

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE

THURSDAY 14 SEPTEMBER 2023
7.00 PM

Bourges/Viersen Room - Town Hall
Contact: Charlotte Cameron, Senior Democratic Services Officer,
charlotte.cameron@peterborough.gov.uk, 01733 384628

AGENDA

Page No

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

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.
3. **Minutes of Growth, Resources and Communities Scrutiny Committee held on 18 July 2023** 3 - 10
4. **Call in of any Cabinet, Cabinet Member or Key Officer Decision**

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication) unless a request for call-in of the decision is received from any three Members of a Scrutiny Committee. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee.
5. **Forward Plan of Executive Decisions** 11 - 30
6. **Sales, Fees and Charges Review** 31 - 40
7. **Update on People and Culture Programme** 41 - 44
8. **Third Report of the Peterborough City Council Independent Improvement and Assurance Panel** 45 - 64

9. **Monitoring Scrutiny Recommendations** 65 - 68
10. **Work Programme 2023/2024** 69 - 74
11. **Date of Next Meeting**

Tuesday, 14 November 2023 – Growth, Resources and Communities
Scrutiny Committee

12. **Locality Asset Review – Update** 75 - 102

Appendix 1 of this report is exempt as it involves the disclosure of information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – information relating to the financial or business affairs of any particular person (including the authority holding that information).

Emergency Evacuation Procedure – Outside Normal Office Hours

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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>

Committee Members:

Councillors: Iqbal (Chair), M Jamil (Vice Chairman), Farooq, Fenner, J R Fox, Knight, Asif, Sharp, Thulbourn, Wiggin and Warren

Substitutes: Councillors: Perkins, Qayyum, Sabir and N Sandford

Non-Statutory Co-opted Members:

Parish Councillor Mark Ormston, Independent Co-opted Member (non-voting)
Parish Councillor Terrance Young, Independent Co-opted Member (non-voting)

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

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**MINUTES OF THE GROWTH, RESOURCES AND COMMUNITIES SCRUTINY
COMMITTEE MEETING
HELD AT 7.00PM, ON
TUESDAY 18 JULY 2023
BOURGES/VIERSEN ROOMS, TOWN HALL, PETERBOROUGH**

Committee Members Present: Councillors Iqbal (Chair), M Jamil (Vice-Chair), Asif, M Farooq, Fenner, J R Fox, Knight, Sharp, Thulbourn, Warren and Wiggin and Independent Co-opted Members Parish Councillors Ormston and Young.

Officers Present: Adrian Chapman, Executive Director Place and Economy
Rob Hill, Service Director: Housing and Communities
Jim Newton, Service Director Infrastructure and Environment
James Collingridge, Head of Highways and Transport
Neal Byers, Cambridgeshire and Peterborough Combined Authority Representative
Charlotte Cameron, Senior Democratic Services Officer
Councillor Simons, Cabinet Member for Infrastructure, Environment and Climate Change

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Knight.

2. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

There were no declarations received.

3. MINUTES OF GROWTH RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE HELD ON 7 MARCH 2023

The minutes of the Growth, Resources and Communities Scrutiny Committee held on 7 March 2023 were agreed as a true and accurate record.

4. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISION

No call ins were received.

5. APPOINTMENT OF CO-OPTED MEMBERS 2023/2024

The Growth, Resources and Communities Scrutiny Committee received a report in relation to the appointment of Co-opted Members in accordance with the Council's Constitution Part 3, Section 4 – Overview and Scrutiny Functions.

The purpose of the report was to seek approval from the Committee to appoint Parish Councillors Mark Ormston and Terrance Young as a Non-Voting Co-opted Members for the municipal year 2023/2024.

The Senior Democratic Services Officer introduced the report and explained that the nominations for Parish Council Co-opted Members had been put forward by the Parish Council Liaison Committee and that the appointments would be reviewed annually.

The Committee unanimously agreed to the appointments of Parish Councillors Mark Ormston and Terrance Young as non-voting Co-opted Members for the municipal year 2023/24.

Members noted that the Parish Councillors were an asset to have on the Committee and the Senior Democratic Services Officer outlined the co-option selection process.

The Chair welcomed the Co-opted Members who were in attendance and invited them to join the committee for the rest of the meeting.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Appoint Parish Councillor Mark Ormston as a Co-opted Member with no voting rights to represent the rural area for the municipal year 2023/2024. Appointment to be reviewed annually at the beginning of the next municipal year.
2. Appoint Parish Councillor Terrance Young as a Co-opted Member with no voting rights to represent the rural area for the municipal year 2023/2024. Appointment to be reviewed annually at the beginning of the next municipal year.

6. PETERBOROUGH STATION QUARTER REDEVELOPMENT SCHEME

The Growth, Resources and Communities Scrutiny Committee received a report in relation to the status of the Peterborough Station Connectivity and Enhancements Project. The purpose of the report was to provide an update on the projects process and outline the use of funding.

The Service Director Infrastructure and Environment introduced the report and key points raised included:

This project was a huge opportunity for Peterborough and would be led through a partnership approach. There had been focused consultation with a number of stakeholders to make sure there was as wide of feedback as possible. The Council had appointed world leading experts to review how the Station Quarter worked and provide ideas for how the funding could be used to improve it.

The Officer highlighted some elements of the approach which included that the station was only one sided, the need for the consolidation of car parking, a move of the maintenance delivery unit for National Rail and that the public realm around the existing station would be reviewed.

An Officer level board had been set up which included colleagues from across the council, National Rail, London Northeastern Railway (LNER) and Anglian Ruskin University Peterborough (ARUP).

The business case would be outlined by the end of 2023 and a full strategic outline would be delivered in 2024.

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

- Members referred to accessibility issues in the city centre and were advised that the Officers were alive to the issues, and they were a key driver in the development of the project.
- Members queried where the multiple underpasses were, and the Officer clarified that there was one central underpass with various directions which were difficult to navigate as a first-time visitor.
- Members were advised that a bridge into the Queensgate car park was a route that was available.
- There were further opportunities to make changes to make North Westgate more attractive.
- Members were advised that Officers looked to consult with as many people as possible and would be happy to take suggestions.
- Members were concerned with accessibility issues and asked Officers to consult with various disability groups.
- Members were advised that the work of the Cycling and Walking Task and Finish Group would be considered in the development of the framework as new policies and strategies were firmed up.
- Members noted that Lewis Banks, Transport and Environment Manager sat on the officer board.
- Members referred to air pollution and the proximity to schools and asked what steps were being taken to alleviate the issue. Members were advised that plans would intercept traffic and the anticipated outcome would see improved air quality through the reduction of queuing traffic.
- Members were advised that the report contained information of LNER's financial contributions to the development programme.
- Network Rail's assumption was that passenger demand would continue to be strong and the Officer highlighted that Croydon to King's Cross was slower than the Peterborough to King's Cross.
- Members noted that this would be a viable long-term project for the train operator and Network Rail.
- Members noted that no concerns regarding the plan had been raised by any stakeholders.
- Members raised concerns regarding accessibility and asked Officers to consider disability as a number one priority.
- The Officer highlighted that opportunities had been explored through model journeys to and from the station so that policies were aligned to maximise potential.
- Members expressed the importance of this opportunity and the importance of getting it right.
- Members queried why there was no mention of Taxis in the report given the importance of the taxi rank at the station. Members were advised that the role of the taxi rank would be reviewed.
- Members were advised that the bus strategy and the station quarter redevelopment would interchange with each other but improvement to bus services was beyond the scope of the funding for this project.
- Members referred to the high-level timeline on page 17 and requested a briefing note that outlined each stage of fund allocation.

The following recommendation was made by Councillor John Fox and seconded by Councillor Jamil, that this council via their individual group leaders, select councillors who are passionate about and have knowledge of various disability issues, to be a part of an active consulting group working with those planning the Station Quarter. Also working alongside with various other recognised disability groups within Peterborough. A vote was taken on the recommendation from Councillor John Fox and was **UNANIMOUSLY AGREED.**

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Offer challenge and scrutiny to the current position of the Peterborough Station Quarter Levelling Up Fund 2 (LUF2) project and next steps to progress.

The Committee also requested that Officers provide a briefing note on the high-level timeline for the Station Enhancement and Connectivity project, detailing the funding and steps for each phase.

RECOMMENDATION

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to **RECOMMEND** that this council via their individual group leaders, select councillors who are passionate about and have knowledge of various disability issues, to be a part of an active consulting group working with those planning the Station Quarter. Also working alongside with various other recognised disability groups within Peterborough.

7. PASSENGER TRANSPORT

The Growth, Resources and Communities Scrutiny Committee received a report in relation to Passenger Transport.

The purpose of the report was for the Committee to consider and make comments as it sees fit in respect of the Council's and Cambridgeshire and Peterborough Combined Authority's (CPCA's) future plans for passenger transport provisions.

The Head of Highways and Transport and the Cabinet Member for Infrastructure, Environment and Climate Change accompanied by a Cambridgeshire and Peterborough Combined Authority Representative introduced the report and key points raised included:

The report provided an overview of the strategic projects being undertaken, an update on the bus strategy and an update on the bus service improvement plan.

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

- Members were advised that the team had looked at potential sites in the city for the new bus depot and regular meetings with the CPCA had been held to progress the project.
- Members noted that Peterborough was significantly different to other cities and that services were performing reasonably well.
- There were future governance models within franchising in order to provide connectivity to the communities who needed it.
- The Cabinet Member advised that the CPCA were looking at other authorities for guidance on a franchise investment model.
- Members queried the uptake of the £2 bus fare and were advised that there was no specific data for that scheme but there had been an uplift of 7-8% in journeys.
- Members were cautioned that there were a variety of factors that could contribute to that uplift.
- Members were concerned about the services in rural areas and were advised that the CPCA had reviewed the use of school transport as an alternative.

- Members noted that the use of electric buses or biofuels had not been included within the report and were advised that it was part of the plan for the new depot, but nothing had been finalised.
- Work had been undertaken to understand customer journeys to support the business case for franchising as there was a need to understand the financial viability of the network.
- Members were advised that the data was commercially sensitive and could not be shared,
- Members referred to the duplication of services and were advised that the purpose of the bus depot review was to make proactive decision on the improvement of the network.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Consider, and make comments as it sees fit, in respect of the Council's and Cambridgeshire and Peterborough Combined Authority's (CPCA) future plans for passenger transport provisions.

The Committee also requested that Officers share the passenger transport strategies with all Parish Council Clerks so that the Parish Councils are properly consulted.

8. END OF YEAR CORPORATE PERFORMANCE REPORT

The Growth, Resources and Communities Scrutiny Committee received a report in relation to the End of Year Corporate Performance Report.

The purpose of the report was to provide an update and to provide the direction of travel on the council's corporate performance in line with our priority outcomes as set out in the Sustainable Future City Council Strategy 2022-25.

The Executive Director Place and Economy introduced the report and key points raised included:

The report mirrored the Corporate Strategy that Full Council had adopted and outlined the four main priorities alongside the three outcomes for each. The Officer presented the overarching report and would take questions back if they could not be answered.

The Council had developed four portfolio boards that aligned with the corporate priorities which were led by senior officers and had cross council representation. There were five main projects to focus on over the next twelve months that would make the biggest difference to the Council and its residents.

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

- Members referred to the housing of Ukrainian Refugees and queried what had been learnt. The Officer advised that Peterborough had stepped up and supported various displacements and the pressure on housing had been mitigated by the national scheme.
- There were future pressures that would need to be considered as the need for independent housing increased.
- Members noted that there had not been significant community tensions and Peterborough had a strong record for inclusivity.

- Members referred to the rise in referrals of domestic violence and were advised that there was a fine line between reporting an increase as a good or bad thing. There were many factors that influenced underreporting, but an increase did mean more people were coming forward.
- Members were advised that there had been a rise in one community and the team brought on board an independent advisor who understood the culture and spoke their language.
- Members were reassured that the team were in the best position to support and improve awareness.
- Members referred to workforce capacity issues and the well-publicised health and social care capacity concerns. Members were advised that this was an issue in Peterborough and that a significant number of agency workers had been brought in to support the workforce.
- The Executive Director advised that there was a project that related to workforce that investigated how to recruit the best people and build a comprehensive training programme.
- Members requested that the city council workforce programme was brought to a future meeting.
- Members commended the report and thanked Officers for their time.
- Members noted that some sectors did not contain challenges and were advised that the report was a version that looked at describing the headlines. There would be a more granular report to follow with a detailed view of activity from across the council.
- Members were advised of two pieces of work that supported the housing need of the city. The development of the refreshed local plan and a new housing strategy.
- The Officers also referred to the extensive transformation programme that would best support the delivery of housing development.
- Members raised concerns on the time it takes for a planning application to be heard and resolved. Members were advised that planning data was a concern but there would be improvements once the team was at full recruitment.
- Members noted the positive progress in education and the Council had done well to track school place demand. However, there would be a continued increase in demand and senior managers had worked to create a stronger relationship between growth, planning and school place planning.
- Members were advised that there were clear expectation of the local plan and Officers were encouraged by the conversations that had taken place.
- There was a sharp focus on skills at entry level and there would be continued focus on the opportunities to upskill.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Notes the End of Year Corporate Performance Report.

The Committee also requested that:

- Officers provide them Committee with the number of agency staff working in the Health and Social Care teams.
- the portfolio board's city council workforce programme be bought to the committee.
- Officers provide a briefing note on the recent data and work around upskilling within the city.
- Officers liaise with the Senior Democratic Services Officer on the pathway for bringing the portfolio board reports to scrutiny.

9. REVIEW OF 2022/2023 AND WORK PROGRAMME FOR 2023/2024

The Senior Democratic Services Officer presented the report which considered items presented in 2022/2023 to the Growth, Resources and Communities Scrutiny Committee and looked at the work programme for the new municipal year 2023/24 to determine the Committee's priorities. Members also noted the Terms of Reference for the Committee.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the report and **RESOLVED** to:

1. Considers relevant items which were presented to the Growth, Resources and Communities Scrutiny Committee during 2022/2023 and makes recommendations on the future monitoring of these items where necessary.
2. Notes the Recommendations Monitoring Report attached at Appendix 1 and considers if further monitoring of the relevant recommendations made by the Growth, Resources and Communities Scrutiny Committee during 2022/2023 municipal year is required.
3. Determines its priorities and approves the draft work programme for 2023/2024 attached at Appendix 2.
4. Notes the Terms of Reference for this Committee as set out in Part 3, Section 4, Overview and Scrutiny Functions attached at Appendix 3 and in particular paragraph 2.1 Growth, Resources and Communities Scrutiny Committee.

10. FORWARD PLAN OF EXECUTIVE DECISIONS

The Senior Democratic Services Officer introduced the report which included the latest version of the Council's Forward Plan of Executive Decisions containing decisions that the Leader of the Council, the Cabinet or individual Cabinet Members would make during the forthcoming month. Members were invited to comment on the plan and where appropriate, identify any relevant areas for inclusion in the Committee's Work Programme.

AGREED ACTIONS

The Growth, Resources and Communities Scrutiny Committee considered the current Forward Plan of Executive Decisions and **RESOLVED** to note the report.

11. DATE OF NEXT MEETING

The next meeting of the Committee was noted as being the 14 September 2023.

CHAIR
Meeting began at 7:00pm and ended at 8:47pm

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 5
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Adesuwa Omoregie, Interim Head of Legal and Deputy Monitoring Officer	
Cabinet Member(s) responsible:	Councillor Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Charlotte Cameron, Senior Democratic Services Officer	Tel. 01733 384628

FORWARD PLAN OF EXECUTIVE DECISIONS

RECOMMENDATIONS	
FROM: Senior Democratic Services Officer	Deadline date: N/A
<p>It is recommended that the Growth, Resources and Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Considers the current Forward Plan of Executive Decisions and identifies any relevant items for inclusion within their work programme or request further information. 	

1. ORIGIN OF REPORT

1.1 The report is presented to the Committee in accordance with the Terms of Reference as set out in section 2.2 of the report.

