

CABINET

MONDAY 12 FEBRUARY 2024
4.00 PM

Council Chamber - Town Hall
Contact – charlotte.cameron@peterborough.gov.uk, 01733 384628

AGENDA

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

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**MINUTES OF THE CABINET MEETING
HELD AT 4.00PM, ON
MONDAY 15 JANUARY 2024
COUNCIL CHAMBER, TOWN HALL, PETERBOROUGH**

To be read in conjunction with the agenda for the meeting.

Should you wish to listen to the debate had, please visit Peterborough City Council YouTube Channel at [Cabinet - 15/01/2024 \(youtube.com\)](https://www.youtube.com/watch?v=Cabinet-15/01/2024)

Cabinet Members Present:

Councillors Mohammed Farooq (Chair), Howard, Bisby, Saqib Farooq and Hiller.

Cabinet Advisors Present: Councillors John Fox and Harper.

69. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Elsey.

70. DECLARATIONS OF INTEREST

There were no declarations interest received from Members.

71. MINUTES OF THE CABINET MEETING HELD ON 18 DECEMBER 2023

The minutes of the Cabinet meeting held on 18 December 2023 were approved as a true and accurate record.

72. PETITIONS PRESENTED TO CABINET

There were no petitions presented to Cabinet.

STRATEGIC DECISIONS

73. THE DRAFT PETERBOROUGH HOUSING STRATEGY 2024 to 2029

Cabinet considered the report and **RESOLVED** that the draft Peterborough Housing Strategy 2024 to 2029 be approved for public consultation.

Leader
4.00pm to 4.12pm
15 January 2024

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CABINET	AGENDA ITEM No. 5
12 FEBRUARY 2024	PUBLIC REPORT

Report of:	Stephen Taylor, Executive Director of Adult Social Care & Commissioning	
Cabinet Member(s) responsible:	Councillor Saqib Farooq, Cabinet Member for Adults and Health	
Contact Officer(s):	Ayesha McKechnie, Commissioning Manager	Tel. 07500 024742

APPROVAL ON SPEND VIA CAMBRIDGESHIRE COUNTY COUNCIL'S DYNAMIC PURCHASING SYSTEM (DPS) FOR HOME AND COMMUNITY SUPPORT SERVICES

RECOMMENDATIONS	
FROM: Stephen Taylor, Executive Director of Adult Services	Deadline date: 29 February 2024
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Authorise the continuation of method of procuring and future predicted spend of up to £11,672,606 by procuring care at home support for Peterborough City Council Clients via Cambridgeshire County Council's Dynamic Purchasing System (CCC's DPS) for Home and Community Support Services, from 2nd March 2024 through to 31st October 2027, as an alternative way to meet the assessed needs of a Service User when the existing closed framework of providers is unable to meet demand. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CLT on 23 January 2024.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to propose future predicted home care spend via Cambridgeshire County Council's Dynamic Purchasing System on behalf of Peterborough City Council.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.5:

To make decisions on actions relating to the awarding, assigning and termination of contracts over £500k, and waiving or granting exemptions to Contract Regulations where contracts are over £500k, with the exception any time-critical, operational, or routine decision, which may be determined by the relevant portfolio holder.

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 Background

Homecare is considered to be any care and support that a person might require in their own home, including preparing meals, taking their medication, and attending their personal care needs. This includes 24-hour live in care where this is an assessed need.

Peterborough City Council (the Council) has a closed framework arrangement for commissioning homecare, which was procured in accordance with the Public Contract Regulations 2015 and commenced on 3rd September 2018.

Approval was granted by way of a CMDN in August 2018 (Personal Care and Support (Homecare) in Peterborough ([AUG18/CMDN/25](#)), for an initial term of three years (to 2nd September 2021), with the option to extend for up to seven years to 2nd September 2028.

The framework includes two lots, one for general care and support, and another for more specialist care, such as learning disabilities or advanced dementia.

4.2 The first extension of Peterborough's framework was invoked for one year, until 2nd September 2022.

On 31st May 2022 approval was granted to further extend the framework, for a period of 18 months, commencing on 3rd September 2022, to end 2nd March 2024.

The Council wishes to extend the contract period of the framework again, up to a further 12 months, i.e., to 2nd March 2025 to enable the commissioning and procurement of a new care at home service model to go live from 3rd March 2025 (proposals to be put forward).

4.3 In July 2021 a CMDN ([AUG21/CMDN/25](#)) gave authority for the future expected spend of £6,286,470 by procuring via the Cambridgeshire County Council's Dynamic Purchasing System (CCC's DPS) for Home and Community Support Services, until 1st March 2023, as an alternative way to meet the assessed needs of a Service User when the closed framework of providers cannot meet demand.

In April 2023, a CMDN ([APR23/CMDN/108](#)) gave further authority for the future expected spend of £5,220,168 by procuring via CCC's DPS for Home and Communities Support Services, until 1st March 2024, as an alternative way to meet the assessed needs of a Service User when the Council's closed framework of providers is exhausted. This was to enable the Council to utilise the CCC DPS whilst its care at home Framework was live.

The Council is authorised to utilise CCC's DPS until the end of its lifetime on 31st October 2027.

4.4 Key issues

At the point of award in 2018, there were 35 successful providers for Peterborough's closed framework. However, there are now only 20 providers actively delivering the required service. This is due to providers no longer trading or being suspended by the Care Quality Commission due to quality issues. As a closed framework, it is not possible to invite new providers to tender and so the Council has seen a decrease in the number of suppliers it can use.

When providers on the framework are not able to pick up a package of care, the Council must then approach providers outside the framework to ensure people's care needs are met. Failure to do so would leave individuals without care and put immense strain on families, informal carers and the wider health (including hospitals) and social care system. This would also impact on the Council's statutory duty under the Care Act 2014 to meet assessed needs.

One solution when the framework providers cannot meet demand is utilising the permissions within CCC's DPS to source off framework care. This ensures quality of care as a result of the

due diligence and contract monitoring undertaken during the onboarding process for the DPS. It also ensures all placements are within the PCC ceiling prices, as providers cannot go above PCC's ceiling on the DPS.

- 4.5 In recognition of the issues identified, a review of the closed framework was undertaken in 2022. Commissioners worked with stakeholders to create a new approach which would resolve the supply issues we were facing. Contract Managers were also working with current framework providers to increase the supply available to the Council.

It is intended a new model for homecare commissioning will be designed, procured, and implemented when the current framework expires in March 2025. This will enable the Council to best meet the needs of the residents of Peterborough requiring care at home. This is being designed through co-production with inclusion of internal and external stakeholders and will seek to draw on specialisms from the market in relation to the primary support needs of people in Peterborough.

4.6 **Recommendation**

Until the new procurement model is in place in, the Council is required to use its closed framework as the main way to source care. Providers on the existing framework will be closely managed by the Commissioning Team to ensure optimisation of their provision and work alongside providers to grow capacity to meet the increasing demand.

- 4.7 On occasions, when framework providers are unable to meet our supply requirements, it is imperative the Council can source care from other providers in a way that is fair and compliant with the Public Contract Regulations 2015. It is proposed the Council continues to purchase care via CCC's DPS for Home and Community Support Services, where Peterborough's closed framework providers are unable to supply the required care.

The DPS, is a procurement tool and similar to an electronic framework agreement; however, under a DPS, new suppliers can apply to join at intervals throughout its lifetime. The Council was named as an organisation who can use the DPS when it was originally put into place in 2017. As a result, we are able to utilise this DPS until the end of its lifetime on 31st October 2027.

Use of the DPS will enable the contracts for packages of care to be awarded to providers, in an open and fair way, ensuring compliance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015 and securing best value for the Council. As providers must pass a quality threshold to be accepted onto the DPS, we are provided with a level of assurance and an ongoing mechanism to monitor and manage quality.

- 4.8 It is anticipated that the commissioning of a comprehensive model in Peterborough to meet the needs of all residents, will significantly reduce the need to use CCC's DPS going forward.

Therefore, it is proposed that new packages of care cease to be commissioned via CCC's DPS, except in exceptional circumstances, from 2nd March 2025, once the new service is live (service proposals to be put forward). Any care package already commissioned via CCC's DPS will remain in place until the end of its agreement.

- 4.9 The maximum value of expenditure via CCC's DPS from 2nd March 2024 through to 31st October 2027 (the end of the lifetime of the DPS) is recommended to be set at £11,672,606.

This is based on current and forecast future spend with providers on CCC's DPS and other off framework providers. This also uses the assumption that that there is no change in the level and quality of supply offered by current framework providers from March 2024 to March 2025 and that from March 2025 onwards, supply via the Council's own formally commissioned arrangements will increase. This approach will allow the Council to continue to use its framework until March 2025 as it was intended, with the DPS used to supplement it when its framework

providers are unable to fulfil the demand and thereafter to rely on its own framework for newly commissioned packages of care.

- 4.10 The proposed off-framework spend from March 2024 to October 2027 is calculated in part by consideration of the attrition rate of packages of care being approximately 50% in year, whereby it is expected that at least 50% of existing packages end within a year.

This will be bolstered by service users being encouraged to move onto a new framework provider, if not already. Packages will also end if the person is admitted into hospital and has a change in need as they will then be able to access the new framework provision upon discharge. It is also highly likely that any provider who successfully tenders for the new framework is already on CCC's DPS, so many packages would automatically transfer to the new contract without the need for the person in receipt of care changing provider.

The Council will always put the person at the centre of decision making and ensure they are empowered to make choices in their own care, respecting their preferences for provider, in line with the Care Act 2014.

- 4.11 Therefore, agreement is sought to spend £11,672,606 via CCC's DPS over the next 4 years, to the maximum length of this DPS, giving commissioners the flexibility to end packages of care under CCC's DPS at the pace of people drawing on support.

- 4.12 While Peterborough's home care framework is meeting the need for care and support of residents in the city in most cases, there continues to be a shortfall, hence the need to continue use of Cambridgeshire's DPS as outlined in this paper. To ensure the sustainability of homecare for the residents of Peterborough, this recommendation is the most effective method to ensure an alternative solution is available without compromising the quality of care, the ability to provide care quickly and efficiently, and protects reputation of the Council.

5. CORPORATE PRIORITIES

- 5.1 The recommendation supports the Our Places & Communities and Prevention, Independence & Resilience corporate priorities by:

- Ensuring our communities are safe and that vulnerable people are protected from harm.
- Supporting and caring for our older residents and our residents with long-term care and support needs, by providing imminent help and support and by ensuring long-term care and support, when needed, is personalised and keeps people connected to their communities.

The Carbon Impact Assessment suggests that the carbon impact of this proposal is neutral as this is a continuation of spend via an existing service.

6. CONSULTATION

- 6.1 Discussion with internal stakeholders, including Commissioning, Contracts, Brokerage, Legal and Procurement were undertaken to inform the proposed solution.

- 6.2 Has this recommendation been considered by the below? If not, please provide reasoning.

- Corporate Leadership Team (CLT) - 23 January 2024
- Cabinet Policy Forum (CPF) - 29 January 2024

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1 The overarching outcome is that people continue to receive quality homecare without delay and in accordance with their wishes and identified needs. Waiting lists for care are avoided, reducing

stress on families and informal carers. People are not inappropriately placed into residential care due to a lack of homecare and people do not remain in hospital for longer than necessary.

- 7.2 The providers who apply to join the DPS, relating to the services within the geographical area of Peterborough will be requested to sign up to fixed rates, within the Council's ceiling rate which is currently £19.65 per hour. This means the Council will have control over the cost of care and it will not be paying higher, market driven rates.

8. REASON FOR THE RECOMMENDATION

- 8.1
- To ensure the residents of Peterborough are supported to remain living in their own homes for as long as possible, should they have or develop any care needs.
 - To enable the Council to meet its duty under the Care Act 2014 to provide high quality care to the residents of Peterborough.
 - To ensure the supply of quality homecare in Peterborough by supporting the market through formally commissioned services.
 - To make all spend outside of the closed framework compliant, thus protecting service users, providers, and the Council.
 - To enable the Council's operational teams to agree packages of care quickly and effectively, reducing time and resources spent on sourcing and seeking an off-framework agreement.
 - Efficient sourcing of care will support the hospital discharge process, freeing capacity of beds within healthcare.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1
- **Do nothing and rely solely on the current closed framework.**

This option was discounted as the current framework is not able to meet the level of demand for homecare in Peterborough due to the change in the market and loss of Providers. It would result in increasing waiting times for homecare, adversely impacting service users, their families and the wider health and social care system.

- **Do nothing but source care directly from other providers.**

This option was discounted for three reasons. Firstly, it does not provide a robust contractual basis upon which the Council can ensure quality and safety. Secondly, it may be interpreted by other providers as unfair and non-compliant with regulations and so creates a risk of challenge. Thirdly, individual exemptions would be required for every homecare package placed with providers not on the closed framework. The exemption process, given such volumes, would be slow and result in delays and waiting lists for care which would adversely affect service users, their families and the wider health and social care system.

