective way to become a net zero carbon city. The favoured pathway is expected to require an £8.8 billion investment into the city. This isn't expected to come from the council, but may be raised through private investment, government grants and from householders making home improvements. As part of the property review process, the cost of achieving climate targets will be considered in decisions to retain or dispose of property assets.

The Local Plan – To facilitate and coordinate growth, the City Council has a fully adopted Local Plan which sets out the Council's long-term vision and objectives for the city and surrounding villages, setting out the policies and proposals for growth and regeneration until 2036.

Housing – Peterborough remains one of the fastest growing cities in the UK. The Local Plan makes provision for 19,440 new homes in the period 2016 to 2036. During the first 5 years (2016 to 2021) the annual requirement was for 942 dwellings per year and increased to 982 per year between 2021 and 2036. The greater proportion of new dwelling provision is planned within urban extensions.

The Council transferred the housing stock to Cross Keys Homes (CKH) in October 2004 under Large Scale Voluntary Transfer. Full Council subsequently agreed to the creation of a housing Joint Venture - Medesham Homes LLP. All activity involving Council land or Council funding is subject to business case and market valuations of land and property.

A Housing Strategy is being developed by the Council and once adopted, the Council's Capital Strategy will recognise its strategic aims and adapt accordingly.

Like many Councils, Peterborough City Council has experienced a pressure on temporary accommodation. To reduce the pressure on the revenue budget, the Council has included £10m in the capital programme to buy properties to reduce its reliance on bed and breakfast accommodation. This will create a cost reduction and be better for people who find themselves in the position of being without a permanent home. There is also funding for other social accommodation utilising Government grant schemes (SHAP and LAHF).

Schools - The Council is responsible for ensuring there are sufficient early years, childcare and school places within its area to meet the needs of the population. There has been increased growth in the number of children living in Peterborough in recent years, mainly due to population growth identified above and that Peterborough has one of the highest birth rates in the country. The Council is also responsible for providing transport where children must access schools some distance from their home.

The programme for the provision of new schools and the expansion of existing schools to meet the demand for places had significantly reduced in 2022/23 compared with that of recent years (2010 – 2022.) However, the need for school places has increased. It is anticipated that the overall pace of housing development and individual completions will have an impact on future pupil forecast numbers. In the proposed MTFs there are only two basic need primary school schemes; a new 420 place school at Great Haddon and the expansion of Eye Primary School by 210 places. However there is a school scoping programme as it is expected that in future years additional schools will be required and this programme enables the planning for that to take place.

Transport – The directly elected Mayor and the Cambridgeshire and Peterborough Combined Authority (CPCA) hold strategic transport powers and are the Local Transport Authority for the Cambridgeshire and Peterborough area. They are responsible for allocating local transport funding to the most important transport needs to help improve traffic flow, reduce congestion, improve road safety, increase walking and cycling and improve accessibility amongst other things. The Combined Authority sets the overall transport strategy for Cambridgeshire and Peterborough, called the Local Transport Plan. The CPCA are consulting on a new draft Local Transport and Connectivity Plan during winter 2023 and intend to produce a final document by January 2024.

Peterborough Highway Services - Peterborough Highway Services (PHS) is a partnership between the Council and Milestone Infrastructure Ltd (previously known as Skanska) that

commenced in October 2013. PHS is responsible for: improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges; seeking funding to develop major capital schemes, building new infrastructure or improving the existing network; supporting development and ensure highway is constructed to the necessary standards; and behavioural change initiatives to increase the use of sustainable travel - all of which help to ensure that our statutory duties are met and that the city is able to meet its growth objectives.

PHS operates through a lean client structure and a strong collaborative relationship with Milestone. The PHS budget has reduced significantly over recent years, whilst the asset has continued to grow, resulting in the service operating significantly below the national average. Annually the budget is usually made up of the following two sources of funding:

- Funding received from the CPCA to develop, design and construct specific improvement schemes. Examples include the work currently being undertaken at Junction 3 of the Nene Parkway.
- Highway Maintenance funding from the Department for Transport (DfT) calculated using a needs-based formula. This is based on several factors including; total road length by classification and condition; the number of bridge structures and whether they require significant maintenance or strengthening; and the number of street lighting columns over 40 years old. This funding is available for supporting highway maintenance; enhancements; road safety; active transport; traffic congestion; accessibility; and tackling pollution.

City Centre – The £1m investment that the Council is making into its Growth and Regeneration function is a key driver in helping the city centre become more vibrant, dynamic and diverse. Offering a high-quality built environment, employment, and learning and leisure opportunities by encouraging new investment into the city. The Council takes a strategic approach to all property related matters where capital investment supports both growth in the city and wider regeneration within the boundary area. All proposed schemes and projects are subject to a robust business case, as set out in this strategy, and should ideally be self-financing / income generating or add significant social and environmental benefits. The City Centre also benefits from the introduction of a BID co which will add significant additionality to the Council's City Centre service provision and support local businesses by supporting the visitor and night-time economy.

Growth and Regeneration – Peterborough is ready to do business and has a unique opportunity comparable with any opportunity area in the country. Cambridge has limited space for housing development and employment sites, and it is questionable if the city can manage the strains of further accelerated growth for the region. Peterborough offers a huge opportunity for both housing and economic growth in what is the heart of England. The city lies 39 minutes from Kings Cross by rail, 1hr 20 minutes from Stansted airport and is well connected by the strategic highway network, to the extent that many blue-chip companies are locating their logistics hubs on the city limits. Over 1m rail travellers are making the interchange at Peterborough, as they travel on to Leeds, Birmingham, London, Cambridge and Edinburgh. ARU has opened a new university in Peterborough with a trajectory of 5,000 students by 2027 and 12,500 from 2030 onwards. The City has brownfield and greenfield sites that can provide a substantial housing pipeline of new homes and city centre sites that could provide home for a developing digital and green tech manufacturing cluster, sectors that are already organically growing in the area and that will be supported by the university's curriculum. Government attention and focused funding in Peterborough equates to housing, growth and jobs.

Included within the capital programme is £10m for the hotel which the Council has lent money to. The Council's strategy for the hotel has yet to be fully developed. The funding will be subject to further approval once the strategy has been developed but having funds available enables the Council to react to future opportunities.

Development and comprehensive regeneration opportunities include -

Station Quarter -Peterborough Station is a vital rail intersection on the East Coast Main Line. Over 5 million passengers use the station every year with growth of 3% per annum over the next 5 years.

There is a major opportunity to create a high-quality user experience that will transform visitor impressions of Peterborough and boost the city's potential as a business location. The vision shared by Network Rail, LNER, the Council and Combined Authority is to create a state-of-the-art station gateway building with a new office park with surrounding residential and retail facilities. In January 2023 it was announced that a total of £48million is on its way to Peterborough, following a successful Levelling Up Fund bid for the first phase of regeneration of the area around the train station

North Westgate- This City Centre site close to the station is ideally placed for commuters who want to make the most of the 39 minute train service to London. The ambition is to support city centre based, residential lifestyles providing excellent access to retail, cultural and leisure amenities. Planning policy supports mixed-use redevelopment including a range of retail, employment, housing, office and leisure uses, which integrate effectively with the existing retail area.

Embankment and Middleholme -These sites present exciting opportunities for major multiuse commercial sport/leisure/culture facilities and activities, as well as being connected to the river, the railway station and the City Centre. Middleholme is identified as an area for future residential development with high quality design standards. The Council owns approximately 40% of the site.

Towns Fund- The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth. This will be done through investment in:

- Urban regeneration, land use planning and infrastructure
- Skills and enterprise infrastructure
- Connectivity

The Towns Fund presents a unique opportunity to deliver a wide-ranging programme of regeneration. It will address some of the city's most important economic, social and environmental challenges and opportunities.

Peterborough submitted its Investment Plan on 31 July 2020. The Heads of Terms for £22.9m of grant funding was signed in January 2021.

- The Vine Cultural Hub- A modern library, culture and community hub, located in the City Centre
- Activity Centre - Developing a new family fitness and sports facility with a specialist Olympic standard facility including new training/competition areas, family entertainment and an outdoor performance space and room for spectators.
- Station Quarter - Creating a welcoming entrance to our city for visitors on this 17-acre plot over the next decade that leads people on foot easily towards our city centre.
- Masterplan Embankment/Middleholme - To create a green, accessible place for residents to relax and enjoy for leisure and entertainment purposes, linking in with the new planned University and creating footfall to and from the city centre.
- River Nene Pedestrian Bridge - A pedestrian/cycle bridge linking the Embankment and University with Fletton Quays and existing riverside paths. The bridge will be designed to become a local landmark and reduce vehicle use in the city centre.
- Lincoln Road upgrade - Improve the look and feel of a section of Lincoln Road by upgrading and widening pavement areas. Put in place new soft landscaping and other facilities (such as bins, cycle parking and benches) to support the local community and encourage people to spend more time in the area walking and cycling, helping to boost the local economy.
- Enterprise incubation and training hub feasibility study - To deliver a feasibility study for an enterprise incubation and training hub in the city, which could help business start-ups with market analysis, including market trends, case studies, supply/demand, competitor analysis, client analysis and gap analysis and locating property and potential partners.

- Green technology centre for constructive and automotive industries - Developing new courses for students in green technology motor vehicle/construction industries, with close links to the new University. This will enable more residents to become 'job ready' in these upcoming in-demand roles.

Culture & Leisure – Having good quality cultural and leisure venues is essential to help build a city where people want to live, invest, work, visit and play. The assets held for the provision of cultural and leisure services are owned by the Council and are provided by Peterborough Ltd (PL) trading as Aragon Direct Services (ADS) which is a wholly owned subsidiary of the Council. The Council and PL continue to liaise with Sport England and the Arts Council to secure funding for these facilities. The Council are undertaking a full review of Culture and Leisure to ensure it meets the needs of our growing city through efficient and modernised facilities. The review will consider its wider assets and also define a new operating model for future years.

Strategic Property - The Council keeps its property portfolio under constant review; ensuring assets are held only for identified operational, growth or investment purposes. Co-location and further portfolio rationalisation are expected to improve overall efficiency of the operational portfolio and will be used to contribute to the overall growth of Peterborough. A full cost recovery methodology and market testing is applied to all leasing and rental arrangements, the Council cannot subsidise non-statutory organisations or services.

There is funding within the programme to develop and buy strategic property to create opportunities for residents and businesses.

ICT - IT and Digital services are critical to the efficient delivery of Council Services. The Joint IT and Digital Strategy for PCC and Cambridgeshire County Council is centred on building a shared IT infrastructure and shared IT, Business and Digital systems. Infrastructure projects include converging the storage and networking environments of the Councils as well as looking at converging and simplifying the end user devices (laptops & mobiles) and productivity systems (Microsoft Office 365) to remove duplication and allow for economies of scale within IT and maximise the efficiency of staff.

Trading Services – PL also provides services including bin collections and street cleaning. To support these services, the Capital Programme includes investment for fleet and improved recycling and waste collection.

9. LOANS TO THIRD PARTIES

PCC may make loans to third parties to support the Council's strategic interests. All loans are subject to due diligence (including external support as appropriate), sign-off by the Chief Financial Officer (S151) and Council approval. All loans are approved in line with the principles of Security, Liquidity and Yield and a robust risk assessment. Loans may be secured against assets, if possible and appropriate. An expected loss model is applied throughout the life of the loan in line with the requirements of IFRS9 Financial Instruments and disclosed in the annual Statement of Accounts. The following loans have been approved to date:

Third Party Details	Reason for loan	Current Loan Advanced	Repaid to Date	Maximum Exposure	Repayment date
Hotel Loan	Growth, Development and Regeneration Purposes	£14.7m	-	£15.0m	Refinance of the loan is dependent on the fact the hotel is in administration
Peterborough Limited	Teckal PCC co.	Revenue Loan £1.6m	£0.9m	£0.9m	The loan was extended to 1 February 2029 in May 2023

Third Party Details	Reason for loan	Current Loan Advanced	Repaid to Date	Maximum Exposure	Repayment date
		Capital Loan £0.2m			
Peterborough Positive Limited	Growth, Development and Regeneration Purposes	£0.1m	-	£0.1m	Within the duration of the first five year term of the Business Improvement District

10. COMMERCIAL ACTIVITY

The Department for Levelling Up, Housing and Communities (DLUHC) – has announced that there is a complete prohibition on Councils borrowing from Public Work Loans Board (PWLB) to invest in commercial property for yield only. Borrowing via the PWLB will still be permissible for regeneration projects, and over the next ten years it is important for the Council to focus on regeneration which will improve the city, create local jobs and encourage private sector investment.

11. CAPITAL PROGRAMME 2024 – 2027

New Projects	2024/25	2025/26	2026/27
Disabled Facilities Grant (DFG)	2.20		
Adult Social Care Aids & Adaptations	0.83		
Great Haddon School- additional funding required	0.00	4.00	
School Mobile Classrooms	1.00		
Schools Direct Spend	0.60		
Schools Maintenance	3.00		
Schools Scoping programme	0.15		
PFI Maintenance	3.70		
School Car Park Acquisition	0.35		
Dogsthorpe Contact Centre	0.50		
Additional children's dwelling	1.00		
Childrens Home	1.60		
Bed & Breakfast Reduction	3.00	3.00	3.00
Bus Depot	4.00		
4 & 5 Royce Road	2.25		
X Royce Road	0.35		
Westcombe Square	2.50		
Bretton Court	2.50		
LAHF2	3.80		
Development sites	1.53		
Hotel- subject to business plan	10.00		
Making Tax Digital (MTD) IT	0.25		
Network switches IT	0.09		
Unit 4 IT	0.35		
Minor Capital Programmes	10.00		
Total- new bids	55.55	7.00	3.00

Previously Agreed Projects	2024/25	2025/26	2026/27
Mausoleum - additional	0.13	0.00	
Cremator relines	0.05	0.00	
Fleet renewal	3.00	0.00	
Play areas	0.12	0.12	
Property Capital Works	1.80	1.80	
Tree Planting	0.06	0.06	
City Centre Counter Terrorism Improvement Works	0.96	0.00	
Extreme weather improvements	1.00	0.00	
Safety fencing	0.75	0.00	
Towns fund	12.13	0.00	
Eye Primary	3.60	6.20	
Great Haddon 1st Primary School	7.00	3.40	
SEND High needs	3.96	3.96	

Peterborough Integrated Renewable Infrastructure (PIRI) PCC	0.16	13.50	
LUF University Phase 3	4.44	0.00	
Station Quarter	21.70	21.80	
Customer Relationship Model (CRM) IT	0.30		
Laptop refresh	0.20	0.20	
A14 Cambridge to Huntingdon Improvement Scheme Agreement.	0.06	0.06	0.06
A16 Norwood project	0.40	0.00	0.00
Total- Previously Agreed Programmes	61.82	51.10	0.06

Previously Agreed Projects moved, slipped or rolling programme	2024/25	2025/26	2026/27
Education IT	0.90		
Eco Homes	2.00		
Parking Payment machine replacement slippage	0.06	0.00	0.00
Mausoleum	0.40		
Boardwalks Draft - Rowing lake	0.12	0.00	0.00
Play areas			0.12
Property Capital Works			1.80
Tree Planting	0.10	0.05	0.05
DfT annual maintenance grant	5.74	5.74	5.74
Safety fencing	-0.75	0.00	0.00
Towns fund	-4.77	18.62	0.66
Housing projects (SHAP) - Corporate	2.10	0.00	0.00
Housing projects (SHAP) - Grant	1.90	0.00	0.00
Active Travel Scheme - Thorpe Wood cycleway and School Streets Project	0.52	0.00	0.00
Station Quarter	-12.04	0.00	15.67
A14 Cambridge to Huntingdon Improvement Scheme Agreement.			0.06
Total- Changes to existing programmes	-4.62	24.40	24.10
Total Programme	112.74	82.51	27.16

Appendix G – Asset Management Plan

Peterborough City Council

**Asset Management Plan
2024 – 2029**

Executive Summary

The Asset Management Plan sets the framework for managing the Council's property assets over the next 5 years and aims to achieve a fit for purpose, efficient, compliant Estate which can also support carbon reduction targets.

This will involve some investment, but in the current circumstances where funds are limited, it will be necessary for the Council to place emphasis on the rationalisation and disposal of assets to achieve and support agreed financial targets. Some property assets are being held as a catalyst for the regeneration of key sites within the City.

The focus on the Plan is how the Council uses land and property assets to deliver key priorities. It also supports how we can help our residents and community as effectively as possible and thereby supporting the Council's Corporate Strategy by proactive Asset Management planning.

The Plan includes the acquisitions and disposals policy, community asset transfer policy, vision for assets and other key asset management principles.

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Introduction and Purpose/Scope

The Council's Asset Management Plan (AMP) 2023 to 2028 provides a five-year strategic overview of the Council's land and property assets. It includes the basis of a longer-term strategy for the Council's property assets and management, which underpins and supports the delivery of Council Strategies including the Corporate and Capital Strategy.

Property is a major resource for the Council and provides underlying value as well as significant cost. It can be expensive to maintain, needs careful management and requires constant review in an ever changing and economically challenging environment to provide best value to the Council.

Asset Management Planning plays an integral part in the forward planning process for the Council and is viewed as a key component to maintain quality services, reduce borrowing and finance capital projects. It supports the Council's Corporate Strategy and other key plans.

This AMP aims to ensure that the Council's assets are used as effectively and efficiently as possible to support its service delivery, financial planning, economic growth and regeneration projects and aspirations.

The Council's most recent AMP was completed in 2021 post COVID and set out a number of objectives and initiatives at that time. A subsequent Summary and Interim Asset Management Plan was reported in February 2023. This AMP reflects the requirements set out by CIPFA made during their review of the Council.

This AMP seeks to update and consolidate the previous plans and to provide the basis to support the budget and capital strategy decisions moving forward over the next five financial years. A number of actions have taken place from the Interim Asset Management Plan during 2023 which are reflected in this AMP.

Context and Vision

About Peterborough

Peterborough City Council is a Unitary Authority and is well connected with rail travel into London taking less than 40 minutes. It is one of the UK's fastest growing cities, with a population of over 202,000, a 13% increase since 2009 and one of the most diverse with over 150 languages spoken.

The city is rapidly growing creating pressure on demand for housing, infrastructure, employment opportunities and Council services. This growth will support Peterborough's economy into the future and the Council has been successful in

securing government and combined authority funding to support its regeneration programmes including acquisition and investment in assets.

Challenges

The Council was subject to a Corporate Peer Challenge in 2021 by the Local Government Association and a number of recommendations were made including changing the Council's narrative in delivering savings plan, making longer term plans, making tough decisions in order to undertake strategic transformation and financial reductions. It was also recommended that the Council needed a strategic focus on Growth, People and Economy to deliver its Covid recovery plans.

Peterborough is one of the UK's fastest growing and best-connected cities and the Council has a clear vision for placemaking. Our priorities include:

- City centre regeneration
- Innovative approaches to achieving carbon zero
- Upskilling our population
- Connectivity and infrastructure

Over the last 18 months, the Council has, managed a significant shift in its financial position to ensure that its budgets and services can be sustainable over the coming years. This has involved significant change in service delivery and saving plans.

The Council's land and property assets make an important contribution to this process and in creating sustainable communities within Peterborough, delivering services for residents, helping the Council to meet its budget strategy capital and revenue targets, and supporting the delivery of the capital programme.

The Council's AMP identifies the key strategic policy and resource influences affecting the Council and sets parameters for asset management over the medium term. The Plan sets out a 5-year horizon with annual reporting on progress.

Vision for assets

The Asset Management Plan seeks to:

- Ensure property and land assets support the Council's Corporate Plan and Sustainable Future City Council Strategy 2022 – 2025 objectives including considering use of land for the Council priorities and ensuring Council assets are used to support economic growth, regeneration and community well-being.
- Create a strategic framework for asset management to be able to support decisions about prioritising capital investment and regeneration opportunities.

- Ensure the Council’s operational assets are fit for purpose for service delivery and that assets are reviewed at locality level with partners to improve service provision in communities.
- Reduce the Council’s environmental impact arising from its asset use or development.
- Maximise income opportunities and reduce asset running costs to support the Council’s financial planning through the review of assets and disposal process where declared surplus to requirements.
- Ensure that the property portfolio is in good condition and compliant with all relevant health and safety requirements, equalities and access policy and standards to ensure accessible for people with disabilities.

The priorities are set out in an Action Plan in Appendix B.

The AMP seeks to support the Council’s strategic focus and financial goals in setting a long term plan for the use of the Council’s property assets. It supports the Council’s Improvement Plan adopted in 2022 and the Medium Term Financial Strategy (MTFS).

The AMP seeks to ensure that the Council’s estate is fit for purpose and serves the Council services provided. It also has a focus on achieving an efficient and compliant estate which can meet Carbon targets.

Property Portfolio Analysis

As of December 2023, the Council owns 1881 property assets, with an estimated total value of £381m, broken down as follows:

- Land and Buildings - £334m
- Investments - £39m
- Surplus Assets and Assets held for sale- £6m
- Community Assets - £2m

The Council leases in 152 properties for service use including 101 housing properties. The Council income from its property holdings is in the region of £3.4m per annum plus income of £1.8m from car parks which is separately accounted for.

The portfolio is subject to constant evaluation and recently has been subject to a Localities Review which includes community assets, and service buildings including Libraries, Leisure facilities, children's centres, contact centres and green spaces. This

review includes a focus on changes to the way we use our buildings to deliver some of our services and includes proposals for repurposing, rationalisation, to reduce costs as well as improve the remaining estate through the use of savings.

The AMP will continue to review the Council assets in order to ensure compliance across the estate, rationalisation to reduce costs and liabilities of holding property. Proactive asset management seeks to maximise income from the Council's commercial portfolio and capital receipts maximised through the disposal of surplus Council land and property.

Following a review and realignment of the property structure, governance and decision making a new in house property team structure has been put in place in bringing together property decisions and establishing appropriate corporate assessment and clearance prior to formal decision making. This will be further developed during 2023/24 under the new arrangements and, in addition, a Scheme of Delegation is now in place.

Achievements

Recent achievements include:

- Establishment of a Service Director role to provide corporate oversight and to bring together the Council's property, FM, commercial and asset management planning activities with clear goals and accountabilities set.
- Emerging in house Property & Corporate structure to deliver property solutions for the Council.
- Accelerated Program underway to improve governance in relation to property decisions.
- Improved visibility on capital receipts achieved for the last 2 years with a clear Forward Plan to achieve in excess of £32m of capital receipts from 2023-2025. This clear direction supports the Council's budget and facilitates growth.
- Acquisition of PCC HQ office building at Sand Martin House completed in 2023.
- A number of important property disposals, both completed and planned, with significant receipts of around £5m in the last 2 years and a further £9m plus projected for 2023/2024 to support the Council budget and to facilitate growth.
- Termination of the Council's JV with NPS Peterborough Ltd which will generate savings and deliver service improvements.