2. PURPOSE AND REASON FOR REPORT

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

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

The Scrutiny Committees will:

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

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

3. TIMESCALES

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

- 4.1 The latest version of the Forward Plan of Executive Decisions is attached at Appendix 1. The Forward Plan contains those Executive Decisions which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after **25 September 2023**.
- 4.2 The information in the Forward Plan of Executive Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these executive decisions, or to request further information.
- 4.3 If the Committee wished to examine any of the executive decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 4.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

5. CONSULTATION

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

6. ANTICIPATED OUTCOMES OR IMPACT

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

7. REASON FOR THE RECOMMENDATION

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

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 N/A

9. IMPLICATIONS

Financial Implications

- 9.1 N/A

Legal Implications

- 9.2 N/A

10. BACKGROUND DOCUMENTS

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

- 10.1 None

11. APPENDICES

- 11.1 Appendix 1 – Forward Plan of Executive Decisions

PETERBOROUGH CITY COUNCIL'S FORWARD PLAN OF EXECUTIVE DECISIONS

PUBLISHED: 25 AUGUST 2023

PART 1 – FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS FROM 25 SEPTEMBER 2023								
KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>Additional Grant funding for rough sleepers – KEY/25SEP23/01 Approval to allocate spend for delivery of Peterborough's Rough Sleepers Drug and Alcohol Grant to CGL.</p>	<p>Councillor Fitzgerald Leader and Cabinet Member for Adult Services and Public Health</p>	<p>September 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>ALL</p>	<p>N/A</p>	<p>Joseph Keegan - Commissioning Team Manager for Substance Misuse joseph.keegan@cambridgeshire.gov.uk - 07795302390</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Approval to award Community Support for Older People – KEY/25SEP23/02 Approval to award the contract 'Lot 3 - Community Support for Older People', with a value of £125,365 per annum, for a total of four years (three years plus 12 months extension) and total contract value of £501,460.</p>	<p>Councillor Fitzgerald Leader and Cabinet Member for Adult Services and Public Health</p>	<p>September 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>ALL</p>	<p>Survey, spoke to community groups</p>	<p>Micheil Wilson, Commissioning Manager, micheil.wilson@peterborough.gov.uk or Ruth.miller@peterborough.gov.uk</p>	<p>Adults</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>SHAP (Single Homeless Accommodation Programme) - KEY/25SEP23/03 Purchase of 25 units of self-contained accommodation to increase the supply of high-quality accommodation with accompanying support to address gaps in homelessness pathway provision for rough sleepers and those at risk of rough sleeping.</p>	<p>Councillor Steve Allen, Deputy Leader and Cabinet Member for Housing and Communities</p>	<p>September 2023</p>	<p>Growth, Resources, And Communities Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Sarah Scase - Housing Operations Manager - sarah.scase@peterborough.gov.uk</p>	<p>Place and Economy</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>Approval to extend day opportunities services for learning disabilities – KEY/25SEP23/04 Cabinet is being asked to approve an eight and a half month extension for day opportunity services for people with learning disabilities in Peterborough. The extension will be from 31st March 2024 to 15th December. The cost is £1,158,503.</p>	<p>Cabinet</p>	<p>13 November 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Soft market testing and forums</p>	<p>Ruth Miller Senior Commissioning Manager 07484 520821 ruth.miller@peterborough.gov.uk and Harriet Rowe Commissioning Manager harriet.rowe@peterborough.gov.uk</p>	<p>Adults</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

PREVIOUSLY ADVERTISED KEY DECISIONS

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>1. Charging residents and developers for replacement bins – KEY/21NOV22/01 - Currently all replacement household bins are replaced for free, if implemented, if you loose your bin or damage it you will be required to pay for a replacement.</p>	<p>Councillor Nigel Simons, Cabinet Member for Infrastructure, Environment and Climate</p>	<p>September 2023</p>	<p>Climate Change and Environment Scrutiny Committee</p>	<p>All Wards</p>	<p>Via the budget setting last financial year and FSWG</p>	<p>James Collingridge, Assistant Director of Operations, 01733 864736, james.collingridge@peterborough.gov.uk</p>	<p>Place and Economy</p>	<p>A CMDN.</p>
<p>2. PCC/CCC Delegation Agreement for jointly procured Floating Support service - KEY/27FEB23/08 - Approval of Delegation Arrangements to allow CCC to implement and manage this contract on behalf of PCC</p>	<p>Councillor Fitzgerald Leader and Cabinet Member for Adult Services and Public Health</p>	<p>August 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>Feedback sought from existing customers, staff and external partners/stakeholders prior to commencing re-procurement</p>	<p>Lisa Sparks, Senior Commissioner (ASC Commissioning), 07900163590, lisa.sparks@cambridgeshire.gov.uk</p>	<p>Adults</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>3. Delegation to Cambridgeshire County Council re. recommission of the Healthy Schools Support Service – KEY/13MAR23/01 "The Public Health Directorate are seeking to continue provision of the Healthy Schools Support Service for a further 19-month period, from 1st September 2023 - 31st March 2025. The service has been successfully operating across Peterborough and Cambridgeshire since 2018 at an annual value of £148,520 to Cambridgeshire and £58,680 to Peterborough. This new contract period will be used to provide officers sufficient time to review effectiveness, understand the evidence base and better evaluate the impact of current provision to inform future commissioning intentions. The total cost to PCC for this period will be £92,276.66."</p>	<p>Councillor Fitzgerald Leader and Cabinet Member for Adult Services and Public Health</p>	<p>August 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>A comprehensive consultation will be undertaken with service users, partners and key stakeholders as part of the required work needed to inform future commissioning intentions</p>	<p>Amy Hall, Children's Public Health Commissioning Manager, amy.hall@peterborough.gov.uk</p>	<p>Public Health</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>4. Delegated partnership agreement for procuring independent advocacy services for adults and children across Cambridgeshire and Peterborough – KEY/24APR23/02 To enter into a Delegation Agreement (DA) with Cambridgeshire County Council for the provision of Independent Advocacy Services for children and to enter into a Section 256 agreement with the Integrated Care Board (ICB) for the provision of Independent Advocacy Services for Adults, both relating to the period October 2023 – September 2027.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and Children Services</p>	<p>November 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Gavin Mullin, Senior Commissioning Officer (Children's), Email: gavin.mullin@cambridgeshire.gov.uk</p>	<p>Adults</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>5. Contract Award for Peterborough Adult Advocacy Service – KEY/8MAY23/01 To award the Contract for the Peterborough Adult Advocacy Service starting in October 2023 and running for 3 years with an option to extend for 1 year</p>	<p>Councillor Fitzgerald Leader and Cabinet Member for Adult Services and Public Health</p>	<p>November 2023</p>	<p>Adults and Health Scrutiny Committee</p>	<p>All Wards</p>	<p>N/A</p>	<p>Tara Mackey - Commissioner – VCS, Carers, Prevention & Early Intervention Tara.Mackey@Cambridgeshire.gov.uk</p>	<p>Adults</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>

KEY DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
6.	PCC SEND and AP expenditure – KEY/3JUL23/01 Approval to authorise the future expected spend through Cambridgeshire County Council's Children's External Placements Dynamic Purchasing System (PDPS) until 31st March 2024 with providers for Alternative Education Provision – SEND and AP and Inclusion Team.	Councillor Lynne Ayres, Cabinet Member for Education, Skills, and Children Services	August 2023	Children and Education Scrutiny Committee	All Wards	N/A	Anna Wahlandt - anna.wahlandt@cambridgeshire.gov.uk 07881 426870	Children and Young People's Service	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
7.	Draft Housing Strategy – KEY/3JUL23/04 Approval of draft Housing Strategy to commence public consultation	Cabinet	December 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	Internal consultation with key service stakeholders to inform development of the draft strategy. Public consultation with key external stakeholders and residents for 6 weeks once the draft is approved for consultation	Anne Keogh Housing Strategy and implementation Manager anne.keogh1@pe-terborough.gov.uk 07983343076	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	Post-16 Framework for Alternative Education and Training – KEY/17JUL23/01 - Agreement for the Post-16 Framework for Alternative Education and Training to be able to call off this Framework which is Cambridgeshire led.	Councillor Lynne Ayres, Cabinet Member for Education, Skills, and Children's Services	August 2023	Children and Education Scrutiny Committee	All wards	Family Voice, Young People representation groups (Access Champions), representatives of seldom heard groups	David Rhodes, Commissioning Manager, Email: david.rhodes@cambridgeshire.gov.uk	Children and Young People's Service	Paper from Children and Young People's Committee in Cambridgeshire
9.	Medgen Nursing Services Limited - KEY/17JUL23/02 - Approval for spend on a young person's placement for nine months.	Councillor Lynne Ayres, Cabinet Member for Education, Skills, and Children's Services	August 2023	Children and Education Scrutiny Committee	Central Ward	No other consultation sought.	Ros Anderson, ART Support Officer, Email: ros.anderson@cambridgeshire.gov.uk Tel: 01733 863986	Children and Young People's Service	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	Award for LD/Autism Respite Bed Based Service in PCC – KEY/31JUL23/01 Cabinet approval to award over £500k	Cabinet	18 September 2023	Adults and Health Scrutiny Committee	All Wards	N/A	Sarah Croxford, sarah.croxford@cambridgeshire.gov.uk	Adults	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
11. To award a contract to Milestone Infrastructure to undertake construction of active travel improvements on Thorpe Wood – KEY/31JUL23/02 "The Cambridgeshire and Peterborough Combined Authority have successfully been awarded a total of £3,896,59 Active Travel England as part of Active Travel Funding 4. Peterborough has been allocated a total of £2,986,590 of which £2,000,000 is for the construction of Thorpe Wood Cycleway Phase 3"	Cabinet	16 October 2023	Climate Change and Environment Scrutiny Committee	West	Consultation on detailed designs will be undertaken in Autumn 2023	Lewis Banks, Transport and Environment Team Manager, lewis.banks@peterborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
12. Request to re-implement Public Spaces Protection Orders for Gating – KEY/31JUL23/03 To request the Cabinet Member for Housing and Communities to approve the re-implementation of the existing Public Spaces Protection Orders for gating of alleyways at the following locations: Goodacre, Orton Goldhay - Orton Longueville Ward Coneygree Rd/Scott Close, Stanground - Fletton & Stanground Ward Larch Grove, Dogsthorpe - Dogsthorpe Ward Furze Ride/Welland Rd, Dogsthorpe - Dogsthorpe Ward Welland Close/Crocus Grove, Dogsthorpe - North Ward	Councillor Steve Allen, Deputy Leader and Cabinet Member for Housing and Communities	September 2023	Growth, Resources, And Communities Scrutiny Committee	Orton Longueville Ward, Fletton & Stanground Ward, Dogsthorpe Ward and North Ward	The Police & Crime Commissioner for Cambridgeshire, Chief Constable for Cambridgeshire Constabulary, Ward Councillors, residents and key interested parties will be consulted prior to the decision request.	Laura Kelsey, Operations Manager Neighbourhoods, Safer Communities laura.kelsey@peterborough.gov.uk 01733 453563	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
13. Culture, Heritage, Libraries and Leisure services contract – KEY/28AUG23/01 - To award a contract to operate the Culture, Heritage, Libraries and Leisure services on behalf of Peterborough City Council.	Cabinet	18 September 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	Regulatory bodies are aware of options with for services	Rob Hill - Service Director for Housing and Communities Tel: 07815 558081 Email: rob.hill@peterborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14. Housing Related Support Contract Awards – KEY/28AUG23/02 Peterborough City Council are seeking to move away from the annually awarded grant agreements to existing providers of accommodation-based housing related support in Peterborough and to adopt the proposed longer term procurement approach for Housing Related Support Services from 1st January 2024.	Cabinet	16 October 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	Specification outlining our requirements was written and a full procurement process undertaken.	Sarah Scase, Housing Needs Operations Manager, 07920 160502, sarah.scase@peterborough.gov.uk	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>15. Peterborough Community Short Breaks for Children with Disabilities – KEY/28AUG23/03 Community Short Breaks Offer for children/young people with disabilities and/or complex needs in Peterborough from April 2024</p>	Cabinet	October/November	Children and Education Scrutiny Committee	All Wards	Consultation with parent carers has been completed in the form of a questionnaire distributed on social media. A questionnaire was also shared with professionals within the 0-25 Disability Social Care Team. A soft market testing exercise was done as market engagement.	Issy Thomson - Senior Children's Commissioning Officer - isobel.thomson@peterborough.gov.uk	Children and Young People's Service	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>16. Extra Care Housing Tender in Peterborough – KEY/28AUG23/04 Approval to award the contract for three Extra Care Housing schemes in Peterborough; Friary Court, The Pavilions and The Spinney. The current contract is due to end 31 January 2024. Agreement is being sought to award all three services for a total of 5 years at a cost of £1,510,003 per annum, with a total contract value of £7,550,015.</p>	Cabinet	13 November 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	Limited due to timescales as existing provider gave notice to end contract, needing service in place by January 2024.	Ruth Miller, Senior Commissioner, ruth.miller@cambridgeshire.gov.uk	Adults	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>17. Agency staff provision commencing October 2023 – KEY/28AUG23/05 The Council wish to enter into three separate contracts for agency staff. Social care to continue with Opus through ESPO framework, Clare Lodge using the Crown Commercial Services framework and other agency staff using ESPO framework.</p>	Cabinet	18 September 2023	Growth, Resources, And Communities Scrutiny Committee	All Wards	N/A	Mandy Pullen, mandy.pullen@peterborough.gov.uk	Corporate Services	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>18. Peterborough Integrated Renewable Infrastructure (PIRI) - commercialisation options – KEY/28AUG23/06 To review the commercialisation routes for delivery of the PIRI project and determine the Council's preferred option to be developed further as part of the production of the Full Business Case.</p>	Cabinet	16 October 2023	Climate Change and Environment Scrutiny Committee	East	Engagement has taken place with key project stakeholders and further consultation will take place in due course.	Charlotte Palmer 07920160728	Place and Economy	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
<p>19. Children/Young People Home & Community Support Pseudo Dynamic Purchasing System and Block Contracts – KEY/28AUG23/07 Approval to award for a Children/Young People Home & Community Support Pseudo Dynamic Purchasing System and 3x block contracts.</p>	Cabinet	16 October 2023	Children and Education Scrutiny Committee	All Wards	Consultation and engagement in form of questionnaires and focus groups with parent carers and 0-25 professionals. Soft Market Testing for market engagement. Full tender exercise.	Issy Thomson, Senior Commissioning Officer, isobel.thomson@peterborough.gov.uk	Children and Young People's Service	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
20. Local Cycling and Walking Infrastructure Plan (LCWIP) - KEY/11SEPT2023/01 - Consider the final report of the Cycling and Walking Task and Finish Group and whether to endorse the recommendations contained within it as well as the recommendations of the Climate Change and Environment Scrutiny Committee.	Cabinet	16 October 2023	Climate Change and Environment Scrutiny Committee	ALL	Public consultation will occur after Cabinet with usual stakeholders	Lewis Banks, Transport & Environment Manager, Tel: 01733 317465, Email: lewis.banks@peterborough.gov.uk	Place & Economy	https://democracy.peterborough.gov.uk/ieListDocuments.aspx?Cid=749&Mid=4743&Ver=4

PART 2 – NOTICE OF INTENTION TO TAKE DECISIONS IN PRIVATE

DECISIONS TO BE TAKEN IN PRIVATE								
<i>KEY DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
None.								

PREVIOUSLY ADVERTISED DECISIONS TO BE TAKEN IN PRIVATE

KEY DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
1. Peterborough Limited Update – an update on the in-year company finances	Shareholder Cabinet	11 September 2023	Growth, Resources and Communities Scrutiny Committee	N/A	N/A	Kitran Eastman Managing Director - Peterborough Ltd Email: Kitran.Eastman@peterboroughlimited.co.uk	Place and Economy	Commercial Sensitivity of Peterborough Limited The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).
2. Locality Asset Review – KEY/3JUL23/02 Review of all Locality Assets	Cabinet	16 October 2023	Growth, Resources and Communities Scrutiny Committee	All Wards	CLT and CPF	Felicity Paddick, Head of Estates, 07801 910971, felicity.paddick@peterborough.gov.uk	Corporate Services	The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).
3. Wellington Street & Dickens Street Car Parks Disposal – KEY/31JUL23/04 Car park disposals	Cabinet	16 October 2023	Growth, Resources, And Communities Scrutiny Committee	East	Any further consultation will be planned and proceed if decision is agreed by Cabinet.	Nick Carter, Service Director Growth & Regeneration, 07950 854161, nick.carter@peterborough.gov.uk	Place and Economy	The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Write-off of irrecoverable debts in excess of £10,000 (Biannual process) KEY/31JUL23/05 To authorise the write-off of irrecoverable debts in excess of £10,000 shown as outstanding in respect of Non-Domestic (Business) Rates, Council Tax, Accounts Receivable (sundry debt) accounts and Housing Benefit overpayments.	Cabinet	18 December 2023	Growth, Resources, And Communities Scrutiny Committee	N/A	N/A	Chris Yates, Acting Head of Finance for Corporate Services, chris.yates@peterborough.gov.uk	Corporate Services	The decision will include an exempt annexe. By virtue of paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

DECISIONS FROM 25 SEPTEMBER 2023								
<i>DECISION REQUIRED</i>	<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
None.								