10. IMPLICATIONS

Financial Implications

- 10.1 There will be no financial implications as an outcome of this report. The homecare budget for 2024-25 has already been agreed and accounted for and future spend will continue to come out of the individual spot purchase budget. This report does not intend to spend any additional money but offer the Council the flexibility to purchase care via a different route (in a way that is fair and compliant) at times when its closed framework is not able to supply care. Providers on CCC's DPS are paid at the same rate as providers on Peterborough's closed framework and therefore care purchased via CCC's DPS should never result in an increased spend.

Legal Implications

- 10.2 The use of Dynamic Purchasing Systems is permitted under the Public Contract Regulations 2015 and Peterborough City Council is authorised to utilise CCC's DPS to award a contract to a provider to deliver the required care. By using this compliant method to procure, it will enable the Council to continue to fulfil its duties under the Care Act 2014.

Equalities Implications

- 10.3 The service is targeted at a group who are recognised by the Equalities Act. By not extending this provision there would be a negative impact on adults with protected characteristics in Peterborough.

11. BACKGROUND DOCUMENTS

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

- 11.1 Previous CMDNs
JCB paper
Homecare contract

12. APPENDICES

- 12.1 Not applicable.

CABINET	AGENDA ITEM No. 6
12 FEBRUARY 2024	PUBLIC REPORT

Report of:	Stephen Taylor, Executive Director: Adult Social Care & Commissioning	
Cabinet Member(s) responsible:	Cllr Bisby - Cabinet Member for Children's Services	
Contact Officer(s):	Jo Leggett, Commissioning Manager (Children in Care) (Joanne.Leggett@peterborough.gov.uk) Sam Nash, Senior Commissioning Manager (Sam.Nash@peterborough.gov.uk)	Tel. 01733 863840.

AWARD OF PSEUDO DYNAMIC PURCHASING SYSTEM (PDPS) AGREEMENT FOR SUPPORTED ACCOMMODATION SERVICES FOR YOUNG PEOPLE IN CARE AGED 16 – 18 AND FOR SEPARATED MIGRANT CHILDREN AND/OR FORMALLY SEPARATED MIGRANT CHILDREN WITH NO RECOURSE TO PUBLIC FUNDS

RECOMMENDATIONS	
FROM: <i>Executive Director Adult Social Care & Commissioning</i>	Deadline date: <i>12 February 2024</i>
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> Approve the award of the Pseudo Dynamic Purchasing System (PDPS) to each of the successful bidders who tendered for the PDPS for Supported Accommodation Services for young people in care aged 16 – 18 and for separated migrant children and /or formally separated migrant children with no recourse to public funds The PDPS Agreement will commence on 1st April 2024 and run for an initial period of 2 years with the option to extend twice in increments of 12 months, with a total contract value of £16,000,000 over a four-year contract period. The list of approved providers is outlined in Appendix 1. Delegate approval to the Executive Director of Adult Social Care & Commissioning to extend the Contract Term up to 2 years (x2 periods of 12 months) in accordance with the contract provisions. Delegate approval to the Executive Director of Adult Social Care & Commissioning to agree fee uplifts, (per annum) on the hourly rate and weekly core accommodation costs, subject to internal governance arrangements and the value given in the published Contract Notice. Delegate approval to the Executive Director of Adult Social Care & Commissioning for future awards, to successful bidders to join the PDPS, as and when the PDPS has been reopened, throughout the duration of the Contract Term, within the contract provisions. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a competitive tendering process for a contract value of over £500k.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to seek approval through Cabinet to award the Supported Accommodation Services for young people in care aged 16-18 and for separated migrant children

and /or formally separated migrant children with no recourse to public funds via the Pseudo Dynamic Purchasing System to successful providers. Approval to award is sought from Peterborough City Council Cabinet as this constitutes a key decision for Peterborough as the expenditure will be in excess of £500,000. This is not new expenditure as finances are already budgeted for these services; approval is being sought for the successful providers to deliver the services through these new commissioning arrangements in line with the newly introduced Supported Accommodation (England) Regulations 2023.

- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.5: To make decisions on actions relating to the awarding, assigning and termination of contracts over £500k, and waiving or granting exemptions to Contract Regulations where contracts are over £500k, with the exception any time-critical, operational, or routine decision, which may be determined by the relevant portfolio holder.

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 **Context**

- 4.1.1 Supported accommodation services enable young people to prepare for independent living, utilising support (rather than care) to aid young people to achieve positive outcomes and successfully transition into adulthood.

Supported accommodation services will enable young people to become more independent whilst living in the service, through developing the knowledge, skills, attitudes, and behaviours required to sustain independent living and make a smooth and successful transition to adulthood. The service is required to build resilience and strength in young people’s skills to live in the community whilst ensuring young people are fully involved in the development and delivery of their support plans. The services will support young people in care to engage in Education, Employment and Training opportunities.

- 4.1.2 Peterborough City Council is commissioning supported accommodation services for young people in care aged 16 – 18 years, for whom the Council has statutory responsibility as Corporate Parent, in line with the new [Ofsted requirements and Regulations](#) for this sector; and for separated migrant children and /or formally separated migrant children with no recourse to public funds (NRPFs). The Department for Education has published a Guide to the Supported Accommodation Regulations including Quality Standards, available [here](#). This PDPS is compliant with these regulatory and quality requirements.

In accordance with the [Sufficiency Duty](#) placed upon local authorities, wherever it is safe and appropriate to do so, Peterborough intend to support young people to remain living in their local area (ie Peterborough); to maintain contact with, and access to, family and friends, education services, health and wellbeing services and local communities. Supported accommodation services enable the Council to meet its duty to provide sufficient accommodation for children and young people in care in their local area.

4.2 **Current Arrangements**

- 4.2.1 Peterborough City Council currently commissions supported accommodation provision via a Framework held by Cambridgeshire County Council and was jointly commissioned by both Local Authorities under the previous shared services arrangement.

4.2.2 The current Supported Accommodation Framework commenced in 2018, initially for a period of 3 years (with extensions available of up to 2+2+2+1). The first extension period was enacted in 2021, and in 2023, a revised extension enacted to 31 March 2024. In addition, a variation was issued to ensure that providers were, as of 28 October 2023, compliant with the Supported Accommodation (England) Regulations 2023.

4.2.3 The below table outlines Peterborough’s current use of Supported Accommodation Services for young people in Care (as of 31st December 2023):

	Current placements	Total placements active in current year	Projected spend to year end
Supported Accommodation placements (non-Separated Migrant Children)	15	38	£1,274,162
Supported Accommodation Placements (Separated Migrant Children)	48	76	£1,375,158 (Grant funded from central government)
Total	63	114	£2,649,320

Please note, some young people will have experienced more than one placement in this reporting period.

4.3 **Recommissioning of Supported Accommodation Services**

4.3.1 Peterborough City Council & Cambridgeshire County Council Joint Commissioning Board approved a recommendation in March 2023 for Peterborough and Cambridgeshire to retender separately; acknowledging the developing needs of young people for each Council respectively and to respond to the newly introduced regulations. By Peterborough City Council having its own PDPS it gives the Council the autonomy to shape the PDPS to enable the Council to meet its statutory duty

4.3.2 Peterborough’s Supported Accommodation PDPS supports the Council in its statutory duty to support children in care (wherever it is safe and appropriate to do so) to live within the local area, and to receive good quality support in good quality homes. In accordance with this, providers joining the Supported Accommodation PDPS are required to demonstrate that they have, or will have before the contract commencement, accommodation provision within a 20miles radius of PE2 8TY; supporting the development and sufficiency of provision within our local area.

4.3.3 The Supported Accommodation PDPS has been separated into three lots –

- Lot 1 – Supported accommodation and support for eligible and relevant young people in care, aged 16-18.
- Lot 2 – Supported accommodation and support for separated migrant children, and / or formerly Separated Migrant Children with No Recourse to Public Funds (NRPF)
- Lot 3 – Block contract call offs (i.e. the purchase of a block of 10 placements within a specified location, for children in care, facilitating a competitive process to deliver good quality, local provision, guaranteeing local sufficiency and providing value for money) for accommodation and support, in accordance with individual call offs. These block provisions will be awarded through a mini competition with the providers identified in Appendix 1 and the services might be for separated migrant children, NRPFs, or eligible and relevant young people in care aged 16+.

The accommodation standards are the same across the three Lots. The differences between Lots 1 and 2 apply to individual and specific support expectations that providers must follow to meet the needs of Separated Migrant Children (particularly those young people who are newly arrived into the UK). This is in addition to all other requirements detailed in the specification.

There is no requirement for placements made under Lot 1 and 2 to be in separate provisions; young people are placed with providers according to their individual needs and support requirements and taking into consideration matching.

- 4.3.4 Following contract award, the Council will commence a period of implementation with successful providers which will include completion of the Safeguarding Toolkit, Autism Toolkits, and initial due diligence of providers; these elements were included within the tendering requirements.

All providers will be subject to an initial quality assurance visit, conducted by Children's Commissioning, prior to a placement commencing, and annual quality assurance visits (as a minimum) thereafter. These measures are in addition to compliance and quality inspections conducted by Ofsted as part of the Regulatory framework.

- 4.3.5 The PDPS will commence on 1st April 2024, for an initial period of two (2) years, with a contractual extension available at the Local Authority's discretion of two further one (1) year periods (to give a maximum end date of 31st March 2028). The initial term will allow sufficient time for the Supported Accommodation Regulations 2023 to be fully embedded within provisions and aligns with the commencement of Ofsted's inspection of provisions (scheduled to commence from 1st April 2024).

4.4 Procurement process

- 4.4.1 The procurement was completed under a competitive, open procedure in accordance with Regulation 27 of the Public Contracts Regulations 2015 (PCR). However, the Council is able to deviate from the formalities of the open procedure given the flexibilities permitted by Regulation 76 of the PCR (as amended) in the conduct of procurements for "Social and Other Specific Services", otherwise referred to as "Light Touch Regime" procurement.

The PDPS is a "pseudo DPS", which looks and feels similar to a Dynamic Purchasing System set up under Regulation 34 of the PCR. This means that the Council can re-open after the PDPS start date at intervals at the Council's discretion for new providers to apply or previously unsuccessful providers to re-apply. Reopening of the PDPS is solely at the discretion of the Council.

Provider tender submissions were required to meet mandatory requirements by submitting a response in the form of the standard selection questionnaire (SQ), which included the below requirements as an addition to standard corporate measures.

1. Confirmation of Ofsted Registration for the Supported Accommodation (England) Regulations 2023.
2. Confirmation that providers have or will have provision active within the prescribed geographical location (20 miles from PE2 8TY) on or before the 1st of April 2024. Note, it is a requirement that properties are recorded within the Organisation's Ofsted Registration.

In addition to mandatory requirements, providers were required to meet or exceed a quality criteria of 65%; this score was based upon provider responses to four questions, one of which was collated by a panel of Care Experienced Young People and evaluated on their behalf, with their evaluation criteria.

- 4.4.2 19 providers who tendered for Lot 1 passed the selection criteria threshold and progressed through to evaluation; of these 13 were successful.

15 providers who tendered for Lot 2 passed the selection criteria threshold and progressed through to evaluation; of these 8 were successful.

A provider will only be awarded a place on the PDPS for Lot 3 where it has been successfully awarded a place on Lot 1 or 2 (or both).

- 4.4.3 Providers were required to submit pricing schedules within tender submissions; these were not evaluated as part of the tendering process. Due to the varied nature of supported accommodation services, and the requirement that providers will respond to young people's individual needs, no ceiling price was set. Providers were required to submit costs based around core support offers, which can vary from 10 – 50+ hours support.

Pricing is evaluated within the referral / call off process; placements are made based on the provider most able to meet the young person's needs, where two or more providers are equally able to meet the needs of a young person, the most economically advantageous placement will be agreed.

For an award of a Call Off Contract under Lot 3 a mini competition will be carried out and the successful bidder will be awarded a block contract under Lot 3 if it submits a successful bid.

- 4.4.4 The PDPS will go live on 1st April 2024, with a brief implementation period beforehand. As this tender is for existing services, across a series of providers, and there is no implication for current placements, it is not expected that a prolonged implementation period is warranted.
- 4.4.5 The PDPS will open periodically throughout the lifetime of the contract, to allow access to the PDPS for successful new entrants who can demonstrate compliance with the mandatory requirements and the specified quality criteria.

It is acknowledged that when the tender for the PDPS was live, many providers were also submitting their Ofsted registration and some providers were still awaiting confirmation of their applications being approved; this could have impacted on the number of providers who submitted their bid for the PDPS. As a result, it is proposed that the PDPS will reopen within 3 months of the contract going live and thereafter at the discretion of the Council (ie as and when the need arises).