Property Review and Asset Challenge

The AMP supports a fit for purpose, efficient, compliant estate, which can meet carbon targets. In order for the Council to achieve its financial targets there is a focus on the rationalising and disposal of assets to achieve the agreed targets. This will result in

reducing the property estate to achieve efficiencies in operating costs and as well as ensuring that the Council is able to invest in its retained property.

The financial challenges facing the Council require capital receipts of £32m over a period of 3 years. So far, a figure of £9m has been achieved with a further £23m forecast over the next 3 financial years.

The Council's assets disposals plan is regularly monitored to ensure that the targets are met. A disposals and acquisitions policy are included in the AMP in Section 1.

The Localities review covering a significant portion of the Council's owned properties identified a number for potential disposal, repurposing, and redevelopment. The remainder will continue to be reviewed with some of the revenue savings used to invest in the remaining estate to bring the properties into a fit for purpose condition and to improve the efficiency and use of the buildings.

The review involved working with the communities' team and leisure and libraries and other services in identifying those properties that will help provide additional community services and how the library service can be provided in more of the estate. The review is now in the delivery phase and reports regularly through the Sustainable Future City Council Portfolio Board as well as to Cabinet.

Corporate Estate (e.g. offices)

The Council currently operates from two main office buildings Sand Martin House, and the Town Hall.

The Council acquired the freehold of Sand Martin House recently and are in the process of subletting space not required for the Council's own operational needs, in order to maximise the income benefit to the Council.

The Town Hall is currently subject to review, and to ensure:

- That the property remains in good condition with an appropriate investment plan in place to main the asset
- That the civil use of the building continues
- That any income producing opportunities are maximised
- That it provides meeting facilities for Officers and Members to interact with the public
- That other spaces are sublet to other public bodies.

Operational Estate

The Council's operational estate includes the following:

- Schools (maintained)

- Libraries
- Leisure facilities
- Day centres
- Residential centres
- Depots
- Arts venue
- Car parks
- Cemeteries
- Children centres
- Offices

Investment Properties (e.g. those held for income but including Smallholdings)

A review of the Commercial Property portfolio started in 2023 and will ensure the Council retains the best performing assets and releases those which do not support economic growth and employment significantly or do not produce satisfactory income. Outstanding rent reviews and lease renewals are being taken forward in order to increase revenue income within the portfolio.

The Council holds a number of freehold or leasehold interests and in some circumstances the Council may need to buy out other interests in order to consolidate its commercial estate. The review will divide property into office, retail and industrial categories and will also include the Council's liabilities and obligations as Landlord to ensure its duties are met. Invest to Save proposals will be prepared as appropriate for the industrial portfolio where the Council can support economic growth and protect employment uses.

The Council owns a rural estate which is to be disposed of over the next 3 to 5 years in order to maximise capital receipts. This is in line with the disposals and acquisitions policy and will support planned projects or core priorities except where it may be strategic to hold a property.

Regeneration Sites

The Regeneration Programme ambition is to enable Peterborough to grow economically through major regeneration projects. Regeneration colleagues have facilitated funding and investment opportunities for the city and continue to actively seek public funding. The Property Team is supporting regeneration colleagues to develop the Plans and agree terms to execute the regeneration of the City. There is an ambition to leverage up to £15m of capital receipts from the sale of surplus assets between 2023-2026 to facilitate private sector investment in these sites.

Key regeneration projects being worked on are:

- Station Quarter
- 62-68 Bridge Street – former TK Maxx & New Look buildings
- University expansion
- Regional Pool
- North Westgate
- Pleasure Fair Car Park
- Middleholme

Town's Fund Key projects are:

- Fletton Quays Goods Shed
- Central Library
- Nene Bridge – a new river crossing to link with the Embankment
- Embankment Masterplan
- Green Technology Centre

A number of the surplus sites were identified from the Localities Review where value enhancing may be required prior to a disposal and this will be undertaken in collaboration with regeneration colleagues. The Property Team has also proactively reviewed all sites that could potentially be redesignated as part of the Council's 'Call for Sites', currently being reviewed by Planning.

Surplus Estate (that which we are selling)

The acquisitions and disposals policy are set out in section 1. There is a disposals programme in place to support the Council's financial position and MTFS.

The continual reviews of the commercial estate and through the Localities strategy and regeneration projects will continue to provide opportunities to dispose of property if required.

Education Estate

The Council is a Local Education Authority where it has a reducing number of Council maintained schools where repair and maintenance are devolved to the schools themselves. Peterborough Council acts as custodian and holds a number of lease arrangements following statutory transfers to academies, foundation trusts and diocesan bodies.

The Council continues to experience significant demand for school places for the Council and will see the development of a more significant capital programme to ensure sufficiency across the city whilst working with multi academy trusts to meet its statutory duties.

The Council is currently in the process of procuring a Primary School at Great Haddon and there are likely to be other new education requirements to support new and expanding communities in the Council. The Council's Education and Organisation Plan can be found as follows:

<https://www.peterborough.gov.uk/asset-library/peterborough-e-education-organisation-plan-2022-2023.pdf>

Given limited financial resource, the key focus for education settings will be:

- Schools are warm safe and dry
- The Forward plan for planned preventative maintenance represents the needs of the schools, and supports the requirements for warm, safe and dry spaces.
- The capital program supports the needs for additional education space across the city.

Rural Properties

The Council has reviewed its Rural Strategy with a view to releasing some of its farmland for sale but retaining some of the estate for future purposes. As a result of an initial review aimed at achieving capital receipts to meet Capital Strategy targets, a number of disposals are agreed, subject to conditions.

Other Assets

A review of operational and other property assets is ongoing considering both use and location-based requirements. Through service change, invest to save and asset rationalisation provide the pipeline for the capital programme investment to ensure the Council's retained operational estate is the best it can be.

Collaboration and partnership working is being discussed with other partners to support efficiencies in asset use across the public sector. Reviewing and testing opportunities locally with the support of the One Public Estate programme to produce efficiencies in property use as well as better service delivery and outcomes. This will link to the accommodation review and the localities asset review.

Community Asset Transfer policy

The Community Asset Transfer policy has also been revised and reflected in the Localities Strategy review. This includes reviewing those properties that are part of the strategy and looking to regularise community lease arrangements and considering community asset transfers where appropriate and in a structured manner.

Data

The Council requires information to be readily available to officers around the property and the tenant functions. To support the councils' aspirations of becoming an intelligence led Council, enabling fast and effective decision making, the systems in which we use are pivotal to this success. During the Localities review it was identified that the data held on the property information system was not complete and is out of date. Property will therefore Review the current property information management systems and its functionality to ensure it supports the requirement of accurate, accessible and dynamic data management. This will be on an ongoing basis to ensure data is updated on a regular basis.

Housing

A strategic land and property review is currently underway. This will show how the Council can use its land and property assets to support housing growth, in particular affordable and eco-housing and how the Council can use its assets to support sustainable economic growth and regeneration. This will ensure that the Council retains land or interest in land whether there is future growth potential or future proposals to support environmental change or service delivery. This review will include how the Council supports the development of affordable housing in the future following a review of Medesham Homes as a delivery vehicle.

Property is assisting the Housing team to undertake a review of the Councils portfolio of specialist housing provision including leased in temporary accommodation and hostel provision to ensure that there is a pipeline of quality provision at reasonable cost available to the Council. A longer-term view about how this accommodation can be provided will aim to identify savings to the Council's currently very high costs in this area. It is anticipated that this will form part of the early activities of the AMP.

Disposals and Acquisitions Policy

The Council is committed to using its property assets in a manner that provides their optimum benefit to the Council and the local community and represents value for money supporting service delivery and giving a financial return from capital and/or revenue in line with PCC's strategic priorities.

Assets for disposal need to be declared surplus to requirements first via an asset Challenge Process. A surplus declaration will be made if the asset:

- Can no longer accommodate the delivery of services in an economically or environmentally sustainable manner.

- Constitutes a significant future risk to the council, e.g. through accrued liabilities and statutory requirements.
- Offers no real potential for long-term realisable capital appreciation.
- Will provide land to support corporate and regeneration strategies.
- Will secure capital earmarked to support specific planned projects or support other core priorities.

The Corporate Leadership Team and Cabinet will confirm the surplus declaration.

Recommendations will be put forward to confirm the route to disposal which must satisfy statutory and fiduciary duties, any consultation, advertising, and due diligence requirements.

Pending disposal, an interim use may be put in place to minimise holding costs and potentially create a modest income stream, mitigate rating liability and any potential anti-social behaviour issues that could arise from vacant property.

Capital receipts from the disposal of surplus properties will be used to fund investment priorities for Council Services.

Land and property assets will be acquired in the following situations:

- A need is identified for the acquisition of a specific asset in response to a specific Service need.
- In response to fulfil part of a wider regeneration scheme being facilitated by the Council.
- An opportunity arises to purchase an asset where the council would secure an operational, financial or strategic benefit.
- A council scheme is identified, for example a Highways-led regeneration project that effectively 'blight' areas or land and/or properties.

It will be necessary to demonstrate that all land and property acquisitions are appraised in accordance with agreed methodology, have the necessary authority and funding to proceed. Save for minor land acquisitions that can proceed within existing delegated powers, Corporate Leadership Team and Cabinet governance will be required to proceed with such acquisitions.

Compliance, Investment and Maintenance into the Estate

During 2023/24 a review of the Facilities Management Services delivered to the Council by third party organisations and develop a programme of improvement for subsequent years is being undertaken.

This process will ensure that both the review and future programme delivers robust contracts and operational standards as well as securing best value for money.

The key areas of focus are:

Compliance - A review of property compliance and associated policies, and an action plan to address failings or risks is being put in place. Transparency around the Councils current position is to be identified with clear action plans for improvements.

Delivery of Reactive Repairs – There are two areas of focus within this remit:

1. The Council seek to achieve a good quality, cost effective, and timely delivery method of its reactive maintenance service. A key focus to delivering this aspiration is to review the current delivery of the reactive repairs model, linking in with the commercial category strategy
2. A reduction in the volume of reactive works, driven by improvements in planned preventative maintenance. This will promote greater economic maintenance activity and stabilisation of maintenance spend, so it is planned and consistent within the identified budgets.

Condition Data - Review its current delivery of the condition surveys, ensuring the survey output delivers the councils aspirations to become an intelligence led council in terms of its financial investments and to enable fast and effective decision making. The review will seek to ensure that:

- The program is cost effective and provides value for money.
- Data will be accurate, and quality checked to ensure evidence-based decisions can be taken when setting short- and long-term maintenance programmes.
- Collaboration through service-based planning will ensure surveys are fit for purpose in the context of the building type, its occupiers and its future plans

Directly delivered services - Review the current directly operated labour task (Condition surveys, asbestos surveys, legionella management) to ensure they deliver our required outputs, achieve compliance with legislation and offer value for money.

Planned Investment (Capital) - Currently the Council's maintenance spend is directed predominantly to reactive maintenance. Another important aim of the asset management strategy is to formalise an investment programme with a view to reducing reactive maintenance costs. In order to do this the council will seek to develop:

- A rolling 5 year planned maintenance programme, and a

- A 30 year program based on life cycle costings to identify any potential peaks in investments, and assets requiring significant investment.
- Options around how best to attract supplier and value for money through the packaging of works (e.g. similar work types/locations to attract specific suppliers and/or take advantage of specific market conditions – linked to category strategy)
- Collaboration with the service users to ensure that proposed works represent the service requirements, or identification of works due to changes in service requirements.
- A provision for future compliance and planned maintenance of its property assets picking up the backlog maintenance, which will need to be funded through a self-financing strategy of asset rationalisation with cost reductions, disposals and any available grants in the future.

CDM Regulations - The Council is required to comply with the Construction Design and Management Regulations 2015. This applies to all construction work of any size or duration with obligations on projects that exceed certain thresholds. The main duty of the Council is to fulfil the role of a commercial client, but most project managers undertake the role of a designer when managing projects. It is a legal requirement that the Council adequately fulfils its duties under the CDM Regulations as a commercial client and is to be permitted to sub-contract that duty to external organisations such as an employer's agent.

A commercial client is any individual or organisation that carries out a construction project as part of a business. Commercial clients have a crucial influence over how projects are run, including the management of health and safety risks. whatever the project size, the commercial client has contractual control, appoints designers and contractors, and determines the money, time, and other resources for the project.

Carbon Reduction

The Council's Carbon reduction strategy will impact on the delivery of the Council's Asset Management Plan. The Council seek to reduce carbon footprint and produce sustainable asset management through:

- Ensuring assets are sustainable in design, construction, maintenance, and operation.
- Identifying opportunities to invest in innovative technologies.
- Ensuring planned maintenance programmes take into account climate resilience issues.
- Ensuring PPM includes maintenance programmes for sustainable technology including solar PV Arrays, heat pumps and battery-based technology.

Corporate Landlord Model

The Corporate Landlord team ensure that the buildings are maintained, repaired, and improved and that facilities management services are provided. Adopting a centralised function allows Departments to fully concentrate on the provision of their services rather than being distracted by day-to-day property management issues. This leads to a more corporate approach to ensure the best use of the Council's property assets and a reduction in maintenance costs in line with the Council's strategic agenda.

It is already mandated that all property transactions (acquisitions, disposals, rent reviews, lease renewals etc) require the prior approval and input from the Estates Team. The Estates Team also advise on commercial, community, corporate, depots and service properties.

The delivery of FM services is a little more nuanced where the team are responsible for ensuring all sites are operating under the relevant compliance legislation and that services commissioned meet minimum standards. Planned Maintenance programmes are approved and monitored by the FM team. All reactive and capital spends are scoped and commissioned by the FM Team.

Additionally, schools hold their own revenue budgets to enable them to undertake responsive repairs, limited planned maintenance and other premises related costs such as utilities. Schools are also allocated devolved capital from central government. Operational departments have, in many cases, full control and responsibility for the buildings they occupy and, in most cases, hold the relevant budgets.

A review of the corporate landlord model will be undertaken to develop a more integrated approach to property utilisation.

Business Continuity Planning (BCP)

BCP of Council services is predicated on its ability to provide alternative premises if there is catastrophic loss at any one or more buildings that are operational buildings. Operational areas of the Council additionally need to identify alternative ways of enabling staff and occupiers to continue with their day to day activities. This affects buildings, IT and a system of communication to support the implementation of emergency decisions.

Business Continuity Plans (BCP) are also defined by each and every business that has prepared a risk assessment and business impact analysis.

The Business Continuity room is located in Sand Martin House.

The property team liaise with building control and planning on property requirements for the BCP and Council's emergency plan.

Performance Management

A key part of the development (of an asset database) is the creation and ongoing maintenance of a single property database that enables future flexibility to integrate with other Council systems and to be able to show property data on the mapping system.

The Council currently uses a comprehensive property database although as set out earlier in the AMP, the information on it is incomplete and out of date. A review of how the database is populated and the need for a resource to manage the database will be implemented as part of the AMP. This will also support the relevance of the information used in the Key Performance Indicators (KPIs).

The KPIs being measured are set out in Appendix A.

The Council currently publishes a list of available commercial properties for rent and for sale on its website.

Governance, Roles and Responsibilities

Principles and approach - The property team is split into three core areas, namely Estates, Strategic Assets and Compliance & FM. This allows each team to focus on the delivery of core services under a Corporate Landlord focussed model where the team act as the principle point of contact for all Estates, Strategic and Compliance and FM activities.

Officer scheme of delegation and officer limits – have been reviewed with a greater sub delegation of authorities to the Service Director and Heads of each team. This delegates decision making to the right person (still maintaining acceptable levels of assurance) whilst ensuring key and core decisions are still taken at the appropriate levels in the Council.

Capital Strategy and Capital Programme

The Council's AMP sits alongside the Council's Revenue Budget Strategy and Capital Strategy and is a key document in supporting the Council's decision making about change and investment in its land and property assets to deliver Council priorities and services.

The Council's Capital Strategy 2022/23-2025/26 requires a significant level of capital receipts to replace borrowing. The Capital Programme is under review to reprioritise or rephase schemes to minimise the capital receipt requirement. The capital receipts target has been set at £32m over the three years, including an additional £2.4m requirement identified to fund debt repayments.

The Council's Capital Programme is set by Finance annually and reported as part of the budget in February each year. Property assists in scoring the projects to ensure that the Council priorities are undertaken.

Equal Opportunities

The Council will promote Equality, Diversity, and Inclusion through:

- Ensuring that the design, delivery, and commissioning of service is fair, equitable and accessible.
- Promote equal life chances for all by optimising the use of assets in the communities we serve.
- Ensuring that our public buildings are accessible and welcoming to all sections of the community.

The implementation of the AMP will ensure that new capital projects or major refurbishments comply with the requirements of the Equality Act 2010. The Council will undertake Equality Impact Assessments and ensure that new projects are totally accessible to all members of the community and enhance community cohesion.

Action Plan

An action plan is attached in Appendix B.

Performance of the Asset Management Plan will be reviewed on an annual basis to confirm how the Plan is measuring up against the initial aims and objectives set. A series of key performance indicators will be used to review what we need to stop, start and continue. This will enable the Team to review whether any mitigation points are required throughout the life of the Plan.

Key actions will include:

- A revised condition survey programme devised and implemented alongside an investment plan to deliver a property portfolio retained in good condition.
- Disposal of property assets at best consideration and in a timely manner.
- To reduce costs and overheads of property assets including FM budgets and service providers

- To show demonstrable statutory compliance of the estate
- Deliver the Localities Strategy
- To lease space in Sand Martin House
- Deliver the Town Hall investment programme
- Energy reduction targets
- Drive income from the property investment portfolio
- Deliver the regeneration programme
- Ensure the FM estate is value for money
- Property performance measures
- Action plan with measurable tasks and date
- Summary of key actions of the AMPs
- Annual reporting of progress and review of AMP.

Appendix A - Key Performance Indicators

The KPI's being measured are as follows:

:

- Number of Locality Assets where review is completed.
- Quarterly frequency reporting on Disposal Receipts & performance against initial targets set (RAG report).
- Income received from the Property portfolio
- The level of tenant debt.
- % of compliant buildings.
- % of building condition surveys completed.
- % portfolio with life cycle costs confirmed.
- % buildings with MEES requirements met.
- % RR's / lease renewals completed.
- Confirmation MTFP met.
- Capital revenue split of 70/30 to be achieved by year 5
- Planned preventative program to be delivered on time (year on year)
- Delivery of surveys (condition, DDA, Asbestos) in line with program
- % of building with DDA Audits
- % of buildings with urgent and essential category work outstanding
- % of buildings with energy performance ratings below national target

Appendix B - Action Plan 2023 – 2028

Action	Description	Timescale	Reporting
AMP update to Cabinet	Report to Cabinet on KPI's and progress annually	Annually	To Cabinet
Capital Receipts Programme	Support Finance in reporting on Capital Receipts	Regular programme	To finance and CLT
Localities Review	Move forward Phase 1 and review Phase 2	Over the next 3 financial years	To Localities Board and CLT and Cabinet
Review of Data	Review of the data system and information	During 2024/2025	To CLT
Specialist Housing review	Support Housing and other services in their requirements	Ongoing	
Review of the Commercial Property Portfolio	Retain or release properties where appropriate.	2024/2025	Finance and CLT and Cabinet
Rural Portfolio	Disposal of the estate	By 2028	As part of the Capital Receipts programme
Regeneration Programme	Support Regeneration in the delivery of projects	Over 5 years	Board and CLT
Property Compliance	Review of property compliance and policies	Ongoing	CLT
Delivery of reactive repairs	Review and update current contractual position	2024/2025	Procurement and CLT
Planned maintenance and whole life cycle costing	Review the current position and provide a delivery plan	2024	CLT
Carbon Reduction Strategy	Assessment of current energy performance and climate resilience risk assessment	2024	Board, CLT
Corporate Landlord Model	Review the current status and develop a more integrated approach to property utilisation.	Annually	CLT
KPI's	Review and set up and review regularly	Quarterly	Report where appropriate

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Appendix H- Sales Fees and Charges Policy

Peterborough City Council

1.0 Introduction

1.1 To support the development and delivery of a balanced and sustainable Medium Term Financial Strategy (MTFS) Peterborough City Council (PCC) have developed some core budget principles, which are:

- 1.1.1 We'll continue to manage budgets carefully
- 1.1.2 We'll be responsible and strive to become a financially sustainable council
- 1.1.3 We'll produce a Medium Term Financial Strategy which supports our Net Zero Carbon objectives
- 1.1.4 We'll set a direction of travel to improve the Council's financial health and resilience

Alongside these budget principles there are a series of actions to achieve the principles, which include *"We will seek to generate additional income by reviewing our sales, fees and charges, including those for discretionary services."* The PCC budget principles and actions are available as part of the 2023/24 budget consultation document, which is [here](#).

1.2 The Council's approach to fees and charges represents a key plank of the Council's MTFS. The Fees and Charges Policy provides a framework to enable the Council to provide the optimal balance to income, policy objectives and risk. It is also a significant source of income that supports the delivery of the services. If the Council were to reduce or stop charges for services it would not have the resources to continue providing the services it currently offers.

1.3 This Policy sets out key components of the approach to setting, reviewing, governing and communicating fees and charges for the Council going forward:

- 1.3.1 A framework for setting prices, using the key considerations of legislation, policy and competition as the principal drivers (section 2)
- 1.3.2 The legislative environment that local authorities operate within (section 3)
- 1.3.3 Methodology for understanding the costs associated with service delivery (section 4)
- 1.3.4 Approaches and Policy objective to the Application of the Charging Policy (section 5)
- 1.3.5 Governance approach to approval of fees and charges, implementation of the policy and a commitment to publish a schedule of fees and charges annually (section 6)

1.4 This policy applies to all services that the Council charges a Fee or Charge for, with a core focus on discretionary services to residents and businesses. The principles of the Fees and Charges policy should be applied to services operating in a commercial environment such as trade waste or rental income (including renting assets to the community and voluntary sector) however for in many of these instances it would be inappropriate to include them in the Schedule of Fees and Charges.

- 1.5 The scope excludes Council Tax rates, discounts and premiums, Business Rates and Housing Benefits.
- 1.6 The Fees and Charges policy has a number of interdependencies with other strategies and plans within the Council, including the Corporate Strategy, Asset Management Strategy and plan.