PREVIOUSLY ADVERTISED DECISIONS

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
<p>1. Approval of the Peterborough Sufficiency Strategy Every top tier local authority is required to publish a sufficiency strategy. This must set out how we seek to avoid children coming into care through the provision of family support services, and identify steps that we are taking to ensure that we have sufficient placements for children in care in our area, so that as many children and young people in care can live locally, provided that this is in their best interests.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and Children Services</p>	<p>August 2023</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>There has been widespread consultation including with children and young people in care.</p>	<p>John Gregg John.gregg@peterborough.gov.uk</p>	<p>Children and Young People's Service</p>	<p>Scrutiny Report</p>
<p>2. Werrington Fields and Ken Stimpson Secondary School - Following a public meeting held on 20 September 2021 at Ken Stimpson School, a decision needs to be taken on whether or not to proceed with plans to erect a fence to enclose part of the school's playing fields. The area is currently open access to the public. The school has not been using the area for over two years due to concerns over the safeguarding risk to the young people attending the school.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and Children Services</p>	<p>August 2023</p>	<p>Children and Education Scrutiny Committee</p>	<p>Werrington</p>	<p>Public meeting held on 20 September 2021 at Ken Stimpson School. Prior to this, a detailed background information document was circulated to interested parties.</p>	<p>Chris Baird Chris.baird@peterborough.gov.uk</p>	<p>Children and Young People's Service</p>	<p>Cabinet Member Decision Notice, Background Information Document</p> <p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>3. Approval to enter into a Section 75 Partnership Agreement with Cambridgeshire and Peterborough NHS Foundation Trust This agreement will ensure the provision of CPFT mental health specialist working with mental health practitioners who are part of multiagency Family Safeguarding teams working as part of children's social care safeguarding teams.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and Children Services</p>	<p>August 2023</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Relevant internal and external stakeholders</p>	<p>Helen Andrews, Children's Commissioning Manager helen.andrews@cambridgeshire.gov.uk</p>	<p>Children and Young People's Service</p>	<p>It is not anticipated that there will be any documents other than the report and relevant appendices to be published.</p>
<p>4. Approval and Endorsement of a new countywide Infant Feeding Strategy - Decision sought to approve and endorse a countywide Infant Feeding Strategy developed collaboratively between Public Health and the Cambridgeshire & Peterborough Clinical Commissioning Group (CCG). This decision includes approval of overall strategy and underpinned action plans required to implement this.</p>	<p>Councillor Lynne Ayres, Cabinet Member for Education, Skills and Children Services</p>	<p>August 2023</p>	<p>Children and Education Scrutiny Committee</p>	<p>All Wards</p>	<p>Maternity Voices Partnerships, who are made up of service user representatives and key stakeholders spanning maternity, health visiting and the third sector have coproduced the strategy alongside Local Authority and CCG colleagues.</p>	<p>Amy Hall, Children's Public Health Commissioning Manager, amy.hall@peterborough.gov.uk , 07583040529</p>	<p>Public Health</p>	<p>Paper and Strategy to be submitted closer to the Cabinet meeting</p>

DECISION REQUIRED	DECISION MAKER	DATE DECISION EXPECTED	RELEVANT SCRUTINY COMMITTEE	WARD	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DIRECTORATE	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES
5. Approval to award a grant for a Mental Health Supported Living service. - Approval to award a grant for revenue funding to Eastlands Mental Health Supported Living Services, for a period of 1 year period, from April 2023.	Cllr Fitzgerald Leader and Cabinet Member for Adult Services and Public Health	August 2023	Adults and Health Scrutiny Committee	All Wards	Consultation not required as seeking no change to existing service	Lisa Sparks - Senior Commissioner - lisa.sparks@cambridgeshire.gov.uk - 07900163590	Public Health	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

PART 4 – NOTIFICATION OF KEY DECISIONS TAKEN UNDER URGENCY PROCEDURES

<i>DECISION TAKEN</i>	<i>DECISION MAKER</i>	<i>DATE DECISION TAKEN</i>	<i>RELEVANT SCRUTINY COMMITTEE</i>	<i>WARD</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>DIRECTORATE</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER INCLUDING EXEMPT ANNEXES</i>
None.								

FORWARD PLAN

PART 1 – KEY DECISIONS

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

If the decision is to be taken by an individual Cabinet Member, the name of the Cabinet Member is shown against the decision, in addition to details of the Councillor's portfolio. If the decision is to be taken by the Cabinet, this too is shown against the decision and its members are as listed below:

Cllr Fitzgerald (Leader of the Council), Cllr Steve Allen (Deputy Leader); Cllr Ayres; Cllr Cereste; Cllr Coles and Cllr Simons.

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

PART 2 – NOTICE OF INTENTION TO TAKE DECISION IN PRIVATE

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

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

PART 3 – NOTIFICATION OF NON-KEY DECISIONS

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

You are entitled to view any documents listed on the Plan or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Dan Kalley, Democratic and Constitutional Services Manager, Legal and Governance Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388038), e-mail to daniel.kalley@peterborough.gov.uk or by telephone on 01733 296334.

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

DIRECTORATE RESPONSIBILITIES

Please note that all Directorates have been colour coded. Each decision will be colour coded in accordance with the below.

CORPORATE SERVICES DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Financial and Resources

Internal Audit, Insurance and Investigations

Peterborough Serco Strategic Partnership (Business Support, Corporate Procurement, Business Transformation and Strategic Improvement, Customer Services, Shared Transactional Services)

Communications

Commercial & Property

Registration and Bereavement Services

Commercial & Property

Delivery and Transformation

Health & Safety

Human Resources & Workforce Development - (Business Relations, HR Policy and Rewards, Training and Development, Occupational Health and Workforce Development)

Digital, Data Analytics, Risk & IT Services

Transformation and Programme Management Office, Business Intelligence, Commercial, Strategy and Policy, Shared Services

Performance and Information (Performance Management, Systems Support Team)

CHILDREN AND YOUNG PEOPLE'S SERVICE Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Children's Services (Children's Social Care Operations, Children's Social Care Quality Assurance, Child Health, Clare Lodge (Operations), Access to Resources)

Education, (Special Educational Needs and Inclusion, School Improvement, City College Peterborough, Pupil Referral Units, Schools Infrastructure, Early Years and Quality Improvement)

ADULTS Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Adult Services and Communities (Adult Social Care Operations, Adult Social Care and Quality Assurance, Adult Social Care Commissioning, Early Help – Adults, Children and Families, Housing and Health Improvement, Community and Safety Services, Offender Services, Safeguarding Boards – Adults and Children's)

Business Management and Commercial Operations (Commissioning)

LEGAL AND GOVERNANCE DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Corporate Lawyers

Constitutional Services, (Democratic Services, Electoral Services, Executive and Members Services) - (Town Hall, Bridge Street, Peterborough, PE1 1HG)

Information Governance, (Freedom of Information and Data Protection)

PLACE AND ECONOMY DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Development and Construction (Development Management, Planning Compliance, Building Control)

Planning Growth and Environment (Strategic Planning, Housing Strategy and Affordable Housing, Climate Change and Environment Capital, Natural and Built Environment)

Housing and Homelessness

Highways and Transport(Network Management, Highways Maintenance, Street Naming and Numbering, Street Lighting, Design and Adoption of Roads, Drainage and Flood Risk Management, Transport Policy and Sustainable Transport, Public Transport)

Employment and Skills

Community Safety

Regulatory Services

Emergency Resilience & Planning

(Markets and Street Trading, City Centre Management including Events, Regulatory Services, Parking Services, Vivacity Contract, CCTV and Out of Hours Calls)

PUBLIC HEALTH DEPARTMENT Sand Martin House, Bittern Way, Fletton Quays, Peterborough, PE2 8TY

Health Protection, Health Improvements, Healthcare Public Health.

PETERBOROUGH CITY COUNCIL'S CABINET MEMBERS WOULD LIKE TO HEAR FROM YOU

The Leader of Peterborough City Council is offering everyone a chance to comment or raise queries on the decisions highlighted on the Council's Forward Plan.

Your comments and queries can be submitted to the Council's Governance Team using the form overleaf, or alternatively by telephone or email. The Governance team will then liaise with the appropriate Cabinet Member and ensure that you receive a response. Members of the Cabinet, together with their areas of responsibility, are listed below:

Councillor Fitzgerald	Leader of the Council and Cabinet Member for Adults Services and Public Health
Councillor Steve Allen	Deputy Leader and Cabinet Member for Housing and Communities
Councillor Ayres	Cabinet Member for Education, Skills and Children's Services
Councillor Simons	Cabinet Member for Infrastructure, Environment and Climate Change
Councillor Coles	Cabinet Member for Legal, Finance and Corporate Governance
Councillor Cereste	Cabinet Member for Growth and Regeneration

SUBMIT YOUR COMMENTS OR QUERIES TO PETERBOROUGH CITY COUNCIL'S CABINET

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond? (if left blank your comments will be referred to the relevant Cabinet Member)

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 6
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Executive Director of Corporate Services and S151 Officer	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Governance	
Contact Officer(s):	Cecilie Booth, Executive Director of Corporate Services and S151 Officer Emma Riding, Service Director Financial Management and Deputy S151 Officer	Tel. 452520

SALES, FEES AND CHARGES REVIEW

RECOMMENDATIONS	
FROM: Cabinet Member for Finance and Corporate Governance	Deadline date: N/A
<p>It is recommended that the Growth, Resources and Communities Scrutiny Committee review the proposed sales, fees and charges changes and make comments or suggestions to recommend to Cabinet before being referred for approval to Full Council.</p>	

1. ORIGIN OF REPORT

1.1 An annual review of Sales Fees & Charges comprises part of the Council's Budget setting process. The Council have commissioned specialist external support to work with colleagues to undertake a review to inform the 2024/25 budget setting process.

2. PURPOSE AND REASON FOR REPORT

2.1 This report provides an overview of the activity being undertaken as part of the comprehensive review of Sales Fees and Charges and proposes some increases for immediate implementation.

This review provides a consistent framework for approach in setting, monitoring, and reviewing fees and charges across all services. This will ensure fees and charges are set at a level that optimises income generation and take into account:

- Council strategies, plans and objectives
- Risk appetite
- Legislative constraints

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

10. Strategic Financial Planning

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	YES	If yes, date for Cabinet meeting	16/10/23
Date for relevant Council meeting	06/12/23	Date for submission to Government Dept. (Please specify which Government Dept.)	N/A

4. BACKGROUND AND KEY ISSUES

4.1 Councils across the country are facing significant levels of financial challenges, largely driven by reduced Government Funding, pressures from high rates of inflation and increasing demand for services. The Council is currently developing its budget for 2024/25 to address a budget gap of £5.1m (as reported in July- [agenda item 11](#)). In addition to this there is currently a projected overspend of £5.1m in 2023/24, which the Council is putting measure in place to address as a matter of urgency.

Income is a key facet in the Council's financial planning, with approximately £35m (7.5%) of the revenue budget funded from sales, fees and charges. Therefore, the Council commissioned external specialists to work alongside officers in reviewing sales, fees and charges to support the refresh of the Medium Term Financial Plan and inform budget setting for 2024/25. There are a number of key deliverables from the work, including:

- The development and implementation of a sales, fees and charges Policy
- Review of the current levels of Sales Fees and charges
- Provision of tools and techniques to support the Council in embedding a systematic and sustainable approach to reviewing sales, fees and charges.

The outcomes of the review will form part of the annual budget process, however during the review it was identified that there were a number of areas where pricing changes could be implemented from 1 January 2024.

Emerging Fees and Charges Policy

A sales, fees and charges policy is currently under development and it is intended to be proposed to full Council on 21 February 2024 as part of the 2024/15 budget report. The emerging policy is based on a framework that recognises that a "one size fits all" approach is not appropriate for a complex organisation with diverse services, such as a Council, and therefore segments services via two key criteria:

- 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)
- The **degree of competition** in the environment they are operating within (for example, the number of other car parking options available to car users)

Developing options

The review is also focused on developing implementation options for the policy, which includes working with services to make recommendations to amend prices. To maximise the impact of the review a phased approach is being taken:

- **Phase 1** – Focusing on services with income from sales, fees and charges that exceed £1m annually (including services such as car parking, waste and regulatory services)

- **Phase 2** – Focusing on services with income from sales, fees and charges that are between £0.5-1m annually (including services such as registrars, building control and CCTV)
- **Phase 3** – Provision of tools and techniques to all services and a review of discretionary pricing not covered in Phases 1 & 2.

Proposals for Implementation from 1 January 2024

During Phase 1 of the review a number of areas were identified for early implementation. The table below provides an overview of the charges that are proposed to be implemented from 1 January 2024.

Table 1: Early implementation Sales Fees and Charges

Id	Charge (Service Area)	Existing Charge	Proposed Charge	Expected Impact 2023/4 (£m)	Expected Impact 2024/5 (£m)
1	Garden Waste Collection (Annual) – Additional Collections (Waste Management)	£25.00	£50.00	0.000	0.101
2	Dispensation from Parking Restrictions – Daily Charge	New Charge	£15.00	0.005	0.010
3a	Parking Bay Suspensions – administration fee	New Charge	£20.00	0.002	0.004
3b	Parking Bay Suspension – daily charge	New Charge	£20.00	0.003	0.006
4	Residents Parking Permits – 2 nd and 3 rd Permits and Visitor Permits (annual)	£44.00	£64.00	0.010	0.020
5	Daily Charge – Cherry Lodge (External Users)	£520.00	£613.00	0.010	0.046
	Total (£m)			0.030	0.187

Supporting Information

1. The proposed change in price of “**Additional Collections**” for **Garden Waste** is to remove the differential in charge between the first and additional Garden Waste bin, therefore removing any inequality in charging.
 - The Council currently charges £50pa for the first Garden Waste collection and £25pa for any additional bins.
 - Of the 19 Statistical and nearest neighbours who charged for Garden Waste, only 2 others offered a reduced price for additional collections. On average, the councils charged an average of £5 extra for additional bins.
 - There are approximately 4,500 additional Garden Waste bins collected each year;
2. A **Dispensation from Parking Restrictions** is an exemption provided to a vehicle where there is a requirement to access restricted areas such as pedestrianised zones, for example to carry out building works:
 - Currently the Council process and provide these dispensations at no cost, although the Council incurs costs in administering and enforcing the scheme.
 - Many councils, particularly councils with predominantly urban areas, seek to recover these costs through applying a charge to applications.
 - There are a variety of charging structures utilised by other councils but a comparator group of nearest neighbours demonstrated that charges ranged from £10-35 per day
 - This will enable the Council to better manage the process of parking dispensations, recover costs administrative associated and mitigate loss of income.

3a & b Parking Bay Suspensions are required when there is a need to temporarily remove access to an on-street parking bay, this includes building or development sites that require access using on street parking bays and/or if there is the need to place a skip or similar in a parking bay:

- The Council can recover both the administration costs associated with processing an application and income lost due to space unavailability.
 - The Council processes applications free of charge and does not recover any associated costs or lost income.
 - Most other Councils invoke an administration fee for processing the dispensation and a daily charge.
 - Administration fees at comparator councils range from £7 to £50.
 - Daily Charges from comparator councils range from £10 to £45.
 - In general, councils that have a lower administration fee charge a higher daily rate, and vice versa e.g. Cambridgeshire charge £7 administration fee and £45 daily charge, Hampshire £50 administration fee and £10 daily charge.
 - The proposal of a £20 administration fee and a £20 daily charge is in the middle range for both fees.
4. The Council currently administers approximately 4,500 permits for **On Street Parking in Residential Zones** and applies a uniform administration charge of £44 for each permit, regardless of type. Households can receive a maximum of 3 residents permits and 1 visitor permit. The purpose of the parking permits is to enable free movement of traffic, including to enable residents to access parking close to their homes:
- Other councils' resident parking permit structures vary significantly, with some councils providing them for free and ranging up to £860 per year in Islington.
 - However, most councils charge between £35 and £70pa for first permits, but many have a graduated permit system, for example:
 - a. Derby City Council charge £35 for a first permit and £60 for additional permits.
 - b. Sheffield City Council charge £51.40 for a first permit and £102.80 for an additional permit).
 - c. Sandwell Council charges £30.90, £36.05 and £49.45 for first second and third permits respectively.
 - d. City of York Council charges £99.95 for a first permit, £220 for a second and £440 for a third permit.
 - Included in the 4,500 permits issued are approximately 1,700 visitor permits. These are not assigned to an individual vehicle and there is some empirical evidence of these being applied for in preference to residents permits (which are assigned to a single vehicle).
 - The increase in cost to 2nd, 3rd and visitor permits will support free movement of traffic, incentivise applications for the first residents permits attached to a single vehicle and is also aligned with the Councils environmental agenda.
 - Visitor permits for individual sessions will still be available at £22 per 10 sessions.
5. **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. Currently the Council is not recovering the full costs from external organisations. The revised charge is to recover the full cost from all external organisations contributing to or paying for placements within the service.

Areas for implementation 1 April 2024

In addition to the areas for implementation from 1 January 2024, other areas under consideration are set out below.