5. CORPORATE PRIORITIES

- 5.1 Introduction of the Supported Accommodation Services PDPS will not have significant environment or climate change implications as the way in which the service will be delivered will remain the same. However, expectations in terms of limiting environment and carbon impact were considered within the tender. Considerations to environmental and climate change will also be included within contractual documentation and within monitoring arrangements for the life of the contracts.

The Carbon Impact Assessment has determined that the carbon impact of this proposal is neutral as this is a continuation of spend via an existing service and this has been approved by Environment and Climate Change.

With regard to the Economy & Inclusive Growth this tendering exercise provides a level of financial security and therefore sustainability to the awarded providers; providing them the opportunity to develop their services within Peterborough, supporting economic growth and job opportunities for those within Peterborough.

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

6. CONSULTATION

- 6.1 Market engagement was carried out to inform this commissioning exercise and Children's Commissioning undertook a series of engagement activities with Providers to ensure preparedness for the introductions of the Regulations, and to engage with providers about the supported accommodation upcoming tendering opportunities. These included:
- April 2023: Children's Commissioning hosted a market engagement event where information about the newly published regulations was shared with providers (including a PowerPoint presentation which was made available afterwards).
 - July 2023: Peterborough & Cambridgeshire's (then shared service) Children's Commissioning team hosted a provider engagement event to outline the new regulatory framework; this event was attended by Ofsted and was well attended and positively received by providers.
 - October 2023: Provider event for Peterborough's tendering opportunity for a Supported Accommodation Pseudo-Dynamic Purchasing System, compliant with Regulatory requirements.

In addition to the above measures, Children's Commissioning has shared resources with providers, including links to the National Children's Bureau 'Provider Readiness Tool,' to support preparedness for the Supported Accommodation (England) Regulations 2023.

On 18th October 2023, Children's Commissioning engaged in consultation with a number of Care Experienced Young People.

Care experienced young people reflected on their experiences of living in a Supported Accommodation home and gave feedback about the following areas:

- What could have provided us with a more positive experience.
- What is important
- Things for providers to consider and think about
- What makes us feel valued, respected, and cared about

Full feedback has been incorporated into the service specification (Appendix 5) for the PDPS.

As part of this consultation care experienced young people who have had direct experience of living in a supported accommodation service designed a method statement question about how providers manage concerns and complaints which outlined a key priority for service delivery.

Evaluation of the quality criteria (2 of 4 questions) was supported by an Officer from the Safeguarding & Quality Assurance Service; acting as an advocate for young people in care.

- 6.2 Once contracts have commenced, there will be ongoing consultation with young people, providers, and professionals to inform service development.

It is a requirement in the service specification for providers to have a mechanism for young people and professionals to provide feedback about the service.

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1 The overarching outcome is that young people in care aged 16 – 17, in care will have access to good quality, local provision and are supported appropriately in accordance with the [new Ofsted requirements and regulations](#). Supported accommodation services will enable young people to prepare for independent living, utilising support to aid them to achieve positive outcomes in preparation for when they turn 18.

8. REASON FOR THE RECOMMENDATION

- 8.1 This recommendation will:
- In accordance with the Sufficiency Duty placed upon local authorities, ensure that where it is safe and appropriate to do so, young people are supported to remain living in their local area. This enables them to maintain contact with, and access to, families and friends, support networks, education services, health and wellbeing services and local communities.
 - Enable the Council to meet its statutory duties under The Children (Leaving Care) Act 2000
 - Ensure that supported accommodation provision for 16- and 17-year-olds in care is operating in accordance with regulatory requirements.
 - Enable the Access to Resources Team to have access to quality provisions for young people in an effective and timely way.
 - Ensure the supply of quality provision in Peterborough through formally commissioned services.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 A number of options were considered throughout the Supported Accommodation commissioning exercise. In not proceeding with the award of these contracts, the alternative option would be to spot purchase these services from Providers. This option was rejected due to not being compliant with Procurement regulations and the Authority's Contract Procedure Rules.

10. IMPLICATIONS

Financial Implications

- 10.1 The Supported Accommodation PDPS has a total contract value of £16,000,000 over the four-year contract term (inclusive of extension periods). All of this spend is attributed to Peterborough City Council and is funded from the Children's Placement Budget [including grant funding for SMC young people], held by Children's Commissioning.

There is no guarantee of spend under the PDPS, Peterborough is not compelled to award call off contract / placements to providers. Call off contracts / placements will be sourced via this PDPS, in accordance with the care plans of individual young people, having consideration to their needs and preferences.

Fee uplifts are not guaranteed under this PDPS, and requests from providers for uplifts to pricing will be subject to review under internal processes, and subject to the Budget Holder's agreement. Finance Business Partners are involved in the review of provider requests and advise accordingly.

Legal Implications

- 10.2 The award of a place on the pseudo Dynamic Purchasing Systems (PDPS), as set out in this report is lawful under the Public Contract Regulations 2015 to deliver the required support.

The procurement for the PDPS was conducted following a procedure similar to the open procedure described in Regulation 27 of the Public Contracts Regulations 2015, however, this type of service is contained within Schedule 3 of the PCR and therefore, a light touch regime was followed. This means the Council reserves the right to deviate from the formalities of the open procedure given the flexibilities permitted by Regulation 76 of the Public Contracts Regulations 2015. The PDPS Agreement is a "pseudo PDPS" and will look and feel similar to a Dynamic Purchasing System agreement set up under Regulation 34 of the PCR.

The contract provides for the extension periods, as set out in the report. Also, the providers may request uplifts to pricing, subject to agreement. Where the Council grants approval of an uplift, it must be in accordance with the contract provisions, the Council's uplift strategy and any spend, via the Call Off Contracts, cannot exceed the maximum value of £16,000,000 over the maximum term of 4 years for the PDPS.

Equalities Implications

- 10.3 An Equality Impact Assessment was completed at the start of the commissioning process which outlined a positive impact on particular individuals and groups. This assessment can be found in Appendix 3.

11. BACKGROUND DOCUMENTS

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

- 11.1 Supported Accommodation Paper February 2023 and Children in Care and Care Leavers Sufficiency Statement 2021 – 2024

12. APPENDICES

- 12.1 Appendix 1 - List of successful PDPS providers
Appendix 2 - Equality Impact Assessment
Appendix 3 - Carbon Impact Assessment
Appendix 4 – Service Specification

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APPENDIX 1

Lot 1 Provider Name	Lot 2 Provider Name
Anytime Care 2020	Anytime Care 2020
Cambridge Care Company	Cambridge Care Company
CHS Group	PCH Integration Services
Firbanks Supported Living	Semi-Independent House Ltd
Grove Social Care	Sixteen Plus Ltd
Kempshire Ltd	We Care Nursing Services
PCH Integration Services	YMCA Trinity Group
Semi-Independent House Ltd	Your Absolute Care
Sixteen Plus Ltd	
Transition Care Peterborough Ltd	
We Care Nursing Services	
YMCA Trinity Group	
Your Absolute Care	

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APPENDIX 2

Equality Impact Assessment:

Initial assessment

What are the proposed outcomes of the policy?

At present, the Supported Accommodation Framework is a jointly commissioned contract with Cambridgeshire County Council. Whilst the current framework has successfully increased the sufficiency of provision for both Cambridgeshire and Peterborough, the framework requires recommissioning to ensure that our contractual arrangements are compliant with regulations, and to better enable Peterborough to effectively manage the Supported Accommodation market and continue to appropriately increase capacity where it is required.

Supported accommodation is a key service that plays a pivotal role in the care system for young people. It provides accommodation and support services to young people in Care aged sixteen and seventeen years old. The service is required to provide support according to the needs of the young people which is flexible and mutually agreed, working in partnership with other agencies. This will enable young people to become more independent whilst living in the service, through developing the knowledge, skills, attitudes and behaviours required to sustain independent living and make a smooth and successful transition to adulthood. The service is required to build resilience and strength in young people's skills to live in the community whilst ensuring young people are fully involved in the planning and delivery of their care plans moving forward.

In April 2023 Ofsted and the Department for Education (DfE) confirmed that the Supported Accommodation sector would be subject to regulation, via the [The Supported Accommodation \(England\) Regulations 2023](#) as of 28 October 2023. The DfE has published a Guide to the Supported Accommodation Regulations including Quality Standards, available [here](#)

Which individuals or groups are most likely to be affected?

In line with the current contract the new contract will be specifically for Children and Young People in Care aged 16 and 17 years old.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Positive Impact for young people in care aged 16 and 17; increase in capacity and quality provision for these young people who this service is appropriate for.
Disabled people	There will be no negative impact of this provision on people in relation to disabilities. Young people are placed with providers according to their individual

	support requirements due and presenting needs. presenting needs.
Married couples or those entered into a civil partnership	No impact
Pregnant women or women on maternity leave	No impact
Particular ethnic groups	As well as ensuring a culture where young people of every race and ethnicity are understood, valued and respected equally, staff in the current and new service have a crucial role to play in providing culturally specific experiences for the young people in their care and in supporting the development of their cultural and ethnic identity.
Those of a particular religion or who hold a particular belief	The service will not have a positive or negative impact on the young people's religion or beliefs. Current and new providers will be required to acknowledge and support young people in care to access existing belief practices in accordance with their equality and diversity policy. Staff for the service will be employed in adherence to Equality Act 2010.
Male/Female	There will be no negative impact. Young people are placed with providers according to their individual support requirements due and presenting needs
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	There will be no negative impact. Young people are placed with providers according to their individual support requirements due and presenting needs
Sexual orientation	There will be no negative impact. Young people are placed with providers according to their individual support requirements due and presenting needs

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Young people in care aged 16 and 17

Has the policy been explained to those it might affect directly or indirectly?

Yes – however the services the children/young people receive will not change. This is for a change in commissioning processes only.

Can any differences be justified as appropriate or necessary?

The services the children/young people receive will not change. This is for a change in commissioning processes only.

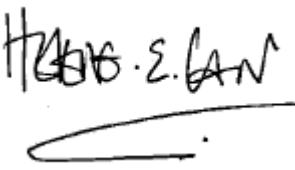
Are any remedial actions required?

None

Once implemented, how will you monitor the actual impact?

The Children's Commissioning Team and ART (brokerage) will work closely with the

providers and if any risk/impact is identified, brokerage will liaise with the provider to mitigate this risk or will source a new provider to deliver the package. However, this is unlikely as the providers will continue to be on the current DPS during transition so will be able to continue delivery under the current arrangements.

Policy review date	Will be reviewed at the end of the contract date should an options appraisal demonstrate that the first extension period of the contract will be enacted in 2026
Assessment completed by	Jo Leggett
Date Initial EqIA completed	10/10/2023
Signed by Head of Service 17.1.2024	

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APPENDIX 3

Carbon Impact Assessment

Please complete all areas marked in blue. Guidance on each question is available to the right of the form.

Submit your completed assessment to the Environment Team for approval: climatechange@peterborough.gov.uk

SECTION A: Proposal Details		
No.	Question	Answer
1	Date	01/10/22
2	Proposal title	Supported Accommodation Services for Young People in Care aged 16 - 18
3	Proposal start date (if applicable)	01/04/2024
4	Proposal end date (if applicable)	01/04/2028
5	Your name	Jo Leggett
6	Directorate	People & Communities
9	Head of Service approval (printed)	People & Communities
	Completion reason	
7	What was the trigger for completing this assessment?	Cabinet Report
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	
Project overview		

10	Please provide a brief description of the proposal, including the expected outcomes.	<p>Peterborough City Council (PCC) are recommissioning supported accommodation services for young people in care aged 16 – 18 years, for whom the authority has a statutory responsibility for, in line with the new Ofsted requirements and regulations for the sector.</p> <p>Supported accommodation services enable young people to prepare for independent living, utilising support (rather than care) to aid young people to achieve positive outcomes.</p> <p>In accordance with the sufficiency duty placed upon Local Authorities, wherever it is safe and appropriate to do so, Peterborough intend to support young people to remain living in their local area; to maintain contact with, and access to, family and friends, education services, health and wellbeing services and local communities.</p>
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SECTION B: Proposal Impact

No.	Question	Answer
Buildings		
11	Will the proposal have an impact on the COUNCIL's energy consumption in buildings?	Neutral
12	Please provide an explanation for your answer to Question 11. Enter N/A if the answer was Neutral	N/A
13	Will the proposal have an impact on the CITY's energy consumption in buildings?	Neutral
14	Please provide an explanation for your answer to Question 13. Enter N/A if the answer was Neutral	N/A
Travel		
15	Will the proposal have an impact on the COUNCIL's energy consumption for travel?	Neutral
16	Please provide an explanation for your answer to Question 15. Enter N/A if the answer was Neutral	N/A