2.0 Establishing a Framework and Principles for Price Setting

2.1 The Council is a complex organisation operating a number of services in a number of different contexts and therefore it is not appropriate to take a ‘one-size fits all’ approach. Broadly there are four ‘quadrants’ that Council services operate in which influence an individual services charging strategy, these are defined by the following two axis:

- 2.1.1 The **degree of legislation** impacting on the service area (for example many planning fees are set by central government, whereas the only regulation set around charges for Taxi Licensing relate to limiting charges to full cost recovery)
- 2.1.2 The **degree of competition** in the environment they are operating within (for example the City Council is the statutory planning authority and therefore a developer wanting to build new homes in Peterborough has no choice but to engage with the Council, whereas there are a great number of other car parking options that are available to Peterborough citizens.

2.2 The primary objective(s) of fees and charges based upon the factors above is shown in diagram 1 below:

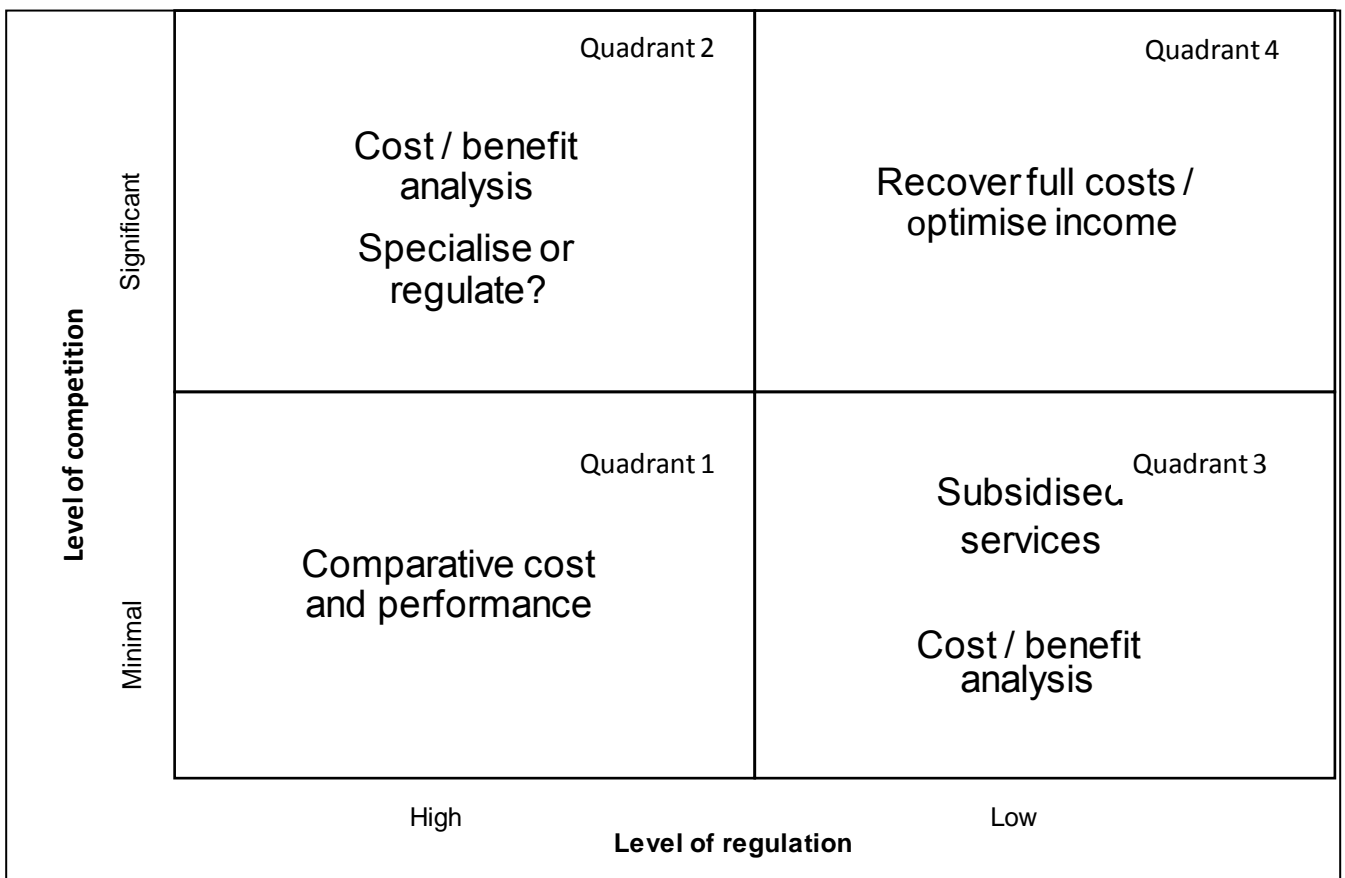


Diagram 1: Primary objectives of fees & charges based upon the key factors of competition and regulation

- 2.3 In terms of setting prices for any service, the first measure must always be statute that impacts on those services, such as Adult Social Care or Parking Enforcement. This may limit what can be charged for or set fees / prices nationally, or limit prices to cost recovery (which may be limited to direct costs of providing a service or a wider set of costs to include oversight and wider support costs of the Council).
- 2.4 **Quadrant 1** - Areas with high legislation and low (or no) competition are often services only the Council can provide (such as planning permission, or registration of births, deaths or marriages). In these circumstances, prices are often either set by legislation or limited to cost recovery. The Council should assess their performance in these circumstances by benchmarking cost, price and performance against other similar public bodies providing those services to ensure the services and any associated costs or fees are providing Value for Money.
- 2.5 **Quadrant 2** - For areas with high competition, but others providing similar services locally (for example Social Care services such as Home Care); the Council may wish to provide services where there are specialised or niche areas not covered by the market or to provide capacity to step in if there was a market failure (such as a major supplier withdrawing from the market / ceasing to trade). In these circumstances the Council should assess the wider social benefits of its involvement in the market, alongside assessing the risk and impact of any market failures.
- 2.6 **Quadrant 3** - For areas where regulation is low, but there is limited local competition, it is likely that services are being provided at a subsidy by the Council (as it is likely there would be competition if profit could be made). For these services there are likely to be wider social benefits to providing a service. Trying to fully cost recover would reduce the usage and therefore negatively impact on these wider benefits. For example, Peterborough City Council offer free under 5s swimming to Vivacity Card holders – if the Council made a decision to introduce a charge for this it may have a positive financial impact on that service but is likely to negatively impact on the policy objective of tackling childhood obesity and encouraging young people to be physically active. It may also have longer term negative impacts on other budgets within the Council (e.g. Childrens Services). In such circumstances, the Council needs to weigh the relative wider public benefits of provision, against its overall budget and policy objectives to determine the appropriate level of subsidy.

It should be noted that there could be circumstances where the Council has unintentionally subsidised a service which has no specific policy objective and offered a price that has led to there being little or no competition. In this instance the Council should seek to understand the total cost of service delivery and set a pricing approach that seeks to recover those costs.

- 2.7 **Quadrant 4** - Broadly speaking, if there is limited regulation of a service, and considerable local competition, then the Council should be seeking to recover its full costs in provision in this area as a minimum. These services generally include business to business type services (such as contract parking), where other organisations would step in if the Council did not provide a service.

3.0 The Legislative Environment that the Council operates in

- 3.1 As highlighted in section 2 the primary consideration is the legislation relevant to the Council and that specific service. There are a large amount of legal powers that impact on the PCC's ability to charge for particular services and a number of pieces of legislation that are relevant to the entire Council, an overview of which are provided below. Therefore, the following pieces of legislation should be considered:

- Localism Act 2011 : General power of competence available to local authorities to do “anything that individuals generally do“
- Local Government Act 1972 , s. 111 : A local authority shall have power to do anything (whether or not involving the expenditure , borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- Local Government Act 2003, s.93 : Power to charge for discretionary services . “ A relevant authority may charge a person for providing a service to him if (a) the authority is authorised, but not required, by an enactment to provide the service to him , and (b) he has agreed to it’s provision.”
- Local Authorities (Goods and Services) Act 1970 re. supply of goods and services by local authorities and ability of parties to enter into an agreement to include terms as to payment.

3.2 There are a large number of statutes which enable or oblige the local authority to offer specific services e.g Environmental Protection Act 1990 re. the collection of trade waste. Whilst certain of the Council’s charges are set by statute, a local authority is able, in many instances, to determine what to charge service users for the service provided.

Statutes of relevance to particular service areas as regards the ability to charge for the provision of services are noted in Appendix H to the main report.

4.0 Full Cost Calculation and Recovery

4.1 Many of the Council’s fees and charges are legally limited to the recovery of the cost of delivering the service. Depending on the legislation specific to the service area, this is often much wider than the direct cost of service delivery (e.g. running a tennis coaching session may only directly involve in one hour of one person’s time, but there will be time spent planning for the session and a small share of the holiday’s that the coach receives), but includes other items such as:

- 4.1.1 Direct Overheads – such as management time within the service area associated with the delivery of the service
- 4.1.2 Corporate Overheads – a fair proportion of the corporate costs that are not directly within the service, including central costs like Finance, IT or HR, senior management costs , building and premises costs (e.g. rent or maintenance) and also costs associated with the running of the Council (e.g. running a democratic system)
- 4.1.3 Service investment costs, such as contribution to continued service improvements or capital investments

4.2 The aim of the Fees and Charges Policy is to ‘right size’ the prices for services – i.e. set a price that achieves the optimal balance of financial return, risk and achieving policy objectives. Where it is found that services are being provided at a price below the optimal level then consideration needs to be given to the likely impact of significant changes in prices. In some cases, moving to the optimal pricing point in ‘one jump’ would be unpalatable, therefore a move towards this pricing point should be considered in an incremental manner over several years.

4.3 There are however some services where legislation limits the costs that can be recovered, however even in this instance it is important to understand the full cost of service delivery and the amount that is not recovered through the charge.

4.4 Therefore, regardless of the legislation about what can be charged, it is important to understand this total cost of each service, so that the Council can make an estimate of the real cost of providing this service and the degree to which services are being subsidised.

4.5 There may be instances where the Council has entered into long term contracts for services, but the cost of delivering the services increases significantly during the life of the contract, in this case the Council should explore opportunities for contract renegotiation.

5.0 Collection of Charges

5.1 Wherever practical and legal the Council will levy the charge and collect the income in advance of the service being delivered, which will reduce the likelihood of customers incurring debts which are costly for the Council to collect. For example, if a customer wishes to subscribe to the Council's Garden Waste collection scheme the charge will be levied in advance, payment made and after that point the Council will begin collecting the Garden Waste.

5.2 The Council will seek to encourage the most efficient form of charge collection available and, in some cases, may offer differential pricing for different payment methods (e.g. a reduced charge is offered for customers paying by Direct Debit – recognising the reduced cost to the Council of this mechanism of payment).

6.0 Approaches and Policy objective to the Application of the Charging Policy

6.1 The Council may have a range of policy objectives for the delivery of a particular service, which will impact on the pricing decision the Council makes and therefore it is important to establish a framework for why a particular approach should be taken.

6.2 The default position is the recovery of full cost of service delivery and any deviation from this position requires approval via the relevant Executive Director and will be highlighted as part of the "Schedule of Fees and Charges" (Annex 1). An objective of the policy is to ensure that PCC only subsidises the delivery of non-mandatory services where there is an explicit policy decision to do so. Where charges are set by statute no additional approval is required.

6.3 The table below provides an overview of different pricing approaches and the policy rationale for a particular approach:

Type	Objective	Likely Quadrant
Beyond full cost recovery: where legislation explicitly permits	The primary policy objective for the council providing the service with the objective of maximising income and legislation explicitly permits the Council to recover beyond full cost; or The council wishes to disincentivise a certain type of behaviour and is using price as a tool to achieve this	4

Type	Objective	Likely Quadrant
Full cost recovery : This is the preferred position and discretionary services are anticipated to fall into this category unless otherwise agreed	The council wishes to make the service generally available, but there is no policy rationale for providing a subsidy from general taxation.	4
Full cost recovery with concessionary discounts	The council wishes to make the service generally available and is prepared to subsidise the service to ensure disadvantaged groups have access to the service.	3 or 4
Subsidised	The council believes there are policy / public benefits from usage and therefore provides a subsidy from general taxation however users of the service are expected to make some contribution to the cost.	2 or 3
Nominal	The council wishes the service to be fully available but sets a charge to discourage frivolous use.	2
Free	The council's policy is to make the service fully available and "free at the point of delivery". The service is funded from general taxation.	
Statutory Charges	Set in line with legal obligations and national government charging policy.	1

7.0 Governance, Review & Implementation

- 7.1 Cabinet and Full Council will have full visibility and oversight of price setting for fees and charges. Notwithstanding this, it should be noted that there may be individual service reasons for price changes in year – these will be managed through the appropriate governance process and in line with the appropriate level of delegated authority for decision making. The Council will publish, in February, as part of the annual budget setting report the Fees and Charges Policy alongside a schedule of all proposed fees and charges (with the exceptions highlighted below). To support visibility of policy and risk considerations the Schedule of Fees and Charges will reference the specific legislation relevant to a service area and key policy considerations. This approach reflects the council's drive towards delivering against its corporate priorities, delivering value for money and ensuring it is learning from best practice from other Councils.
- 7.2 It should be noted that for various reasons (e.g. service operates in a commercial market with variable pricing, significant review or restructure of service is underway that materially impacts on its pricing approach) there are some fees and charges in some service areas that there may be some fees and charges that it is not appropriate to include in this report.

- 7.3 Licensing and Public Protection Committee –It should be noted that there are a number of charges that are under the jurisdiction of the Licensing and Public Protection Committee, which has a separate governance process. The principles and objectives of this price setting approach will apply to these services, however the governance, price setting and publication of those fees and charges will remain within the remit of the specific Committee.
- 7.4 Changes to prices must reflect legislation and this may include formal consultation and consideration of responses prior to implementation (for example changes to Car Parking fees requires formal communication at relevant assets one month in advance of any changes). The “Schedule of Fees and Charges” in Appendix I contains an overview of the legislation relevant to each service area and the specific application of legislation will be considered as part of the reviews with each service area.
- 7.5 Where the proposals attached in “Schedule of Fees and Charges” in Appendix I are approved they are deemed to be valid from 1 April, unless otherwise stated. It should be noted there are some areas where there is a statutory time frame before a change in price can be implemented once a decision is made.
- 7.6 To enable services to operate with agility in commercial environments Heads of Service have delegated authority to reduce prices in year or offer ‘bulk discounts’, provided they consult with the relevant Service Director and the section 151 officer and they can evidence that it would be financially disadvantageous to the Council if it were not to do so.
- 7.7 The management of performance of fees and charges will take place as part of the normal financial performance and budget management process Heads of Services will be responsible for recommending any changes to optimise performance. As part of the budget setting process all fees and charges will be reviewed and an ‘ongoing’ challenge approach adopted, which will be overseen by the Deputy Section 151 Officer.
- 7.8 The Executive Director of Corporate Services and Section 151 Officer will ensure the Policy is reviewed on an annual basis to ensure it remains fit for purpose and may need to be reviewed by exception if there is a significant change in government policy impacting on the Council’s ability to charge. As part of the Councils annual review the default position will be to increase charges by the prevailing rate of inflation as indicate by the Consumer Price Index in September of the relevant year. Reasonable notice should be given to service users before any decisions to amend or introduce new fees and charges are implemented.

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Statutory Charges

Service Area	Charges	Link to Website indicating charges
Planning	Statutory Planning Fees	insert link to NPPG
Planning	Statutory Planning Fees	insert link to Planning Portal - new fees from 06.12.23
Business Regs - Environmental Health Licenses	Prescribed processes	Charging scheme for Local Authorities: Part B installations and mobile plant and solvent emission activities (publishing.service.gov.uk)
Business Regs - Licensing	Premises Licence, alcohol and entertainment	https://www.gov.uk/government/publications/alcohol-licensing-fee-levels/main-fee-levels#main-fee-levels
Business Regs - Environmental Health Licenses	Private water supplies	https://www.legislation.gov.uk/uksi/2016/618/schedule/5/paragraph/1/made
Business Regs - Licensing	Lottery Licensing	https://www.gamblingcommission.gov.uk/public-and-players/guide/page/licences-for-small-society-lotteries
Environmental Enforcement	Various fines	Environmental Protection Act 1990 (legislation.gov.uk)
Parking Services	Penalty Charge Notices	The Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and
Trading Standards	Various licenses and registrations	https://www.legislation.gov.uk/uksi/2022/1378/contents ; https://www.legislation.gov.uk/uksi/2023/247/contents/made
Archaeology Services	Countryside Stewardship Historic Environment Farm Environment Record	https://www.myshinedata.org.uk/Data/Sites/1/media/hefer-service-standard-2020.pdf
Street Works	Street Work License Inspections	https://www.legislation.gov.uk/uksi/2022/830/body/made
Registration	Certificates, priority certificates, corrections and other amendments to registrations, notices of marriage and civil partnership, notice divorce document approval fees, housebound or detained notices and ceremonies, attending at registered buildings, registrar general's licences, register office ceremonies, waiver of notice period, civil partnership conversion.	https://www.legislation.gov.uk/ukpga/Eliz2/1-2/20/2022-06-28 ; https://www.legislation.gov.uk/uksi/2016/911/made ; https://www.legislation.gov.uk/uksi/2018/1268/schedule/made
Building Control	Statutory Building Control fees (fee earning)	https://www.peterborough.gov.uk/council/planning-and-development/building-regulations/building-regulations-approval-fees

Service Area	Parking Services				
Specific Legislation Impacting on Charging	Road Traffic Regulation Act 1984, the Road Traffic Act 1991 and the Traffic Management Act 2004				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	Provision and operation of off street parking areas (car parks). TMA ensures the authority manages competing demands such as road works, public transport, residential parking, controlled parking zones, city centre parking strategies, on-street parking charges, which surplus is ring fenced for improvement to public transport, highways and its parking assets.				
Director	Adrian Chapman				
Head of Service	Adam Payton/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Off Street - City Council Tariff Structure 24/7 - Up to 1 hour Dickens St Car Park Only	£1.10	£2.00	Standard	£0.90	81.8%
Off Street - City Council Tariff Structure 24/7 - Up to 2 hour Dickens St Car Park Only	£2.20	£3.00	Standard	£0.80	36.4%
Off Street - City Council Tariff Structure 24/7 - Up to 3 hour Dickens St Car Park Only	£3.30	£4.00	Standard	£0.70	21.2%
Off Street - City Council Tariff Structure 24/7 - 24 hours Dickens St Car Park Only	£4.40	£5.50	Standard	£1.10	25.0%
Off Street - City Council Tariff Structure 24/7 - Up to 1 hour Wellington St Car Park Only	£1.70	£2.00	Standard	£0.30	17.6%
Off Street - City Council Tariff Structure 24/7 - Up to 2 hour Wellington St Car Park Only	£2.80	£3.00	Standard	£0.20	7.1%
Off Street - City Council Tariff Structure 24/7 - Up to 3 hour Wellington St Car Park Only	£3.90	£4.00	Standard	£0.10	2.6%
Off Street - City Council Tariff Structure 24/7 - All Day Wellington St Car Park Only	£5.00	£5.50	Standard	£0.50	10.0%
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 1 hour Brook Street CP Only	£1.70	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 2 hours Brook Street CP Only	£3.00	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 3 hours Brook Street CP Only	£4.10	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm All Day Brook Street CP Only	£5.00	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 1 hour Brook Street CP Only	-	£2.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 2 hours Brook Street CP Only	-	£3.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 3 hours Brook Street CP Only	-	£4.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 4 hours Brook Street CP Only	-	£5.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm All Day Brook Street CP Only	-	£6.00	Standard		
Off Street - City Council Tariff Structure 24/7 - All day Pleasure Fair CP Only	£4.40	£5.00	Standard	£0.60	13.6%
Off Street - City Council Tariff Structure 24/7 - Match Day Coaches - Pleasure Fair CP Only	£20.00	£25.00		£5.00	25.0%
Off Street - City Council Tariff Structure 7.00am to 6.00pm - Coaches/Buses Acland Street CP Only	£5.50	£6.00	Standard	£0.50	9.1%
Off Street - City Council Tariff Structure 6.00pm - 7.00am - All night - Acland Street CP Only	£2.80	£3.00		£0.20	7.1%
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 2 hours Trinity Street CP Only	£2.90	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 3 hours Trinity Street CP Only	£4.30	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 2 hours Trinity Street CP Only	-	£3.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 3 hours Trinity Street CP Only	-	£5.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 1 hour Riverside & Bishop Rd Car Parks ONLY:	£1.40		Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 2 hours Riverside & Bishop Rd Car Parks ONLY:	£2.90		Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 3 hours Riverside & Bishop Rd Car Parks ONLY:	£4.00		Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 4 hours Riverside & Bishop Rd Car Parks ONLY:	£5.50		Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 10 hours Riverside & Bishop Rd Car Parks ONLY:	£6.60		Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 1 hour Riverside Car Park ONLY:	-	£2.20	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 2 hour Riverside Car Park ONLY:	-	£3.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 3 hour Riverside Car Park ONLY:	-	£4.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 4 hour Riverside Car Park ONLY:	-	£6.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 12 hour Riverside Car Park ONLY:	-	£8.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 2 hour Bishops Road Car Park ONLY:	-	£3.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 4 hour Bishops Road Car Park ONLY:	-	£6.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 12 hour Bishops Road Car Park ONLY:	-	£7.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 1 hour Car Haven Car Park ONLY:	£1.70	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up to 2 hours Car Haven Car Park ONLY:	£3.30	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 5.00pm Up 3 Hours Car Haven Car Park ONLY:	£4.40	-	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 1 hour Car Haven Car Park ONLY:	-	£2.50	Standard		