Table 2: Sales fees and Charges amendments from 1 April 2024

Id	Charge (Service Area)	Proposed Change	Expected Impact 2024/5 (£m)	Expected Impact 2025/6 (£m)
1a	Garden Waste Collection (Annual) – (Waste Management)	Increase charge of Garden Waste bins from £50 to £55 per year	0.099	0.099
1b	Bulky Waste Collection (Waste Management)	Increase charge of Bulky Waste collections from £23 for 5 items to £30 for 5 items	0.030	0.030
2a	Residential car parking permits (Parking)	Increase charge of residents permits from £44 to £50 per year	0.023	0.023
2b	On and off street car parking (Parking)	Introduce standard charging hours for on and off street car parking 7am to 8pm (and introduce free overnight parking in all PCC car parks with exception to Sand Martin House multi storey and surface car park these will be reviewed separately)	0.043	0.073
2c	On and off street car parking (Parking)	Increases to on and off street car parking tariffs, removing maximum stay period from on street and restructuring tariff bands (to align with introduction of automatic numberplate recognition system in car parks)	0.126	0.196
3a	Cremation charges (Bereavement Services)	Increase of cremation charges by 2%	0.044	0.044
3b	Interment charges (Bereavement Services)	Increase burial charges by 7%	0.014	0.014
3c	Exclusive rights of burial (Bereavement Services)	Change term for exclusive rights of burial from 60 to 75 years and increase fee proportionately	0.041	0.041
4	Planning pre-application fees (Planning)	Introduce charges for minor and householder preapplication advice	0.025	0.025
5	Adult social care charges (Adult Social Care)	Revise Adult Social Care Charging Policy and remove automatic Disability Related Expenditure allowance	-	0.090
6	Land charges (Legal Services)	Increase commercial land charges	0.012	0.012
	Total (m)		0.457	0.647

Supporting Information

1a. The proposed increase in the charge to **Garden Waste Collection** is to reflect the fact that the cost of service delivery has increased since the price was last reviewed in 2021. Since this time, the high rates of inflation have driven up costs including fuel and the National Living Wage.

- Of the 19 statistical and nearest neighbours analysed, the mean average for garden waste bins in 2023/24 is £50.93. Amongst nearest neighbours, the average charge is £54.67, with the highest of these being Melton Borough Council at £78. These are anticipated to increase as other Councils review their charges for 2024/25.
- The proposal is to consider increasing the price by £5 to reflect increasing costs of delivering services and to reflect the price of other Councils.
- There are currently 9,500 customers who access the service by direct debit, it is more efficient for the Council for customers to pay by direct debit, therefore a £5 discount could be offered to further encourage residents to take up this payment option.

1b. The proposal is to increase the charge for the collection of up to five items of **bulky waste** from £23 to £30.

- The council's charges for bulky waste collections are in the lower quartile of the 28 councils compared against, with the number of items which can be included in a collection in the upper quartile.
- Increasing the charge for a collection to £30 while still allowing up to 5 items will put the charge at the mean level.
- A number of studies have been identified which show that there is no link between bulky waste charges and fly tipping rates. The most comprehensive of these was published by WRAP, a climate action group which specialises in recycling issues, in September 2021.

2a. The proposal is to increase the cost of **residential car parking permits** (first resident permits) to £50 per year.

- Charges for residential car parking permits vary significantly with areas of large cities attracting higher charges.
- The proposal is to increase the prices to reflect the charges of other medium to large urban areas in the local area.
- Residential permit charges are usually only applied in urban areas, and prices in neighbouring councils include:

Table 3: Residents Parking Benchmarking

Council	Area	Cost (annual cost)
North Northamptonshire	North Northamptonshire	£35
Cambridgeshire	Huntingdonshire	£26
Cambridgeshire	Cambridge	£54-102
Lincolnshire	Stamford	£50
Lincolnshire	Grantham	£50

2b&c. The proposal is to consider restructuring **On and Off Street Car Parking Charges** to better manage the free movement of traffic by developing a consistent approach to charging on and off street and to better reflect user behaviour. Proposed options include:

- Removing the 'evening tariff' at the Councils off street car parks, introducing a single (car park specific) charging structure from 7am-8pm and then allowing for free overnight car parking from 8pm.
- Aligning the charging hours of on-street car parking with those in off street car parks to embed a consistent 7am-8pm charging structure.
- Reviewing on-street parking charges (aligned to the roll out of new infrastructure) and removing maximum stay periods from on street bays.
- Restructuring parking tariffs in individual car parks to better reflect changing customer behaviour.
- **Applying an inflationary price increase to all parking tariffs as a minimum.** Further exploration of options to be completed to ensure income is maximised, whilst still remaining competitive with other city centre parking options.

3. Proposals to **Bereavement Charges** including cremations and burials include:

- Increase cremation charges by 2%. The Council is currently amongst the highest priced local authority. Therefore, an increase in price significantly below the prevailing rate of inflation is proposed.
- Burial charges vary significantly regionally and nationally but the charges at the Council are within the normal range of similar authorities regionally and nationally, therefore an increase of 7% is proposed that is in line with inflation.
- Practice varies significantly amongst local authorities about the length of term of the lease where customers purchase an exclusive right of burial. The Council currently offers a 60-year lease, the option being considered is to increase this term to 75 years

and reduce the price per year from £24 to £23.33. This reflects a number of queries from customers seeking to extend the initial 60 year period.

4. The proposals are to re-introduce a service to offer planning pre-application advice to minor and householder developments for **Planning Applications**.
 - Currently the Council only offers pre-application advice from major applications as the option to purchase pre-application advice was removed due to the lack of capacity in the planning team. However, the current approach has led to a number of householder (23%) and minor (39%) applications being amended after submission which is resource intensive and inefficient.
 - Therefore, reinstating and charging for pre-application advice is anticipated to generate income, increase a small amount of capacity in the planning team and deliver a better service. To support this the opportunity to amend applications free of charge will be removed.

5. The option being proposed is to remove the automatic application of disability related expenditure to clients who are receiving a financial assessment for **Adult Social Care**.
 - The Council, like other upper tier councils, offers financial assessments to those who access social care to calculate the correct contribution to their care from a service user. Part of this calculation is to calculate any existing expenditure related to their disability (which could include services such as a contribution to cleaning costs or goods such as the cost of an electric wheelchair). This expenditure is then deducted from the total amount that a client might be asked to contribute towards the cost of their care. The Council currently applies an automatic “minimum” level of disability related expenditure of £10, £15 or £25 per week depending on the level of disability. Expenditure in excess of this is then calculated and included.
 - Benchmarking data has shown that although some other councils apply an automatic “minimum” level of disability related expenditure it is in the minority. In 2023/24, approximately 72% of all service users had the ‘minimum’ level applied suggesting that if this was removed the level of disability related expenditure would reduce and client contributions increase.
 - It should be noted that to implement this, a review of the Adult Social Care charging policy from January 2016 will be required, including public consultation, which is not scheduled ahead of the 2024/25 and therefore additional income is not forecast until 2025/26, once full consultation has been undertaken.

6. An option is being proposed to apply and increase commercial land charges to align with those currently applied in geographical near neighbours Cambridge City and South Cambridgeshire Councils.

Other Areas of Investigation

Review of Environmental Crime Fines

The Prime Minister Anti-Social Behaviour Action Plan which launched in March, set out how they would help councils to take tougher action against those who harm our public spaces. Taking proportionate and effective enforcement action against people who intentionally or carelessly damage their local environment to change behaviour and deter others from offending.

One of the actions has been to increase the upper limit of fixed penalty notices for environmental crimes such as fly tipping, duty of care, littering, and graffiti offences. A full review of fixed penalty notices issued for environmental crime will be undertaken by the Council in the Autumn to be incorporated within the final Sales Fees and Charges schedule as part of the budget report.

- The maximum amount those caught fly-tipping could be fined will increase from £400 to £1,000

- The maximum amount those who litter or graffiti could be fined will increase from £150 to £500
- The maximum amount those who breach their household waste duty of care could be fined will increase from £400 to £600

Other Arrangements

The review has also identified a number of other areas that are outside the scope of sales, fees and charges but will support greater income generation for the Council. These largely focused on intra-council charging where the Council is providing services for other Councils. Work alongside service areas identified a number of areas where the full cost of delivering these services (including central costs) were not being recovered from other Councils. These are subject to commercial discussions between Councils so are not detailed in this report.

5 CORPORATE PRIORITIES

5.1 Ensuring the Council has its Sales, Fees and Charges set at an appropriate level and that they are reviewed annually is one of the Council will measure the success of delivering against the following City 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.

6. CONSULTATION

6.1 The review of Sales, Fees and Charges review is part of the budget setting framework.

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 The Council is expecting to generate additional income of £0.030m in 2023/24, £0.644m in 2024/25 and £0.834m from 2025/26 onwards, as a result of the recommended changes outlined within this report.

The policy and fully reviewed Sales fees and charges schedule will form part of the 2024/25 budget report.

8. REASON FOR THE RECOMMENDATION

8.1 The outcome of this review will support the Council in setting a lawful and balanced budget for 2024/25 and increase income in the current year 2023/24.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Keep Sales, fees and charges as per current, however, this is not affordable in the short or medium term and does not ensure that the Council is obtaining Value for Money.

10. IMPLICATIONS

Financial Implications

10.1 The Council is expecting to generate additional income of £0.030m in 2023/24, £0.644m in 2024/25 and £0.834m from 2025/26 onwards, as a result of the recommended changes outlined in tables 1 and 2 of this report.

Legal Implications

- 10.2 Some services are mandatory and governed by specific legislation, and there are some statutory fees and charges which are set nationally. Other services are discretionary, and fees and charges can be set locally. The Council has a general power to charge for discretionary services under Section 93 of the Local Government Act 2003 (“LGA 2003”) and under the power of general competence found in Section 1 of the Localism Act 2011 (“LA 2011”).

The Council must not charge for a service if legislation prohibits it from doing so. If legislation requires the Council to provide a service and to charge for it, we are required to do so. In the absence of specific powers or prohibitions on charging for services, the Council may use the powers in either s93 of the Local Government Act 2003 or s1 of the Localism Act 2011 to make charges for discretionary services. The Council cannot use these powers to make a profit, however the Council can include the full cost of all aspects of the service provision when calculating the costs.

Equalities Implications

- 10.3 To be completed in advance of the Council meeting on 6 December 2023

Carbon Impact Assessment

- 10.4 To be completed in advance of the Council meeting on 6 December 2023

11. BACKGROUND DOCUMENTS

- 11.1 None

12. APPENDICES

- 12.1 None

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 7
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director of Corporate Services and Section 151 Officer.	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Mandy Pullen, Assistant Director HR and Development	07920 160379

UPDATE ON PEOPLE & CULTURE PROGRAMME

RECOMMENDATIONS	
FROM: <i>Mandy Pullen (Assistant Director of HR & Development)</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Growth, Resources and Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> Note the content of the Peterborough City Council's People & Culture Programme and note the progress being made to deliver the desired outcomes. 	

1. ORIGIN OF REPORT

1.1 At its last meeting the Growth, Resources and Communities Scrutiny Committee requested a report from HR & Development, setting out the content of the People & Culture Programme and the progress being made towards delivery of desired outcomes.

2. PURPOSE AND REASON FOR REPORT

2.1 The Committee has previously identified risks and issues relating to the Council's workforce and is seeking assurance that these matters are being appropriately addressed in a structured and strategic manner, with a clear plan for delivery and measurement.

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

8. Economic Development and Regeneration including Strategic Housing and Strategic Planning.

3. TIMESCALES

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

- 4.1 The Corporate Strategy and City Priorities document is clear about the importance of people and culture and the need for change:

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

This element is then set out more explicitly in terms of the Sustainable Future City Council Portfolio, which identifies promises, outcomes and aims around capability, culture, values, leadership, learning, performance, equalities, engagement and retention.

- 4.2 People & culture is therefore at the heart of much of the strategy and the People and Culture Programme brings these elements together as a connected series of interventions around how we attract, retain, develop & grow the workforce and organisation that we need. All of which is overseen and governed as part of the Sustainable Future City Council Portfolio.
- 4.3 The Programme is still relatively foundational, with the current focus on creating the right narrative with a draft workforce plan, the establishment of an evidence base for change with the use of a staff engagement survey and a review of reward and recognition and the development of the leadership team around a clear agenda for change for people and culture, including taking ownership of that agenda. Subsequent phases of the Programme would then be driven by the evidence and could include more significant structural changes to our learning curriculum, career paths, job design and reward structures and through that further embedding of the desired culture and values.
- 4.4 The immediate priorities are therefore the things that will form the basis for change. Initially this is the development of a draft workforce plan that both sets out the narrative behind the change (what are we trying to achieve apart from good practice) and also becomes the thing that connects the changes (the sum of the parts being greater). With this in mind, the identified priorities are around recruitment (processes, branding, marketing), reward (pay, progression, benefits), mandatory learning (skills, knowledge), early careers (apprenticeships and graduates) and leadership (a long term development programme).
- 4.5 There remains a focus on culture, values and behaviours at the heart of the Programme, with the employee engagement survey forming a baseline for us as well as acting as a diagnostic to help prioritise and shape the follow up work in these areas.
- 4.6 In terms of where we are, we developed the Programme in the Spring and worked through the stages of initial discovery, defining the constituent projects, planning them out and securing funding for them. We have now moved into delivery – albeit early stages of delivery with a draft workforce plan, a survey agreed with the LGA, procurement completed for a leadership programme and a reward partner now doing discovery work and activity on both the front end and back end of recruitment well under way.
- 4.7 The engagement survey in September therefore becomes an important watershed, giving us a detailed diagnostic and evidence base. This enables further refinement of the rest of the Programme and also provide the platform to finalise the workforce plan, provide content to the leadership programme, gives us content for the branding exercise and identify our gaps in terms of values and behaviours. Most importantly it will include the employee voice so we can position these projects in response to what they have said rather than just what we think is best practice.
- 4.8 Finally the corporate (and service) KPIs that have been developed to measure progress against the Corporate Strategy include clear outcome measures around people and culture that will not only measure progress against these elements of the strategy, but also progress against the desired outcomes of the Programme.

5. CORPORATE PRIORITIES

5.1 As identified above, the People & Culture Programme is inextricably linked to the Corporate Strategy and is an integral part of the Sustainable Future City Council Portfolio.

Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)

6. CONSULTATION

6.1 Internal stakeholder consultation on the Programme has been extensive, with input throughout from CLT, ECLT, DMTs, FSWG, IIAP and through regular reporting to the Sustainable Future City Council Portfolio Board.

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 There are no recommendations arising from this report and it is designed to provide assurance that the risks and issues highlighted by the committee are being addressed.

8. REASON FOR THE RECOMMENDATION

8.1 N/A

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 N/A

10. IMPLICATIONS

Financial Implications

10.1 The financial implications of the Programme have been considered as part of the Sustainable Future City Council Portfolio and an appropriate budget has been agreed with funding to come from the Transformation Reserve.

Legal Implications

10.2 N/A

Equalities Implications

10.3 Equality, Diversity and Inclusion will be integral to all aspects of the Programme and it will seek to integrate equality of opportunity into all aspects of people management to ensure a diverse workforce and an inclusive environment. As the People & Culture Programme develops, the requirements of the Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010 will require consideration. This requires the Council to pay due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

11. BACKGROUND DOCUMENTS

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

11.1 N/A.

12. APPENDICES

12.1 N/A

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No.8
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Matt Gladstone, Chief Executive
Cabinet Member(s) responsible:	Councillor Wayne Fitzgerald, Leader of the council
Contact Officer(s):	Ray Hooke, Head of the Delivery Unit

THIRD REPORT OF THE PETERBOROUGH CITY COUNCIL INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL

RECOMMENDATIONS	
FROM: <i>Matt Gladstone – Chief Executive</i>	Deadline date: N/A
<p>It is recommended that Committee:</p> <ol style="list-style-type: none"> 1. Considers the third report of the Independent Improvement and Assurance Panel and agrees to the action to be taken as a result and progress being made with delivery of the Improvement Plan. 2. Respond with the action it wishes to take, including on the following issues: <ul style="list-style-type: none"> • Completing the audit and sign off of all outstanding annual accounts in this financial year, • Planning for the permanent recruitment to the S151 role, • Continuing to invest in the work of the Portfolio Boards, • Considering the approach to the disposal of assets, • Developing and approving a Commercial Strategy to strengthen the work of the Shareholder Committee and align with best practice, Completing an Asset Management Plan and a Corporate Landlord approach, • Considering replacement of the building compliance IT system, • Reconsidering the proposal to move to all out elections, • Facilitating handover between the outgoing and incoming Audit Committee chairs. 	