17	Will the proposal have an impact on the CITY's energy consumption for travel?	Decrease
18	Please provide an explanation for your answer to Question 17. Enter N/A if the answer was Neutral	More Young People will be living in the local area of Peterborough, reducing the need for additional travel from social workers and professionals.
Water		
19	Will the proposal have an impact on the COUNCIL's water usage?	Neutral
20	Please provide an explanation for your answer to Question 19. Enter N/A if the answer was Neutral	N/A
21	Will the proposal have an impact on the CITY's water usage?	Neutral
22	Please provide an explanation for your answer to Question 21. Enter N/A if the answer was Neutral	N/A
Renewable Energy		
23	Will the proposal have an impact on the COUNCIL's creation of renewable energy?	Neutral
24	Please provide an explanation for your answer to Question 23. Enter N/A if the answer was Neutral	N/A
25	Will the proposal have an impact on the CITY's creation of renewable energy?	Neutral
26	Please provide an explanation for your answer to Question 25. Enter N/A if the answer was Neutral	N/A
Carbon Capture		
27	Will the proposal have an influence on the COUNCIL's capturing of carbon, for instance planting trees?	No
28	Please provide an explanation for your answer to Question 27. Enter N/A if the answer was Neutral	N/A
29	Will the proposal have an influence on the CITY's capturing of carbon, for instance planting trees?	No

30	Please provide an explanation for your answer to Question 29. Enter N/A if the answer was Neutral	N/A
Waste		
31	Will the proposal have an impact on the COUNCIL's waste production?	Neutral
32	Please provide an explanation for your answer to Question 31. Will measures be included to improve reuse, reduction or recycling of materials or products? Enter N/A if the answer was Neutral	N/A
33	Will the proposal have an impact on the CITY's waste production? Will measures be included to improve reuse, reduction or recycling of materials or products?	Neutral
34	Please provide an explanation for your answer to Question 33. Will measures be included to improve reuse, reduction or recycling of materials or products? Enter N/A if the answer was Neutral	Waste will be recycled in accordance with the City's recycling and waste guidelines and will encourage tenants to dispose waste in accordance to those rules. Young People are currently already living in the Peterborough area and dispose of waste in line with the councils guidelines, therefore this will be a neutral impact.
Products and Infrastructure		
35	Will the proposal involve the COUNCIL purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No
36	Please provide an explanation for your answer to Question 35. Has energy efficiency been considered? Enter N/A if the answer was No	N/A
37	Will the proposal involve a person/organisation within the CITY purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No
38	Please provide an explanation for your answer to Question 37. Enter N/A if the answer was No	N/A
Other		
39	Are there any further ways in which your proposal could have an impact on carbon emissions?	No

40	Please provide an explanation for your answer to Question 39. Enter N/A if the answer was No	N/A
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SECTION C: Actions

No.	Question	Answer
41	Have any of the areas that you identified as having an impact been quantified? If not, is this possible as part of the project? Please explain how you will quantify the impact. Enter N/A if not applicable	N/A
42	If you identified any areas in which carbon emissions will rise or other negative environmental impacts will occur, can these be justified as appropriate or necessary when considering other benefits of the project? Please explain. <i>Enter N/A if not applicable</i>	N/A- All young people are already accommodated in provisions in Peterborough and therefore the impact will be neutral.
43	If you identified any areas in which carbon emissions will rise or other negative environmental impacts will occur, what steps will you take to reduce or minimize these? Please explain. Enter N/A if not applicable	In regards to travel, professionals and social care will be required to travel to the provision. However young people are currently accommodated in Peterborough or further afield in separate provisions and therefore this is likely to reduce travel required due to only needing to travel to one location instead of multiple locations around the city
44	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	Contract monitoring meetings will be undertaken to ensure that carbon impact is carefully considered and reviewed.

Overall Summary

Provide an overall summary of the assessment.

You should include:

- Statements on the impact to the council's carbon emissions and environmental impact
- Statements on the impact to the city's carbon emissions and environmental impact
- Indication whether the project will likely have an overall positive, negative or neutral impact on carbon emissions

Overall, the impact of the project will be neutral. Although there will be a minimal positive impact on travel, many young people are currently accommodated in Peterborough or further afield in separate provisions and will require to continue to be accommodated. Professional and Social Workers currently travel to visit these young people as this is a statutory requirement, however this project will see more young people living in Peterborough and, therefore, a minimal decrease in staff travel.

Submit your completed assessment to the climate change team for approval: climatechange@peterborough.gov.uk

Approved by
Date

Ellie Cooper
16/01/24

Helene Carr
17/01/24

Service Specification

Supported Accommodation Services for
Young People in Care aged 16 – 18

DRAFT

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

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Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

1.0	Introduction
1.1	Peterborough City Council (PCC) are commissioning supported accommodation services for young people in care aged 16 – 17 years, for whom the authority has a statutory responsibility for, in line with the new Ofsted requirements and regulations for the sector.
1.2	Supported accommodation services enable young people to prepare for independent living, utilising support (rather than care) to aid young people to achieve positive outcomes.
1.3	In accordance with the sufficiency duty placed upon local authorities, wherever it is safe and appropriate to do so, Peterborough intend to support young people to remain living in their local area; to maintain contact with, and access to, family and friends, education services, health and wellbeing services and local communities.
1.4	Peterborough City Council are committed to empowering young people to share and use their views and experiences to make positive changes to Children’s Services, themselves and others. For the purposes of this specification, Children’s Commissioning consulted with care experienced young people who shared their reflections and experiences of living in Supported Accommodation homes, what they feel is important and needs to be considered and what would be beneficial for the next generation of young people.
1.5	<div style="background-color: #c8e6c9; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px; text-align: center;">Positive Experiences</div> <ul style="list-style-type: none"> ○ Being involved in weekly meetings which kept us up to date with things in our home. ○ Not feeling as though the staff and managers are “In Charge” and I just needed to listen but they were there to support us and guide us. ○ Staff felt like our parents and kept us on track and helped us to manage our independence. ○ Staff who I could talk to about anything and felt comfortable with ○ Feeling reassured I would get help when I needed it. ○ Staff having a genuine interest in me ○ When I left, staff still checking in on me to see if I was ok or inviting me for Xmas dinner. ○ When I feel safe with staff, I feel loved. ○ Feeling valued and listened to and natural relationships with staff – like a family.
1.6	<div style="background-color: #ffe0b2; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px; text-align: center;">What could have provided us with a more positive experience</div> <ul style="list-style-type: none"> ○ Staff not bringing their personal issues to work and sharing with the young people as this really affects them. It sometimes felt that we were trying to help them, and they would talk to us rather than us talking to them. ○ Staff were there to help if you needed it but only if you asked for the help. ○ Respecting our personal space, if there is an open-door policy explain this to us however risk assess it and don’t just make it your policy. We need to know we are trusted. ○ CCTV cameras not being so obtrusive and can make us feel we are being watched when we cook, when we have a friend over, when we speak. Can make it feel as though it is not our home. ○ Support for budgeting could be better. Remember we have never had free access to our own money before so when we suddenly are given money each week we just want to spend it and we need help to manage this sensibly. ○ Being listened to when raising a complaint and this being taken seriously and acted upon quickly. ○ Having consistent staff who know us. ○ Staff handovers being thorough so things don’t get forgotten.

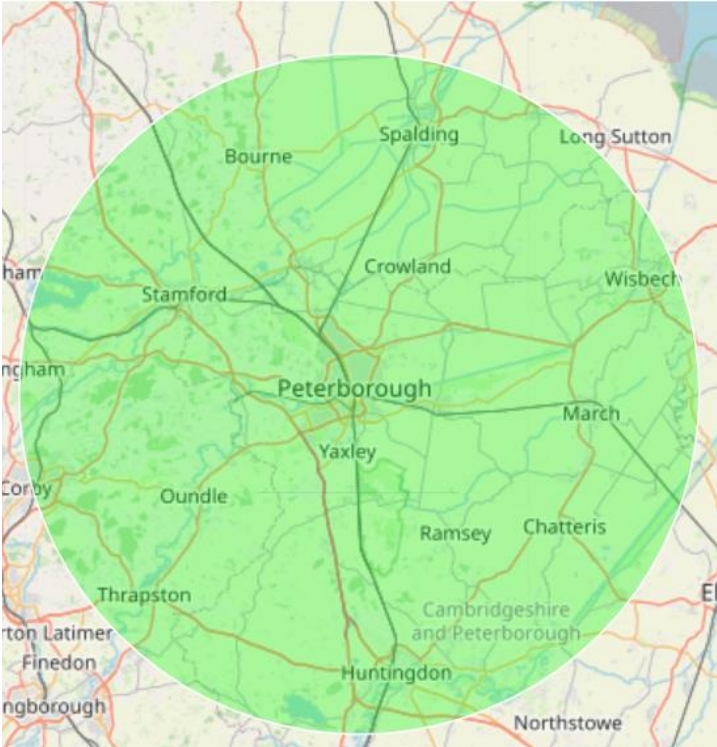
Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

1.7	<p style="text-align: center; background-color: #ADD8E6;">What is important?</p> <ul style="list-style-type: none"> ○ Support staff taking time to build positive relationships with you is so beneficial. ○ The point of Supported Accommodation is that stepping stone to independence, and we needed to be treated as capable young adults and not children. ○ The complaints procedure is accessible and shared with us. ○ Preparation for moving in – come and meet and speak with us, let us visit and ask questions, show us some photos or a welcome book and help prepare us for where we will move to. ○ It is important for us to have some insight about what our future will look like in this provision, what are the rules, where do we get food, where to have a shower etc... ○ Don't take things on face value when it comes to our independence and we say we can do something– get a real sense of evidence of where a young person is on this journey. ○ Have a genuine understanding of our skill level, do things with us and be practical. ○ Its important that the staff working with young people can develop positive relationships but also understand boundaries of their role. ○ Support us to feel comfortable and safe – once we do we will start to open up.
1.8	<p style="text-align: center; background-color: #90EE90;">Things for providers to consider and think about</p> <ul style="list-style-type: none"> ○ You don't realise how much freedom you will have in supported accommodation, and it can be scary and you can be left alone a lot. ○ It can be a massive change for a young person and takes time to adapt. ○ An independence plan online or an app would be great. ○ Appreciate that the first day in Supported Accommodation for a young person is a hard day, it can be scary and a huge shock. ○ My room is the only personal space I have and the only privacy I often have. ○ Make key work sessions feel natural. We like it when staff get stuck in when we are learning skills; it builds our trust, engagement & helps to have fun while learning. ○ Young people may not always show their vulnerabilities and may show bravado when doing things for the first time. We need someone to say "I am here, I got you" ○ Don't do things for us or tell us what to do but do it with us, show us, help us to feel safe doing it alone. ○ Come and sit with us and chill with us, we don't like it when staff sit alone in other rooms.
1.9	<p style="text-align: center; background-color: #FFD700;">What makes us feel valued, respected and cared about.</p> <ul style="list-style-type: none"> ○ Consulting with us and gaining our views. ○ Maintaining our privacy ○ Sharing discussions about our risk assessments – involve us where appropriate, explain reasons why some things can or can't happen. ○ TRUST is key ○ Respect and decency ○ Taking what we say seriously ○ Don't leave us to learn on our own. ○ When staff say they will do something – they do it ○ Show interest in me ○ Don't be judgemental ○ Make us feel valued and acknowledge our concerns.
1.10	<p>Peterborough's promise to Children in Care and Care Experienced Young People has been developed in partnership with young people, senior managers and lead members. It is Peterborough's promise and commitment to our children and young people.</p>
2.0	<p>Scope of the service</p>
2.1.1	<p>The Children (Leaving Care) Act 2000 imposes accommodation duties on local authorities to support certain categories of children in care and care experienced young people. These extend to 16–18-year-olds for whom the local authority must ensure:</p> <ul style="list-style-type: none"> • that the accommodation they move into when leaving care is suitable, appropriate and in accordance with their pathway plan and; • clearly supports their transition and skills acquisition to enable each young person to live independently as adults when they reach 18 years old.