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 2 hours Car Haven Car Park ONLY:	-	£4.00	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Up to 3 hours Car Haven Car Park ONLY:	-	£5.50	Standard		
Off Street - City Council Tariff Structure 7.00am to 8.00pm Over 3 Hours Car Haven Car Park ONLY:	-	£12.00	Standard		
Off Street - City Council Tariff Structure Monday - Friday 7.00am - 5.00pm Up to 1 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	£2.20	-	Standard		
Off Street - City Council Tariff Structure Monday - Friday 7.00am - 5.00pm Up to 2 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	£3.90	-	Standard		
Off Street - City Council Tariff Structure Monday - Friday 7.00am - 5.00pm Up to 3 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	£5.00	-	Standard		
Off Street - City Council Tariff Structure Monday - Friday 7.00am - 5.00pm Up to 10 hours Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	£11.50	-	Standard		
Lost Ticket	£13.00	£15.00	Standard	£2.00	15.4%
Off Street - City Council Tariff Structure Saturday, Sunday and Bank Holidays - Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	£5.00	-	Standard		
Off Street - City Council Tariff Structure Monday - Sunday 7.00am - 8.00pm Up to 1 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	-	£2.50	Standard		
Off Street - City Council Tariff Structure Monday - Sunday 7.00am - 8.00pm Up to 2 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	-	£4.00	Standard		
Off Street - City Council Tariff Structure Monday - Sunday 7.00am - 8.00pm Up to 3 hour Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	-	£5.50	Standard		
Off Street - City Council Tariff Structure Monday - Friday 7.00am - 8.00pm Over 3 hours Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	-	£12.00	Standard		
Off Street - City Council Tariff Structure Saturday and Sunday 7.00am - 8.00pm Over 3 hours Sand Martin House Multi Storey Car Park and Railway Sidings Car Park only	-	£6.00	Standard		
Off Street Parking - Permit - Acland Street bus layover Annual	£6.00	£15.00	Standard	£9.00	150.0%
Off Street Parking - Season tickets Weekly 5 day	£22.00	£22.00	Standard	-	-
Off Street Parking - Season tickets Weekly 7 day	£30.00	£30.00	Standard	-	-
Off Street Parking - Season tickets Monthly 5 day	£80.00	£80.00	Standard	-	-
Off Street Parking - Season tickets Monthly 7 day	£115.00	£115.00	Standard	-	-
Off Street Parking - Season tickets Quarterly - 5 Day	£235.00	£235.00	Standard	-	-
Off Street Parking - Season tickets Quarterly - 7 Day	£335.00	£335.00	Standard	-	-
Off Street Parking - Season tickets Annual - 5 Day	£920.00	£920.00	Standard	-	-
Off Street Parking - Season tickets Annual - 7 Day	£1,300.00	£1,300.00	Standard	-	-
Off Street Parking - Season tickets Annual - 5 Day (Bulk purchase 10+)	£875.00	£875.00	Standard	-	-
Off Street Parking - Season tickets Annual - 7 Day (Bulk purchase 10+)	£1,220.00	£1,220.00	Standard	-	-
Off Street Parking - Season tickets Trinity Street - Annual 5 day	£1,100.00	£1,100.00	Standard	-	-
Off Street Parking - Permit - Market Trader (monthly fee)	£55.00	£60.00	Standard	£5.00	9.1%
Staff Parking Charges - Staff Permit Band 5 (annual fee)	£600.00	£600.00	Non-Business	-	-
Staff Parking Charges - Staff Permit Band 4 (annual fee)	£586.04	£586.04	Non-Business	-	-
Staff Parking Charges - Staff Permit Band 3 (annual fee)	£484.00	£484.00	Non-Business	-	-
Staff Parking Charges - Staff Permit Band 2 (annual fee)	£336.00	£336.00	Non-Business	-	-
Staff Parking Charges - Staff Permit Band 1 (annual fee)	£221.00	£221.00	Non-Business	-	-
Staff Parking Charges - Staff Permit Car Haven, SMH, additional Charge	£150.00	£150.00	Non-Business	-	-
Staff Occasional permit - Standard per 10	£28.00	£28.00	Non-Business	-	-
Staff Occasional permit - Premium per 10	£35.00	£35.00	Non-Business	-	-

Service Area	Streetworks				
Specific Legislation Impacting on Charging	Charges made under the New Roads and Streetworks Act 1991				
Policy objective(s) linked to service	Create healthy and safe environments where people want to live, invest, work, visit and play. Maximise economic growth and prosperity in an inclusive and environmentally sustainable way. Also linked to the Local Transport and Connectivity Plan (LTCP) which is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	To keep disruption and inconvenience to a minimum and ensure that streetworks are completed as quickly as possible. To maintain clear roads and pathways and discourage unauthorised streetworks				
Director	Adrian Chapman				
Head of Service	Peter Tebb/James Collingridge				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Streetworks Streetworks Licence Each	£550.00	£600.00	Non-Business	£50.00	9.1%
Streetworks Tower Crane / Oversail Licence Each	£155.00	£180.00	Non-Business	£25.00	16.1%
Streetworks Traffic Counters Each	£50.00	£60.00	Non-Business	£10.00	20.0%
Streetworks Section 171 Licence Each	£275.00	£300.00	Non-Business	£25.00	9.1%
Streetworks - skip permit Skip Permit - Initial or renewal Per Fortnight	£50.00	£55.00	Non-Business	£5.00	10.0%
Streetworks - skip permit Skip Permit - Skip charges for being in a metered parking bay, per bay per day Per Day	£55.00	£60.00	Non-Business	£5.00	9.1%
Streetworks - skip permit Skip Permit - Skip charges for City Centre pedestrianised and semi pedestrianised areas per day Per Day	£200.00	£225.00	Non-Business	£25.00	12.5%
Streetworks - skip permit Skip Permit - Skip charges for City Centre wait and load Each	£65.00	£75.00	Non-Business	£10.00	15.4%
Streetworks - scaffold Scaffold/Hoarding Licence - Initial Per Month	£155.00	£175.00	Non-Business	£20.00	12.9%
Streetworks - scaffold Scaffold/Hoarding Licence - Renewal Per Month	£75.00	£100.00	Non-Business	£25.00	33.3%
Streetworks - scaffold Mobile Elevated Working Platform (Cherry Picker) Per Month	£155.00	£175.00	Non-Business	£20.00	12.9%
Streetworks - Road Closure Full Road Closure - external Each TTRO	£1,300.00	£1,600.00	Non-Business	£300.00	23.1%
Streetworks - Road Closure Road Closure Notice - internal Each TTRO	£850.00	£950.00	Non-Business	£100.00	11.8%
Streetworks - Road Closure Road Closure - Temporary Traffic Notice Each TTRN	£775.00	£950.00	Non-Business	£175.00	22.6%
Streetworks - Road Closure Road Closure -Emergency Each	£550.00	£950.00	Non-Business	£400.00	72.7%
Streetworks - Road Closure Event Signage - Approval of Temporary Signage Each	£120.00	£130.00	Non-Business	£10.00	8.3%
Traffic Signals Switch on / off of Traffic Signals Each	£365.00	£400.00	Non-Business	£35.00	9.6%
Traffic Signals Switch on / off of Traffic Signals (Out of hours) Each	£460.00	£500.00	Non-Business	£40.00	8.7%
Provision of Access Protection Marking Each	£130.00	£140.00	Non-Business	£10.00	7.7%
Traffic Signals Switch on / off of Traffic Signals - engineer waiting time per hour or part thereof after 30mins Per Hour	£105.00	£115.00	Non-Business	£10.00	9.5%
Traffic Signals Switch on / off of Traffic Signals (Out of hours) - engineer waiting time per hour or part thereof after 30mins Per Hour	£115.00	£125.00	Non-Business	£10.00	8.7%

Service Area	Streetworks				
Specific Legislation Impacting on Charging	Charges made under the New Roads and Streetworks Act 1991, The Highways Act 1980 + Local Government Act 2003				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	Supporting growth and improving road and pedestrian safety				
Director	Adrian Chapman				
Head of Service	Lewis Banks/James Collingridge				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Queensgate bus station Queensgate Bus Station - Annual Permit per permit required	£15.00	£15.00	Non-Business	-	-
Queensgate bus station Queensgate Bus Station - Departure Fees per vehicle per departure	£0.41	£0.41	Non-Business	-	-
Transport Planning Traffic Data - Peterborough Transport Model - Under 1000 dwellings/70,000 sqm B1 commercial under 1000 dwellings	£1,500.00	£1,575.00	Standard	£75.00	5.0%
Transport Planning Traffic Data - Peterborough Transport Model - 1000 – 3000 dwelling/170,000 sqm B1 commercial between 1000-3000 dwellings	£3,000.00	£3,150.00	Standard	£150.00	5.0%
Transport Planning Traffic Data - Peterborough Transport Model - Over 3000 dwellings/200,000 sqm B1 commercial over 3000 dwellings	£5,000.00	£5,250.00	Standard	£250.00	5.0%
Transport Planning Traffic Data - Link Count per site/location	£157.50	£165.50	Standard	£8.00	5.1%
Transport Planning Traffic Data - 1 Weeks ATC data per site/location	£126.00	£132.00	Standard	£6.00	4.8%
Transport Planning Traffic Data - 3-leg turning count per site/location	£315.00	£330.00	Standard	£15.00	4.8%
Transport Planning Traffic Data - 4-leg turning count per site/location	£630.00	£660.00	Standard	£30.00	4.8%
Transport Planning Traffic Data - 5-leg turning count / interchange survey per site/location	£945.00	£990.00	Standard	£45.00	4.8%
Transport Planning Traffic Data - Traffic Flow Diagram per site/location	£210.00	£220.00	Standard	£10.00	4.8%
Highways Development - highways section 142 agreement Licence to cultivate highway (section 142) - Drafting and monitoring licence Estimated time taken	£150.00	£150.00	Non-Business	-	-
Transport Planning Accident data - per site/location	£120.00	£126.00	Standard	£6.00	5.0%

Service Area	Parking Services				
Specific Legislation Impacting on Charging	Road Traffic Regulation Act 1984, the Road Traffic Act 1991 and the Traffic Management Act 2004				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	Provision of on street parking and charging to manage the usage and demand on kerb space. TMA ensures the authority manages competing demands such as road works, public transport, residential parking, controlled parking zones, city centre parking strategies, on-street parking charges, which surplus is ring fenced for improvement to public transport, highways and its parking assets.				
Director	Adrian Chapman				
Head of Service	Adam Payton/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Monday to Sunday - All Day Pay & Display bays - 8am to 8pm	£4.00	£5.00	Non-Business	£1.00	25.0%
Monday to Sunday - All Others - 30 Mins/1hr/2hrs - 8am to 8pm	£1.50	£2.50	Non-Business	£1.00	66.7%
Parking Dispensation/Waiver - per vehicle per day	-	£15.00	Non-Business		
Parking Bay Suspension - per bay per day fee	-	£20.00	Non-Business		
Parking Bay Suspension - admin fee to arrange	-	£20.00	Non-Business		

Service Area	Parking Services				
Specific Legislation Impacting on Charging	Road Traffic Regulation Act 1984, the Road Traffic Act 1991 and the Traffic Management Act 2004				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	Giving priority parking to residents in congested city streets. TMA ensures the authority manages competing demands such as road works, public transport, residential parking, controlled parking zones, city centre parking strategies, on-street parking charges, which surplus is ring fenced for improvement to public transport, highways and its parking assets.				
Director	Adrian Chapman				
Head of Service	Adam Payton/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Residential parking areas (all exclude vat) Resident's Permit 1st - Annual	£44.00	£50.00	Non-Business	£6.00	13.6%
Residential parking areas (all exclude vat) Resident's Permit 1st - 6-month	£27.50	£30.00	Non-Business	£2.50	9.1%
Residential parking areas (all exclude vat) Visitor's Permit - Annual	£44.00	£70.00	Non-Business	£26.00	59.1%
Residential parking areas (all exclude vat) Visitor's Permit - 6-month	£27.50	£40.00	Non-Business	£12.50	45.5%
Residential parking areas (all exclude vat) Daily Visitor's Permit - 10 daily sessions	£22.00	£25.00	Non-Business	£3.00	13.6%
Residential parking areas (all exclude vat) Home Business Permit - Annual	£44.00	£70.00	Non-Business	£26.00	59.1%
Residential parking areas (all exclude vat) Home Business Permit - 6 months	£27.50	£40.00	Non-Business	£12.50	45.5%
Residential parking areas (all exclude vat) - Any Street Permit - per permit Private Business or Company	£400.00	£400.00	Non-Business	-	-
Residential parking areas (all exclude vat) - Business Permit - per permit Business permit for proprietor within residential zone	£55.00	£60.00	Non-Business	£5.00	9.1%
Residential parking areas (all exclude vat) - Any Street Permit - per permit Building & Maintenance Companies or agents	£125.00	£125.00	Non-Business	-	-
Residential parking areas (all exclude vat) - Any Street Permit - per permit Agencies working for the Health Authority	£30.00	£30.00	Non-Business	-	-
Residential parking areas (all exclude vat) - Any Street Permit - per permit Agencies working for P.C.C.	£60.00	£60.00	Non-Business	-	-
Residential parking areas (all exclude vat) - Any Street Permit - per permit P.C.C. Staff	£30.00	£30.00	Non-Business	-	-
Residential parking areas (all exclude vat) - permit's for others - per permit All permit amendments	£6.60	£8.00	Non-Business	£1.40	21.2%

Service Area	Parking Services				
Specific Legislation Impacting on Charging	None				
Policy objective(s) linked to service	Support and promote the uptake of electric vehicles. PCC Climate Change Action Plan, the first major step we are taking to deliver our commitment to achieving net-zero carbon emissions by 2030 across the council's operations. It details where the council's current emissions come from, incorporates existing plans we have to reduce emissions, and the areas we will focus on to achieve our targets. Also the City Carbon Management Action Plan, a city-wide carbon management action plan, detailing the steps to achieve a net-zero carbon Peterborough. Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	Provide opportunities for those living, working or visiting Peterborough to charge their electric vehicles.				
Director	Adrian Chapman				
Head of Service	Adam Payton/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Parking Services Electric Vehicle Rapid Charging per KWH	£0.90	£0.67	Standard	-£0.23	-25.6%
Parking Services Electric Vehicle Non Rapid Charging per KWH	£0.70	£0.49	Standard	-£0.21	-30.0%