1. PURPOSE AND REASON FOR REPORT

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

2. BACKGROUND AND KEY ISSUES

2.1 On the 30th June 2021, the DLUHC announced an external assurance review of the Council's financial position and its wider governance arrangements. Government decisions on further exceptional financial support, and on any statutory interventions that

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

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

3. INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL

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

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

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

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

- “Theme 1: Financial Sustainability. The recovery and improvement of Peterborough relies on us setting a balanced budget in 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer “core/can’t afford” as we constantly challenge ourselves on how we spend every penny of the Council’s money.
- Theme 2: Service Reviews. The Council has initiated a series of service deep dives starting in Adult’s and Children’s Services and Housing, we will continue this programme of review into mid-2023. The reviews will generate options and recommendations for doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. The Council has to have the ability to make change happen more rapidly.
- Theme 3: Governance and Culture: This section describes how we will manage the Improvement Plan with the support of the Improvement Panel and associated partners. We will refresh our Corporate Strategy and key policies. We will adopt stronger fiscal delivery disciplines where personal accountability will be at the heart of our new ethos. We will change the organisation if we are clear on what has to change, by when and to what standard.”

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

4. CURRENT PCC IIAP VIEW ON THE CITY COUNCIL IMPROVEMENT PLAN PROGRESS

4.1 Theme1: Financial Sustainability

4.1.1 IIAP Comments

The Council has continued to make improvements in both the way that it manages budgets and in how it makes financial decisions. The Panel has noted these improvements and would wish to see the changes fully embedded in the management of finances at all levels of the organisation. Senior finance staff meet regularly with the Finance panel lead outside the formal panel meetings and seek advice as required from panel members as needed.

PCC Response

As noted within the following sections, progress has been made in a number of areas including implementing the finance restructure, training for budget managers and members and starting enhancements to the finance system to improve automation and reporting. We continue to provide strong oversight of transformation, savings and the capital programme through officer lead boards. This programme remains 'live' and development will continue over the course of the next financial year, delivering in line with the IIAP's expectations.

4.1.2 Outturn 2022/2023

IIAP Comments

The Council has reported an outturn of £0.6million underspend on the 2022/23 revenue budget. This positive outcome has however been achieved by the utilisation of some £7.5 million of reserves. There are a number of areas where there were significant service overspends that will need to be brought into alignment with the budget in the current year to ensure that budgetary control is maintained. This will be an area of focus for the Panel in the current year.

The Capital budget showed a significant underspend of £60.1 million compared to budget, after a technical adjustment, of £103.2 million, the most significant area of underspending was in Place and Economy. Training has now been given to Capital budget holders which had not occurred for some significant time, and it is hoped that this will enable better programming and forecasting of capital budgets.

The outturn report also dealt with updated Treasury management issues. The Council has £75 million of short term debt due to be refinanced in the next 12 months, although some of this may not be externally funded due to the use of internal cash or capital receipts, the continuing rise in interest rates will add to pressures arising from inflation and will need to be carefully monitored.

PCC Response

The Council Final Outturn report for 2022/23 is a positive position and clearly demonstrates the hard work and determination of officers corporately. The outturn position is closely aligned to the forecast throughout the year, and the risks identified within the savings programme were addressed and the necessary savings were delivered, although some were delivered via alternative mitigations. As the IIAP notes there were pressures reported in areas such as Housing, Children's and Adults Social Care and delays with delivering the Culture and Leisure savings. These have continued to be a key focus for officers with plans being put in place to manage pressures, however, Children's services remain a particular challenge. A permanent Executive Director of Children's Services has been appointed and the service has almost been fully de-coupled from the shared arrangement with Cambridgeshire. The end of these shared services will ensure pressures at PCC are prioritised and will enable the development of a full transformation programme for the service.

Reserves of £7.5m were used during the year, £3.4m was utilised from the inflation reserve to mitigate the immediate impact of rising costs and the pay award, with a balance of £11.5m remaining on this reserve at the end of 2022/23. Other reserves used includes the planned use of grant income set aside to cover the cost of projects spanning multiple years and funding the cost of the improvement and transformation programme. Even with this use overall reserves balances had increased by £4.5m by the end of 2022/23.

Work continues around planning, managing and reporting upon the Capital programme. As already noted, mandatory training has been provided and all budget managers have signed a 'budget holder licence' which clearly outlines their role and responsibilities. Budget holders now have better understanding of the need to accurately profile expenditure against the budget to improve reporting and cashflow management, in addition to utilising the reporting capabilities of the Unit4 finance system. Work on the Capital Programme will continue as we start planning the Capital programme for 2024/25 onwards.

4.1.3 MTFS update. 2023/24- 2026/27.

IIAP Comments

The updated MTFS shows an increase in the budget gap for future years. The 2024/25 gap now stands at £5.1 million, rising to £10.5 million in 2026/27. This reflects both higher than anticipated inflation than the last iteration of the MTFS and some growth pressures. This will add to the savings pressures which were already at £14.776 million for the current year and reiterates the need for pace in the establishment and delivery of the transformation workstreams. At the time of this report, there has been no forecast received to date for 2023/24 but the end of June forecast should give a clearer picture as to how the Council is dealing with spending pressures in the current year.

Of the current years savings just over £5 million are regarded as being at some risk of non-delivery. This will need to be carefully monitored in year to ensure that alternative action is taken to deal with both any non-delivered saving and unforeseen spending pressure. The revised budget gap illustrates the need for continuing vigilance and for tight controls on expenditure.

Member oversight through the Financial Sustainability Working Group is an important part of this process and is seen by the Panel in the current political environment as a key meeting for dialogue with all Political parties in the Council on financial issues and wider strategic discussions.

PCC Response

The June 2023 Budgetary Control Report will be presented to Cabinet on 18 September, and it shows a forecast overspend of £5.1m. The main reason for this is an increase both in children's placements and the complexity of need. The report also identifies further risks around inflation and pay awards, which are being managed and mitigated.

As noted above, the MTFS Q1 update has set out revised financial assumptions, and the associated budget gaps for the next 3 years. The budget planning process has been launched over the summer period, with targets being set for directorates. Detailed savings and transformation plans, demand projections and inflationary assumptions are being developed for with a deadline in early September. These plans and assumptions will be reviewed and challenged in planned ECLT Budget Workshops, before proposals are refined and presented to Cabinet and the Financial Sustainability Working Group (FSWG) for consideration. This approach worked well last year, and improvements have been implemented following feedback from those involved.

Member engagement on the Council's financial position has been crucial to the improvements made so far. Throughout 2023/24 this will remain a key focus, with monthly FSWG meetings as well as three all member briefings aligned to key budget milestones. A number of workshops will be held with CLT and Cabinet, in addition to a dedicated alternative budget group to support opposition parties. The work of this group will feed into the FSWG discussions in due course.

4.1.4 Accounts

IIAP Comments

In common with many local authorities the Council has a backlog in getting its accounts audited. The Panel has noted that the audited 2020/21 accounts are due to be presented to the Audit Committee in July. Once this has been completed then the audit of the 2021/22 accounts can be undertaken. The 2022/23 accounts have not yet been completed, despite the statutory deadline being 31st May. This is due in part to resource issues which are being addressed. Ideally the Panel would wish to see all three sets of accounts audited and signed off during the current financial year. This will enable the Council to have assurance as to the accuracy of its underlying balance sheet and levels of reserves.

PCC Response

The 2020/21 accounts were presented to the Audit Committee in July, but due to internal issue within Ernest and Young (the Councils External Auditors), signing of the Accounts has been delayed and is expected to now take place in September 2023. It is still the plan to commence the audit of the 2021/22 accounts following this, and officers continue to chase EY for this work to commence.

The 2022/23 accounts should be published in September. The delay is purely due to resourcing and capacity within the technical team and reliance on interim staff. This position has been addressed through successful permanent recruitment and suitable handover between agency staff and the new recruits.

4.1.5 Training, Staffing and System development

IIAP Comments

A significant programme of financial management training has been undertaken and is programmed for the current year. This is both at Officer and Member level. The Panel

welcome this comprehensive approach to ensuring that good financial management practice is embedded into the Council. However, there will be a need to ensure that this is maintained for new staff and Members and that refresher training is available.

The recruitment on a permanent basis to senior posts in the finance function is welcomed and it is noted that further positions are being recruited to. However, as noted elsewhere in this report the position of the Section 151 Officer needs to be resolved.

The Panel note the intention to use more of the functionality of the Finance system and to integrate the HR and payroll modules which should assist system users and budget holders.

PCC Response

In addition to the comments noted by the IIAP, training has also been sought for the finance team with a number of the team signed up to complete the CIPFA Finance Business Partner Diploma (starting in August 23). Revenue budget training will be provided to all budget managers throughout September by external trainers, and going forward, on-going training will be provided in-house for new budget managers.

The finance restructure is now complete. The new structure comprises a mix of internal promotions and external appointments and three trainee roles, which will allow us to continue to 'grow our own'.

Further development of an integrated HR and Finance system is progressing well and is on target for completion by June 2024.

The permanent recruitment to the Executive Director of Corporate Services will be resolved shortly.

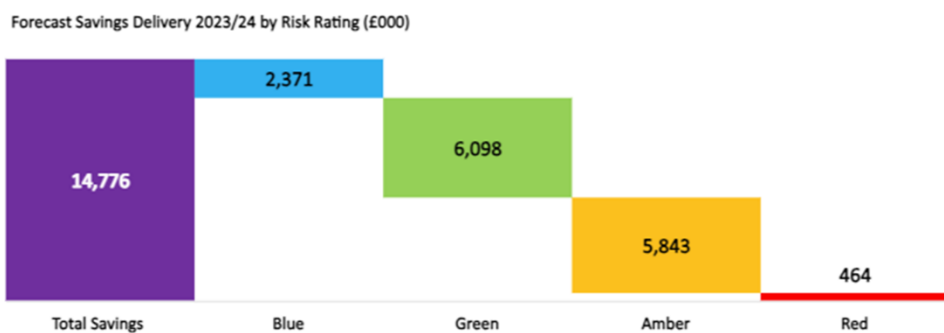
4.1.6 Savings Board

IIAP Comments

The savings board continues to be necessary to monitor the delivery of in year savings and to provide a level of challenge where delivery is either delayed or doubtful. This internal challenge needs to remain extremely robust as the non-delivery of savings throughout the 2023/2024 financial year will place in doubt the Council's ability to achieve its objective of being financially stable from 2024.

PCC Response

The savings board remains in place and it is used as a forum for challenge, scrutiny and support to corporate ownership across all directorates and to develop mitigations and solutions. This continues to be successful, with only £0.5m (3%) of the £14.8m savings programme being identified as a high-risk of being delivered:



4.1.7 Revenue Controls

IIAP Comments

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

PCC Response

Controls have remained in place, and in light of the forecast projected overspend of £5.1m the Council has strengthened some of these controls and will be putting new measures in place, this includes:

- Ongoing discussions with multiple government departments and partners about the high complexity of some of the children's social care cases and the financial impact of these.
- Tightening recruitment controls to permanent and agency appointments
- Reviewing the current use of agency
- Capital Programme- delaying or pausing schemes where they rely on Council funding.
- Escalation of the planned disposal programme, to generate capital receipts to repay debt and / or fund essential capital expenditure which is not funded from third party contributions.
- Ensuring we maximise all grant and funding opportunities, including the use of tools such as grant finder.
- Review all current reserves commitments.
- Clear staff communication about the financial position, including asking budget managers to reduce non-essential spend.
- Maximising investment income including training and the use of a wider range of low risk counterparties.
- Mid-year implementation of Sales, Fees and Charges increases (also on this Cabinet agenda)
- Review of procurement activity, including exemptions to the PO process and review the use of Purchasing Cards.

4.1.8 Capital Finance

Capital Programme and Debt

IIAP Comments

The Council has made great strides in bringing together a Capital Board to develop and oversee its capital proposals and to ensure an optimised funding strategy.

The Capital Board plays a vital role in developing capital plans, ensuring alignment with the Corporate Plan and MTFs, monitoring vital signs (including slippage) and allocating funding.

Slippage has proved to be a persistent issue for the Council with 2022/23 slippage against the approved programme being circa 60%. The Council needs to continue to work on its programme admission criteria, to include a gateway process, to ensure that all schemes

are capable of being delivered. Monitoring processes also need to address under-performance effectively.

The Council needs to consider the role of Members in this process – Member ownership of capital expenditure and resources is as critical as revenue – and Members need to ensure that capital spending is prioritised against political priorities and prioritisation criteria in order to target spending to best effect.

In terms of funding, borrowing remains the single largest source of funding. The cost of servicing debt is around 15% of net budget which is relatively high compared with similar authorities. The Council needs to consider what it can afford (every £ spend on servicing debt is a £ less spent on services) and develop a strategy accordingly.

Whilst the Council continues to be successful in attracting capital grants, it is further recommended that it considers its approach to disposals by extending its projections and monitoring over a three-year period. Realising further asset sales provides options both to reduce the overall debt to more normalised levels and create resources to fund significant transformation activity via the Government's 'Flexible use of Capital Receipts' dispensation.

PCC Response

Work on the Capital Programme remains a priority and work is progressing well to ensure better budget profiling and reporting. The historical trend of ca. 60% slippage continues into 2023/24, but work is being undertaken to address this level of Over-programming. The Capital Board provides robust challenge of in-year performance as well as of new bids, in line with the requirement to set a more realistic and deliverable Capital Programme for future years.

Improvements have been made to capital reporting within the BCR, providing officers and members with a comprehensive update of progress and projected slippage, including a meaningful narrative.

A review of all Treasury Management activity has been undertaken and a range of new tools have been added including a Money Market Fund Portal and an inter-authority trading platform. We continue to work closely with Link Treasury Services, our external treasury advisors, and we are currently testing the market for a new treasury management contract. The Council's Capital Strategy is to reduce borrowing and maximise third party contributions to fund the Capital Programme. New borrowing is only appropriate where there is a statutory / Health & Safety requirement or a robust business case to generate future revenue savings. All new bids are initially reviewed at the Capital Review Group, then presented for approval at the Capital Board. All bids are assessed against the Capital Strategy, Corporate Priorities and affordability.

The acceleration of the asset disposal programme continues. It is expected to generate £16m Capital receipts in the current financial year and similar projections for future years. These receipts will be used to repay debt and fund the capital programme in lieu of new borrowing.

The balance of the Transformation reserve stands at £20m and there are currently no plans to apply for Government's 'Flexible use of Capital Receipts' dispensation.

4.2 Theme Two: Service and External Reviews (Medium to Long Term Sustainability)

4.2.1 IIAP Comments

Peterborough colleagues recognise that the first actions in their transformation programme are drawing to a close and work is now on-going to discern a second stage plan that consciously connects the Council's transformation ambition with the MTF5 and wider City Strategy ambitions. Work is in hand to do this.

Meanwhile the Council has been steadily building its in-house transformation capacity alongside other corporate capabilities including performance and risk management. It will be important that momentum is not lost on this and that the case for investment is maintained. One of the benefits of building the in-house team is a reduction on the reliance on external consultants and higher paid interims, another is the growth in confidence among senior officer that has a beneficial effect on the whole workforce.

Over the coming months the Council is concentrating on developing the maturity of its programme governance. With a particular focus on ensuring a consistency of approach across the four key portfolios and their associated Boards. This is connected to the point about investment in the team. As the Council's confidence grows, it will become much more straight forward to make investment decisions for a sustainable future City Council, particularly where that investment is pivotal to the delivery of savings – but only if there is confidence that the savings will materialise. The higher the confidence, the easier it is to justify transformation investment as a matter of routine.

Taken together, the on-going focus on transformation capability alongside the development of the performance, data and risk teams are all positive developments.

A further development that may prove positive is the draft statutory guidance on the Best Value Duty that is currently open for consultation until mid-August. This guidance includes seven themes, including characteristics of a well-functioning local authority and indicators used to identify challenges that could indicate failure. At the most recent meeting with DLUHC officials the Council was asked to specifically respond to the consultation. The statutory guidance, once completed, could be a very useful framework to guide the Council post PCCIP arrangements. The themes are:

- Continuous Improvement
- Leadership
- Governance
- Culture
- Use of Resources
- Service Delivery
- Partnerships and Community Engagement

PCC Response

The Corporate Delivery Unit (CDU), providing In-house support and assurance across transformation, is growing, with a number of new appointments into the team. Four key Transformation Portfolios have been established, these oversee a range of service specific and cross-cutting Transformation programmes and projects. As these programmes and projects develop, specific capacity requirements are starting to become more visible and factored into programme business cases.

Programme governance arrangements continue to improve in line with the maturity of activity across Transformation. We are in the process of embedding an agreed and robust transformation governance framework which provides a consistent approach across reporting and decision making / approvals. As the CDU develops further, these

governance and reporting processes will continue to be enhanced across all transformation activity.