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

	The requirement of the Act has led to an increase in the number of young people being eligible for support and therefore a greater demand for accommodation and support services.
2.1.2	From the 28th October 2023, supported accommodation services will cease to be unregulated and the introduction of the Supported Accommodation (England) Regulations 2023 will impose a statutory requirement upon local authorities and providers to ensure that Supported Accommodation services are delivered to young people in care only by those Active organisations [Unique Reference Number and post initial Ofsted visit are declared Active as opposed to Proposed] operating in accordance with the regulatory requirements
2.1.3	<p>Supported Accommodation is one of a number of options of care and support for young people in care and care leavers. This service specification outlines what Peterborough City Council will commission in line with Ofsted Regulations and guidance.</p> <p>The Ofsted guide to Supported Accommodation Regulations including quality standards details: “The aim of supported accommodation is to support young people to develop their independence in preparation for adult living while keeping them safe in a homely and nurturing environment.”</p> <p>The Regulations include the Quality Standards which set out the outcomes that we expect supported accommodation providers to deliver. This will also underpin requirements that providers must meet in order for them to achieve the quality standards required in the regulations.”</p>
2.1.4	<p>For the purpose of this specification Children in Care means:</p> <ul style="list-style-type: none"> • The term Children in Care refers, under the Children Act 1989 , to all children and young people being looked after by a local authority, namely: Those subject to care orders or interim care orders (under sections 31 and 38 of the 1989 Act); • Those children who have been placed, or are authorised to be placed, with prospective adopters by a local authority (section 18(3) of the Adoption and Children Act 2002); • Those who are voluntarily accommodated under section 20 of the 1989 Act, including separated migrant children. Where children are accommodated under this provision, parental responsibility remains with the parents. <p>And</p> <ul style="list-style-type: none"> • Those who are subject to court orders with residence requirements (for example, secure remand or remand to local authority accommodation), in accordance with section 21 of the 1989 Act and the Legal Aid, Sentencing and Punishment of Offenders Act 2012. •
2.1.5	<p>Care Experienced Young Person (Care Leaver) means:</p> <ul style="list-style-type: none"> • Young people aged 16-25 years old who have been in care at some point since they were 14-years old and were in care on or after their sixteenth birthday. These young people are statutorily entitled to some ongoing help and support from the local authority after they leave care.
2.1.6	<p>This service will be available to:</p> <ul style="list-style-type: none"> • Those young people in care for whom Peterborough City Council has a statutory responsibility, aged 16– 17 (including those entering care to prevent homelessness)

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

2.1.7	<p>These services will also be available for those young people aged 16 or over that are:</p> <ul style="list-style-type: none"> • Separated Migrant Children (SMC) - PCC has a statutory duty under Section 20 of the Children Act 1989 (thereafter “Section 20”) to assess and provide accommodation and support to any child who requires it, irrespective of their immigration status, nationality or documentation, until they reach the age of 18. • Formerly SMC with No Recourse to Public Funds – those relevant young people who were in Care, and on their 18th birthday are yet to received immigration status, and have no recourse to public funds (NRPF), but for whom the Local Authority retains financial responsibility (until immigration status is confirmed). • Young people aged 16-17 in the criminal justice system who are remanded into the care of the Local Authority (Remanded into Local Authority Accommodation [RILAA]). Where young people do not have a stable address or their living circumstances appear to contribute to their offending, the court may require that alternative accommodation is sourced via the responsible local authority’s Children’s Services department. These young people may also be subject to a range of conditions imposed by the court; this may include wearing an electronic tagging device. All such young people will have a comprehensive plan and risk assessment in place prior to being referred to service providers.
2.1.8	<p>Peterborough City Council seeks to commission supported accommodation services from providers who are operating in accordance with the Supported Accommodation (England) Regulations 2023, and operating services with 20 Miles of PE2 8TY.</p> 
2.1.9	<p>PCC will work with providers who can demonstrate continual improvements in value for money, achieved by deploying efficient and innovative ways of meeting both the accommodation and support needs of eligible young people, as detailed in their care and pathway plans.</p>
2.1.10	<p>It is recognised that to meet the different needs of young people different models of services, and different support models, are required. For example, some young people benefit from provisions offering (a) floating</p>

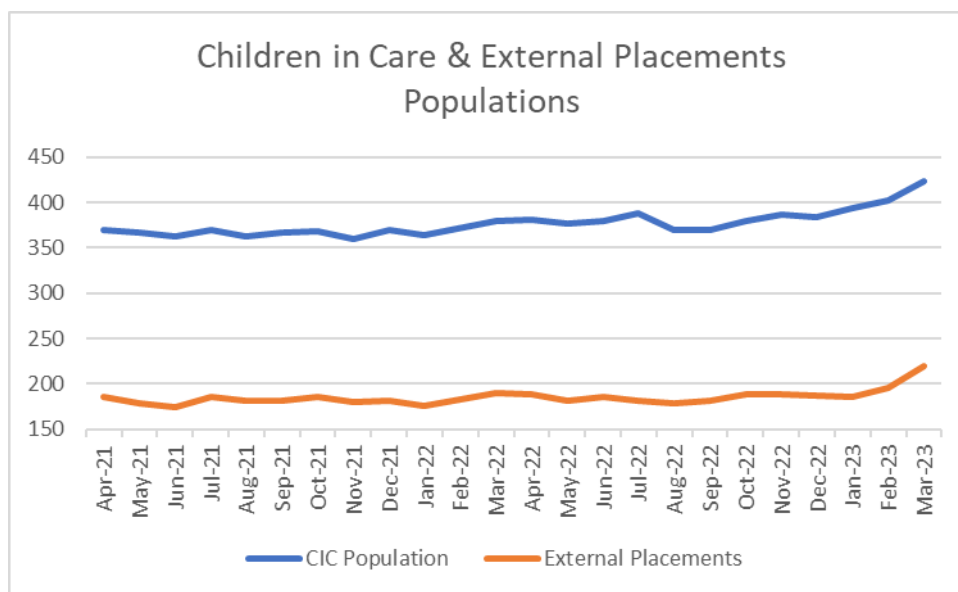
Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

	<p>support within a smaller property (i.e 1–4 bed), and some young people benefit from a placement in a property with (b) 24/7 support available on site (i.e. 5+ beds).</p> <p>a. Floating support – It is expected that services providing this model of support will be based entirely on the level of support procured by the Access to Resources Team in accordance with the identified need for the individual child, and as agreed at the point of placement, or any review points thereafter. This is usually agreed as a set level of support hours per day / per week. This is likely to be Supported Accommodation within a Self-Contained Unit (regulation 2(1) para (a)) or a shared accommodation (regulation 2(1) para (b)).</p> <p>b. On site support – It is expected that services providing this model of support will be within provisions which are staffed for up to 24 hours per day. Young people are able to access support from onsite staff as required, and additional support hours may be procured if required to meet the young person’s needs. This is likely to be supported accommodation within shared accommodation for only children in care (regulation 2(1) para (b)), or shared accommodation not limited to children in care and care experienced young people (regulation 2(1) para (c)).</p>
2.1.11	<p>In addition to these two categories of service delivery model PCC are commissioning supported accommodation for three cohorts of young people:</p> <p>1 – Supported accommodation and support for eligible and relevant young people and young people in care aged 16 – 18.</p> <p>2 – Supported accommodation and support for Separated Migrant Children (SMC)</p> <p>3 – formerly Separated Migrant Children with no recourse to public funds.</p>
2.1.12	<p>Peterborough City Council is commissioning three distinct services.</p> <p><u>Service one, Lot 1</u> Supported accommodation and support for eligible and relevant young people in care, aged 16-18.</p> <p><u>Service two, Lot 2</u> Supported accommodation and support for separated migrant children, and / or formerly Separated Migrant Children with No Recourse to Public Funds</p> <p><u>Service three, Lot 3</u> Block contract call offs for Supported accommodation and support, in accordance with individual call offs. These might be for separated migrant children, NRPFs, or eligible and relevant young people in care aged 16+.</p>
2.1.13	<p>This specification is only concerned with supported accommodation. All of the below are outside the scope of this service:</p> <ul style="list-style-type: none"> • Residential provision • Independent Fostering provision • Staying Put provision • Secure Accommodation provision • Supported Lodgings • Housing Related Support projects for 16-25 year olds • Adoption families • CQC registered supported living

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2.2 DEMAND

2.2.1 Peterborough’s Children in Care Population has increased by 15% since April 2021, from 369 to 424 (in March 2023). Similarly, Peterborough has seen increases to the number of children placed in externally commissioned placements (18% increase, from 185 in April 2021, to 219 in March 2023); this use of external provision continues to constitute 52% of Peterborough’s placements.

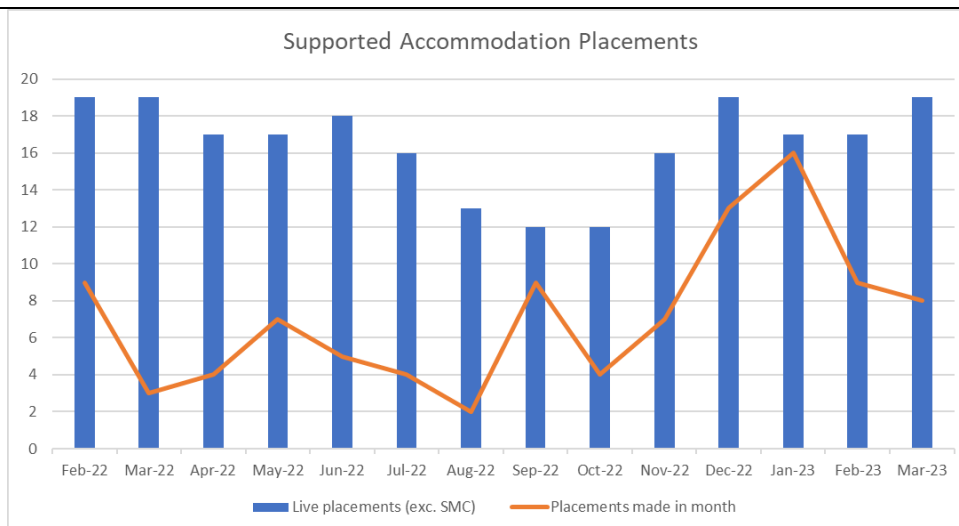


Peterborough’s use of Supported Accommodation placements has increased significantly in recent months. However, this increase has occurred largely as the result of increases to Peterborough’s Separated Migrant Children population. Excluding this cohort Peterborough have seen 17 young people living in supported accommodation services across previous years; there is some variation month by month, as reflected in the table below.

Month	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Live placements (exc. SMC)	19	19	17	17	18	16	13	12	12	16	19	17	17	19
Placements made in month	9	3	4	7	5	4	2	9	4	7	13	16	9	8

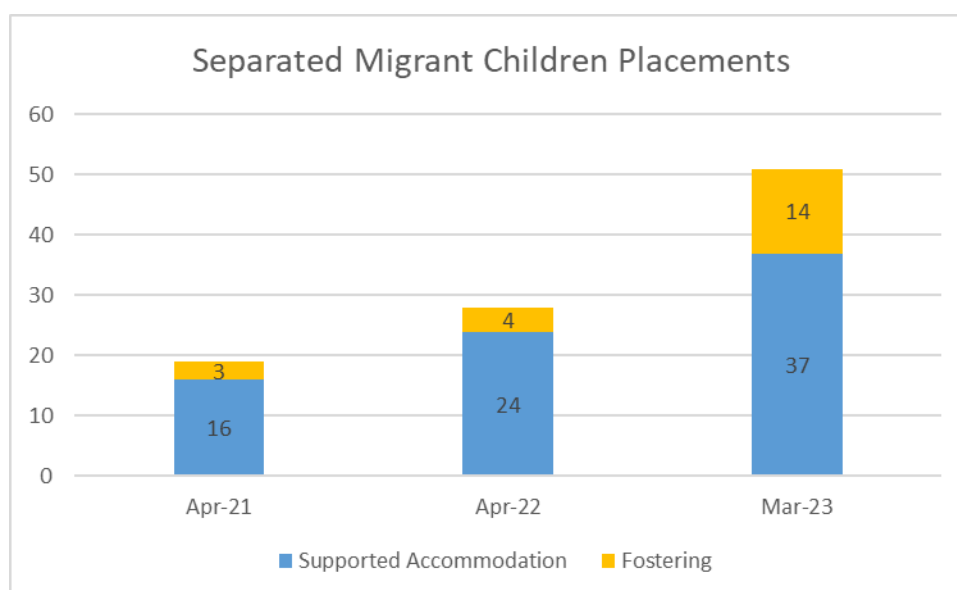
Further to this Peterborough has, on average, made 7 placements each month for young people who are either new into care, transitioning from placements as part of their preparation for independence or as a result of unplanned endings of prior placements.

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2.2.2 As with all local authorities, Peterborough is a part of the [National Transfer Scheme \(NTS\)](#) which seeks to enable the safe transfer of SMC in the UK from one local authority (the entry authority from which the unaccompanied child transfers) to another local authority (the receiving authority), to ensure a fairer, more equitable distribution of separated migrant children across local authorities. In turn this supports local authorities to meet the overall best interests of children, a fairer distribution of children across the UK helps all local authorities meet their duties under the relevant children’s legislation. The NTS threshold number of SMC for Local Authorities increased in 2022; as a result, Peterborough’s NTS threshold is now 53 (an increase from 37).

Peterborough’s SMC population has increased by 115% since 2021; in line with NTS increases. As a result, despite this marked increase, Peterborough can reasonably expect to see continued increases of this cohort of children and young people.