Service Area	Bereavement Services				
Specific Legislation Impacting on Charging					
Policy objective(s) linked to service	Manage, operate and maintain Peterborough Crematorium, including the formal grounds. Provide a bereavement support service by offering a range of memorials and by giving advice and information to the bereaved, including family arranged funerals. Manage, operate and maintain 5 cemeteries. Provide funerals under the provisions of the Public Health (control of disease) Act 1984. Provide a 24 hour booking service for funeral directors and provide an on call service to allow the provision of burials 7 days per week.				
Wider benefits of service	Provide support and assistance to the Bereaved, offering the facilities to provide options for Burial and Cremation to all communities and Cultures.				
Director	Cecile Booth				
Head of Service	Mark Sandhu				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Cemeteries - Adult Exclusive Right of Burial (25 Years) Historic Graves only	£600.00	£583.00	Exempt	£-17.00	-2.8%
Cemeteries - Adult Exclusive Right of Burial Standard Grave (60 years)	£1,440.00		Exempt		
Cemeteries - Adult Exclusive Right of Burial Standard Grave (75 years)	n/a	£1,750.00	Exempt		
Cemeteries - Adult Exclusive Right of Burial Standard Grave 5 Year Extension	£120.00	£117.00	Exempt	£-3.00	-2.5%
Cemeteries - Adult Exclusive Right of Burial Single Brick Grave (60 years)	£1,440.00	n/a	Exempt		
Cemeteries - Adult Exclusive Right of Burial Single Brick Grave (75 years)	n/a	£1,750.00	Exempt		
Cemeteries - Adult Exclusive Right of Burial Single Brick Grave 5 year Extension	£120.00	£117.00	Exempt	£-3.00	-2.5%
Cemeteries - Adult Exclusive Right of Burial Individual Brick Grave (60 years)	£2,880.00	n/a	Exempt		
Cemeteries - Adult Exclusive Right of Burial Individual Brick Grave (75 years)	n/a	£3,500.00	Exempt		
Cemeteries - Adult Exclusive Right of Burial Individual Brick Grave 5 year Extension	£240.00	£234.00	Exempt	£-6.00	-2.5%
Cemeteries - Adult Exclusive Right of Burial Casket Grave (60 years)	£2,880.00	n/a	Exempt		
Cemeteries - Adult Exclusive Right of Burial Casket Grave (75 years)	n/a	£3,500.00	Exempt		
Cemeteries - Adult Exclusive Right of Burial Casket Grave 5 year Extension	£240.00	£234.00	Exempt	£-6.00	-2.5%
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Earthen Grave (60 years)	£85.00	n/a	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Earthen Grave (75 years)	n/a	£103.00	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Earthen Grave 20 year Extension	£28.00	£27.00	Exempt	£-1.00	-3.6%
Cemeteries - Child Exclusive Right of Burial (6-17 years) Earthen Grave (60 years) Child Only	£91.00	n/a	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Earthen Grave (75 years) Child Only	n/a	£111.00	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Earthen Grave 20 year Extension	£30.00	£30.00	Exempt	-	-
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Adult Standard Grave (60 years)	£1,440.00	n/a	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Adult Standard Grave (75 years)	n/a	£1,750.00	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Adult Standard Grave 5 year Extension	£120.00	£117.00	Exempt	£-3.00	-2.5%
Cemeteries - Child Exclusive Right of Burial (6-17 years) Adult Standard Grave (60 years)	£1,440.00	n/a	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Adult Standard Grave (75 years)	n/a	£1,750.00	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Adult Standard Grave 5 year Extension	£120.00	£117.00	Exempt	£-3.00	-2.5%
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Infant Brick Grave (60 years)	£645.00	n/a	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Infant Brick Grave (75 years)	n/a	£783.00	Exempt		
Cemeteries - Infant Exclusive Right of Burial (0-5 years) Infant Brick Grave 5 year Extension	£53.00	£52.00	Exempt	£-1.00	-1.9%
Cemeteries - Child Exclusive Right of Burial (6-17 years) Brick Grave (60 years)	£1,440.00	n/a	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Brick Grave (75 years)	n/a	£1,750.00	Exempt		
Cemeteries - Child Exclusive Right of Burial (6-17 years) Brick Grave 5 year Extension	£120.00	£117.00	Exempt	£-3.00	-2.5%
Cemeteries - Green Burial (Fletton Cemetery)	£1,118.00	£1,152.00	Exempt	£34.00	3.0%
Cemeteries - Adult Interment Fee Earthen Grave (Monday - Friday)	£1,040.00	£1,113.00	Exempt	£73.00	7.0%
Cemeteries - Adult Interment Fee Earthen Grave (Saturday/ Sunday/ Bank Holiday)	£1,560.00	£1,669.00	Exempt	£109.00	7.0%
Cemeteries - Infant (0-5 years) Interment Fee (Monday - Friday)	£228.00	£244.00	Exempt	£16.00	7.0%
Cemeteries - Infant (0-5 years) Interment Fee (Saturday/ Sunday/ Bank Holiday)	£342.00	£366.00	Exempt	£24.00	7.0%
Cemeteries - Child (6-17 years) Interment Fee (Monday - Friday)	£256.00	£274.00	Exempt	£18.00	7.0%
Cemeteries - Child (6-17 years) Interment Fee (Saturday/ Sunday/ Bank Holiday)	£384.00	£411.00	Exempt	£27.00	7.0%
Cemeteries - Adult Casket Grave Interment Fee (Monday - Friday)	£1,450.00	£1,552.00	Exempt	£102.00	7.0%
Cemeteries - Adult Casket Grave Interment Fee (Saturday/ Sunday/ Bank Holiday)	£1,970.00	£2,108.00	Exempt	£138.00	7.0%
Cemeteries - Adult Single Depth Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) Monday - Friday	£3,575.00	£3,727.00	Part Exempt/Part Std	£152.00	4.3%
Cemeteries - Adult Single Depth Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Saturday/ Sunday/ Bank Holiday)	£4,100.00	£4,283.00	Part Exempt/Part Std	£183.00	4.5%
Cemeteries - Adult Double Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Monday - Friday)	£5,629.00	£5,688.00	Part Exempt/Part Std	£59.00	1.0%
Cemeteries - Adult Double Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Saturday/ Sunday/ Bank Holiday)	£6,140.00	£6,171.00	Part Exempt/Part Std	£31.00	0.5%
Cemeteries - Infant (0-5 years) Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Monday - Friday)	£1,350.00	£1,398.00	Part Exempt/Part Std	£48.00	3.6%
Cemeteries - Infant (0-5 years) Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Saturday/ Sunday/ Bank Holiday)	£1,468.00	£1,520.00	Part Exempt/Part Std	£52.00	3.5%
Cemeteries - Child (6-17 years) Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Monday to Friday)	£2,370.00	£2,499.00	Part Exempt/Part Std	£129.00	5.4%
Cemeteries - Child (6-17 years) Brick Grave (inc. Interment Fee, Bricking Fee and Casket Fee) (Saturday/ Sunday/ Bank Holiday)	£2,501.00	£2,636.00	Part Exempt/Part Std	£135.00	5.4%
Cemeteries - Adult Non Resident Fee	£1,775.00	£1,828.00	Exempt	£53.00	3.0%
Cemeteries - Infant (0-5 years) Non Resident Fee	£42.00	£43.00	Exempt	£1.00	2.38%
Cemeteries - Child (6-17 years) Non Resident Fee	£331.00	£341.00	Exempt	£10.00	3.02%
Cemeteries - Cremated Remains Non Resident Fee	£105.00	£108.00	Exempt	£3.00	2.86%
Cemeteries - Fletton and Eastfield Cemetery Exclusive Right of Burial Cremated Remains Garden (60 years)	£750.00	n/a	Exempt		
Cemeteries - Fletton and Eastfield Cemetery Exclusive Right of Burial Cremated Remains Garden (75 years)	n/a	£911.00	Exempt		
Cemeteries - Fletton and Eastfield Cemetery Cremated Remains Interment Fee (Monday - Friday)	£322.00	£345.00	Exempt	£23.00	7.14%
Cemeteries - Fletton and Eastfield Cemetery Cremated Remains Interment Fee (Saturday AM only)	£483.00	£516.00	Exempt	£33.00	6.83%
Cemeteries - Fletton Cemetery Green Burial of Cremated Remains with Tree	£640.00	£662.00	Exempt	£22.00	3.44%
Cemeteries - Eastfield Cemetery Infant (0-5 years) below ground Burial Vault Inc. Exclusive Right of Burial and Interment Fee (Monday - Friday)	£1,173.00	£1,234.00	Exempt	£61.00	5.20%
Cemeteries - Eastfield Cemetery Infant (0-5 years) below ground Burial Vault Inc. Exclusive Right of Burial and Interment Fee (Saturday - Friday)	£1,280.00	£1,356.00	Exempt	£76.00	5.94%
Cemeteries - Adult Below Ground Burial Vault second interment fee (Monday to Friday)	£1,040.00	£1,113.00	Exempt	£73.00	7.02%
Cemeteries - Adult Below Ground Burial Vault second interment fee (Saturday/ Sunday/ Bank Holiday)	£1,560.00	£1,669.00	Part Exempt/Part Std	£109.00	6.99%
Cemeteries - Mausoleum - Family Mausoleum (Fletton Cemetery)	£12,250.00	£12,250.00	Standard	-	0.00%
Cemeteries - Memorial Permit Fees -overall memorial height not over 3' high and 3' wide	£116.00	£119.00	Standard	£3.00	2.59%
Cemeteries - Memorial Permit Fees -overall memorial height over 3' up to 3' 6" high and up to 3' wide	£134.00	£138.00	Standard	£4.00	2.99%
Cemeteries - Memorial Permit Fees -overall memorial height over 3'6" up to 4' high and up to 3' wide	£153.00	£158.00	Standard	£5.00	3.27%
Cemeteries - Memorial Permit Fees - Additional fee for memorial over 3' wide	£116.00	£119.00	Standard	£3.00	2.59%
Cemeteries - Memorial Permit Fees - Kerb surrounds (per grave space) -additional fee	£138.00	£142.00	Standard	£4.00	2.90%
Cemeteries - Memorial Permit Fees - Additional Inscription; Freestanding Table or Vase	£70.00	£72.00	Standard	£2.00	2.86%
Cemeteries - Memorial Permit Fees - Memorial Repair or alteration	£70.00	£72.00	Standard	£2.00	2.86%
Cemeteries - Administrative Charges - Use of Chapel at Fletton Cemetery (seats Approx 40 people) up to 1 hour	£190.00	£196.00	Exempt	£6.00	3.16%
Cemeteries - Administrative Charges - Late Burial Attendance (add to interment fee)	£276.00	£284.00	Exempt	£8.00	2.90%
Cemeteries - Administrative Charges - Cremated Remains Oak Casket	£50.00	£52.00	Exempt	£2.00	4.00%
Cemeteries - Administrative Charges - Duplicate Grave Deed	£33.00	£34.00	Standard	£1.00	3.03%
Cemeteries - Administrative Charges - Transfer of Grave Ownership	£63.00	£65.00	Standard	£2.00	3.17%
Cemeteries - Administrative Charges - Cremated Remains Placed in a Coffin at time of interment	£37.00	£45.00	Exempt	£8.00	21.62%
Crematorium - Direct Cremation (Tier 1- FD has 0-14 Direct Cremations in one year) No chapel service no attendance (early Morning)	£499.00	£509.00	Exempt	£10.00	2.00%
Crematorium - Direct Cremation (Tier 2- FD has 15-29 Direct Cremations in one year) No chapel service no attendance (early Morning)	£374.00	£381.00	Exempt	£7.00	1.87%
Crematorium - Direct Cremation (Tier 3- FD has 30+ Direct Cremations in one year) No chapel service no attendance (early Morning)	£247.00	£252.00	Exempt	£5.00	2.02%
Crematorium - Environmental Surcharge (applies to all adult cremations)	£98.00	£100.00	Exempt	£2.00	2.04%
Crematorium - Adult 30 minute service commencing between 9am and 10am (Monday to Friday)	£782.00	£798.00	Exempt	£16.00	2.05%
Crematorium - Adult 1 hour service commencing between 9am and 10am (Monday - Friday)	£925.00	£944.00	Exempt	£19.00	2.05%
Crematorium - Adult 30 minute service commencing from 10.30am (Monday to Friday)	£946.00	£965.00	Exempt	£19.00	2.01%
Crematorium - Adult 1 hour service commencing from 10.30am (Monday - Friday)	£1,085.00	£1,107.00	Exempt	£22.00	2.03%
Crematorium - Adult 1 hour service between 9am and 12pm (Saturday/Sunday/Bank Holiday) - subject to availability	£1,628.00	£1,661.00	Exempt	£33.00	2.03%
Crematorium - Infant (0-5 years) 30 Minute service (Monday to Friday)	£43.00	£44.00	Exempt	£1.00	2.33%
Crematorium - Infant (0-5 years) 1 hour service (Monday to Friday)	£85.00	£88.00	Exempt	£3.00	3.53%
Crematorium - Infant (0-5 years) 1 hour service between 9am and 12pm (Saturday/Sunday/Bank Holiday) - subject to availability	£128.00	£131.00	Exempt	£3.00	2.34%
Crematorium - Child (6-17 years) 30 minute service (Monday - Friday)	£76.00	£78.00	Exempt	£2.00	2.63%
Crematorium - Child (6-17 years) 1 hour service (Monday - Friday)	£152.00	£155.00	Exempt	£3.00	1.97%
Crematorium - Child (6-17 years) 1 hour service between 9am and 12pm (Saturday/Sunday/Bank Holiday) - subject to availability	£228.00	£233.00	Exempt	£5.00	2.19%
Crematorium - Memorial Service 30 minutes No coffin present (Monday - Friday)	£295.00	£301.00	Exempt	£6.00	2.03%
Crematorium - Memorial Service 60 minutes (Monday - Friday) If coffin present 60 minutes include 30 minutes for service and 30 min	£434.00	£443.00	Exempt	£9.00	2.07%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium - Chapel Hire (Saturday)	£510.00	£525.00	Standard	£ 15.00	2.94%
Crematorium - Chapel Hire (Sunday)	£763.00	£786.00	Standard	£ 23.00	3.01%
Crematorium - Bearer Fee (per bearer)	£29.00	£30.00	Exempt	£ 1.00	3.45%
Crematorium - Use of Electric Bier	£56.00	£58.00	Exempt	£ 2.00	3.57%
Crematorium - Contract Bearers Fee	£21.00	£21.00	Exempt	£ -	0.00%
Crematorium - Service Enhancement - Webcast of Service (Live only)	n/a	£33.00	Standard		
Crematorium - Service Enhancement - Webcast of Service (Live and on demand)	£83.00	£50.00	Standard	£- 33.00	-39.76%
Crematorium - Service Enhancement - Single Photo Tribute	£0.00	£0.00	Standard		
Crematorium - Service Enhancement - Additional Single Photo Tribute (per photo)	n/a	£12.00	Standard		
Crematorium - Service Enhancement - Basic Slideshow (up to 25 photos no music)	£47.00	£47.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Music Tribute (Up to 25 photos set to music)	£83.00	£70.00	Standard	£- 13.00	-15.66%
Crematorium - Service Enhancement - Themed Tribute (Up to 25 photos set to music with curated theme)	n/a	£95.00	Standard		
Crematorium - Service Enhancement - Bespoke Tribute (professionally crafted bespoke tribute)	n/a	£400.00	Standard		
Crematorium - Service Enhancement - Tribute download (Music or themed tribute)	n/a	£10.00	Standard		
Crematorium - Service Enhancement - Additional tribute photos (per 25 photos)	£28.00	£28.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Extra Work charge (Additional work requests - non standard)	n/a	£21.00	Standard		
Crematorium - Service Enhancement - Family supplied Tribute (video/photo used as received with basic quality checks)	£28.00	£28.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Tribute Package (Single Photo + Music Tribute + Webcast + 1 keepsake item (DVD or USB))	n/a	£159.00	n/a		
Crematorium - Service Enhancement - Service (age 0 - 17 years) Webcast, Single Photo and Basic Slideshow -25 photos	£0.00	£0.00			
Crematorium - Service Keepsake - DVD or USB copy of service provided in personalised linen case	£60.00	£60.00	Standard	£ -	0.00%
Crematorium - Service Keepsake - Video Book (portable video of the service, tribute or both, set in A5 electronic screen with 5 functions)	n/a	£95.00	Standard		
Crematorium - Service Keepsake - Memory Box (Up to 25 photos professionally printed and delivered in a bespoke linen wrapped box)	n/a	£130.00	Standard		
Crematorium - Service Keepsake - Blue Ray or Audio CD (of Live stream/Tribute or both)	n/a	£55.00	Standard		
Crematorium - Service Keepsake - Additional copy of DVD or USB (per copy)	n/a	£28.00	Standard		
Crematorium - Cremated Remains - Scatter Witness Fee (Monday to Friday)	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium - Cremated Remains - Scatter Witness Fee (Saturday AM)	£68.00	£70.00	Exempt	£ 2.00	2.94%
Crematorium - Cremated Remains - Scatter Witness Fee Child (0-17)	£5.00	£0.00	Exempt	£- 5.00	-100.00%
Crematorium - Cremated Remains - Cremated Remains received from another crematorium for scattering	£65.00	£67.00	Exempt	£ 2.00	3.08%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 1 month	£19.00	£20.00	Exempt	£ 1.00	5.26%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 6 months	£100.00	£105.00	Exempt	£ 5.00	5.00%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 12 months	£178.00	£182.00	Exempt	£ 4.00	2.25%
Crematorium - Cremated Remains - Exhumation of Cremated Remains	£80.00	£82.00	Exempt	£ 2.00	2.50%
Crematorium - Container - Oak Casket	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium - Container - Polytainer	£14.00	£14.00	Exempt	£ -	0.00%
Crematorium - Container - Scatter Tube	£24.00	£24.00	Exempt	£ -	0.00%
Crematorium - Container - Keepsake Urn	£18.00	£18.00	Exempt	£ -	0.00%
Crematorium - Container - Additional Biodegradable Box (1st one free with cremation)	£7.00	£7.00	Exempt	£ -	0.00%
Crematorium - Administrative Charge - Customs Letter	£13.00	£14.00	Standard	£ 1.00	7.69%
Crematorium - Administrative Charge - Duplicate Cremation Certificate	£13.00	£14.00	Standard	£ 1.00	7.69%
Crematorium - Administrative Charge - Despatch of Cremated remains (UK only)	£62.00	£64.00	Standard	£ 2.00	3.23%
Crematorium - Administrative Charge - Fee for arranging a Public Health Funeral	£350.00	£350.00	Exempt	£ -	0.00%
Crematorium - Administrative Charge - Fee for undertaking a property search where family/Will are located	£150.00	£150.00	Standard	£ -	0.00%
Crematorium Memorials - Book of Remembrance - 2 Lines	£102.00	£106.00	Standard	£ 4.00	3.92%
Crematorium Memorials - Book of Remembrance - 5 Lines	£190.00	£199.00	Standard	£ 9.00	4.74%
Crematorium Memorials - Book of Remembrance - 8 Lines	£279.00	£292.00	Standard	£ 13.00	4.66%
Crematorium Memorials - Book of Remembrance - Floral Emblem (add to 5 or 8 line inscription)	£72.00	£76.00	Standard	£ 4.00	5.56%
Crematorium Memorials - Book of Remembrance - Other Emblem (add to 5 or 8 line inscription)	£90.00	£95.00	Standard	£ 5.00	5.56%
Crematorium Memorials - Book of Remembrance - Inscription alteration (customer error)	£26.00	£28.00	Standard	£ 2.00	7.69%
Crematorium Memorials - Book of Remembrance - Token Entry 2 Lines	£20.00	£20.00	Standard	£ -	0.00%
Crematorium Memorials - Book of Remembrance - Token Entry 5 Lines	£33.00	£35.00	Standard	£ 2.00	6.06%
Crematorium Memorials - Book of Remembrance - Token Entry 8 Lines	£45.00	£50.00	Standard	£ 5.00	11.11%
Crematorium Memorials - Book of Remembrance - Additional Lines (when purchasing inscription)	£29.00	£31.00	Standard	£ 2.00	6.90%
Crematorium Memorials - Book of Remembrance - Additional Lines (inscription is already in Book if space available)	£54.00	£56.00	Standard	£ 2.00	3.70%
Crematorium Memorials - Miniature Remembrance Books - 2 Lines	£90.00	£91.00	Standard	£ 1.00	1.11%
Crematorium Memorials - Miniature Remembrance Books - 5 Lines	£106.00	£108.00	Standard	£ 2.00	1.89%
Crematorium Memorials - Miniature Remembrance Books - 8 Lines	£122.00	£125.00	Standard	£ 3.00	2.46%
Crematorium Memorials - Miniature Remembrance Books - Floral Emblem	£72.00	£76.00	Standard	£ 4.00	5.56%
Crematorium Memorials - Miniature Remembrance Books - Other Emblem	£90.00	£95.00	Standard	£ 5.00	5.56%
Crematorium Memorials - Miniature Remembrance Books - Additional Lines	£5.00	£6.00	Standard	£ 1.00	20.00%
Crematorium Memorials - Remembrance Cards - 2 Lines	£42.00	£42.00	Standard	£ -	0.00%
Crematorium Memorials - Remembrance Cards - 5 Lines	£57.00	£60.00	Standard	£ 3.00	5.26%
Crematorium Memorials - Remembrance Cards - 8 Lines	£71.00	£78.00	Standard	£ 7.00	9.86%
Crematorium Memorials - Remembrance Cards - Floral Emblem	£72.00	£76.00	Standard	£ 4.00	5.56%
Crematorium Memorials - Remembrance Cards - Other Emblem	£90.00	£95.00	Standard	£ 5.00	5.56%
Crematorium Memorials - Remembrance Books and Cards - second inscription 2 lines	£45.00	£47.00	Standard	£ 2.00	4.44%
Crematorium Memorials - Remembrance Books and Cards - second inscription 5 lines	£56.00	£59.00	Standard	£ 3.00	5.36%
Crematorium Memorials - Remembrance Books and Cards - second inscription 8 lines	£69.00	£73.00	Standard	£ 4.00	5.80%
Crematorium Memorials - Electronic Book - Additional swipe Card	£15.00	£15.00	Standard	£ -	0.00%
Crematorium Memorials - Electronic Book - Additional Screen	£83.00	£90.00	Standard	£ 7.00	8.43%
Crematorium Memorials - Rose Memorial - 5 years with Bronze plaque	£304.00	£318.00	Part Exempt/Part Std	£ 14.00	4.61%
Crematorium Memorials - Rose Memorial - 10 years with Bronze plaque	£493.00	£513.00	Part Exempt/Part Std	£ 20.00	4.06%
Crematorium Memorials - Rose Memorial - 20 years with Bronze plaque	£871.00	£903.00	Part Exempt/Part Std	£ 32.00	3.67%
Crematorium Memorials - Rose Memorial - 1 year renewal	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium Memorials - Rose Memorial - 5 year renewal	£189.00	£195.00	Exempt	£ 6.00	3.17%
Crematorium Memorials - Rose Memorial - 10 year renewal	£378.00	£390.00	Exempt	£ 12.00	3.17%
Crematorium Memorials - Rose Memorial - 20 year renewal	£756.00	£780.00	Exempt	£ 24.00	3.17%
Crematorium Memorials - Rose Memorial - Replacement Bronze Plaque	£115.00	£123.00	Standard	£ 8.00	6.96%
Crematorium Memorials - Rose Memorial - Refurbish Bronze plaque	£47.00	£47.00	Standard	£ -	0.00%
Crematorium Memorials - Pergola Memorial - 5 years with Bronze plaque	£304.00	£318.00	Part Exempt/Part Std	£ 14.00	4.61%
Crematorium Memorials - Pergola Memorial - 10 years with Bronze plaque	£493.00	£513.00	Part Exempt/Part Std	£ 20.00	4.06%
Crematorium Memorials - Pergola Memorial - 20 years with Bronze plaque	£871.00	£903.00	Part Exempt/Part Std	£ 32.00	3.67%
Crematorium Memorials - Pergola Memorial - 1 year renewal	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium Memorials - Pergola Memorial - 5 year renewal	£189.00	£195.00	Exempt	£ 6.00	3.17%
Crematorium Memorials - Pergola Memorial - 10 year renewal	£378.00	£390.00	Exempt	£ 12.00	3.17%
Crematorium Memorials - Pergola Memorial - 20 year renewal	£756.00	£780.00	Exempt	£ 24.00	3.17%
Crematorium Memorials - Pergola Memorial - Replacement Bronze plaque	£115.00	£123.00	Standard	£ 8.00	6.96%
Crematorium Memorials - Pergola Memorial - Refurbish Bronze plaque	£47.00	£47.00	Standard	£ -	0.00%
Crematorium Memorials - Individual Tree - 5 years including oval Bronze plaque	£393.00	£406.00	Standard	£ 13.00	3.31%
Crematorium Memorials - Individual Tree - 10 years including oval Bronze plaque	£629.00	£650.00	Part Exempt/Part Std	£ 21.00	3.34%
Crematorium Memorials - Individual Tree - 20 years including oval Bronze plaque	£1,101.00	£1,138.00	Part Exempt/Part Std	£ 37.00	3.36%
Crematorium Memorials - Individual Tree - 1 year renewal	£48.00	£50.00	Part Exempt/Part Std	£ 2.00	4.17%
Crematorium Memorials - Individual Tree - 5 year renewal	£236.00	£244.00	Exempt	£ 8.00	3.39%
Crematorium Memorials - Individual Tree - 10 year renewal	£472.00	£488.00	Exempt	£ 16.00	3.39%
Crematorium Memorials - Individual Tree - 20 year renewal	£944.00	£976.00	Exempt	£ 32.00	3.39%
Crematorium Memorials - Individual Tree - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Communal Tree - 10 years including Oval Bronze plaque	£277.00	£284.00	Part Exempt/Part Std	£ 7.00	2.53%
Crematorium Memorials - Communal Tree - 20 years including Oval Bronze plaque	£397.00	£406.00	Part Exempt/Part Std	£ 9.00	2.27%
Crematorium Memorials - Communal Tree - 1 year renewal	£13.00	£14.00	Exempt	£ 1.00	7.69%
Crematorium Memorials - Communal Tree - 5 year renewal	£60.00	£61.00	Exempt	£ 1.00	1.67%
Crematorium Memorials - Communal Tree - 10 year renewal	£120.00	£122.00	Exempt	£ 2.00	1.67%
Crematorium Memorials - Communal Tree - 20 year renewal	£240.00	£244.00	Exempt	£ 4.00	1.67%
Crematorium Memorials - Communal Tree - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Flower Vases - Flower Vase and Holder	£35.00	£35.00	Standard	£ -	0.00%
Crematorium Memorials - Flower Vases - Replacement Vase	£6.00	£6.00	Standard	£ -	0.00%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium Memorials - Granite Wall Plaque - 5 years with granite plaque	£389.00	£401.00	Part Exempt/Part Std	£ 12.00	3.08%
Crematorium Memorials - Granite Wall Plaque - 10 years with granite plaque	£626.00	£645.00	Part Exempt/Part Std	£ 19.00	3.04%
Crematorium Memorials - Granite Wall Plaque - 20 years with granite plaque	£1,100.00	£1,133.00	Part Exempt/Part Std	£ 33.00	3.00%
Crematorium Memorials - Granite Wall Plaque - 1 year renewal	£49.00	£50.00	Exempt	£ 1.00	2.04%
Crematorium Memorials - Granite Wall Plaque - 5 year renewal	£237.00	£244.00	Exempt	£ 7.00	2.95%
Crematorium Memorials - Granite Wall Plaque - 10 year renewal	£474.00	£488.00	Exempt	£ 14.00	2.95%
Crematorium Memorials - Granite Wall Plaque - 20 year renewal	£948.00	£976.00	Exempt	£ 28.00	2.95%
Crematorium Memorials - Granite Wall Plaque - Replacement Plaque	£152.00	£157.00	Standard	£ 5.00	3.29%
Crematorium Memorials - Octagon Memorial Plaque - 5 years with granite plaque	£411.00	£424.00	Part Exempt/Part Std	£ 13.00	3.16%
Crematorium Memorials - Octagon Memorial Plaque - 10 years with granite plaque	£648.00	£688.00	Part Exempt/Part Std	£ 40.00	6.17%
Crematorium Memorials - Octagon Memorial Plaque - 20 years with granite plaque	£1,122.00	£1,156.00	Part Exempt/Part Std	£ 34.00	3.03%
Crematorium Memorials - Octagon Memorial Plaque - 1 year renewal	£48.00	£50.00	Exempt	£ 2.00	4.17%
Crematorium Memorials - Octagon Memorial Plaque - 5 year renewal	£237.00	£244.00	Exempt	£ 7.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - 10 year renewal	£474.00	£488.00	Exempt	£ 14.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - 20 year renewal	£948.00	£976.00	Exempt	£ 28.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - Replacement Plaque	£174.00	£180.00	Part Exempt/Part Std	£ 6.00	3.45%
Crematorium Memorials - Granite Wall Tablet - 5 years with granite tablet and up to 75 letters	£558.00	£575.00	Part Exempt/Part Std	£ 17.00	3.05%
Crematorium Memorials - Granite Wall Tablet - 10 years with granite tablet and up to 75 letters	£890.00	£916.00	Part Exempt/Part Std	£ 26.00	2.92%
Crematorium Memorials - Granite Wall Tablet - 20 years with granite tablet and up to 75 letters	£1,554.00	£1,598.00	Part Exempt/Part Std	£ 44.00	2.83%
Crematorium Memorials - Granite Wall Tablet - Additional Letters	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Granite Wall Tablet - Photo plaque 4 x 3	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Wall Tablet - Replacement tablet with up to 75 letters	£226.00	£234.00	Standard	£ 8.00	3.54%
Crematorium Memorials - Granite Wall Tablet - 1 year renewal	£68.00	£70.00	Exempt	£ 2.00	2.94%
Crematorium Memorials - Granite Wall Tablet - 5 year renewal	£332.00	£341.00	Exempt	£ 9.00	2.71%
Crematorium Memorials - Granite Wall Tablet - 10 year renewal	£664.00	£682.00	Exempt	£ 18.00	2.71%
Crematorium Memorials - Granite Wall Tablet - 20 year renewal	£1,328.00	£1,364.00	Exempt	£ 36.00	2.71%
Crematorium Memorials - Fountain Wall Plaque - 5 years including oval bronze plaque	£379.00	£392.00	Part Exempt/Part Std	£ 13.00	3.43%
Crematorium Memorials - Fountain Wall Plaque - 10 years including oval bronze plaque	£615.00	£636.00	Part Exempt/Part Std	£ 21.00	3.41%
Crematorium Memorials - Fountain Wall Plaque - 20 years including oval bronze plaque	£1,087.00	£1,124.00	Part Exempt/Part Std	£ 37.00	3.40%
Crematorium Memorials - Fountain Wall Plaque - Replacement Oval Bronze plaque	£143.00	£148.00	Standard	£ 5.00	3.50%
Crematorium Memorials - Fountain Wall Plaque - 1 year renewal	£48.00	£50.00	Exempt	£ 2.00	4.17%
Crematorium Memorials - Fountain Wall Plaque - 5 year renewal	£236.00	£244.00	Exempt	£ 8.00	3.39%
Crematorium Memorials - Fountain Wall Plaque - 10 year renewal	£472.00	£488.00	Exempt	£ 16.00	3.39%
Crematorium Memorials - Fountain Wall Plaque - 20 year renewal	£944.00	£976.00	Exempt	£ 32.00	3.39%
Crematorium Memorials - Teak Seat 5ft Seat - 5 years including Bronze plaque (seat owned by customer)	£1,395.00	£1,476.00	Part Exempt/Part Std	£ 81.00	5.81%
Crematorium Memorials - Teak Seat 5ft Seat - 10 years including Bronze plaque (seat owned by customer)	£1,708.00	£1,799.00	Part Exempt/Part Std	£ 91.00	5.33%
Crematorium Memorials - Teak Seat 5ft Seat - 20 years including Bronze plaque (seat owned by customer)	£2,334.00	£2,445.00	Part Exempt/Part Std	£ 111.00	4.76%
Crematorium Memorials - Teak Seat 5ft Seat - Replacement/Additional bronze plaque	£128.00	£130.00	Standard	£ 2.00	1.56%
Crematorium Memorials - Teak Seat 6ft Seat - 5 years including Bronze plaque (seat owned by customer)	£1,878.00	£1,986.00	Part Exempt/Part Std	£ 108.00	5.75%
Crematorium Memorials - Teak Seat 6ft Seat - 10 years including Bronze plaque (seat owned by customer)	£2,191.00	£2,308.00	Part Exempt/Part Std	£ 117.00	5.34%
Crematorium Memorials - Teak Seat 6ft Seat - 20 years including Bronze plaque (seat owned by customer)	£2,817.00	£2,951.00	Part Exempt/Part Std	£ 134.00	4.76%
Crematorium Memorials - Teak Seat 6ft Seat - Replacement/Additional Bronze plaque	£138.00	£141.00	Standard	£ 3.00	2.17%
Crematorium Memorials - Teak seats (all) - 1 year renewal	£64.00	£66.00	Exempt	£ 2.00	3.13%
Crematorium Memorials - Teak seats (all) - 5 year renewal	£313.00	£323.00	Exempt	£ 10.00	3.19%
Crematorium Memorials - Teak seats (all) - 10 year renewal	£626.00	£646.00	Exempt	£ 20.00	3.19%
Crematorium Memorials - Teak seats (all) - Small posy vase with holder	£33.00	£33.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Large posy vase with holder	£43.00	£43.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Large posy vase	£16.00	£16.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Small posy vase	£10.00	£10.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Cleansing and Treatment	£276.00	£276.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Powerwash and teak oil	£72.00	£72.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Seat - 5 years including granite tablet	£694.00	£720.00	Part Exempt/Part Std	£ 26.00	3.75%
Crematorium Memorials - Granite Seat - 10 years including granite tablet	£1,119.00	£1,160.00	Part Exempt/Part Std	£ 41.00	3.66%
Crematorium Memorials - Granite Seat - 20 years including granite tablet	£1,969.00	£2,040.00	Part Exempt/Part Std	£ 71.00	3.61%
Crematorium Memorials - Granite Seat - Replacement/Additional Granite Tablet	£176.00	£187.00	Standard	£ 11.00	6.25%
Crematorium Memorials - Granite Seat - Photo plaque 4 x 3	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Seat - 1 year renewal	£87.00	£89.00	Exempt	£ 2.00	2.30%
Crematorium Memorials - Granite Seat - 5 year renewal	£425.00	£440.00	Exempt	£ 15.00	3.53%
Crematorium Memorials - Granite Seat - 10 year renewal	£850.00	£880.00	Exempt	£ 30.00	3.53%
Crematorium Memorials - Granite Seat - 20 year renewal	£1,700.00	£1,760.00	Exempt	£ 60.00	3.53%
Crematorium Memorials - Granite Memorial Vase - 5 years including granite tablet	£418.00	£426.00	Part Exempt/Part Std	£ 8.00	1.91%
Crematorium Memorials - Granite Memorial Vase - 5 years including porcelain tablet	£427.00	£435.00	Part Exempt/Part Std	£ 8.00	1.87%
Crematorium Memorials - Granite Memorial Vase - 10 years including granite tablet	£660.00	£676.00	Part Exempt/Part Std	£ 16.00	2.42%
Crematorium Memorials - Granite Memorial Vase - 10 years including porcelain tablet	£669.00	£685.00	Part Exempt/Part Std	£ 16.00	2.39%
Crematorium Memorials - Granite Memorial Vase - 20 years including granite tablet	£1,144.00	£1,176.00	Part Exempt/Part Std	£ 32.00	2.80%
Crematorium Memorials - Granite Memorial Vase - 20 years including porcelain tablet	£1,153.00	£1,185.00	Part Exempt/Part Std	£ 32.00	2.78%
Crematorium Memorials - Granite Memorial Vase - Standard Porcelain Artwork	£65.00	£65.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Porcelain tablet photo	£78.00	£78.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Granite tablet photo plaque (4x3)	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Replacement Granite tablet	£176.00	£176.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Replacement Porcelain tablet	£185.00	£185.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - 1 year renewal	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium Memorials - Granite Memorial Vase - 5 year renewal	£242.00	£250.00	Exempt	£ 8.00	3.31%
Crematorium Memorials - Granite Memorial Vase - 10 year renewal	£484.00	£500.00	Exempt	£ 16.00	3.31%
Crematorium Memorials - Granite Memorial Vase - 20 year renewal	£968.00	£1,000.00	Exempt	£ 32.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 5 years including granite tablet up to 70 letters	£877.00	£885.00	Part Exempt/Part Std	£ 8.00	0.91%
Crematorium Memorials - Niche Memorial Vase - 10 years including granite tablet up to 70 letters	£1,119.00	£1,135.00	Part Exempt/Part Std	£ 16.00	1.43%
Crematorium Memorials - Niche Memorial Vase - 20 years including granite tablet up to 70 letters	£1,603.00	£1,635.00	Part Exempt/Part Std	£ 32.00	2.00%
Crematorium Memorials - Niche Memorial Vase - photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Niche Memorial Vase - replacement/additional granite tablet up to 70 letters	£170.00	£170.00	Standard	£ -	0.00%
Crematorium Memorials - Niche Memorial Vase - 1 year renewal	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium Memorials - Niche Memorial Vase - 5 year renewal	£242.00	£250.00	Exempt	£ 8.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 10 year renewal	£484.00	£500.00	Exempt	£ 16.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 20 year renewal	£968.00	£1,000.00	Exempt	£ 32.00	3.31%
Crematorium Memorials - Sanctum 2000 - 5 years including granite tablet up to 80 letters	£1,309.00	£1,359.00	Part Exempt/Part Std	£ 50.00	3.82%
Crematorium Memorials - Sanctum 2000 - 10 years including granite tablet up to 80 letters	£1,759.00	£1,819.00	Part Exempt/Part Std	£ 60.00	3.41%
Crematorium Memorials - Sanctum 2000 - 20 years including granite tablet up to 80 letters	£2,659.00	£2,739.00	Part Exempt/Part Std	£ 80.00	3.01%
Crematorium Memorials - Sanctum 2000 - Additional letters (per letter)	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Sanctum 2000 - Photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum 2000 - Photo plaque (Heart Shaped)	£283.00	£283.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum 2000 - Replacement tablet with 80 letters	£205.00	£214.00	Standard	£ 9.00	4.39%
Crematorium Memorials - Sanctum 2000 - 1 year renewal	£92.00	£94.00	Exempt	£ 2.00	2.17%
Crematorium Memorials - Sanctum 2000 - 5 year renewal	£450.00	£460.00	Exempt	£ 10.00	2.22%
Crematorium Memorials - Sanctum 2000 - 10 year renewal	£900.00	£920.00	Exempt	£ 20.00	2.22%
Crematorium Memorials - Sanctum 2000 - 20 year renewal	£1,800.00	£1,840.00	Exempt	£ 40.00	2.22%
Crematorium Memorials - Silver Birch Spinney - 5 years including granite tablet	£1,500.00	£1,582.00	Part Exempt/Part Std	£ 82.00	5.47%
Crematorium Memorials - Silver Birch Spinney - 10 years including granite tablet	£2,046.00	£2,144.00	Part Exempt/Part Std	£ 98.00	4.79%
Crematorium Memorials - Silver Birch Spinney - 20 years including granite tablet	£3,138.00	£3,268.00	Part Exempt/Part Std	£ 130.00	4.14%
Crematorium Memorials - Silver Birch Spinney - Additional/Replacement granite tablet	£145.00	£149.00	Standard	£ 4.00	2.76%
Crematorium Memorials - Silver Birch Spinney - 1 year renewal	£113.00	£115.00	Exempt	£ 2.00	1.77%
Crematorium Memorials - Silver Birch Spinney - 5 year renewal	£546.00	£562.00	Exempt	£ 16.00	2.93%
Crematorium Memorials - Silver Birch Spinney - 10 year renewal	£1,092.00	£1,124.00	Exempt	£ 32.00	2.93%
Crematorium Memorials - Silver Birch Spinney - 20 year renewal	£2,184.00	£2,248.00	Exempt	£ 64.00	2.93%
Crematorium Memorials - Family Niche - 5 years including granite tablet up to 70 letters	£1,453.00	£1,460.00	Part Exempt/Part Std	£ 7.00	0.48%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium Memorials - Family Niche - 10 years including granite tablet up to 70 letters	£1,813.00	£1,833.00	Part Exempt/Part Std	£ 20.00	1.10%
Crematorium Memorials - Family Niche - 20 years including granite tablet up to 70 letters	£2,533.00	£2,579.00	Part Exempt/Part Std	£ 46.00	1.82%
Crematorium Memorials - Family Niche - Photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Family Niche - Additional Letters (per letter)	£1.60	£1.80	Standard	£ 0.20	12.50%
Crematorium Memorials - Family Niche - Replacement/Additional tablet up to 70 letters	£170.00	£170.00	Standard	£ -	0.00%
Crematorium Memorials - Family Niche - 1 year renewal	£74.00	£76.00	Exempt	£ 2.00	2.70%
Crematorium Memorials - Family Niche - 5 year renewal	£360.00	£373.00	Exempt	£ 13.00	3.61%
Crematorium Memorials - Family Niche - 10 year renewal	£720.00	£746.00	Exempt	£ 26.00	3.61%
Crematorium Memorials - Family Niche - 20 year renewal	£1,440.00	£1,492.00	Exempt	£ 52.00	3.61%
Crematorium Memorials - Childrens Sundial Wall Plaque - 60 years including granite tablet	£550.00	£596.00	Part Exempt/Part Std	£ 46.00	8.36%
Crematorium Memorials - Childrens Sundial Wall Plaque - Replacement Tablet	£164.00	£164.00	Standard	£ -	0.00%
Crematorium Memorials - Childrens Sundial Wall Plaque - 1 year renewal	£9.00	£9.00	Exempt	£ -	0.00%
Crematorium Memorials - Childrens Sundial Wall Plaque - 5 year renewal	£35.00	£36.00	Exempt	£ 1.00	2.86%
Crematorium Memorials - Childrens Sundial Wall Plaque - 10 year renewal	£70.00	£72.00	Exempt	£ 2.00	2.86%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 5 years	£175.00	£179.00	Part Exempt/Part Std	£ 4.00	2.29%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 10 years	£210.00	£215.00	Part Exempt/Part Std	£ 5.00	2.38%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 20 years	£280.00	£287.00	Part Exempt/Part Std	£ 7.00	2.50%
Crematorium Memorials - Childrens Shelter - Replacement Heart/Bud/Teddy plaque	£140.00	£143.00	Standard	£ 3.00	2.14%
Crematorium Memorials - Childrens Shelter - Wooden Plaque	£126.00	£129.00	Standard	£ 3.00	2.38%
Crematorium Memorials - Childrens Shelter - Wooden Plaque Extra Line	£15.00	£16.00	Standard	£ 1.00	6.67%
Crematorium Memorials - Childrens Shelter - Wooden Plaque Motif	£22.00	£23.00	Standard	£ 1.00	4.55%
Crematorium Memorials - Childrens Shelter - 1 year renewal	£8.00	£9.00	Exempt	£ 1.00	12.50%
Crematorium Memorials - Childrens Shelter - 5 year renewal	£35.00	£36.00	Exempt	£ 1.00	2.86%
Crematorium Memorials - Childrens Shelter - 10 year renewal	£70.00	£72.00	Exempt	£ 2.00	2.86%
Crematorium Memorials - Childrens Shelter - 20 year renewal	£140.00	£144.00	Exempt	£ 4.00	2.86%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 1 year renewal	£38.00	£39.00	Exempt	£ 1.00	2.63%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 5 year renewal	£178.00	£183.00	Exempt	£ 5.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 10 year renewal	£356.00	£366.00	Exempt	£ 10.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 20 year renewal	£712.00	£732.00	Exempt	£ 20.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - replacement bronze plaque	£143.00	£146.00	Standard	£ 3.00	2.10%
Crematorium Memorials - Sanctum II (renewal only) - 1 year renewal	£65.00	£67.00	Exempt	£ 2.00	3.08%
Crematorium Memorials - Sanctum II (renewal only) - 5 year renewal	£317.00	£326.00	Exempt	£ 9.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - 10 year renewal	£634.00	£652.00	Exempt	£ 18.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - 20 year renewal	£1,268.00	£1,304.00	Exempt	£ 36.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum II (renewal only) - photo plaque (Heart shaped)	£283.00	£283.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum II (renewal only) - Rplacement tablet up to 80 letters	£205.00	£214.00	Standard	£ 9.00	4.39%
Crematorium Memorials - Sanctum II (renewal only) - additional letters	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 1 year single garden	£43.00	£45.00	Exempt	£ 2.00	4.65%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 5 year single garden	£215.00	£222.00	Exempt	£ 7.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 10 year single garden	£430.00	£444.00	Exempt	£ 14.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 20 year single garden	£860.00	£888.00	Exempt	£ 28.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 1 year double garden	£86.00	£90.00	Exempt	£ 4.00	4.65%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 5 year double garden	£430.00	£444.00	Exempt	£ 14.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 10 year double garden	£860.00	£888.00	Exempt	£ 28.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 20 year double garden	£1,720.00	£1,776.00	Exempt	£ 56.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 1 year renewal	£177.00	£185.00	Exempt	£ 8.00	4.52%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 5 year renewal	£885.00	£912.00	Exempt	£ 27.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 10 year renewal	£1,770.00	£1,824.00	Exempt	£ 54.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 20 year renewal	£3,540.00	£3,648.00	Exempt	£ 108.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - Replacement Boulder	£291.00	£300.00	Standard	£ 9.00	3.09%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 1 year renewal	£75.00	£79.00	Exempt	£ 4.00	5.33%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 5 year renewal	£365.00	£378.00	Exempt	£ 13.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 10 year renewal	£730.00	£756.00	Exempt	£ 26.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 20 year renewal	£1,460.00	£1,512.00	Exempt	£ 52.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) Replacement Boulder	£325.00	£325.00	Standard	£ -	0.00%
Crematorium Memorials - Administration - Surrender or transfer a memorial	£63.00	£65.00	Standard	£ 2.00	3.17%