PCC has embraced the recent 'best value' guidance and have provided a response to DLUHC. In addition, we have started to utilise the guidance and had an initial 'Self-Assessment' session at a recent CLT meeting.

A framework has been developed to support ongoing self-assessment which highlights where there may be opportunities for further improvement action plans to be developed. This will be expanded upon and rolled out to both members and the Extended Corporate Leadership Team

4.2.2 **Companies**

IIAP Comments

Good progress has been made on resolving a range of issue with individual companies, but further work is needed to mature the Shareholder Committee to enable it to truly shape and oversee the Council's interests

The insourcing of the property-based work previously carried out by NPS was completed in January 2023 and work continues to integrate staff into the Council and to create a genuine client side strategic function with a 'Corporate Landlord' model (see below).

Within the Peterborough Investment Partnership (PIP), the sale of the Northminster SPV to Cross Keys housing has been completed as has the sale of the Pleasure Fair site to Medesham Homes. This leave the Fletton Quays SPV to be resolved although it is currently held up as a result of issues with a part of the site known as the 'Goods Sheds'. All Members have now stepped down from Board duties and have been replaced by officers. It remains the intention to dissolve the PIP once this work is completed.

Progress has been made with Medesham Homes and the Council's partnership with Cross Keys Housing and relations are now largely normalised. A consultant is assisting with the options for the future relationship to support the Council's housing ambitions.

Blue Sky (the energy trading company including solar panels) remains active and there are no plans to start trading from this company. The wind-up of this company needs to be accelerated.

Similarly, Empower CIC is now 3 months late in filing its accounts with a proposal by Companies House to forcibly strike off removed only on 11 July 2023 after PBC intervention. Peterborough CC believe that this company is in administration but there is no record of the Appointment of Voluntary Liquidators at Companies House. The Council is taking legal advice on this matter and as advised, has no elected members on the board.

Peterborough Ltd (trading as Aragon for Waste Collection, Building Cleaning etc and as Vivacity for Culture and Leisure) is active. The role of this company needs urgent clarification especially in relation to property matters, which still appears fragmented and lacking a 'single controlling mind'. The future strategic aims of the company need to be considered by the Shareholder Committee urgently, especially in relation to its role in property and the Council's museums and Leisure Centres.

Opportunity Peterborough remains active with the Council's Leader on the Board. Staff have been in-sourced under TUPE arrangement and now supply services under contract to Opportunity Peterborough thus reducing the risk of the venture. Future intentions for

this company are not immediately apparent and the Shareholder Committee should consider this company and its future urgently.

The Shareholder Committee is in its fledgling stage and is not yet exerting strategic influence or operational overview over the council's company interests as recommended by both CIPFA and Lawyers in Local Government. The maturing of this Committee should remain a priority given the ongoing size and complexity of the portfolio and the inevitable risks and issues arising from such a portfolio

The Council/ Shareholder Committee also needs to develop and approve a Commercial Strategy against which future ventures can be tested and a statement on the overall aims and objectives of its Local Authority Trading Company (LATCO) portfolio.

PCC Response

A Companies Working Group has been set up and is reviewing the Council's Officer and Member roles across all Companies with a view to improving and regularising governance, reporting and compliance going forward.

The Council has now appointed a representative to the Medesham Board and are working towards a 'business as usual' steady state to bring forward sites already identified for development.

The insourcing from NPS into a new in-house has been successfully implemented and the new team is settling in very well. A new Head of Compliance and FM has been appointed, and her role includes oversight of some of the P-Ltd activities. The new Head of Commercial and Procurement was an internal promotion, and the postholder will support the oversight of commercial activity once appropriate governance arrangements have been implemented.

Peterborough Ltd's latest Annual Report will be presented to Shareholder Cabinet Committee in September 2023, and work on the new 5-year Business Plan will be considered by the same Committee by March 2024. Leading up to then, a shareholder-led review of P-Ltd's activities, priorities, and outcomes will be undertaken, with the findings being used to shape the company's direction going forwards.

The JV partner to the Empower CIC, Empower Community Management, is controlled by the same directors as ECSP1 which is in administration. Empower CIC was formed to provide services to ECSP1, and once the administration process of that company has concluded, the Council will seek to exit the CIC arrangement. Advice will be taken on this process by the external lawyers who are working with the Council on the ECSP1 administration

Opportunity Peterborough is a partner in the Smart Manufacturing Alliance joint venture, and this arrangement will need to be reviewed before the future of the company itself can be determined. This review will report into the Shareholder Cabinet Committee in due course. Meanwhile, officers from Opportunity Peterborough that now form part of the Council's Growth and Regeneration team are developing a new economic development strategy which will help shape their focus going forwards.

4.2.3 Assets

IIAP Comments

The Council's approach towards managing its assets and making strategic decisions on their future has made progress in the last six months but still lacks an overall focus and is under-resourced at this time (although recruitments are now underway).

There is still no overarching Asset Management Plan around the 4 component elements of the operational, service and commercial portfolios and its rural estate and no real vision of a Corporate Landlord to be the 'controlling mind' over the Councils long and short term approach to its property. This needs to incorporate both facilities management and building compliance (e.g. testing for Legionella and Health & Safety).

There is good work happening with the limited resources currently available and it is pleasing to note the work in the following areas:

1. Maximising the utilisation (and minimising the costs) of its operational estate
2. Developing a locality-based approach to its service properties to provide more integrated services at lower costs
3. Reviewing staff levels to maximise returns on commercial properties (e.g frequency of rent reviews).
4. Reviewing its rural farms estate and generating capital receipts
5. Resolving the clienting function in relation to FM provision through Peterborough Limited.
6. Recruitment of Service Heads

However, without the integrated Asset Management Plan and a Corporate Landlord approach, management cannot evidence that these individual streams are all pulling in the same direction to deliver a single outcome.

Finally, concerns have been raised about the adequacy of IT systems related to building compliance and consideration should be given to its replacement with a more modern system.

PCC Response

A Summary and Outline Asset Management Plan (AMP) was approved by members as part of the 2023/24 budget setting process (Appendix J), however, it is recognised that further work is needed to implement a more comprehensive AMP now the property service has been fully in-sourced. The Summary and Outline AMP sets out the work to be carried out over the course of 2023/24 to prepare a new AMP for the 2024-2029 period, and we are working with a range of contractors in the preparation of a new AMP to be implemented from April 2024. A copy of the Summary and Outline AMP is attached.

The resource issues are being tackled with three new Heads of Service, two of which are currently in place and the final one to be in post from 1st September. In addition, a Principal Compliance Manager joined in June 2023 and another Principal Surveyor will join the Estates team from 30th August. These newly appointed positions will help drive forward the Council's AMP and an improved strategic focus across the estate.

Since insourcing the Property team, they have undertaken a review of the Council's commercial property portfolio and have identified cost savings and additional income streams, as well as working on bringing a backlog of rent transactions (reviews and renewals) up to date.

Significant progress has been made on the disposals programme with a clear five-year plan in place. The programme includes generating capital receipts from the rural estate

and an updated rural strategy is underway, including options for Biodiversity Net Gain etc.

The Locality review is reaching the end of phase 1, with an excellent response to its current approach. Phase 2 aims to understand further rationalisation and improvement to the review. The review has already identified opportunities to reduce the number of operational properties and to deliver both revenue and capital savings by combining service delivery across fewer properties.

The asset team continues to improve relations across services to understand current property strategies and future requirements, to enable the integration of the Corporate Landlord model.

One of the new Heads of Service has direct responsibility for oversight of FM Services and will be working closely with Peterborough Ltd to review current delivery, SLA's and KPI's. Their initial focus will be on property compliance and budget control, but this role will address the concerns raised by the CPIFA report insofar that the Council will be taking a leading role in the Strategy and Commissioning of FM services as well as providing greater oversight of delivery.

The current IT system, Technology Forge, is under review. The collation and storage of data is recommended for improvement and the Council is in the process of investigating future database options that are best suited for its requirements.

4.3 Theme Three: Governance & Culture

4.3.1 IIAP Comments

The overall governance of the City Council is a matter of concern to the Secretary of State as detailed in his letter to the Leader of the Council in 2021. The Council accepted a series of recommendations which require change in its governance. The Council started to implement these last year.

The Panel's view is that the Council is making progress with these actions but several significant risks and issues remain to be tackled. The shift to mutual collaboration and joint engagement between the Leader and all Opposition Groups which was initiated in 2021 has been sustained. This is evidenced through the work of the FSWG and the way in which the annual budget for 2023/24 was prepared and then approved by Council in February this year. However, major challenges remain not least in the political dynamics within the Council, in the consolidation of the senior management team and in delivering change across the organisation.

The Panel will continue to seek assurance that the progress underway will continue and that all political groups are working to support efforts to tackle the key risks and issues facing the Council in the best interests of the whole community in Peterborough.

PCC Response

Continued collaboration of cross-party working at FSWG and Group Leaders meetings. All member briefings have been arranged in October to discuss the next phases of the improvement journey and related risks.

4.3.2 **No Overall Control**

IIAP Comments

The results of the May 2023 local elections led to an increase of two in the Conservative Group. This appeared to consolidate the Conservative leadership of the administration. However, this was followed swiftly by four members resigning membership of the Conservative Group and joining the Independent Group. Despite this, the Conservative led minority administration remains in place with 26 members in a Council of 60 members.

On the face of it the smaller size of the administration increases what was already a high degree of uncertainty about decision making in the Council chamber. The Panel has received assurances from the Leader of the Council and the Chief Executive that despite this situation the quality of decision making will not be affected and there will be a high degree of continuity in the Council's policies and plans.

Nonetheless, there is no guarantee that the administration's policies will be accepted by the Council, though the conduct of the recent Council meeting in May was reassuring in this regard. This is especially challenging when there are so many difficult issues to address in the years ahead.

In this context there is an even greater onus on all political Group Leaders, and indeed all Members, to work together in the best interests of the community. Acceptance of the shared responsibility to the local electorate for holding the authority together is vital. Continuity in this commitment by all Groups and all Members is very important for the sound governance of the Council.

One of the risks of this No Overall Control situation is that there can be a loss of focus on, and drive to deliver, a vision for the City. It can be easy to become more concerned about short term and very local, ward issues to the detriment of the long-term success of the City. This can also have the effect of putting more responsibility on the shoulders of officers to hold the vision and to navigate the direction of policy between the priorities of the different political groups. At a time when the membership of the senior management team is in transition, there is a risk that senior management efforts can be made less effective in their core roles.

PCC Response

Members have shown that they can work collaboratively in setting a balance budget and cross-party agreement at the Budget Council meeting in February 2023. Members continue to work together at FSWG meetings to ensure that the improvements and visions support the city and the people that live and work there.

Members also agreed at the Annual Council meeting for all chairs of committees to be held by opposition members, this process is working exceptional well.

Group Leaders meetings continue monthly with hot topics and updates at each meeting.

The Leader has expressed on many occasions in the Chamber, that is door is always open and that members can arrange to discuss any matters or new approaches that members may be thinking of.

More recently a series of improvement planning and risk sessions have been arranged in September for all members to understand the next phases of the improvement journey.

4.3.3 Electoral Arrangements

IIAP Comments

The Council made a clear decision last year to retain the current electoral arrangements and not to move to all out elections. In the context of the recent changes in the membership of the political groups following the local elections and the risks highlighted in the previous section of this report, the Panel asks the Council to consider again the proposal to move to all out elections. The Panel suggests that this is considered initially by the Group Leaders before a further proposal is considered by the Council.

PCC Response

A brief discussion has happened with Group Leaders in relation to the move to 'all out' elections. A further detailed discussion is due in September with Group Leaders, with a move to reporting back to Council in due course.

4.3.4 Audit Committee

IIAP Comments

The Panel has monitored the work of the Audit Committee and can see the progress with its work on behalf of the Council over the last 18 months. It is clear that the appointment of an independent chair has added value to the work the committee carries out for the Council. A fresh pair of eyes and an independent view has led to the reshaping of the Committee's agendas and reports with a much greater focus on the strategic risks and issues facing the Council. There is a new and welcome emphasis on the risks that lie ahead as well as reviewing performance in key areas. In doing this the Committee has brought to light evidence which has exposed important issues. For example, the examination of procurement processes has strengthened controls and made a difference to the value for money that can be delivered.

Whilst there have been positive steps made by the Committee, it is clear that this is only the start and much more needs to be done to ensure the Committee is fulfilling its potential and working to best effect for the Council. For example, developing the approach to risk assessment and management.

The Panel is aware that the independent chair is standing down from his position and a new chair will be recruited. It is recommended that arrangements are made for the outgoing chair of the Committee to brief the new chair when appointed. Facilitating the transfer of knowledge and insights will help sustain the progress made in recent months.

PCC Response

The Audit Chair recruitment process has commenced again, due to the lack of suitable candidates in the first round.

The deadline for applications is 25 August and this has been advertised via Linked In and our Facebook page. This has been shared around the media channels by many officers and members, and some potential candidates have been identified. Shortlisting and interviews will commence in September.

Currently the vice chair and the current independent member are covering the meetings.

4.3.5 Management Structures and Systems

IIAP Comments

The Chief Executive has made progress in managing the transition to a senior management team that is dedicated 100% to Peterborough. The decoupling, by mutual consent, of most senior management positions from Cambridgeshire is complete. The work to achieve this transition successfully was considerable. Work in hand was delivered successfully, e.g. managing the relationship with Ofsted and preparing a balanced budget, whilst recruiting new Directors.

All Peterborough's Directors have been appointed now. Most recently the Directors of Adult Social Care and Children's Services have taken up their posts. The interim Director of Children's Services has left the Council and the interim DAS has returned to their substantive post.

Having said this, the Panel is aware that the Director of Finance is working to a contract which ends in early 2024. This issue needs to be addressed as a priority in order to maintain leadership capacity and to achieve continuity in the Section 151 role.

Now that the senior management capacity is in place, at least for the time being, the priority is to develop the capability of the new team so that it becomes high performing quickly. A clear direction of travel and a high degree of team work enabling all to perform at the best of their abilities will be vital.

In working in a collaborative style pursuing shared goals, offering mutual support and demonstrating openness the senior team will send a powerful message to everyone in the organisation. The behaviour of team members, when they are together and when they are working in their own spheres of influence, should reflect the core values adopted recently by the Council. In saying this, the Panel is aware that there is a persistent culture amongst lower tier officers of secrecy and focusing on the short term to the exclusion of long-term planning. This needs to be tackled with a shared commitment by all members of the senior team, taking advantage of the positive impact on the workforce of having a dedicated Peterborough leadership team.

On a different point, there has been progress in strengthening the governance around the Council's arms-length companies. This is providing clearer lines of accountability and control as well as greater transparency. However, the Council/Shareholder Committee also needs to develop and approve a Commercial Strategy against which future ventures can be tested. In addition, the statement of the overall aims and objectives of its Local Authority Trading Company (LATCO) portfolio and overall governance of the companies portfolio is yet to fully align with CIPFA/Lawyers in Local Government best practice.

PCC Response

Peterborough is in a much stronger position now with a permanent corporate leadership team in place focused solely on the city.

Recent appointments around children and adults are providing fresh leadership and challenge together with an extended leadership team for the city. The permanent recruitment to the Executive Director of Corporate Services will be resolved shortly.

A new leadership and development programme for all managers and leaders is in development and currently being procured. It has been really positive to see the Council engaged for the first time in the national graduate scheme with three graduates starting in 2023.

The Council continues to improve staff engagement and staff conversations are held in person on a regular basis on key topics plus the LGA have been commissioned to undertake a staff survey in autumn. The values and behaviours have been well received across the organisation and further work is planned to embed these in our day to day work with staff and members.

4.3.6 Resourcing Change

IIAP Comments

The Chief Executive has made progress in establishing the capacity necessary to drive the transformation that is necessary to secure the long-term future of the Council and the quality of services it delivers to the community in Peterborough. The Portfolio Boards are in place and working hard to develop business cases and to deliver them when approved. Roles and responsibilities are defined clearly. Officers are in place to do the work that is necessary. However, as indicated earlier in this report it is important to maintain the investment of resources into this agenda to maximise the future benefits.

PCC Response

We acknowledged the panel's views. Our transformation governance model ensures that once we are satisfied that each emerging business case relating to improvement/transformation is robust and convincingly demonstrates Value for Money set against the Delivery of Future Savings, Efficiencies and/or Improved Outcomes, we can provide assurance that appropriate investments in transformation will be made.

We are conscious that finding the money needed to invest in the Council's transformation initiatives and support the organisation's efforts to restructure services around our four main goals while maintaining budgetary stability is challenging.

It's not an easy undertaking, but we understand that it's necessary to make this effort in order to quickly and effectively bring about meaningful and sustainable change.