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2.2.3	<p>The service will meet the needs of young people from a diverse range of cultural and ethnic backgrounds. The following may be experienced by these young people and young people may continue to experience the impact of trauma and attachment issues:</p> <ul style="list-style-type: none"> • Learning disabilities • Physical disabilities • Affected by domestic abuse • Affected by exploitation (including child sexual exploitation, gang or drug related exploitation) • Affected by substance misuse • Have complex and chaotic needs • Be remanded into the care of the local authority • Functioning at an age below their peers • Difficulty in managing and understanding their emotions • Distrust of professionals that are involved in their care • History of poor relationships • Feeling lonely and isolated • Still processing the reasons why they were placed in care • Financial loss and insecurity • Low self-esteem and lack of confidence
2.3	Aims of the service
2.3.1	<p>The outcomes to be achieved through the commissioning of this service are:</p> <ul style="list-style-type: none"> • Young people living in Ofsted regulated accommodation. • A decrease in the numbers of care leavers who are not in education, training, or employment. • An increase in young people’s placement stability. • Young people sustaining independent living, living healthy lifestyles, and making a successful transition into adulthood. • Young people are involved in decisions which affect them and are able to make choices about their housing options and all other decisions affecting their lives. • Young people reach their maximum potential through individually tailored support packages. • Reporting and evidencing improved individual outcomes. • Being aspirational in relation to young people’s goals and achievements. <p>Please note that this list is not exhaustive, and these outcomes are to be achieved alongside specific outcomes for young people as outlined in their individual support plans and pathway plans.</p>
2.4	Geographical Location
2.4.1	Supported Accommodation services are required in geographical locations within 20 miles of PE2 8TY. This measure supports Peterborough’s sufficiency duty, enabling young people in care to live in their local area where it is safe and appropriate to do so.
2.4.2	Accommodation must be in areas close to town centres, colleges and other amenities (including GP surgeries, leisure facilities and places of worship) and with good transport links. These properties will be declared within the provider registration submission process, in accordance with the Supported Accommodation (England) Regulations 2023 .

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

2.4.3	Providers must ensure that comprehensive Local Area Risk Assessments are completed for each property, ensuring that that risks are identified, mitigations actioned and opportunities identified.
3.0	Support (All Lots)
3.1	In order to deliver effective support in line with the Supported Accommodation (England) Regulations 2023 (in particular, Regulation 7), there is an overarching requirement for the Provider to successfully engage with each young person and build appropriate relationships.
3.2	Providers will use a quality tool to track and monitor outcomes. This can be either a nationally recognised tool or one the Provider has developed to be used across the organisation. An example of such would include the Outcome Star model . The tool must aid the Provider, the social work team, Independent Reviewing Officer and the Young Person to measure the progress achieved in attaining and evidencing outcomes. .
3.3	Each Young Person referred to these services will require a tailored support package (within the support hours prescribed) based on identified needs. Young people’s support packages will be increased or decreased via notifications from the Access to Resources Team, in line with the individual young person’s needs and social work assessment.
3.4	The provider will deliver a formal key working sessions with the young person, on a one-to-one, face to face basis at least weekly. A record of the key working session will be signed by both the key worker and the young person. Key worker sessions will be focused on achieving identified individual outcomes based on assessed needs. Informal/impromptu keyworker sessions should also be recorded.
3.5	The provider will deliver services that will empower young people to make the right decisions. Young people will be encouraged and supported to be fully involved in planning for their future, and any changes to the service. There must be a focus on the move on to independent living in preparation for the Young Person leaving the service.
3.6	The service provider will support young people to:
3.6.1	Prepare for independent living. This will include acquiring the skills to budget, pay bills, live alone and manage a tenancy.
3.6.2	Access education, employment and training options, and link with Virtual School for Peterborough City Council to facilitate this.
3.6.3	Identify suitable housing options (post 18), having consideration for affordability (i.e., Housing benefit sustainable, or affordable within salary constraints).
3.6.4	Support will focus on: A. Achieving health and well-being outcomes identified with the young person. B. Ensuring each young person has defined outcomes in relation to education, employment and training. C. Developing the young person’s confidence and self-esteem, by involving them in their support plans and enabling them to feel and be optimistic about their future.

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	<p>D. Equipping each young person with the necessary skills, experience and aptitude to enable a planned move on to appropriate sustainable accommodation options post 18.</p> <p>Move-on from supported accommodation will be considered from the very start, so that during the young person's stay in supported accommodation, they will always be working towards being able to live independently. Their support needs may change during their time with the service, but all work to support them will need to consider that at 18 they will leave the service.</p>																																						
3.6.5	The provider will develop a programme that young people work towards completing; this will be a formal or informal learning programme (dependent on the needs of the young person) to evidence the Young Person's preparation and progression to facilitate a successful next move. This can be an accredited or personalised programme but must include all aspects of independent living skills acquisition.																																						
3.6.6	<p>It is expected that the learning programme will include, but not be limited to:</p> <table border="1"> <tr> <td>▪ Budget and Money Management</td> <td>▪ Making complaints</td> </tr> <tr> <td>▪ Bank account and savings</td> <td>▪ Opportunities eg. Volunteering</td> </tr> <tr> <td>▪ Loan sharks and money lending</td> <td>▪ Controlling anger, frustration, anxiety</td> </tr> <tr> <td>▪ Benefits, loans and grants</td> <td>▪ Sustaining and Managing relationships</td> </tr> <tr> <td>▪ Internet Safety</td> <td>▪ Self esteem and confidence</td> </tr> <tr> <td>▪ Practical household tasks and DIY</td> <td>▪ Restorative family relationships</td> </tr> <tr> <td>▪ Public Transport</td> <td>▪ Anti-Social and offending behaviour</td> </tr> <tr> <td>▪ Housing Options and Tenancy</td> <td>▪ Accessing personal and family history</td> </tr> <tr> <td>▪ Completing application forms</td> <td>▪ Positive contact with family</td> </tr> <tr> <td>▪ Interview Skills</td> <td>▪ Healthy lifestyle; exercise and diet</td> </tr> <tr> <td>▪ Communication Skills</td> <td>▪ Accessing universal health e.g. GP</td> </tr> <tr> <td>▪ Cultural needs e.g. linguistic, religious</td> <td>▪ Emotional and Mental Health</td> </tr> <tr> <td>▪ Dealing with Isolation and loneliness</td> <td>▪ Risky Behaviours; including Alcohol, drugs, Sex, sexual exploitation & trafficking</td> </tr> <tr> <td>▪ Personal identity e.g. sexuality; race</td> <td>▪ Personal hygiene</td> </tr> <tr> <td>▪ Communication and negotiation</td> <td>▪ Buying, storing and cooking appropriate food</td> </tr> <tr> <td>▪ Managing conflict</td> <td>▪ Identifying agencies that can support young people with any of the above [e.g. CAB/Local authority services/sexual health services etc.].</td> </tr> <tr> <td>▪ Community inclusion</td> <td>▪ Keeping appointments</td> </tr> <tr> <td>▪ Access to advice and advocacy</td> <td>▪ Employment rights</td> </tr> <tr> <td>▪ Birth certificates, NI, passport</td> <td></td> </tr> </table>	▪ Budget and Money Management	▪ Making complaints	▪ Bank account and savings	▪ Opportunities eg. Volunteering	▪ Loan sharks and money lending	▪ Controlling anger, frustration, anxiety	▪ Benefits, loans and grants	▪ Sustaining and Managing relationships	▪ Internet Safety	▪ Self esteem and confidence	▪ Practical household tasks and DIY	▪ Restorative family relationships	▪ Public Transport	▪ Anti-Social and offending behaviour	▪ Housing Options and Tenancy	▪ Accessing personal and family history	▪ Completing application forms	▪ Positive contact with family	▪ Interview Skills	▪ Healthy lifestyle; exercise and diet	▪ Communication Skills	▪ Accessing universal health e.g. GP	▪ Cultural needs e.g. linguistic, religious	▪ Emotional and Mental Health	▪ Dealing with Isolation and loneliness	▪ Risky Behaviours; including Alcohol, drugs, Sex, sexual exploitation & trafficking	▪ Personal identity e.g. sexuality; race	▪ Personal hygiene	▪ Communication and negotiation	▪ Buying, storing and cooking appropriate food	▪ Managing conflict	▪ Identifying agencies that can support young people with any of the above [e.g. CAB/Local authority services/sexual health services etc.].	▪ Community inclusion	▪ Keeping appointments	▪ Access to advice and advocacy	▪ Employment rights	▪ Birth certificates, NI, passport	
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3.7	The service provider will:																																						

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3.7.1	Ensure that young people are appropriately involved in all decisions made about their support, including its intensity, frequency, and duration.
3.7.2	Liaise with other agencies and individuals [as appropriate], on behalf of those accessing the services to ensure a co-ordinated approach to the support for each young person.
3.7.3	Depending on the identified needs of the young people, work closely with other supported accommodation service providers, community mental health teams, landlords, the police, probation, Youth Offending Service [YOS], the courts, the Department of Work and Pensions, the voluntary sector, local housing authorities, education and training agencies and children’s services departments.
3.7.4	Take a person-centred approach that delivers an outcome focused service. Young people will be involved in any plans regarding changes to the service, and their views will be at the centre of service development and delivery.
3.7.5	Focus on supporting young people to plan for and undertake positive move on from the service at the earliest appropriate time. This focus will be established from the start of the placement and will include consideration of a range of realistic accommodation options that may need to be pursued to enable the young person to move on.
3.7.6	Develop individual support plans jointly with young people, in line with Regulation 9, The Statement of Purpose , which include goals and objectives that are SMART (Specific, Measurable, Achievable, Realistic and Time bound).
3.7.7	Share assessments and support plans (with young people’s permission) with Service Providers at the move on stage.
3.7.8	Review support plans on at least a monthly basis, or more frequently as determined by the lead professional / provider, or in line with any changes for the young person. Support plans will be shared with the Social Worker at least quarterly, and more frequently upon request. Support plans will be shared with the Commissioning Manager and the Access to Resources Team as requested.
3.7.9	Offer support within the accommodation or in various settings where the young person feels comfortable, and confidentiality can be maintained. For example, it may be appropriate for the key worker to access a local library or community centre café or somewhere similar to hold a meeting with the Young Person.
3.7.10	Accompany the young person, as appropriate, to the offices of partner organisations, such as health providers or Education, Employment or Training [EET] providers, as part of the support offered within the young person’s support plan. Similarly, support provided to the young person may include accessing leisure activities or engaging in the community and need not always be provided exclusively by the key worker; it may be in conjunction with other professionals.

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3.7.11	There may be exceptional circumstances where the provider may need to support the young person with transport, in these circumstances the Local Authority will agree to fund mileage in line with approved mileage rates outlined by HMRC (HM Revenues & Customs).
3.8	Health needs
3.8.1	In order to deliver effective health support to young people within the service, Providers will support young people with the following, in accordance with Regulation 7 and Regulation 9 .
3.8.2	Support Young People to attend their annual health assessment.
3.8.3	Work in partnership with PCC to monitor young people’s physical, mental, sexual and emotional health and wellbeing and help the young person to access the most appropriate health service, for example drug or alcohol treatment providers /mental health services. The Provider will highlight any changes or concerns to PCC immediately and via email..
3.8.4	Support the young person to register with a local GP, dentist and optician if they are moving into a new area unless otherwise agreed by PCC.
3.8.5	Use a range of strategies to encourage and ensure young people attend a range of health appointments as scheduled/needed. This will include: <ul style="list-style-type: none"> ▪ dentist ▪ optician ▪ other health related services e.g., sexual health appointments.
3.8.6	Support young people to have a healthy lifestyle, including going to sleep at a reasonable hour and eating a balanced diet, cooking healthy meals within an affordable budget and attending local sport facilities and groups.
3.8.7	Have a no smoking, no drugs and no alcohol policy for young people and staff whilst on premises. The Provider will actively advocate for young people to not engage with smoking, drugs and alcohol on the premises. However, where specified in the young person’s care plan, support will be given to help reduce a young person’s dependency on poor lifestyle choices recognising that they may already be engaging in such habits at the time of placement. In order to encourage young people not to smoke, staff will not smoke in the presence of young people/outside the premises/whilst out in the community with young people.
3.8.8	Ensure that staff are up to date with the risks associated with alcohol and/or drugs. All staff engaged in supporting young people must have up to date knowledge of services available for young people to access for additional help/support.
3.8.9	Work with other agencies to support young people’s health needs and encourage each young person to attend appointments.