Service Area	Adult Social Care				
Specific Legislation Impacting on Charging	Care Act 2014 + Care and Support (Charging and Assessment of Resources) Regulations 2014 + Care and Support Statutory Guidance				
Policy objective(s) linked to service	Local Authorities can decide for themselves whether to charge for certain types of care and support services on a means tested basis, but must only charge people what they can afford to pay in accordance with nationally-set protected minimum income levels. Around 60% of people currently in receipt of Council care & support services make a financial contribution towards the cost of their care, and the income from care charges forms a significant element of Council funding and helps to protect and sustain essential care services for vulnerable adults.				
Wider benefits of service	Income from care charges helps the Local Authority to achieve a balanced budget and deliver its statutory obligations				
Director	Stephen Taylor				
Head of Service	Mark Gedney				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change	Percentage Change
Transport charge to Day opportunity - Cresset - per day	£2.50	£3.00	Exempt	£0.50	20.0%
Meal charge to Day opportunity - Cresset - per meal	£4.00	£4.00	Exempt	-	-
Day care charge for Day opportunity - Cresset - per day	£42.00	£42.00	Exempt	-	-
Extra Care Schemes - night time care (single)	£26.06	£27.36	Exempt	£1.30	5.0%
Extra Care Schemes - night time care (couple)	£39.09	£41.04	Exempt	£1.95	5.0%
Appointee Charge - Care homes - Appointee	£8.38	£8.76	Exempt	£0.38	4.5%
Appointee Charge - community based care - Appointee	£10.55	£13.09	Exempt	£2.54	24.1%
Deferred payment initial administration fee	£300.00	£350.00	Exempt	£ 50.00	16.67%
Deferred payment completion administration fee	£300.00	£350.00	Exempt	£ 50.00	16.67%
Arrangement fee to self funding/full cost care	£10.00	£12.00	Exempt	£ 2.00	20.00%

Service Area	Education				
Specific Legislation Impacting on Charging	https://www.gov.uk/school-attendance-absence/legal-action-to-enforce-school-attendance				
Policy objective(s) linked to service	Peterborough City Council (PCC) considers that school attendance, and the improvement of it, is an integral part of our raising achievement agenda.				
Wider benefits of service	School Attendance is central to raising standards in Education and ensuring that all pupils can fulfil their potential.				
Director	John Gregg				
Head of Service					
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Schools Unauthorised Absence penalty notices-If paid within 21 days,Per parent per child	£60.00	£60.00	VAT exempt	-	-
Schools Unauthorised Absence penalty notices-If paid over 21 days and up to 28 days ,Per parent per child	£120.00	£120.00	VAT exempt	-	-
Attendance Service traded offer (per hour charge, minimum of 6 hours per Academic Year) Case management Case work, Early intervention and preventative approaches Early identification and review Support ,training, guidance and advice Data collection and analysis	£90.00	£94.00	Standard	£4.00	4.4%

Service Area	Education				
Specific Legislation Impacting on Charging	School Admissions code				
Policy objective(s) linked to service	School admissions in Peterborough are managed by the School Admissions Team. The Team deals with applications for places in all school year groups, with the exception of sixth forms and colleges.				
Wider benefits of service					
Director	John Gregg				
Head of Service	Libby Walker				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Service Packages 1: School Admissions Validation Transitions Service (Primary Academies)	£200.00	£209.00	Standard	£9.00	4.5%
Service Packages 1: School Admissions Validation Transitions Service(Secondary Academies)	£1,000.00	£1,046.00	Standard	£46.00	4.6%

Service Area	Education				
Specific Legislation Impacting on Charging	n/a				
Policy objective(s) linked to service	Services that are provided from the general fund to enable the EHCNA, core and statutory function. The LA can use the DSG to fund early intervention, of which the core planning meetings are part of the LA responsibilities. As noted below many LAs provide core, non cost recovery sessions to schools as part of early intervention. PCC do not have this.				
Wider benefits of service	The LA has a responsibility to provide early intervention for the C/YP across the city. Evidence shows that providing services at this level will reduce need for more costly involvement in the future. The LA also need to consider the retention of current staff. They have indicated that if the service becomes a statutory only service they would opt to leave the LA, further impacting on statutory service delivery.				
Director	John Gregg				
Head of Service	Alison Tolson				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Basic Subscription	£1,650.00	£1,750.00	Exempt	£100.00	6.1%
Additional sessions Academies	£525.00	£575.00	Exempt	£50.00	9.5%
ELSA	£750.00	£775.00	Exempt	£25.00	3.3%
ELSA Supervision	£350.00	£375.00	Exempt	£25.00	7.1%

Service Area	Education				
Specific Legislation Impacting on Charging	Post-16 transport and travel support to education and training (publishing.service.gov.uk)				
Policy objective(s) linked to service	Wherever possible, encourage students to walk, cycle or travel by bus to school/college for their health, education and social development. Aim to reduce the number of school/college journeys by car, which otherwise add to traffic congestion, pollution and danger for students walking to school/college				
Wider benefits of service	Promote and facilitate the use of travel by sustainable modes by young people, families, and school staff, and provide information so they are able to make informed transport decisions.				
Director	John Gregg				
Head of Service	Bryony Wolstenholme				
Service/Charge	Current Charge	Proposed Charge 01/09/24	VAT Status	Price Change (value)	Percentage Change
Children Services Transport-Post 16 Transport, Half year payment per family for a return journey	£330.00	£345.00	Out of Scope	£15.00	4.5%
Children Services Transport-Post 16 Transport, Per Year per family for a one way journey	£330.00	£345.00	Out of Scope	£15.00	4.5%
Children Services Transport-Post 16 Transport, Per Year per family for a return journey	£660.00	£690.00	Out of Scope	£30.00	4.5%
Children Services Transport-Discretionary Transport, Per Half term per child	£127.00	£133.00	Out of Scope	£6.00	4.7%
Children Services Transport-Discretionary Transport, Per Term per child	£234.00	£245.00	Out of Scope	£11.00	4.7%
Children Services Transport-Discretionary Transport, Charge for issuing replacement bus passes	£15.00	£15.00	Out of Scope	-	-

Service Area	Children Homes				
Specific Legislation Impacting on Charging	n/a				
Policy objective(s) linked to service	Cherry Lodge is a Council owned children's home that offers short breaks and shared placements to children and young people aged 5-19. It is primarily provided for the use of Peterborough residents, but approximately 20% of usage is funded from external sources. The charge is to recover the full cost from all external organisations contributing to or paying for placements within the service.				
Wider benefits of service					
Director	John Gregg				
Head of Service	Claire Young				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Children Homes-Cherry Lodge - Overnight respite ,Overnight	£613.00	£613.00	Out of scope	-	-

Service Area	Children Homes				
Specific Legislation Impacting on Charging	n/a				
Policy objective(s) linked to service	Clare Lodge is a leading national provider of secure accommodation "welfare" only placements and the only all female unit in the UK. The service is owned and governed by Peterborough City Council and works in partnership with Cambridgeshire and Peterborough Foundation Trust (CPFT) to provide an intensive and therapeutic environment, including an in-house psychiatric and psychological provision.				
Wider benefits of service	Clare Lodge is a leading national provider of all female "welfare" placements (Children Act 1989, Section 25) for young people in the UK. The service is independent, not contracted to the Youth Justice Board and accepts referrals in respect of young people aged 10 to 17 years who are in need of care, programmes of intervention and protection. Typically, those placed have extensive histories of abuse and exploitation, poor attachments, and low self-esteem. Many of the young people have a range of health / mental needs and exhibit complex behaviours which may include running away, self-harm, exploitation, psycho-sexual difficulties, issues concerning drug and alcohol misuse, eating disorders, aggression and other challenging behaviours. has context menu				
Director	John Gregg				
Head of Service					
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Children Homes-Clare Lodge - Children's Homes,Per Day	£3,836.00	£3,836.00	Out of scope	-	-
Children Homes-Clare Lodge - Standard,Per Day	£3,836.00	£3,836.00	Out of scope	-	-
Children Homes-Clare Lodge - Intermediate,Per Day	£3,836.00	£3,836.00	Out of scope	-	-
Children Homes-Clare Lodge - Dependency,Per Day	£3,836.00	£3,836.00	Out of scope	-	-