4.3.7 LGA Training and Support for Members

IIAP Comments

The LGA has been providing additional support to Peterborough City Council (PCC) since it established an Improvement Panel in December 2021. In June 2022 all group leaders at PCC were allocated a member peer to support them personally to help the Council drive forward the development and delivery of their Improvement Plan. The peer support has involved numerous one to one sessions, emergentics profiling, feedback to the Improvement Panel and some face-to-face group sessions with all peers, group leaders and officers. It is universally acknowledged that there has been a change in member behaviour. Peers have really helped with the step change to get members in a no overall control authority all working respectfully and with residents at their heart. It is also recognised that peer support contributed to a very smoothly run annual general council meeting.

Following the elections in May 2023, the Panel met with peers, group leaders and the LGA to take stock of the results and agree what support was required for the next

period. Peer mentor and mentee relationships were reset and group leaders have reaffirmed the support, knowledge and skills they require along with the frequency of touching base. The level of support required varies across the different group leaders but is still valued and drawn on regularly in most cases. The LGA conference in July provided an opportunity for many of the group leaders and peers to meet in person. In addition, the LGA and PCC CEX are looking to facilitate a cross party session in the coming months. The peer support programme will be reviewed at the end of the year to establish its impact and whether it needs to continue.

The LGA has also contributed ten days of consultancy for the Centre for Governance and Scrutiny (CfGS) to undertake a governance review. The diagnostic stage has been completed and a findings report is to follow. In addition, PCC has instructed the LGA to run an employee survey which will enable national benchmarking.

PCC Response

The Council will carefully consider the report with recommendations from the governance review and decisions will then be made on recommendations to take forward and next steps.

4.4 IIAP Conclusion

The Panel concludes that a huge amount has been achieved in the last six months, through the hard work and dedication of Members and Officers alike. The devil is in the detail as always, and there are still a number of challenges facing the City Council to complete the Peterborough specific strategic and governance framework that had been lacking previously and to continue to manage a difficult financial climate.

Despite the scale of the challenges the City Council is demonstrating that it has ambition and commitment, and as a result is attracting good talent to join the workforce and is re-energising officers who have worked for the Council for a long time.

This penultimate report of the PCIP recognises what has been achieved and serves as a reminder of the next stage of the journey to a sustainable future. The next six months will be critical in proving whether the new foundations are solid enough to weather the continuing financial challenges along with demonstrating what the portfolio boards can achieve for a genuine improvement in the lives and prospects of the communities of Peterborough.

PCC Response

We will continue to deliver our ambitions for the improvement journey and we continue to welcome the support of the PCIP.

4.5 CONSULTATION

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

5 IMPLICATIONS

Financial Implications

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

Legal Implications

- 5.2 Legal advice will need to be sought as appropriate in respect of the proposals which the report is recommending that Cabinet considers.

Equalities Implications

- 5.3 No change to previously reported.

Carbon Impact Assessment

- 5.4 A standalone Carbon Impact Assessment will be undertaken for any change that may arise as a result of this process in line with the Council's normal processes.

Communications and Engagement

- 5.5 No change to previously reported.

6 BACKGROUND DOCUMENTS

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

- 6.1 [Council report 'Financial Improvement Planning' 16 December 2021](#)

- 6.2 ['Governance Review: Peterborough City Council' Andrew Flockhart report 2021](#)

- 6.3 Peterborough City Council Improvement Plan
[5. Appendix 1 - Improvement Plan and Corporate strategy V5.pdf \(peterborough.gov.uk\)](#)

7. APPENDICES

- 7.1 There are none.

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 9
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Adesuwa Omoregie, Interim Head of Legal and Deputy Monitoring Officer	
Cabinet Member(s) responsible:	Councillor Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Charlotte Cameron, Senior Democratic Services Officer	Tel. 01733 684628

MONITORING SCRUTINY RECOMMENDATIONS REPORT

RECOMMENDATIONS	
FROM: Interim Head of Legal and Deputy Monitoring Officer	Deadline date: N/A
It is recommended that the Growth, Resources and Communities Scrutiny Committee:	
1. Considers the responses from Cabinet Members and Officers to recommendations made at previous meetings as attached in Appendix 1 to the report and provides feedback including whether further monitoring of each recommendation is required.	

1. ORIGIN OF REPORT

1.1 In accordance with the constitution Scrutiny Committees may make reports and recommendations to the Cabinet and/or full Council and/or any Committee in connection with the discharge of any of the Council's functions. This report is therefore provided as part of this process to ensure the monitoring of any recommendations which have been made by this committee.

2. PURPOSE AND REASON FOR REPORT

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

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

The Scrutiny Committees will:

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

3. **TIMESCALES**

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

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

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

5. **ANTICIPATED OUTCOMES OR IMPACT**

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

6. **REASON FOR THE RECOMMENDATION**

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

7. **BACKGROUND DOCUMENTS**

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

7.1 Minutes of the Growth, Resources and Communities Scrutiny Committee meeting held on 18 July 2023.

8. **APPENDICES**

8.1 Appendix 1 – Recommendation Log

APPENDIX 1

RECOMMENDATION MONITORING REPORT 2023/24

GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE / CRIME AND DISORDER SCRUTINY COMMITTEE

UPDATED: 06/09/2023

Meeting date Recommendations Made	Portfolio Holder / Directorate Responsible	Agenda Item Title	Recommendation Made	Action Taken	Progress Status
18 July 2023	Cllr Cereste Cabinet Member for Growth and Regeneration Place and Economy	Peterborough Station Quarter Redevelopment Scheme	The Growth, Resources and Communities Scrutiny Committee recommended that this council via their individual group leaders, select councillors who are passionate about and have knowledge of various disability issues, to be a part of an active consulting group working with those planning the Station Quarter. Also working alongside with various other recognised disability groups within Peterborough.	Members received a written response from Officers which was circulated on Wednesday, 6 October 2023. The response detailed the ongoing work to set up a Making Peterborough Accessible Group (MPAG) and the initial engagement around the Peterborough Station Quarter Project.	Completed.

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**Growth, Resources and Communities Scrutiny Committee
 Crime and Disorder Committee
 Work Programmes 2023/24**

Updated: 04/09/2023

Meeting Date	Item	Comments
Meeting date: 18 July 2023 Draft report deadline: 27 June Final report deadline: 05 July	Appointment of Co-opted Members 2023/24 Contact Officer: Charlotte Cameron	
	Station Quarter Redevelopment update Contact Officer: Nick Carter	
	Passenger Transport Contact Officer: James Collingridge and CPCA Representative	
	Corporate Performance Report Contact Officer: Matt Gladstone	
	Independent Improvement and Assurance Panel Report Contact Officer: Matt Gladstone	Removed.
	Review of 2022/2023 and Draft Work Programme for 2023/24 Contact Officer: Charlotte Cameron	
	Forward Plan of Executive Decisions Contact Officer: Charlotte Cameron	

Meeting date: 14 September 2023 Draft report deadline: 24 August Final report deadline: 1 September	(Housing Strategy) Temporary Accommodation Action Plan. Contact Officer: Matt Oliver/Caroline Rowan	Deferred.
	Report on Growth and Regeneration development prospectus Contact Officer: Nick Carter	Deferred.
	EV Charging Infrastructure Deployment Contact Officer: James Collingridge/Lewis Banks	Deferred.
	Forward Plan of Executive Decisions	
	Sales, Fees and Charges Review Contact Officer: Emma Riding	
	Workforce Programme – Portfolio Boards Contact Officer: Steve James/Mandy Pullen	
	Independent Improvement and Assurance Panel Report Contact Officer: Ray Hooke	
	Monitoring Recommendation Report	
	Work Programme 2023/2024	
	Locality Assest Review – Update Contact Officer: Simon Lewis	Contains an exempt appendix.

Meeting date: 14 November 2023 Draft report deadline: 24 October Final report deadline: 02 November	Forward Plan of Executive Decisions	
	Culture and Leisure Proposals Contact Officer: Jamie Fenton	
	Community Asset Transfer Contact Officer: Matt Oliver	
	Housing Strategy Contact Officer: Anne Keough	
	Highway Asset Management Plan and Associated Policies Contact Officer: James Collingridge	
	Corporate Performance Report Contact Officer: Matt Gladstone	
	Monitoring Recommendation Report	
	Work Programme 2023/2024	

Meeting date: 30 January 2024 Draft report deadline: 09 January Final report deadline: 17 January	Forward Plan of Executive Decisions	
	Portfolio Member Report - Peterborough Highway Services Annual report (Cllr Simons) Contact Officer: James Collingridge	
	<u>CRIME AND DISORDER COMMITTEE</u> Safer Peterborough Partnership - 2024-2025 Priorities Setting and Annual report Contact Officer: Rob Hill/Claire George	
	Cabinet Member Portfolio Update Report Cllr Cereste Cabinet Member for Growth and Regeneration Contact Officer: Nick Carter	
	Cabinet Member Portfolio Update Report Cllr Simons, Cabinet Member for Infrastructure, Environment and Climate Change (could be merged with first item) Contact Officer: James Collingridge	
	Committee Start Time Report 2024/25	
	Monitoring Recommendation Report	
	Work Programme 2023/2024	
Meeting date: 22 January 2024 Joint Meeting of the Scrutiny Committees – Budget		

Meeting date: 19 March 2024 Draft report deadline: 27 February Final report deadline: 06 March	Forward Plan of Executive Decisions	
	Portfolio Member Report - Deputy leader and Cabinet Member for Housing and Communities - Cllr S Allen Contact Officer: Rob Hill	
	Cabinet Member Portfolio Update Report Cllr Coles, Cabinet Member for Legal, Finance and Corporate Services Contact Officer: Cecilie Booth	
	The 2023/2024 Local Transport Plan Annual Programme of Works Contact Officer: James Collingridge	
	Independent Assurance Panel Report (Consider merging with the below) Contact Officer: Matt Gladstone	
	Corporate Performance Report Contact Officer: Matt Gladstone	
	Monitoring Recommendation Report	

Pending Items:

1. **Report on Growth and Regeneration development prospectus**
Contact Officer: Nick Carter
2. **EV Charging Infrastructure Deployment**
Contact Officer: James Collingridge/Lewis Banks
3. **(Housing Strategy) Temporary Accommodation Action Plan.**
Contact Officer: Matt Oliver/Caroline Rowan

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GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 12
14 SEPTEMBER 2023	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director of Corporate Services and Section 151 Officer	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Simon Lewis, Service Director Commercial, Property & Asset Management Felicity Paddick, Head of Estates	01733 452522

LOCALITY ASSET REVIEW - UPDATE

RECOMMENDATIONS	
FROM: Service Director Commercial, Property & Asset Management	Deadline date: N/A
<p>It is recommended that the Growth, Resources and Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Notes the Locality Asset Review Executive Summary and Draft Recommendations contained in the exempt annex (Appendix 1) and makes any comments prior to submission to Cabinet in October. 2. Agrees that Estates and Finance dispose of those locality assets highlighted in the report as being suitable as surplus to requirements and for repurposing up to a maximum disposal price of £500,000, where any proposed sale of an asset in excess of £500,000 will be brought back to Cabinet for specific approval to dispose on a case by case basis. 3. Notes that Directors will revert back to Growth, Resources and Communities Scrutiny Committee in November with further details of the proposed Locality Asset Review recommendations and timings following further consultation. 4. Notes the Draft Community Asset Transfer Policy contained in Appendix 2 and make any comments prior to submission to Cabinet for approval in October. 	

1. ORIGIN OF REPORT

1.1 This report was requested to be brought to this Committee following a meeting of the Finance and Sustainability Working Group.

2. PURPOSE AND REASON FOR REPORT

2.1 This report sets out the principles and findings of the Localities review of Council property including community buildings, leisure facilities and libraries. It also includes a proposed draft Community Asset Transfer Policy which will support the implementation of the Locality Asset Review.

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

10. Strategic Financial Planning

2.3 There is an exempt annex attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains financially sensitive information. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. TIMESCALES

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

4.1 The Localities review of property assets encompasses all Peterborough City Council’s community assets together with some service buildings including libraries, leisure facilities, adjacent green spaces, children’s centres and contact centres.

The review captures the current management data held, compliance status and condition information for each building and reflects several criteria informing the asset strategy and action plan in the report.

A report is being prepared which sets out a strategy and action plan for the portfolio of buildings reviewed with the intention of reducing the number of Assets, producing a disposals plan for those deemed surplus and making proposals to ensure that the remaining Assets are fit for purpose. The key deliverables of the review are as follows:

- A smaller portfolio of Locality Assets.
- An investment plan to ensure retained assets are fit for purpose to be funded wholly or in part via the disposals plan.
- A review of the overall compliance liabilities for both the Council and the occupiers to ensure clarity over accountabilities for the repair, maintenance, and compliance requirements for the property.
- A disposals plan for assets deemed surplus to requirements.
- A report with a Localities strategy for the Council’s buildings being reviewed and establishing the minimum standard service provision within the estate.
- Identification of opportunities to work with partners in terms of use of assets and service provision.
- A financial appraisal of the options examined, the key risks, next steps and a series of recommendations.

The Localities Strategy forms part of the remit of the ‘Sustainable Future City Council’ portfolio board. A review of locality assets was referenced in a report to Cabinet in September 2022 in relation to the Disposals Plan, with further work to be carried out in preparation of the Asset Management Plan to be considered by Cabinet in a future meeting. The report references the Cultural Services review and Communities partnership and prevention hubs model.

Prior to undertaking the Locality Asset Review, Officers committed to reviewing and refreshing the Community Asset Transfer Policy. This was to ensure that it remained relevant and is drafted in such a way as to support the Locality Asset Review and repurposing of Assets deemed surplus. The Draft Policy attached at Appendix 2 is proposed to be included as an addition to the Cabinet Submission in October. The outcome will be that the Locality Asset Review Report can be aligned and supported by a refreshed Community Asset Transfer Policy.

The Localities review has been undertaken working with the Communities, Leisure, Libraries Planning and Finance Teams at the Council. The intention is to ensure that Council buildings are made best use of incorporating the partnership and prevention hubs principles. These are being reviewed as part of taking forward the action plan for the Localities Estate. Further conversations are also ongoing with Children’s services over the Family Hubs and other partners in providing a joined-up approach to providing Council services in Council buildings.

5. CORPORATE PRIORITIES

- 5.1 The Executive Summary and Draft Recommendations form one of the key deliverables arising from the Sustainable Future City Council Portfolio Board and will deliver assets that are fit for purpose and more financially sustainable enabling them to be properly maintained in the longer term as well as releasing assets that can either generate capital receipts or can be reallocated under the proposed Community Asset Transfer Policy.

6. CONSULTATION

- 6.1 The provisional outcomes and recommendations of the Locality Asset Review have been shared with CLT and Group Leaders. There has also been a Members Open Day where all members were invited to discuss the provisional outcomes and recommendations and to put forward their own proposals.
- 6.2 The intention is for the Locality Asset Review Report and recommendations to be issued for Cabinet Approval in October. Following this further engagement and consultation will take place with the public and operators and users of the Locality Assets. Before a final implementation plan is delivered it is proposed to revert back Growth Scrutiny committee for final comment.

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1 The anticipated outcome is to incorporate any feedback from the Committee prior to submission of the Report to Cabinet.

8. REASON FOR THE RECOMMENDATION

- 8.1 The reason for the recommendation is set out in the Executive Summary and draft Recommendations, these are to deliver:

- A smaller portfolio of Locality Assets.
- An investment plan to ensure retained assets are fit for purpose to be funded wholly or in part via the disposals plan.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The key alternative option would be to not implement a review of locality assets and to retain the status quo. This is not a viable option as the Council cannot afford to bring its current estate into an acceptable standard and therefore a rationalisation of the assets is required to reduce the operational costs and maintenance backlog.

10. IMPLICATIONS

Financial Implications

- 10.1 The financial implications are set out in the exempt annex.

Legal Implications

- 10.2 The legal implications are set out in the exempt annex.

Equalities Implications

- 10.3 None

11. BACKGROUND DOCUMENTS

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

11.1 None

12. APPENDICES

12.1 Appendix 1 – Locality Asset Review Report - summary (Exempt)
Appendix 2 – Draft Community Asset Transfer Policy

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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APPENDIX 2

Peterborough City Council

Community Asset Transfer Policy 2023

APPENDIX 2

Contents

1. Background - Community assets	3
2. Why is a community asset transfer policy required?	3
3. Outcomes & Aims	4
4. What is Community Asset Transfer?	4
5. What criteria will the council use to consider a Community Asset Transfer?	6
6. Legal and Governance	8
7. How will community benefit be maximised?	8
8. For how long will leases be granted?	9
9. How will community assets available for transfer be advertised?	9
10. Property maintenance	9
Appendices	11
Appendix 1 - What should the business plan for community asset transfer contain?	11
Appendix 2 - Indicative assessment process for community asset transfer applications?	13

APPENDIX 2

1. Background - Community assets

A community asset is defined as land and buildings owned or used by the Council or leased or managed by community organisations for the benefit of residents and communities.