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3.8.10	Ensure that staff take responsibility for effective behaviour management strategies and do not rely on Police to discipline young people inappropriately.
3.9	Education, Employment and Training (EET).
3.9.1	Providers are expected to work with local education providers in line with The Support Standard (Regulation 7) ensuring that identified educational needs/opportunities can be accessed. The Provider will need to demonstrate how they have engaged and supported the young person to enrol/complete their course/s.
3.9.2	Link with the Virtual School to support young people to access to EET provisions.
3.10	On Call Service
3.10.1	Where an on-call service is provided to a property that service will be priced and purchased per provision/property, not per young person.
3.11	Staffing Requirements
3.11.1	<p>The Provider will ensure that staff are recruited in accordance with Safer Recruitment practices. This includes, but is not limited to –</p> <ul style="list-style-type: none"> ▪ Job descriptions include safeguarding criteria. ▪ Shortlisting and interviews are completed by a minimum of two people. ▪ Gaps and discrepancies in employment history are explored at interview. ▪ Interview notes are taken and securely stored. ▪ A minimum of two professional references are obtained for the preferred candidate, and references are verified by telephone (with a record kept). ▪ Character references from friends or relatives are not accepted. ▪ All staff are subject to a Disclosure & Barring Service (DBS) at the appropriate level, and that all staff sign up to the DBS Update Service. ▪ Where a DBS disclosure trace is returned, ensure that a risk assessment procedure is undertaken to determine whether the candidate is appointable. ▪ Ensure that the candidates identify is verified appropriately and accurately, with original documents seen and copies taken. ▪ Ensure that staff receive safeguarding training and that this is kept up to date. ▪ Ensure that staff receive a comprehensive induction, and that this is detailed and recorded. <p>See Appendix 1 (Safer Recruitment) for a comprehensive summary of requirements.</p>
3.11.2	The Provider will ensure that staff have face to face supervision regularly (monthly as a minimum), and that supervision includes discussion about safeguarding concerns, risks, and young people’s progress and outcomes. The provider will ensure that staff have annual appraisals. Written records of both supervision and appraisals will be kept on file.
3.13.3	<p>The Provider will ensure that staff undertake regular training to enable them to safely and effectively support young people. Mandatory training will include the following,</p> <ul style="list-style-type: none"> ▪ Child safeguarding

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	<ul style="list-style-type: none"> ▪ Health and safety training; ▪ Equal opportunities training; ▪ Substance and alcohol misuse training; ▪ Staff boundaries and safer caring; ▪ Managing risk training; ▪ Cyber bullying, e-protection training; ▪ Child sexual / criminal exploitation training; ▪ Sexual health and personal health training; ▪ Child and adolescent development training, related to preparation for independence and the transition to adulthood (leaving care). <p>Additional training needs, bespoke to the young person will be identified and sourced by the provider as required.</p> <p>The provider will ensure that staff training is recorded in the Workforce Plan (in accordance with Regulation 10).</p>
3.11.4	The provider will ensure that all staff have access to, have read, understood and comply with the organisations’ policies and procedures. A full list of expected policies can be found at Appendix 2 (Policies and Procedures)
4.0	Support – Separated Migrant Children (Lot 2)
4.1	There are some specific support expectations that providers must follow, to meet the needs of separated migrant children (particularly those young people newly arrived into the UK). This is in addition to all other requirements detailed within the Service Specification.
4.2	<p>The additional should include on average:</p> <ul style="list-style-type: none"> ▪ 1 screening interview, plus travel time ▪ 2-3 solicitors’ appointments (these currently take approximately 1.5-2 days with solicitors based in Luton, Northampton and Peterborough). ▪ Attendance at initial health appointments, as required. ▪ Support the young person to set up a credit union account. ▪ Attending interviews (as requested by the Social Worker). There may be instances where Providers are not required to support the young person to attend interviews as the Social Worker can attend, but the Provider must have staffing capacity to attend planned interviews with the Young Person. ▪ Age Assessments – An initial age assessment will be completed to inform the decision of whether or not to accommodate the Young Person, and this will have been completed under the national transfer scheme. A Merton Age Assessment will likely not have been completed at the time the young person is referred to the provider. It is the Local Authority’s responsibility to organise the Merton Age Assessment. Providers should escort the young person to the Merton Assessment venue, ensure that they have eaten beforehand and that they attend with a drink or snack.
4.3	<p>Where a young person is found to be over the age of 18, the provider will transport the young person to the Police station. The UK Visas and Immigration service will collect the young person from the Police station.</p> <p>Where a young person is deemed to be over 18 years, and the above process is undertaken, the placement will cease with immediate effect.</p>

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4.4	<p>Welcome packs and sufficient information about the local area, expectations of young people and general information will need to be given to young people to help them settle in. This information must be available in a variety of formats to ensure accessibility for young people; providers will arrange for translations into additional languages as required and providers are encouraged to work together to collate this information.</p>
4.5	<p>The provider will ensure that Welcome Baskets are available for young people placed in emergencies, and in particular those young people who are newly arrived, who may have limited belongings. Welcome baskets will include the following as a minimum –</p> <ul style="list-style-type: none"> ▪ Pyjamas ▪ Underwear ▪ Casual clothes (i.e. Jogging bottoms, t-shirt, jumper) ▪ Toiletries (toothbrush, toothpaste, deodorant, body wash, shampoo etc) ▪ Emergency food supplies
4.6	<p>The provider will need to support the young person to engage with the local community to enable them to build relationships and friendships and to feel part of the community.</p> <p>Issues identified by the Provider, including staff perceiving issues with young people not wanting to integrate and potential segregation issues, and any health issues will be discussed with the social worker and are to be highlighted in support plans.</p> <p>The primary aim is to ensure each young person is enabled to feel safe and able to adapt to their new home, feel happy and settled, and are also supported to integrate.</p>
4.7	<p>Typically separated migrant children are very keen to engage in education, so liaison with colleges and further education providers is key. The Provider will be expected to build networks with EET providers in the local area.</p> <p>As EET rates tend to be high for SMC, key working hours or activities may need to be in the evenings or at weekends. The Provider is expected to schedule key working hours as appropriate to meet these needs.</p>
4.8	Lot 3
4.8.1	<p>The Local Authority, in some instances may require sole access to supported accommodation provisions. Lot 3 requires providers to enable block purchasing of placements. Call off requirements will detail the location and provision requirements (i.e. 10 placements for SMC within Peterborough City).</p>
4.8.2	<p>All providers applying to Lot 1 and / or Lot 2 will be eligible to bid for call offs under Lot 3; bidding for call offs is not mandatory.</p>
4.8.3	<p>All arrangements commissioned under Lot 3 are subject to the Supported Accommodation (England) Regulations 2023 and the requirements detailed within this specification.</p>
4.8.4	<p>Where a call off is made from Lot 3, an outline of need will be shared with providers. This will include as a minimum, number of placements, duration of call off, ceiling price, geographical location, timescales and cohort of young people.</p>

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5.0	Accommodation
5.1	The Provider will to secure properties that offer appropriate supported accommodation provision in line with Regulation 6 .
5.2	All accommodation will be fully furnished and equipped and will provide a homely environment. No young person referred will share a bedroom. All accommodation, furnishings and equipment will be in accordance with Regulation 6 .
5.3	Minimum levels of furnishings and equipment for independent self-contained supported and supervised accommodation are listed in Appendix 3 (Accommodation Requirements) .
5.4	All properties must meet appropriate health & safety standards detailed in Regulation 6 and Appendix 4 (Health and Safety Property Requirements)
5.5	HMO Properties
5.5.1	<p>The Provider will ensure that:</p> <ul style="list-style-type: none"> ▪ All Houses of Multiple Occupation (HMO) comply with all appropriate legislation, regulations and guidance relating to HMOs. ▪ All HMOs are licensed by the relevant local authority, have a current fire safety certificate, and will meet all current safety standards at there time of use and during this Contract. ▪ Each Young Person will have full access to separate and/or communal facilities (living room/dining room, kitchen, bath, shower, toilet, laundry, drying and ironing areas) where appropriate. <p>The law relating to HMOs is complex and currently derives from the Housing Act 2004. The Provider will make themselves aware of this legislation so that they can ensure that any properties offered to our young people fully meet these requirements.</p>
6.0	Referral process
6.1	All referrals will be made by the Access to Resources Team (ART.Duty@Peterborough.gov.uk). ART will be responsible for arranging initial placements, and any resource increase with providers. Any resource increases or placements made outside of this arrangement (i.e., agreed with Social Workers) will not be valid and will not be funded.
6.2	<p>The referral process is outlined at Appendix 5 (Referral Process) and will use (wherever possible) the minimum referral information detailed at Appendix 6 (Minimum Referral Information).</p> <p>It is anticipated that the minimum referral criteria may not always apply to referrals for SMC placements, particularly where the young person has recently arrived, and the Local Authority is in possession of very limited information about the young person. Additional information will be shared as it becomes available, and as appropriate.</p>
6.3	On receipt of a referral, the Provider will contact the Access to Resources Team and will offer placements to any Young Person, where there is a vacancy and where the provider is able to meet the Young Person’s needs. When offering a placement to ART, the provider must provide details of the placement (including home details) and demonstrate how the provider will meet the needs of the young person.

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

6.4	The Provider will:										
6.4.1	Provide a routine referral service between hours 09.00 – 17.00 Monday – Friday.										
6.4.2	Provide an out of hours' service including evenings and weekends.										
6.4.3	Complete a matching assessment (see Appendix 7 (Matching Risk Assessment) for a template document) for all placements offered to young people.										
6.5	Where more than one Provider puts forward an offer for an appropriate placement (having regard to the young person's needs as outlined in the referral and matching assessment) a placement will be made based on the most economically advantageous price.										
6.6	Notice periods										
6.6.1	Young people need understanding, stability and security in their lives, and the provision of a home is central to this. The provider will work through problems to achieve this and will aim to avoid any potential for termination of a placement . However, it is acknowledged that there will be behaviours that are not acceptable to the Provider, and therefore fall outside the scope of this specification (see Appendix 8- Notice Periods and Behaviours outside scope of specification).										
6.6.2	Young people must be clear about the expectations and rules of a Provider and be clear about the consequences of breaking these rules. The Provider is expected to work with Peterborough City Council to hold stability meetings for 'fragile' placements. The Provider must inform the Social Worker and the relevant Access to Resources Team of any issues that are emerging, that look likely to have the potential to lead to a placement breakdown, at the earliest opportunity.										
6.6.3	<p>Notice periods for ending a placement are as follows, and apply to both the Provider and the Local Authority subject to the exceptions at section 7.6.4</p> <table border="1"> <thead> <tr> <th>Placement duration</th> <th>Notice required</th> </tr> </thead> <tbody> <tr> <td>Less than 7 days</td> <td>2 days</td> </tr> <tr> <td>7 days – 12 weeks</td> <td>7 days</td> </tr> <tr> <td>12 weeks – 12 months</td> <td>14 days</td> </tr> <tr> <td>More than 12 months</td> <td>28 days</td> </tr> </tbody> </table> <p>Unless explicitly agreed, a placement will terminate automatically the day before a young person's 18th birthday.</p>	Placement duration	Notice required	Less than 7 days	2 days	7 days – 12 weeks	7 days	12 weeks – 12 months	14 days	More than 12 months	28 days
Placement duration	Notice required										
Less than 7 days	2 days										
7 days – 12 weeks	7 days										
12 weeks – 12 months	14 days										
More than 12 months	28 days										
6.6.4	<p>Peterborough City Council may terminate the Individual Placement Agreement (IPA) by the giving of seven days' notice to the PROVIDER, in the following circumstances:</p> <ul style="list-style-type: none"> ▪ Following absence for a continuous period for seven days due to hospitalisation, unless the PROVIDER and PETERBOROUGH CITY COUNCIL agree otherwise; ▪ Absence for a continuous period of seven days due to any other reason, unless the PROVIDER and PETERBOROUGH CITY COUNCIL agree otherwise. 										