Service Area	Education				
Specific Legislation Impacting on Charging	Governance Handbook oct 2020 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/925104/Governance_Handbook_FINAL.pdf Schools causing concern - Guidance on intervention				
Policy objective(s) linked to service	Peterborough strives to achieve the best outcome for every child. Monitoring, challenge, intervention and support for these schools is key to achieving our target to increase percentage of schools that are good or outstanding. Where necessary, the school improvement team will work in partnership with school leaders and colleagues from other teams in order to help to bring about more rapid improvement. Priorities 1. Ensuring schools have a broad curriculum that is relevant to their context 2. COVID response recovery, which includes developing leadership and supporting well-being 3. Ensuring end of key stage outcomes in English and Maths continue to improve, and improve outcomes for disadvantaged and vulnerable groups in all phases and close the gaps between them and other pupils nationally. 4. Improving Phonics and Early Reading				
Wider benefits of service	School Governance - Good governance is essential in securing good leadership of our schools. This, in turn, supports children in receiving the best outcomes whilst they are in education.				
Director	John Gregg				
Head of Service	Chris Baird				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Universal Offer (Academies)	£850.00	£935.00	Standard	£85.00	10.0%
Bespoke Support and challenge for your school improvement journey (LA Maintained Schools)	£655.00	£721.00	N/A	£66.00	10.1%
Bespoke Support and challenge for your school improvement journey (Academies)	£1,155.00	£1,271.00	Standard	£116.00	10.0%
Bespoke Support and challenge for your school improvement journey (LA Maintained Schools)	£950.00	£1,045.00	N/A	£95.00	10.0%
Bespoke Support and challenge for your school improvement journey (Academies)	£1,450.00	£1,595.00	Standard	£145.00	10.0%
Headteacher Performance Review (LA Maintained Schools)	£625.00	£688.00	N/A	£63.00	10.1%
Governor Training and Development, charge per Governor (LA Maintained School)	£81.00	£89.00	N/A	£8.00	9.9%
Clerking for Governing Bodies Annual Subscription based on 6 meetings per academic year (LA Maintained School)	£1,850.00	£2,035.00	N/A	£185.00	10.0%
Clerking for Governing Bodies per additional meeting (LA Maintained School)	£165.00	£182.00	N/A	£17.00	10.3%
Clerking for Governing Bodies per hour charge for Specialist Clerking (LA Maintained School)	£45.00	£50.00	N/A	£5.00	11.1%
Governor Training and Development, charge per Governor (Academies)	£81.00	£89.00	Standard	£8.00	9.9%
Clerking for Governing Bodies Annual Subscription based on 6 meetings per academic year (Academies)	£1,850.00	£2,035.00	Standard	£185.00	10.0%
Clerking for Governing Bodies per additional meeting (Academies)	£165.00	£182.00	Standard	£17.00	10.3%
Clerking for Governing Bodies per hour charge for Specialist Clerking (Academies)	£45.00	£50.00	Standard	£5.00	11.1%
Full Safeguarding Review outside of the bi-annual review process (LA Maintained)	£480.00	£528.00	N/A	£48.00	10.0%
Full Safeguarding Review outside (Academies)	£650.00	£715.00	Standard	£65.00	10.0%
Subject Leader Network Meetings (LA Maintained)	£495.00	£545.00	N/A	£50.00	10.1%
Subject Leader Network Meetings (LA Maintained junior)	£330.00	£363.00	N/A	£33.00	10.0%
Subject Leader Network Meetings (Academies)	£600.00	£660.00	Standard	£60.00	10.0%
Subject Leader Network Meetings (Academies Junior)	£450.00	£495.00	Standard	£45.00	10.0%
Phonics and Early Reading Package (LA Maintained and all targeted schools)	£300.00	£330.00	N/A	£30.00	10.0%
Phonics and Early Reading Package (Academies)	£400.00	£440.00	Standard	£40.00	10.0%
KS1 Assessment Package LA Maintained (1st delegate)	£300.00	£330.00	N/A	£30.00	10.0%
KS1 Assessment Package LA Maintained (for each subsequent delegate)	£250.00	£275.00	N/A	£25.00	10.0%
KS1 Assessment Package LA Academies(1st delegate)	£350.00	£385.00	Standard	£35.00	10.0%
KS1 Assessment Package LA Academies (for each subsequent delegate)	£250.00	£275.00	Standard	£25.00	10.0%
KS2 Assessment Package LA Maintained (1st delegate)	£150.00	£165.00	N/A	£15.00	10.0%
KS2 Assessment Package LA Maintained (for each subsequent delegate)	£110.00	£121.00	N/A	£11.00	10.0%
KS2 Assessment Package LA Academies(1st delegate)	£175.00	£193.00	Standard	£18.00	10.3%
KS2 Assessment Package LA Academies (for each subsequent delegate)	£135.00	£149.00	Standard	£14.00	10.4%
PAY as you go LA Maintained Schools per hour	£110.00	£121.00	N/A	£11.00	10.0%
PAY as you go LA Maintained Schools per day	£500.00	£550.00	N/A	£50.00	10.0%
PAY as you go Academies per hour	£120.00	£132.00	Standard	£12.00	10.0%
PAY as you go Academies per day	£550.00	£605.00	Standard	£55.00	10.0%

Service Area	Waste Management				
Specific Legislation Impacting on Charging	The Council has a duty under section 45 of the Environmental Protection Act (EPA) 1990 to collect household waste. Section 46(1) EPA provides that where the Council has a duty to collect waste, they can specify the kind, number, and size of receptacles the occupier must put the waste into. The Occupiers are under no obligation to use receptacles provided by the council, as long as, the alternative(s) meet the required size, design and number as determined by the Council. S.46 (2) EPA states that receptacle requirements set by the Council must be reasonable. Where the occupier uses waste receptacles provided by the Council, s.46(3) finds that the Council may provide receptacles free of charge or require the occupier to agree to pay the Council a single payment or such periodical payments as agreed. Charging for a new or replacement receptacles would constitute a single payment under this section. In addition the Council are permitted to charge for a garden waste service.				
Policy objective(s) linked to service	This ensures that the council is able to recover the administration costs for the provision of new (new development) and replacement bins and charge for a garden waste service. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit.				
Wider benefits of service	Waste provision. Ensures a cleaner local environment, reducing litter and improving the streetscene				
Director	Adrian Chapman				
Head of Service	Charlotte Palmer				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Garden waste service annual fee	£50.00	£55.00	Out of scope	£5.00	10.0%
Garden waste service additional bin	£30.00	£30.00	Out of scope	-	-
Replacement Bin / new bin - 240 litre	£29.50	£31.00	Out of scope	£1.50	5.1%
Replacement Bin / new bin - 360 litre	£32.50	£34.50	Out of scope	£2.00	6.2%
Replacement Bin / new bin - 1100 litre	£180.00	£189.00	Out of scope	£9.00	5.0%
Replacement Bin / new bin - outdoor food caddy	£10.00	£10.00	Out of scope	-	-
Replacement Bin / new bin- indoor food caddy	£10.00	£10.00	Out of scope	-	-
Preplacement Bin / new bin - food caddy's delivered together	£12.50	£12.50	Out of scope	-	-
Preplacement Bin / new bin - ground mounted food unit	£513.00	£513.00	Out of scope	-	-
New bins - set of four bins	£70.00	£73.50	Out of scope	£3.50	5.0%
Bulky collection up to five items	£23.50	£30.00	Out of scope	£6.50	27.7%

Service Area	Legal Services				
Specific Legislation Impacting on Charging	Land Charges Act 1972 and The Local Land Charges Fees (England) Rules 2018				
Policy objective(s) linked to service	To provide an accurate and comprehensive service for Con29 Searches and ensure Land Charges register is updated.				
Wider benefits of service	To provide an accurate and comprehensive service for Con29 Searches and ensure Land Charges register is updated.				
Director	Adesuwa Omoregie				
Head of Service	Adesuwa Omoregie				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
CON29O Enquiry (each)	£36.00	£36.00	Standard	-	-
Additional Enquiry (Including Solicitors, each)	£39.00	£39.00	Standard	-	-
Expedite Fee (for a 2 day turnaround)	£77.00	£77.00	Standard	-	-
CON 29R (Residential)	£145.00	£145.00	Standard	-	-
CON 29R (Commercial)	£190.00	£241.00	Standard	£51.00	26.8%
Additional parcel of land (each)	£33.00	£33.00	Standard	-	-

Service Area	Business Regulations				
Specific Legislation Impacting on Charging	Planning Act, Food Safety Act, Town Police Clauses Act 1847/Local Govt (Misc Provisions) Act 1976, Zoo Licensing Act 1981, Dangerous Wild Animals Act 1976, Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009, Licensing Act 2003, Environmental Information Regulations 2004. Anti-Social Behaviour Act 2003				
Policy objective(s) linked to service	The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Also licensing policy objectives are the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm. Ensures setting high standards of service and legislative requirements are met				
Wider benefits of service	Ensures setting high standards of service and legislative requirements are met. Licensing makes a fundamental contribution to how our communities develop, live, work and relax. With the right tools, councils can use licensing to significantly improve the chances of businesses and residents moving to an area. Licensing can also help councils exert a certain level of control over the quality and performance of service providers in their area				
Director	Adrian Chapman				
Head of Service	Peter Gell/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Hackney Carriage Licence Fees - Hackney Carriage Drivers - New	£447.00	£496.00	exempt	£49.00	10.9%
Hackney Carriage Licence Fees - Hackney Carriage Drivers - Renewal	£305.00	£339.00	exempt	£34.00	11.0%
Hackney Carriage Licence Fees - Hackney Carriage Vehicle Licence - New	£229.00	£231.00	exempt	£2.00	0.9%
Hackney Carriage Licence Fees - Hackney Carriage Vehicle Licence - Renewal	£229.00	£231.00	exempt	£2.00	0.9%
Hackney Carriage Licence Fees - Private Hire Drivers - New	£447.00	£496.00	exempt	£49.00	10.9%
Hackney Carriage Licence Fees - Private Hire Drivers - Renewal	£305.00	£339.00	exempt	£34.00	11.0%
Hackney Carriage Licence Fees - Private Hire Vehicle Licence - New	£190.00	£192.00	exempt	£2.00	0.9%
Hackney Carriage Licence Fees - Private Hire Vehicle Licence - Renewal	£190.01	£192.00	exempt	£2.00	0.9%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 1yr - 1-5 Vehicles	£229.00	£245.00	exempt	£16.00	6.9%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 5yr - 1-5 Vehicles	£982.00	£1,041.00	exempt	£59.00	6.0%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 1yr - 6-10 Vehicles	£447.00	£478.00	exempt	£31.00	6.9%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 5yr - 6-10 Vehicles	£2,111.00	£2,256.00	exempt	£145.00	6.8%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 1yr - 11-30 Vehicles	£671.00	£711.00	exempt	£40.00	5.9%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 5yr - 11-30 Vehicles	£3,218.00	£3,440.00	exempt	£222.00	6.8%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 1yr - 31-50 Vehicles	£895.00	£956.00	exempt	£61.00	6.8%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 5yr - 31-50 Vehicles	£4,582.00	£4,896.00	exempt	£314.00	6.8%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 1yr - 50+ Vehicles	£1,113.00	£1,189.00	exempt	£76.00	6.8%
Hackney Carriage Licence Fees - Private Hire Operators Licence - 5yr - 50+ Vehicles	£5,455.00	£5,830.00	exempt	£375.00	6.8%
Hackney Carriage Licence Fees - Miscellaneous - Replacement Plate and Bracket	£45.00	£48.00	exempt	£3.00	6.2%
Hackney Carriage Licence Fees - Miscellaneous - Replacement Bracket	£27.00	£21.00	exempt	£-6.00	-22.0%
Hackney Carriage Licence Fees - Miscellaneous - Replacement Badge	£21.00	£22.00	exempt	£1.00	3.0%
Hackney Carriage Licence Fees - Miscellaneous - Replacement Plate and Platform	£28.00	£32.00	exempt	£4.00	14.2%
Hackney Carriage Licence Fees - Miscellaneous - Relacement Door Stickers	£11.00	£12.00	exempt	£1.00	9.0%
Hackney Carriage Licence Fees - Miscellaneous - Vehicle Transfer	£44.00	£47.00	exempt	£3.00	6.8%
Hackney Carriage Licence Fees - Miscellaneous - Admin Charge	£17.00	£19.00	exempt	£2.00	11.0%
Hackney Carriage Licence Fees - Miscellaneous - Private Hire Plate Exemption - New	£62.00	£66.00	exempt	£4.00	6.4%
Hackney Carriage Licence Fees - Miscellaneous - Private Hire Plate Exemption - Renewal	£41.00	£43.00	exempt	£2.00	4.8%
Animal Welfare Licences - Zoo Licensing Act 1981 Zoo Licensing Act 1981 - New	£349.00	£370.00	exempt	£21.00	6.0%
Animal Welfare Licences - Zoo Licensing Act 1981 Zoo Licensing Act 1981 - Renewal	£921.00	£976.00	exempt	£55.00	5.9%
Animal Welfare Licences - Zoo Licensing Act 1981 Zoo Licensing Act 1981 - Transfer	£175.00	£186.00	exempt	£11.00	6.2%
Animal Welfare Licences - Dangerous Wild Animals Dangerous Wild Animals - New	£420.00	£445.00	exempt	£25.00	5.9%
Animal Welfare Licences - Dangerous Wild Animals Dangerous Wild Animals - Renewal	£360.00	£382.00	exempt	£22.00	6.1%
Animal Welfare Licences - Dangerous Wild Animals Dangerous Wild Animals - Variation	£240.00	£255.00	exempt	£15.00	6.2%
Other Environmental Health Licences Licensing of sex establishments - New	£3,275.00	£3,498.00	exempt	£223.00	6.8%
Other Environmental Health Licences Licensing of sex establishments - Renewal	£955.00	£1,020.00	exempt	£65.00	6.5%
Other Environmental Health Licences Licensing of sex establishments - Variation	£700.00	£746.00	exempt	£46.00	6.5%
Other Environmental Health Licences Other Environmental Health Licences	£300.00	£300.00	exempt	-	-
Other Environmental Health Licences - Registration for tattooing, body piercing, acupuncture and electrolysis - Premises	£273.00	£292.00	exempt	£19.00	6.9%
Other Environmental Health Licences - Registration for tattooing, body piercing, acupuncture and electrolysis - Personal	£110.00	£117.00	exempt	£7.00	6.3%
Other Charges - Motor Salvage Operators Registration (3 Yearly) - Site	£507.00	£543.00	exempt	£36.00	7.1%
Other Charges - Motor Salvage Operators Registration (3 Yearly) - Collector	£281.00	£301.00	exempt	£20.00	7.1%
Street Trading Consents - Ice Cream Trader	£925.00	£980.00	exempt	£55.00	5.9%
Regulatory Services Other fees - Licensing Advice Hourly Rate	£80.00	£95.00	exempt	£15.00	18.8%
Regulatory Services Other fees - Taxi Advice	£40.00	£45.00	exempt	£5.00	12.5%
Selling animals as pets - New - Part A	£316.00	£348.00	exempt	£32.00	10.1%
Selling animals as pets - Renewal - Part A	£229.00	£252.00	exempt	£23.00	10.0%
Selling animals as pets - Part B - 1 Year	£278.00	£306.00	exempt	£28.00	10.1%
Selling animals as pets - Part B - 2 Year	£360.00	£396.00	exempt	£36.00	10.0%
Selling animals as pets - Part B - 3 Year	£442.00	£487.00	exempt	£45.00	10.2%
Selling animals as pets - Re-inspection / Variation Fee	£191.00	£211.00	exempt	£20.00	10.5%
Providing or arranging for the provision of boarding (franchisor) - New - Part A	£420.00	£462.00	exempt	£42.00	10.0%
Providing or arranging for the provision of boarding (franchisor) - Renewal - Part A	£284.00	£312.00	exempt	£28.00	9.9%
Providing or arranging for the provision of boarding (franchisor) - Part B - 1 Year	£316.00	£348.00	exempt	£32.00	10.1%
Providing or arranging for the provision of boarding (franchisor) - Part B - 2 Year	£404.00	£444.00	exempt	£40.00	9.9%
Providing or arranging for the provision of boarding (franchisor) - Part B - 3 Year	£485.00	£534.00	exempt	£49.00	10.1%
Providing or arranging for the provision of boarding (franchisor) - Re-inspection / Variation Fee	£245.00	£270.00	exempt	£25.00	10.2%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - New - Part A	£300.00	£330.00	exempt	£30.00	10.0%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - Renewal - Part A	£213.00	£235.00	exempt	£22.00	10.3%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - Part B - 1 Year	£278.00	£306.00	exempt	£28.00	10.1%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - Part B - 2 Year	£360.00	£396.00	exempt	£36.00	10.0%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - Part B - 3 Year	£442.00	£487.00	exempt	£45.00	10.2%
Commercial operation One animal type: catteries or kennels, including commercial dog day care - Re-inspection / Variation Fee	£191.00	£211.00	exempt	£20.00	10.5%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - New - Part A	£420.00	£462.00	exempt	£42.00	10.0%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - New - Part B	£284.00	£312.00	exempt	£28.00	9.9%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - Part B - 1 Year	£316.00	£348.00	exempt	£32.00	10.1%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - Part B - 2 Year	£404.00	£444.00	exempt	£40.00	9.9%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - Part B - 3 Year	£485.00	£534.00	exempt	£49.00	10.1%
Commercial operation Two animal activity types: e.g. Kennels with Catteries - Re-inspection / Variation Fee	£245.00	£270.00	exempt	£25.00	10.2%
Home activities boarding / daycare - New - Part A	£180.00	£198.00	exempt	£18.00	10.0%
Home activities boarding / daycare - Renewal - Part A	£136.00	£150.00	exempt	£14.00	10.3%
Home activities boarding / daycare - Part B - 1 Year	£185.00	£204.00	exempt	£19.00	10.3%
Home activities boarding / daycare - Part B - 2 Year	£256.00	£282.00	exempt	£26.00	10.2%
Home activities boarding / daycare - Part B - 3 Year	£327.00	£360.00	exempt	£33.00	10.1%
Home activities boarding / daycare - Re-inspection / Variation Fee	£122.00	£134.00	exempt	£12.00	9.8%
Hiring Out Horses - New - Part A	£305.00	£336.00	exempt	£31.00	10.2%
Hiring Out Horses - Renewal - Part A	£218.00	£240.00	exempt	£22.00	10.1%
Hiring Out Horses - Part B - 1 Year	£284.00	£313.00	exempt	£29.00	10.2%
Hiring Out Horses - Part B - 2 Year	£371.00	£408.00	exempt	£37.00	10.0%
Hiring Out Horses - Part B - 3 Year	£458.00	£504.00	exempt	£46.00	10.0%
Hiring Out Horses - Re-inspection / Variation Fee	£185.00	£204.00	exempt	£19.00	10.3%
Breeding Dogs - New - Part A	£305.00	£336.00	exempt	£31.00	10.2%
Breeding Dogs - Renewal - Part A	£213.00	£235.00	exempt	£22.00	10.3%
Breeding Dogs - Part B - 1 Year	£278.00	£306.00	exempt	£28.00	10.1%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Breeding Dogs - Part B - 2 Year	£404.00	£444.00	exempt	£40.00	9.9%
Breeding Dogs - Part B - 3 Year	£442.00	£487.00	exempt	£45.00	10.2%
Breeding Dogs - Re-inspection / Variation Fee	£185.00	£204.00	exempt	£19.00	10.3%
Keeping or training animals for exhibition - New - Part A	£180.00	£198.00	exempt	£18.00	10.0%
Keeping or training animals for exhibition - Renewal - Part A	£136.00	£150.00	exempt	£14.00	10.3%
Keeping or training animals for exhibition - Part B - 3 Year	£327.00	£360.00	exempt	£33.00	10.1%
Keeping or training animals for exhibition - Re-inspection / Variation Fee	£124.00	£136.00	exempt	£12.00	9.7%

Service Area	Business Regulations				
Specific Legislation Impacting on Charging	Planning Act, Food Safety Act, Town Police Clauses Act 1847/Local Govt (Misc Provisions) Act 1976, Zoo Licensing Act 1981, Dangerous Wild Animals Act 1976, Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009, Licensing Act 2003, Environmental Information Regulations 2004. Anti-Social Behaviour Act 2003				
Policy objective(s) linked to service	The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Also licensing policy objectives are the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm. Ensures setting high standards of service and legislative requirements are met				
Wider benefits of service	Environmental health services provided by local authorities have a crucial role in protecting public health and the environment. Assists with dispute resolution and local developments				
Director	Adrian Chapman				
Head of Service	Peter Gell/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Business Regulation - Environmental Health High Hedges - Concessions Application Fee	£455.00	£473.00	Exempt	£18.00	4.0%
Business Regulation - Environmental Health High Hedges - Unsuccessful Application	£362.00	£376.00	Exempt	£14.00	3.9%
Business Regulation - Environmental Health High Hedges - Unsuccessful Application for Concessions	£222.00	£231.00	Exempt	£9.00	4.1%
Business Regulations - Environmental Health High Hedges- Application Fee	£777.00	£808.00	Exempt	£31.00	4.0%
Business Regulations - Environmental Health Pre-planning advice - first 4 hours	£550.00	£650.00	Exempt	£100.00	18.2%
Business Regulations - Environmental Health and other Regulatory Services Pre-planning advice - per hour	£80.00	£95.00	Exempt	£15.00	18.8%
Other Environmental Health Licences - Provision of Information	£226.00	£285.00	Exempt	£59.00	26.1%%