Peterborough City Council owns a number of assets that bring about a benefit to communities

These include, but are not limited to:-

- Community centres.
- Other assets that sit within the council's commercial portfolio that are leased or provided as a grant in kind to voluntary organisations that benefit communities and residents due to the specific work undertaken by the organisations concerned.
- Recreational and sports facilities often in parks and open spaces.

As part of developing a sustainable and placed focused approach to asset management Peterborough City Council will look to support community groups to come forward with proposals for community asset transfers where appropriate. This policy seeks to clarify the process being followed by the Council in relation to assets being transferred to community, voluntary or faith-based organisations.

2. Why is a community asset transfer policy required?

There may be times when council owned community assets are, returned to the council by community groups, become surplus to requirements, uneconomic to maintain or could be better run by the community themselves.

An asset transfer enables communities to own and manage facilities that may otherwise be closed down if the Council is unable to fund them.

This community asset transfer policy aims to provide a clear approach to the future management of these assets that will:

- define when a community asset transfer is appropriate
- ensure the process for community asset transfer is transparent
- apply a consistent approach to the assessment and process of transferring assets in the future, focussing on securing social, economic and environmental benefits of the asset
- ensure the efficient, effective and sustainable management of assets to minimise cost to the council and maximise benefit to the community it serves.

APPENDIX 2

3. Outcomes & Aims

The Council wants to achieve the following outcomes through a proactive community asset transfer programme:

- Community empowerment and benefits to the wider local community
- Building of local community capacity through the use of local skills, experience, knowledge and time
- Retaining valued local provision, thus improving local services in times of austerity, while contributing to savings
- Delivering placed based services that address local needs through community led and community focused assets
- Extending the use of a building or land
- Value for money and the ability to draw in other sources of funding not available to the council
- Social enterprise and social wellbeing, including community cohesion
- Financial viability, long term sustainability and external investment
- Delivery of council objectives through other partners
- A stimulus to partnership working

The council recognises that the increasing emphasis on localism means that it is even more important to work closely with the community, voluntary and faith sector to maximise our joint resources and take every opportunity to deliver quality services, tackling poverty, protecting vulnerable people and encouraging growth and sustainability. Our aims are to:

- Encourage and support the retention of local facilities which are used for a variety of social, community and public purposes without the use of council funds in the future – on the basis that we are satisfied that the business case for such a transfer is financially viable and sustainable in the long term
- Increase the effectiveness and efficiency of council owned community assets through local management
- Maintain local public facilities through community management
- Explore innovative ways of enhancing existing community facilities
- Support the development of social enterprises that clearly demonstrate returns to the local community

4. What is Community Asset Transfer?

Community asset transfer (CAT) is the transfer of land or buildings from the council to a third sector organisation. CAT supports community empowerment by enabling land and buildings and services to be retained or transformed for public benefit.

APPENDIX 2

Community asset transfer has the potential to achieve a number of objectives:

- to form long-term partnerships with third sector organisations
- providing assets for wider voluntary and community sector use
- maximising community benefit
- minimising financial liability for the council in the future
- supporting the building of social capital.

Community Asset Transfer can take place in different forms including through:

- a management agreement
- a licence to occupy
- a short lease
- a long lease
- freehold

Community Asset Transfer usually involves a transfer at less than market value, at a reduced cost, peppercorn rent or free of charge. The level of subsidy applied to the asset transfer, will be determined by the social, economic or environmental benefits generated by the transfer and the value of the asset.

Community Asset Transfer can apply to community buildings, community facilities and also other community venues owned by the council.

The Council recognises that CAT comes with risks and liabilities to both the Council as well as the third sector. Therefore, the process must include a robust framework to assess and manage risks so that all parties can make informed decisions.

A transparent framework is essential to enable the fair and equitable transfer of assets, therefore this policy should be based on the following set of principles, which should be followed by both PCC and Third Sector:-

- Clearly communicated timescales and decision making
- Partnership with Third Sector and encouragement of collaboration between community groups
- Inclusivity of provision so that the assets remain genuinely open and accessible to all sections of the community irrespective of their faith, culture, gender, sexuality, religion, political view or other protected characteristics.
- Decisions will be based on clear financially sustainable proposals, robust business plans (Appendix 1) and sound, evidence-based rationale for the transfer of assets – each proposal will be based on individual merits
- Any proposed transfer of asset must promote social, economic or environmental well-being and support the aims and priorities of the council
- Asset transfer will deliver agreed benefits to local people

APPENDIX 2

- Proactive consideration will be given for the co-location of services supported by dual use agreements
- Transfer decisions will not be made on a ‘first come first served’ basis but on a ‘best fit’ basis
- An ‘asset lock’ will be included in the terms of a transfer to ensure that the building remains for community benefit and use.

5. What criteria will the council use to consider a Community Asset Transfer?

In the interest of supporting a vibrant local civil society sector, the council will consider and prioritise the transfer of assets to local organisations. Therefore, it is unlikely that the council will prioritise transfer of assets to organisations whose remit is regional or nationwide. The prioritisations will be based on a geographical analysis of the community-based properties within an area and the needs of that area. The transfer of assets may be to either long established, stable, and secure formal organisations or newly formed community-based groups provided they can demonstrate they have the necessary expertise and experience to manage the asset.

The council will consider transferring assets in the following circumstances:

- Assets must be in the ownership of the council
- They are located where there is benefit to the community in having services delivered from the asset
- The asset has been identified in savings proposals to be surplus or where there is no clear rationale for the retention within PCC due to cost of maintenance, condition of the building or low levels of usage
- The proposed use will deliver a direct community benefit
- The Council can satisfy itself that the terms of the CAT lease are not financially detrimental.
- Disposals at less than best consideration will follow relevant legislation, Government guidance and the Royal Institute of Chartered Surveyors (RICS) document “Strategic Public Sector Property Asset Management” (September 2021) and state the best consideration that would otherwise have been received.

The council will not consider transferring assets in the following circumstances:

- Assets which have been identified as having a potential significant capital receipt, or where a significant amount of revenue income would be lost.
- Assets which have been identified as being required for strategic, planning or redevelopment/regeneration reasons.
- Transfers to individuals or businesses to be used purely as a vehicle for commercial ventures.
- Transfers solely to individuals

APPENDIX 2

- Where transfers contravene subsidy or procurement rules
- Assets which may be used solely for religious or political purposes/activities.

The criteria is strict to ensure that any successful transfer is sustainable, will be of benefit to local communities as well as the third sector organisation and will instil long term reassurance for the community which it serves.

Any application received will be assessed through a staged process (Appendix 2), starting with an expression of interest. Following assessment of this, organisations will be invited to submit a detailed application. Applicants must demonstrate how they meet the following criteria:-

APPENDIX 2

- Clear benefits to the council, its aims and priorities, the community-based group and the wider community.
- Demonstrate that it will continue to be used to support local community-based services and activities.
- Demonstrate strong and robust governance arrangements, including how local people will be involved in decision making in relation to the building and its use .
- Evidence of a track record in delivering services and/or managing property (if a new group evidence of this track record linked to management committee members and/or staff)
- Have in place a robust and sustainable business plan, for a 5-year period or show the willingness to create an acceptable plan within a specified time frame before the building is transferred.

6. Legal and Governance

Community asset transfer involves the transfer of assets, usually at less than Market Value, as a means to further local social, economic and / or environmental objectives. Section 123 of the Local Government Act 1972 requires that any disposals achieve best consideration and applies to the disposal of any interest in land and property. However, this was substantially amended under the Local Government Act 1972 General Disposal Consent Order (England) 2003, which gives Local authorities greater freedom to dispose of any interest in land at less than best consideration without the specific consent of the Secretary of State, where it could be demonstrated that they promoted the economic, social and environmental well-being of the area; and provided that the unrestricted undervalue of the asset to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

7. How will community benefit be maximised?

To ensure that the property delivers maximum community benefit, the organisation concerned will need to ensure that the premises are used primarily for community-based activities that directly benefit:

- the local community
- residents of Peterborough.

Where appropriate, the building should be available for hire for general community use including weekends with priority given to local groups and grass-roots organisations. This requirement will form part of the transfer arrangements.

The arrangements will also, where appropriate provide opportunities for the organisations to be able to sub-let. These arrangements may require approval from the Council to ensure their interests are protected and no rights are claimed by the sub-lessee.

APPENDIX 2

The focus will be a flexible approach to the development of lease arrangements to maximise the benefit to the voluntary organisation, the council and wider community.

8. For how long will leases be granted?

The council will consider the specific needs of the third sector organisation, the condition of the asset and the requirements of any funders. The length of the lease will be based on:

- the business plan
- the capacity of the organisation to manage the asset
- financial capacity
- any future requirements for the asset by the council
- the condition of the asset.

Once granted, leases can be extended or restructured at a future stage, to meet the changes to the organisation's activities or circumstances.

Community asset transfer leases will be accompanied by a service agreement that will define the expected benefits of the community asset including any requirement for use of the asset by local residents for locally organised activities or use as a polling station. This may include the hours the asset is made available to local communities.

Leases will contain clauses that prevent the asset being assigned or sold on for unintended financial gain and the loss of the community agreed benefits.

Leases will also contain suitable clauses to ensure the return of the asset to the council if the terms of the service agreement are not met, or in the case of dissolution, insolvency or corruption.

9. How will community assets available for transfer be advertised?

The Council will advertise the availability of community assets through the council's website, various information networks available to the council and by directly notifying voluntary and community sector organisations.

10. Property maintenance

The lease will define responsibility for maintenance and repairs, insurance, and all outgoings on the property but the assumption that the responsibility will lie with the organisation party to any lease agreement.

The Council will provide information that it holds on the condition of the property. This assessment will be provided as a guide and the future tenant should carry out their own checks, as the property may have deteriorated further since it was last surveyed.

The council will review this policy at least once every three years.

APPENDIX 2

APPENDIX 2

Appendices

Appendix 1- What should the business plan for community asset transfer contain?

- full details of the services and activities to be provided from the asset including any partnerships or co-location plans with other organisations
- evidence of the management capacity and experience of the bidding organisation to utilise and develop the asset
- detailed evidence that use of the asset is financially sustainable over the life of the proposed tenancy and will not incur future financial liabilities for the council; the council will assist by making relevant information and data available on request
- details of the anticipated benefits that the asset will produce and how these will be measured and evaluated
- details of the type of asset transfer and lease terms sought
- evidence of support from council officers, councillors, other voluntary organisations, local stakeholders

Assessment criteria

Organisations (or lead organisation where there is a consortium or partnership applying) are required to meet the council's criteria for commissioning. If these criteria are not met, no further consideration will be given to an application.

The business case assessment criteria will be made up of three sections:

- Organisational criteria (see notes below)
- Social value assessment (based on the councils' Social Value Framework)
- Activity specific assessment

The assessment forms for both expressions of interest and business cases are available on request.

Examples of organisational criteria that might be included are found in the table below. This is not an exhaustive list and at all times compliance with the organisational criteria will be proportionate and relevant to the size and value of the asset and the length of term of the asset transfer.

Provider's organisational criteria

Management You must have appropriate governance arrangement in place, hold regular committee meetings, including an annual general meeting; have a current business plan or demonstrate that one can be developed for the organisation.

Financial systems You must comply with all financial and accounting requirements of charity and/or company law and follow good practice in relation to internal financial controls. If you are a new organisation, you should demonstrate how you will implement good financial systems in future.

APPENDIX 2

Equal opportunities

You must have a written equal opportunities/diversity policy and code of practice that comply with current relevant legislation.

Insurance

Your organisation must have adequate insurance cover for activities, events, staff, premises, equipment, vehicles including:

Public liability; employer's liability cover if staff are employed; property and equipment insurance.

Criminal records checks

You must ensure and have evidence that all staff and volunteers working with children and vulnerable adults have been vetted through the disclosure and barring service. DBS checks should only be requested for eligible roles and not for all staff if it is not needed.

Safeguarding children and vulnerable adults

Organisations working with children and vulnerable adults must have safeguarding children and adult's policy and procedure in place. Staff and volunteers working with children and vulnerable adults must be appropriately trained. Evidence of these policies will be requested.

Equality

Detailed knowledge of the city and an understanding of how to apply that knowledge to engage / work with / deliver services in the city. Evidence of activities and services being designed to be accessible to as many residents as possible.

Cost

The ability for the organisation to meet any rental payments, pay external and internal repairs, insurance and utility costs. Evidence of a clear budget with income and expenditure expectations should be provided for the life of the proposed tenancy.

APPENDIX 2

Appendix 2- Indicative assessment process for community asset transfer applications?

Detail and processes included in each stage are below

Stage 1 – Advertising of Community Asset Transfer opportunity and request for expressions of interest

- Maximum of 4 weeks

Stage 2 – Review of expressions of interest received by council officers. Successful applicants informed

- 3 – 6 weeks depending on volume

Stage 3 – Selected organisations to compile business case

- 4 – 6 weeks

Stage 4 – Business case assessment by council officers and senior staff.

- Agreement in principle for one applicant
- 4 – 6 weeks

Stage 5 – Professional advice and council report

- 4 – 6 weeks

Stage 6 – Lease agreement and completion

- Maximum of 6 weeks

Ongoing - Asset transfer review

- Annual review of the service agreement targets and measure benefits
- Where applicable, 5-yearly renewal of the service agreement

APPENDIX 2

Breakdown by stage

Stage One

Once a building is identified as suitable for community asset transfer it will be advertised as open for Expressions of Interest.

This will be done by:

- Placing an advert on Peterborough City Council's website
- Letters will be sent to residents local to the building
- Community newsletters will include the opportunity (if you do not receive Peterborough city council's community newsletters please email xxxxxxx)
- An open day will be held at the building in this time for organisations to inspect the building.
- During this window, the webform can be used to submit an Expression of Interest in leasing the property (guidance available).

Stage Two

Council officers will review all Expressions of Interest against identified criteria (see the Expression of Interest guidance). Officers may ask for meetings with organisations to clarify points within the submitted form.

Organisations that satisfy the criteria for use will be informed by letter and invited to submit a more detailed business plan for their use of the centre.

Stage Three

The business case can be submitted in any relevant format but will need to reference:

- Organisational objectives and aims
- Evidence of the organisations previous impact and service delivery
- Specifics around the use of the building and what services/activities will be delivered from it
- Robust financial planning including details of any planned investment into the building and evidence of current financial capacity
- Evidence of the community need being address by the organisations plans and demonstrable community endorsement
- Evidence that new services and activities would not duplicate existing provision in the local area

Not essential but desired:

- Evidence of partnership working with other organisations
- Detail of the evaluation processes which will be used to measure the outcomes of the buildings' use

APPENDIX 2

During this business case development phase, organisations may request a meeting with council officers to discuss their draft plans before submission.

Stage Four

All business cases will be reviewed by council officers and relevant professional for suitability.

Applications will be assessed against the criteria laid out in the Community Asset Transfer policy document and will reflect the social value to the city of each application. These will include:

- benefit to local residents
- benefits to the council
- sustainability of the financial plans
- whether applications duplicate existing provision
- demonstrable community support
- demonstrable inclusive, impartial and equitable approach.

Each organisation will be invited to discuss their application with officers and relevant professionals to elaborate on any points and review any questions.

An “in principle” decision will be taken by the service Director. The successful group will be informed in writing.

Local residents will be informed of the decision and asked to comment as part of the subsequent report.

Stage Five

If needed, legal and profession advice will be sought by officers at this stage. The successful “in principle” organisations’ business case will be presented as a details report to the council’s corporate leadership team (CLT) and portfolio holder.

CLT will also decide whether cabinet are required to authorise the award of the Community Asset Transfer at this stage. If it is a report will be submitted to cabinet for member approval.

Once fully approved, written confirmation will be sent to the successful organisation. Should approval not be awarded, the asset will be reviewed and, if appropriate, re-advertised for further expressions of interest.

Stage Six

At the stage Peterborough Council’s Estates Team will work with the successful organisation to determine the full content of the lease, the rent and the length of the lease. This will be a standard lease that will be used for each and any CAT. Where works are necessary to a building prior to occupation, an agreement for lease will be granted pending the outcome of those works before a lease is granted.

APPENDIX 2

When both parties are happy with the heads of terms in the lease, the Estates Team will ensure the building is ready to be transferred and the organisation will be given the keys to the building.

Ongoing

Leases will be reviewed as a minimum every 5 years although shorter terms may be agreed at the lease stage.

Should there be any agreed outcomes and evaluation on the use of the building, the organisation will be expected to supply this to the council in line with the agreed arrangements. These may include usage statistics, service evaluations, or other key indicators and will be clearly laid out in the service level agreement.