Service Area	Planning					
Specific Legislation Impacting on Charging	To check source of legislation eg Local Government Act. Check PAS website. National Planning Policy Framework (section 4).					
Policy objective(s) linked to service	To provide guidance to developers and landowners on the interpretation and application of adopted Local Plan policies in relation to proposed development prior to the formal submission of a planning application. By encouraging front loading of the service, it should provide greater certainty to developers, achieve a faster determination of planning applications, increase engagement with the local community and help the Council to achieve a better designed scheme. Planning Performance Agreements (PPAs) might achieve a faster and more effective application process. Both pre-application advice and PPAs can help us to meet our statutory government targets.					
Wider benefits of service	To provide greater certainty to developers and landowners seeking to invest in the City. This could lead to a greater level of income from Council Tax and non-domestic rates from residential and commercial/employment developments respectively. The charging for pre-application advice and PPAs will ensure that the costs of the service are borne by the developer and landowner thus limiting the cost to the Council for providing this service. The additional income stream enables the Council to better target resources and provide a more efficient and effective service. Early engagement can help the Council to better shape proposals in order to meet the priorities of the Corporate Strategy.					
Director	Adrian Chapman					
Head of Service	Sylvia Bland/Nick Carter					
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change	
Pre-application advice fees - Householder (inclusive of VAT)	£0.00	£180.00	Standard	£180.00		
Pre-application advice fees - 1 Dwelling (inclusive of VAT)	£0.00	£360.00	Standard	£360.00		
Pre-application advice fees - 2-9 dwellings base fee (inclusive of VAT)	£0.00	£360.00	Standard	£360.00		
Pre-application advice fees - 2-9 dwellings amount per dwelling in excess of 1 (inclusive of VAT)	£0.00	£120.00	Standard	£120.00		
Pre-application advice fees - 10-49 dwellings base fee (inclusive of VAT)	£0.00	£1,320.00	Standard	£1,320.00		
Pre-application advice fees - 10-49 dwellings amount per dwelling in excess of 9 (inclusive of VAT)	£0.00	£65.00	Standard	£65.00		
Pre-application advice fees - 50-99 dwellings base fee (inclusive of VAT)	£0.00	£3,920.00	Standard	£3,920.00		
Pre-application advice fees - 50-99 dwellings amount per dwelling in excess of 9 (inclusive of VAT)	£0.00	£45.00	Standard	£45.00		
Pre-application advice fees - 100+ dwellings base fee (inclusive of VAT)	£0.00	£6,125.00	Standard	£6,125.00		
Pre-application advice fees - 100+ dwellings amount per dwelling in excess of 100 (inclusive of VAT) Total capped at £12,000 inc VAT)	£0.00	£20.00	Standard	£20.00		
Pre-application advice fees - Mixed Use SUEs (inclusive of VAT) - BESPOKE FEE FOR 24/25		BESPOKE	Standard			
Pre-application advice fees - Dwellings - number unknown base fee (inclusive of VAT)	£0.00	£480.00	Standard	£480.00		
Pre-application advice fees - Dwellings - number unknown per 0.1ha in excess of 0.1ha (inclusive of VAT) Total capped at £12,000 inc VAT	£0.00	£160.00	Standard	£160.00		
Pre-application advice fees - Minor non residential base fee (inclusive of VAT)	£0.00	£360.00	Standard	£360.00		
Pre-application advice fees - Minor non residential per 100m3 in excess of 100m3 (inclusive of VAT)	£0.00	£60.00	Standard	£60.00		
Pre-application advice fees - Major non residential base fee (inclusive of VAT)	£0.00	£900.00	Standard	£900.00		
Pre-application advice fees - Major non residential per 100m3 in excess of 1000m3 (inclusive of VAT) Total capped at £12,000 inc VAT	£0.00	£50.00	Standard	£50.00		
Pre-application advice fees - Non residential floorspace unknown base fee (inclusive of VAT)	£0.00	£360.00	Standard	£360.00		
Pre-application advice fees - Non residential floorspace unknown per 0.1ha in excess of 0.1ha (inclusive of VAT) Total capped at £12,000 inc VAT	£0.00	£300.00	Standard	£300.00		
Pre-application advice fees - Non residential change of use and/or no increase in floorspace (inclusive of VAT)	£0.00	£260.00	Standard	£260.00		
Pre-application advice fees - Listed Building - minor (inclusive of VAT)	£0.00	£180.00	Standard	£180.00		
Pre-application advice fees - Listed Building - large complex schemes (inclusive of VAT)	£0.00	Bespoke	Standard			
Pre-application advice fees - Discharge of conditions - minor (inclusive of VAT)	£0.00	£180.00	Standard	£180.00		
Pre-application advice fees - Discharge of conditions - major (inclusive of VAT)	£0.00	£500.00	Standard	£500.00		
Pre-application advice fees - Telecoms (inclusive of VAT)	£0.00	£130.00	Standard	£130.00		
Pre-application advice fees - Advertisements (inclusive of VAT)	£0.00	£130.00	Standard	£130.00		
Pre-application advice fees - Design PAD (inclusive of VAT)	£0.00	£1,300.00	Standard	£1,300.00		
Invalid application return fees (inclusive of VAT)	£0.00	£100.00	Standard	£100.00		
Advice on invalid application fees (inclusive of VAT)	£0.00	£100.00	Standard	£100.00		
Planning Performance Agreements - BESPOKE FEE FOR 24/25		BESPOKE	Standard			
Planning Fees - copying charges Copying Charges - Decision Notice, Obligations Agreement, Enforcement Notice, S106 Agreement, Appeal Decision and TPO Email Enquiry	£45.00	£45.00	Standard	-	-	
Planning Fees - copying charges Copying Charges - Decision Notice, Obligations Agreement, Enforcement Notice, S106 Agreement, Appeal Decision and TPO Postal Enquiry	£60.00	£60.00	Standard	-	-	
Planning Fees - copying charges Copying Charges - Decision Notice, Obligations Agreement, Enforcement Notice, S106 Agreement, Appeal Decision and TPO Email Enquiry Next Day Reply	£200.00	£200.00	Standard	-	-	
Planning Fees - copying charges Copying Charges - Decision Notice, Obligations Agreement, Enforcement Notice, S106 Agreement, Appeal Decision and TPO Postal Enquiry Next Day Reply	£200.00	£200.00	Standard	-	-	
Planning Fees - copying charges Plan Printing - Urban locations 1:500 (6 copies) Block Plan	£10.00	£10.00	Standard	-	-	
Planning Fees - copying charges Plan Printing - Urban locations 1:1250 (6 copies) Location Plan	£30.00	£30.00	Standard	-	-	
Planning Fees - copying charges Plan Printing - Rural locations 1:500 (6 copies) Location and Block Plan	£40.00	£40.00	Standard	-	-	
Planning Fees - copying charges Plan Printing - Additional Copies each and Postage Per Copy	£60.00	£60.00	Standard	-	-	
Planning Fees - copying charges Searches - By PCC Staff per hour Per Hour	£45.00	£45.00	Standard	-	-	
Planning - Adhoc Charges Confirmation of Compliance with S106 or CIL payment Reply within 10 working days	£150.00	£150.00	Standard	-	-	
Planning - Adhoc Charges Confirmation of Compliance with S106 or CIL payment Reply Next Day	£400.00	£400.00	Standard	-	-	
Planning - Adhoc Charges CON Enquiry re CIL liability for a property Reply within 10 working days	£150.00	£150.00	Standard	-	-	
Planning - Adhoc Charges Emailed copy of S106 Agreement Reply within 10 working days	£85.00	£85.00	Standard	-	-	
Planning - Adhoc Charges Emailed copy of s106 Agreement Reply Next Day	£280.00	£280.00	Standard	-	-	
Planning - Adhoc Charges Paper copy S106 Agreement Reply within 10 working days	£100.00	£100.00	Standard	-	-	
Planning - Adhoc Charges Paper copy S106 Agreement Reply Next Day	£295.00	£295.00	Standard	-	-	

Service Area	Business Regulations				
Specific Legislation Impacting on Charging	Food Safety Act 1990				
Policy objective(s) linked to service	Create healthy and safe environments where people want to live, invest, work, visit and play. Maximise economic growth and prosperity in an inclusive and environmentally sustainable way. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Also licensing policy objectives are the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm. Ensures setting high standards of service and legislative requirements are met.				
Wider benefits of service	Provide consistent advice and communicate to the public on food safety, allowing them to make informed decisions. Encourage businesses to improve safety and processes and encourage best practise.				
Director	Adrian Chapman				
Head of Service	Peter Gell/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Environmental Health - Food Safety Food Hygiene Reinspection Visits	£314.00	£340.00	Non-Business	£26.00	8.3%
Environmental Health - Food Safety Food Hygiene Advice Visit	£80.00	£95.00	Non-Business	£15.00	18.8%
Environmental Health - Food Safety Export Health Certificates	£293.00	£310.00	Non-Business	£17.00	5.8%
Environmental Health - Food Safety Food Safety training	£50.00	£55.00	Non-Business	£5.00	10.0%

Service Area	Business Regulations				
Specific Legislation Impacting on Charging	Consumer Protection from Unfair Trading Regulations 2008, the Consumer Protection Act 1987, the Food Safety Act 1990, the Price Marking Order 2004 and the Consumer Rights Act 2015.				
Policy objective(s) linked to service	Create healthy and safe environments where people want to live, invest, work, visit and play. Maximise economic growth and prosperity in an inclusive and environmentally sustainable way. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Also licensing policy objectives are the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm. Ensures setting high standards of service and legislative requirements are met.				
Wider benefits of service	Recent priorities include prevention of sales of counterfeit goods, sales of tobacco and alcohol to under-age buyers, and action to prevent exploitation of vulnerable consumers by scams and doorstep crime. Trading Standards can work together with other regulators and national supporting regulators to provide businesses with access to tailored advice and support.				
Director	Adrian Chapman				
Head of Service	Peter Gell/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Trading Standards Certificate of accuracy when requested following routine testing Service Charges	£40.00	£46.00	Non-Business	£6.00	15.0%
Trading Standards All equipment and other weights and measures services, including Public Weighbridge Operators Service Charges (per hour)	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards If site visit required Service Charges	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards Primary Authority: Annual fee of 4 hours; to include 3 hours of bespoke business advice, with the balance contributing to the overall management of the scheme Service Charges	£320.00	£380.00	Non-Business	£60.00	18.8%
Trading Standards Work undertaken under the formal Primary Authority Agreement Service Charges	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards Out of county mileage to be charged on Primary Authority-related journeys Service Charges	£0.45	£0.45	Non-Business	-	-
Trading Standards Business advice provided outside of a Primary Authority agreement Service Charges	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards Fees charged in respect of environmental searches carried out on request will include for up to two hours officer time Environmental Searches	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards Where environmental search requests are made that incur officer's time in excess of two hours, an additional charge of £33 per hour per officer, or part there of will be charged Environmental Searches	£40.00	£46.00	Non-Business	£6.00	15.0%
Trading Standards Hourly rate chargeable for Trading Standards Officer Investigations	£80.00	£95.00	Non-Business	£15.00	18.8%
Trading Standards Hourly rate chargeable for Administrative Officer Investigations	£50.00	£58.00	Non-Business	£8.00	16.0%
Trading Standards Hourly rate chargeable for Accredited Financial Investigator Investigations	£80.00	£95.00	Non-Business	£15.00	18.8%

Service Area	Housing					
Specific Legislation Impacting on Charging	Housing Act 2004, Mobile Homes Act 2013					
Policy objective(s) linked to service	Make suitable housing available to everyone, including quality standards in the private rented housing sector. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Also licensing policy objectives are the prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm. Ensures setting high standards of service and legislative requirements are met					
Wider benefits of service	Bad landlords will be forced to improve their practices or leave the market. Schemes should be easy to administer and explain as all private landlords in an area will be covered by a licensing scheme. The Council will gain extensive knowledge about private renting in the city. This will enable targeted enforcement and support to landlords. Landlords and their agents will be readily identifiable. Responsible landlords will receive information and support. Poorly performing landlords will receive support and training to improve. Will lead to an increase in housing demand and reduce antisocial behaviour, improving problem areas, making these areas safer and more desirable places to live.					
Director	Adrian Chapman					
Head of Service	Matt Oliver/Rob Hill					
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change	
Selective Licensing Charge for a single let property during first 30 days of the scheme	£608.00	£608.00	Non-Business	-	-	
Selective Licensing Charge for a single let property for the remainder of the scheme	£908.00	£908.00	Non-Business	-	-	
Selective Licensing Admin charge - variation fee	£50.00	£50.00	Non-Business	-	-	
Selective Licensing Application for Temporary Exemption notice	£50.00	£150.00	Non-Business	£100.00	200.0%	
Selective Licensing Re-inspection fee - Properties found not to be compliant after inspection	£100.00	£100.00	Non-Business	-	-	
Houses of Multiple Occupation License	£826.00	£1,100.00	Non-Business	£274.00	33.2%	
Houses of Multiple Occupation License - additional fee for late application	£150.00	£200.00	Non-Business	£50.00	33.3%	
Houses of Multiple Occupation - Temporary Exemption Notice	£0.00	£150.00	Non-Business	£150.00		
Inspection for Immigration Purposes	£138.00	£138.00	Non-Business	-	-	
HMO Licensing pre-application advice per hour (minimum 2 hours)	£0.00	£95.00	Non-Business	£95.00		
Costs for service of notices under the Housing Act 2004	£440.00	£440.00	Non-Business	-	-	
Mobile Home Parks annual inspection fee - up to 49 units	£220.00	£220.00	Non-Business	-	-	
Mobile Home Parks annual inspection fee - up to 99 units	£385.00	£385.00	Non-Business	-	-	
Mobile Home Parks annual inspection fee - up to 149 units	£550.00	£550.00	Non-Business	-	-	
Mobile Home Parks site licence application - up to 49 units	£770.00	£770.00	Non-Business	-	-	
Mobile Home Parks site licence application - up to 99 units	£990.00	£990.00	Non-Business	-	-	
Mobile Home Parks site licence application - up to 149 units	£1,210.00	£1,210.00	Non-Business	-	-	

Service Area	City Centre Operations				
Specific Legislation Impacting on Charging	Local Government (Miscellaneous Provisions) Act 1982, Highways Act 1980, The Local Government Act 2003				
Policy objective(s) linked to service	Our Places and Communities: creating healthy and safe environments where people want to live, work, visit and play, enabled by effective community. Engagement and strong partnership. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit.				
Wider benefits of service	Generates income by hosting events in the city centre and other commercial activities. Increased activities in the city centre results in higher footfall which benefits all business in the city centre				
Director	Adrian Chapman				
Head of Service	Clair George/Rob Hill				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
City Centre Services - Commercial space minimum price per day per pitch	£22.00	£30.00	Non-Business	£8.00	36.4%
City Centre Services - Commercial space Promotions per day	£111.00	£275.00	Non-Business	£164.00	147.7%
City Centre Services - Pedestrian area trading consents per day	£312.00	£312.00	Exempt	-	-
City Centre Services - Hire agreement per m2 per day	£21.00	£21.00	Non-Business	-	-
City Centre Services - Administration charges	£35.00	£35.00	Exempt	-	-
City Centre Services - Service charges per day	£27.00	£30.00	Standard Rated	£3.00	11.1%

Service Area	Archaeology Services				
Specific Legislation Impacting on Charging	The Local Government Act 2003 provides a general power to charge for the provision of any discretionary service. The level at which fees are set is based on the recovery of costs. Sections 93 and 94 of the Local Government Act 2003 and the Localism Act 2011. Rural Payments Agency, Natural England, Forestry Commission, ALGAO, and Historic England (January 2019).				
Policy objective(s) linked to service	To help make a bigger, better, greener Peterborough: by maintaining an up-to-date policy framework relating to the historic environment; by delivering specialist advisory services to the council and (for a fee, where appropriate) its customers, especially in relation to the planning process. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit.				
Wider benefits of service	The service aims to: <ul style="list-style-type: none"> • Provide advice and information on the archaeology and historic environment of Peterborough Unitary Authority. • Provide advice on the archaeological implications of development both within and outside the planning system. • Advise farmers and landowners on grant-aided management of the historic environment. • Maintain the Historic Environment Record (HER) database of heritage assets within the boundaries of Peterborough Unitary Authority 				
Director	Adrian Chapman				
Head of Service	Sylvia Bland				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Archaeology Services Historic Environment Record Strategic/remote standard search (up to 50 records or, typically, 1km radius in rural areas, 500m radius in villages and 250m radius in the urban area)	£80.00	£85.00	Non-Business	£5.00	6.3%
Archaeology Services Historic Environment Record Strategic/remote extended search (50-150 records or, typically, pipeline routes, areas over 1km radius in rural areas, 500m radius in villages and 250m radius in the urban area)	£114.00	£122.00	Non-Business	£8.00	7.0%
Archaeology Services Historic Environment Record Strategic/remote large/complex search (>150 records) - Bespoke quoted fee	Variable	Variable	Non-Business		
Archaeology Services Historic Environment Record Priority Search (within 3 working days) – supplement to above	£30.00	£30.00	Non-Business	-	-
Archaeology Services Archaeological planning services Cat A (Development of an Historic Building Structure). Historic England level 1 Building Recording	£29.00	£31.00	Non-Business	£2.00	6.9%
Archaeology Services Archaeological planning services Cat A (Development of an Historic Building Structure). Historic England level 2 Building Recording	£57.00	£61.00	Non-Business	£4.00	7.0%
Archaeology Services Archaeological planning services Cat A (Development of an Historic Building Structure). Historic England level 3 Building Recording	£85.00	£91.00	Non-Business	£6.00	7.1%
Archaeology Services Archaeological planning services Cat A (Development of an Historic Building Structure). Historic England level 4 Building Recording	£113.00	£121.00	Non-Business	£8.00	7.1%
Archaeology Services Archaeological planning services Cat A (Development of an Historic Building Structure). Monitoring watching brief	£227.00	£242.00	Non-Business	£15.00	6.6%
Archaeology Services Archaeological planning services Cat B (Minor development). Monitoring (Watching Brief)	£227.00	£242.00	Non-Business	£15.00	6.6%
Archaeology Services Archaeological planning services Cat B (Minor development). Evaluation	£311.00	£332.00	Non-Business	£21.00	6.8%
Archaeology Services Archaeological planning services Cat B (Minor development). Excavation	£369.00	£394.00	Non-Business	£25.00	6.8%
Archaeology Services Archaeological planning services Cat C (Small Scale Major). Monitoring (Watching Brief)	£284.00	£303.00	Non-Business	£19.00	6.7%
Archaeology Services Archaeological planning services Cat C (Small Scale Major). Evaluation	£590.00	£630.00	Non-Business	£40.00	6.8%
Archaeology Services Archaeological planning services Cat C (Small Scale Major). Excavation	£657.00	£701.00	Non-Business	£44.00	6.7%
Archaeology Services Archaeological planning services Cat D (Large Scale Major). Monitoring (Watching Brief)	£284.00	£303.00	Non-Business	£19.00	6.7%
Archaeology Services Archaeological planning services Cat D (Large Scale Major). Evaluation	£743.00	£793.00	Non-Business	£50.00	6.7%
Archaeology Services Archaeological planning services Cat D (Large Scale Major). Excavation	£827.00	£882.00	Non-Business	£55.00	6.7%

Service Area	Peterborough Highway Services				
Specific Legislation Impacting on Charging	The Highways Act 1980 and Traffic Signs Regulations & General Directions 2016				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	To ensure that PCC can carry our necessary checks on new developments, roads and infrastructure, ensuring they are fit for purpose, safe and what was expected.				
Director	Adrian Chapman				
Head of Service	Nick Greaves/Nick Carter				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Highways Residential Vehicle Crossings - Dropped Crossing/Kerb Per Dropped Crossing/Kerb	£120.00	£120.00	Non-Business	-	-
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Highways Section 38 Agreements Linear Rate - per Linear Metre	£1,595.29	£1,595.29	Non-Business	-	-
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Work commencing without agreement (10% of Councils estimated construction cost)			Non-Business		
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Work with agreement less than £20,000 (fixed £3,000 fee)	£3,000.00	£3,000.00	Non-Business	-	-
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Work with agreement with value of work more than £20,000, up to and including the First Trigger Point £525,000.00 charged at 8%			Non-Business		
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Work with agreement with value of work more than First Trigger Point £525,000.00 up to and including the Second Trigger Point £1,575,000.00 scaled charge at 6% (Note charged at 8% to first trigger point)			Non-Business		
Highways Development - highways section 38 agreements Highways Section 38 Agreements - Work with agreement with value of work more than Second Trigger Point £1,575,000.00 scaled charge at 2% (Note charged 8% to First Trigger Point, then 6% between First to Second Trigger Points)			Non-Business		
Highways Development - highways section 278 agreements Highways Section 278 Agreements - Work with agreement less than £20,000	£3,000.00	£3,000.00	Non-Business	-	-
Highways Development - highways section 278 agreements Highways Section 278 Agreements - Work with agreement with value of work more than £20,000, up to and including the First Trigger Point £525,000.00 charged at 8%			Non-Business		
Highways Development - highways section 278 agreements Highways Section 278 Agreements - Work with agreement with value of work more than First Trigger Point £525,000.00 up to and including the Second Trigger Point £1,575,000.00 scaled charge at 6% (Note charged at 8% to first trigger point)			Non-Business		
Highways Development - highways section 278 agreements Highways Section 278 Agreements - Work with agreement with value of work more than Second Trigger Point £1,575,000.00 scaled charge at 2% (Note charged 8% to First Trigger Point, then 6% between First to Second Trigger Points)			Non-Business		
Highways Development - highways section 184 charges Highways Section 184 Charges - Initial Deposit	£500.00	£500.00	Non-Business	-	-
Highways Development Searches Highways Section Land Search Charges - Traffic Scheme enquiries per site	£47.00	£47.00	Non-Business	-	-
Highways Development Searches Highways Section Land Search Charges - Land Charge searches per site	£23.00	£35.00	Non-Business	£12.00	52.2%
Highways Development Searches Highways Section Land Search Charges - SearchFlow and Searches Online Enquiries	£102.00	£102.00	Non-Business	-	-
Highway Control Team - Temporary Directional Sign Charges Highways Temporary Directional Sign Charge - Fixed Fee	£125.00	£125.00	Non-Business	-	-
Highway Control Team - Highway Status Enquiries Highways Status Enquiries - Fixed Fee	£35.00	£35.00	Non-Business	-	-

Service Area	Civic Room Bookings				
Specific Legislation Impacting on Charging	None				
Policy objective(s) linked to service	Rooms made available to general public - income stream				
Wider benefits of service	None				
Director	Adesuwa Omoregie				
Head of Service	Rachel Edwards				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Rate per hour up to 18:00 - Monday - Friday	£ 59.74	£ 60.64	Standard	£0.90	1.5%
Rate per hour up to 18:00 - Saturday	£ 84.34	£ 85.60	Standard	£1.26	1.5%
Rate per hour 18:00 to 02:00 - Monday - Friday	£ 84.34	£ 85.60	Standard	£1.26	1.5%
Rate per hour 18:00 to 02:00 - Saturday	£ 114.81	£ 116.53	Standard	£1.72	1.5%
Fixed rate from 10:00 to 01:00- Saturday	£ 965.27	£ 979.75	Standard	£14.48	1.5%
Rate per hour 01:00 to 02:00 - Saturday	£ 114.81	£ 116.53	Standard	£1.72	1.5%
rate for 2 hours include room for Registrar	£ 285.83	£ 290.12	Standard	£4.29	1.5%
rate include room for Registrar if reception held in Town Hall	£ 97.22	£ 98.68	Standard	£1.46	1.5%
Rate per hour up to 18:00 - Monday - Friday	£ 29.28	£ 29.92	Standard	£0.64	2.2%
Rate per hour up to 18:00 - Saturday	£ 46.86	£ 47.56	Standard	£0.70	1.5%
Rate per hour 18:00 to 02:00 - Monday - Friday	£ 46.86	£ 47.56	Standard	£0.70	1.5%
Rate per hour 18:00 to 02:00 - Saturday	£ 84.34	£ 85.60	Standard	£1.26	1.5%
Rate per hour up to 18:00 - Monday - Friday	£ 70.28	£ 71.33	Standard	£1.05	1.5%
Rate per hour up to 18:00 - Saturday	£ 101.32	£ 102.84	Standard	£1.52	1.5%
Rate per hour 18:00 to 02:00 - Monday - Friday	£ 101.32	£ 102.84	Standard	£1.52	1.5%
Rate per hour 18:00 to 02:00 - Saturday	£ 139.40	£ 141.49	Standard	£2.09	1.5%

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