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

6.6.5	An IPA can only be terminated immediately as a result of a safeguarding issue as determined by Peterborough City Council.
6.6.6	An IPA cannot be terminated for financial reasons.
6.6.7	<p>The IPA shall terminate automatically:</p> <ul style="list-style-type: none"> ▪ if the Court or other competent authority decides that the young person should be placed in secure accommodation, a secure hospital, or other place of lawful detention for more than 72 hours. This may include a condition of a court order or legal case conference, which requires residence outside a particular geographic area; ▪ it is agreed in writing by the both the Local Authority and the Service Provider that the young person’s needs, safety or welfare can no longer be met by the Placement and/or Placement arrangements have irretrievably broken down; ▪ where the young person discharges themselves from the Placement at the age of 16 years or above; ▪ seven days following death of the young person; ▪ where the service provider has been party to the planning and implementation of a change in placement the IPA will terminate on the day of the change of placement.
6.6.8	Where the Provider gives notice on a young person’s placement, Peterborough City Council will pay for the placement only up until the young person leaves the placement..
7.0	Notification of significant incidents
7.1	<p>In addition to Regulation 27, the Provider will also notify the Social Worker and the Access to Resources Team as soon as is practicable, and via phone or email immediately, if any of the following occur:</p> <ul style="list-style-type: none"> ▪ The death of a Young Person. ▪ Outbreak of any infectious disease in the Service. ▪ Any emergency e.g., fire, flood affecting the continuation of the service. ▪ An investigation involving the Police and/or Multi -Agency Safeguarding Hub (MASH) related to Safeguarding of vulnerable children and young people. ▪ Any incident of a child missing from accommodation. ▪ The arrest of a Young Person in the Service. ▪ Any complaint or concern raised about the Provider or person(s) working for the Provider. ▪ Any discriminatory incidents relating to any of the protected characteristics detailed in the Equality Act 2010 ▪ Serious accidents/incidents including, but not limited to, notifications to the Health and Safety Executive. ▪ Any damage to the property caused by a Young Person. ▪ Serious injury or harm to a Young Person. ▪ Allegations and disclosures made by a Young Person.
8.0	Performance Monitoring

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

8.1	In addition to outcomes identified to meet the specific needs of a Young Person’s individual care plan, the Provider must work to achieve the following outcomes:
8.1.1	Reduction in Young People living in unsuitable accommodation. <ul style="list-style-type: none"> ▪ Young people report a good understanding of housing options and affordability issues. ▪ Young People’s satisfaction with their accommodation. ▪ Length of time in accommodation. ▪ Number of young people given notice, resulting in unplanned endings from the service.
8.1.2	Young People are healthy and making a successful transition to adulthood & independent living. <ul style="list-style-type: none"> ▪ Young People report feeling safe. ▪ Young people report an increase in confidence. ▪ Young people report an improvement in their physical and emotional health.
8.1.3	A high quality, cost effective and sustainable service utilising community resources. <ul style="list-style-type: none"> ▪ Number of young people involved in community activity (i.e., things to do, places to go). ▪ Number of Young People engaged in volunteering opportunities, work, or attending college / school / training programmes. ▪ Young people’s satisfaction with support to obtain or access jobs, training or education. ▪ Young People’s satisfaction with staff.
8.1.4	Young People are involved in decisions affecting them and able to make choices about their housing options. <ul style="list-style-type: none"> ▪ Proportion of young people satisfied with the amount of co-production and ability to influence (i.e., ‘You said, We did’). ▪ Proportion of recruitment of staff that involved young people. ▪ Examples of changes made as a result of Young People’s engagement.
8.1.5	Appropriate management of ‘notifiable events’ and response to service referrals. <ul style="list-style-type: none"> ▪ 100% of Notifiable Events of any serious incident are sent to the young person’s social worker and Access to Resources Team within the correct timescales (Section 7.1). ▪ Number of notifications within the previous reporting period. ▪ Number of Young People reported missing from accommodation and number of missing episodes. ▪ Number of referrals received and responded to within timescales. ▪ Number of referrals accepted, declined & reasons.
8.1.6	These key performance measures must be completed quarterly as a minimum and sent to the Children’s Commissioning Team.
8.2	The Provider will:

Service Specification for Supported Accommodation Services for Young People in Care aged 16 – 18 across Peterborough City Council

8.2.1	The provider will submit a return 10 days prior to a scheduled contract management and quality assurance meeting detailing how their service(s) have and continue to meet each of the above outcomes.
8.2.2	The Provider will have a quality assurance system in place to update, monitor and track service delivery and young people’s outcomes.
8.2.3	The Local Authority will undertake quality assurance and contract monitoring visits to provisions as required to evidence practice in accordance with the requirements of this Service Specification. The Provider will facilitate visits, including providing timely access to homes, staff and young people’s recording and files, health and safety measures, policies and procedures and quality assurances measures implemented by the organisation.
9.0	Personal Allowance payments
9.1	The provider will ensure that personal allowance payments (also known as ‘subs’) are made to young people in accordance with the arrangements made by the Social Worker/Social Work team .
9.2	<p>The means by which young people receive their personal allowance include, but are not limited to:</p> <ul style="list-style-type: none"> ▪ Payment from Social Work team directly into young person’s bank account. ▪ Payment collected in person by young person from a designated Council office. Payment made to young person by the provider as arranged with the young person’s social worker. <p>Please note that invoices for personal allowances must be directed to the relevant Social Worker and should not be included in invoices for placement costs. Personal allowances and placement costs are paid separately, and failure to invoice separately will lead to delayed payments. Further details regarding invoicing can be found at Appendix 8 (Invoicing Process).</p>

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CABINET	AGENDA ITEM No. 7
12 FEBRUARY 2024	PUBLIC REPORT

Report of:	Jyoti Atri, Director of Public Health, Public Health Directorate		
Cabinet Member(s) responsible:	Councillor Saqib Farooq, Adults and Health		
Contact Officer(s):	Emily Smith, Consultant in Public Health, Public Health Directorate	Tel. n/a	
	Helen Tunster, Senior Partnership Manager, Public Health Directorate		

CAMBRIDGESHIRE AND PETERBOROUGH FALLS PREVENTION STRATEGY

RECOMMENDATIONS	
FROM: Jyoti Atri	Deadline date: n/a
<p>It is recommended that Cabinet:</p> <p>Endorse Peterborough City Council's role within the system-wide Cambridgeshire and Peterborough Falls Prevention Strategy.</p>	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CLT on 5 December 2023.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide an overview of the new Cambridgeshire and Peterborough Falls Prevention Strategy (2023-2026) and the role of Peterborough City Council in supporting the provision of clear strategic direction to prevent falls and falls-related injuries across the Cambridgeshire and Peterborough Integrated Care System.

2.2 This report is for Cabinet to consider under its Terms of Reference 3.2.8 and 3.2.9

To determine policies or strategies that will have a significant impact on two or more wards, and to promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.

3. 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

4.1.1 Falls and related injuries are a common and significant problem for older adults and a major public health issue. Falls are a major cause of disability and injury related death in people aged 75+ and have a large impact on quality of life¹. Around one in three people over 65 years old and half of those over 80 experience a fall at least once a year². In Cambridgeshire and Peterborough in 2022/23, there were 2,699 emergency admissions due to falls and 1,015 admissions due to a hip fracture. The estimated combined total cost of these hospital admissions was £16.3M, an increase of over £1.9M on the previous year³. These costs do not include wider health and social care costs such as primary care, ambulance or adult social care costs³. The prevalence of falls and fractures is expected to rise along with a rise in associated burdens on the wider health and social care services due to the ageing population in Cambridgeshire and Peterborough³.

4.1.2 Falls and frailty are increasingly being identified as a priority by the Integrated Care System on a system, place and neighbourhood level. The Integrated Care Board has assigned a Falls and Frailty Lead and developed a Falls and Frailty workstream. Furthermore, the North and South Place Partnerships, as well as many of the Integrated Neighbourhoods in Peterborough, have a priority around falls and/or frailty.

4.1.3 The new three-year Falls Prevention Strategy and detailed delivery plan have been developed collaboratively by the multi-agency Cambridgeshire and Peterborough Falls Prevention Strategy Group, which is a partnership group with representation from a range of ICS partners, including Peterborough City Council (PCC). This strategy group works closely with the Peterborough Falls Prevention Working Group. The strategy builds upon a one-year Falls Prevention Strategy (2022/23) developed as an interim strategy to support recovery of services following Covid. The strategy includes a number of interventions that have been shown to be cost and clinically effective at preventing some falls and fractures, resulting in improved health outcomes and independence for older people.

4.1.4 The intended outcome of the strategy is a reduction in the rate of hip fracture admissions, and as a result, there may be reduced costs to health and social care (not cash releasing). A recent return on investment tool has demonstrated that certain interventions, such as strength and balance programmes and home hazard assessment and improvement programmes, demonstrate a financial and societal return on investment. On an individual level, the strategy intends to improve quality of life and healthy life expectancy.

4.1.5 The strategy has no financial implications for the council at this present time.

4.2 Main Issues

4.2.1 The system wide strategy outlines the plans of organisations across Cambridgeshire and Peterborough to reduce falls and falls-related injuries by taking a system wide approach to falls prevention and bone health (Appendix 1). It details six priorities to achieve the vision of *“working together to reduce the rate of falls and reduce hip fracture admissions amongst older adults, by preventing first falls and reducing the risk of subsequent falls to enable older people in Cambridgeshire and Peterborough to enjoy an active, fulfilling life”*.

For each of the priorities there is a detailed action plan outlining existing and planned interventions to enable the implementation of the strategy (Note, only PCC actions are highlighted in the action plan within the accompanying strategy). The priorities are:

- Prevention and early identification of people at risk of falls

¹ NICE. Falls: Assessment and prevention of falls in older people. *NICE Clinical Guidance 161*. 2013. [1 \(nice.org.uk\)](https://www.nice.org.uk)

² Todd C, Skelton D. What are the main risk factors for falls amongst older people and what are the most effective interventions to prevent these falls? *World Health*. 2004;(March):28. [Accessed 17 May 2022]: Copenhagen, WHO Regional Office for Europe (Health Evidence Network report; <http://www.euro.who.int/document/E82552.pdf>,

³ Cambridgeshire and Peterborough Falls Prevention Strategy 2023-2026. Available at: Appendix 1.

- Evidence-based and good practice falls prevention interventions and services
- Action to address risk in hospital
- Action to address risk in care homes
- Detection and management of fragility fracture
- Inclusive services

The actions for Peterborough City Council (PCC) against these priorities are summarised below.

4.2.2 Priority 1: Prevention and early identification of people at risk of fall

The aim of this priority is to intervene at the earliest opportunity to prevent and reduce the number of people who have a first fall. A focus for action by PCC is on ensuring the public and front line staff engaging with older adults have the information they need to make informed choices about falls risk factors and have access to opportunities to live and age well. This includes further use and development of the 'Stay Stronger for Longer' campaign messaging as well as promoting and evaluating the use of the recently launched interactive 'Steady on Your Feet' online tool. The tool is designed to support older adults who have not fallen to identify and take action to reduce their own personal risk factors for falling using the information, advice and service signposting provided in their individualised action plan.

Physical activity is another major area for action under this priority. There is a focus on supporting active, independent mid-older aged adults living in the community to be physically active as part of upstream primary prevention. This includes improving awareness, accessibility and uptake of opportunities, supported by workforce development, as well as the commissioning of physical activities for this cohort. PCC Public Health are working in partnership with Vivacity to strengthen the offer of strength and balance activities in line with the falls prevention exercise pathway. The PCC-led Frailty Prevention Programme, funded by the ICB, will be instrumental in encouraging older adults to be active through embedding physical activity behaviour change conversations and signposting into local programmes such as the Good Neighbours Scheme and Cost of Living hubs. The strategy strongly recognises the importance of scaling up physical activity in preventing falls and reducing the risk of falls, and this is weaved throughout the different priorities targeting different ability levels and settings, influenced by PCC (see priority summaries below).

This priority also acknowledges the potential role of the outdoor environment in supporting mid-older age adults to be active and this will be considered in the development of the Healthy Places Joint Strategic Needs Assessment by PCC/CCC Public Health Team over the coming year.

4.2.2 Priority 2: Evidence-based and good practice falls prevention interventions and services

The aim is to ensure that people who have fallen have timely access to services, interventions and opportunities that will support a reduction in the risk of falls and falls-related injuries. The focus is on system partners working together to improve the join up of services to facilitate this, underpinned by robust risk stratification, good cross system communication, strengthening the uptake/delivery of specific interventions and workforce development. PCC Public Health Team will support this by providing specialist public health advice and support to ensure falls prevention guidance is adopted, and through monitoring the delivery of the Falls Prevention Action Plan. The team will also strengthen links with the ICS Integrated Neighbourhoods to support falls prevention in a personalised and place-based manner. PCC Adult Social Care services will support the development of the integrated system-wide falls prevention pathway, ensuring that their services are considered and built in. ASC will also ensure that conversations about falls prevention are included in the role of the new PCC Housing Needs roles at the hospital.

Again, physical activity is a key focus of this priority. Ensuring that all older adults have the opportunity to be more active and have access to strength and balance exercise proven to reduce the rate and risk of falls is a key focus. In the last year, PCC Reablement Team have

successfully built in 'movement'/physical activity goals into the support plans of all service users accessing Reablement, and service users have reported positive outcomes. In the coming strategy, PCC ASC plan to further embed movement and physical activity into other delivery areas. ASC will also pilot the inclusion of 'movement' goals into the care package of any new client assessed as needing care.

4.2.4 Priority 3: Action to address risk in hospital

The aim is to minimise the risk of inpatient falls, repeat falls and re-admissions, and improve quality of life. All the actions under this priority are led by North West Anglia Foundation Trust (NWAFT) and Cambridge University Health Foundation Trust (CUHFT), with the support of PCC as relevant. For example:

- PCC Public Health Team and Adult Social Care Early Intervention and Prevention teams will continue to influence and support the development of communication systems that allow the sharing of multi-factorial falls risk assessment outcomes with PCC and other community providers to support the join-up of services and improve client outcomes.
- They will also raise awareness and promote the uptake of relevant Adult Social Care Early Intervention and Prevention services on discharge such as Reablement, TEC and Sensory services.

4.2.5 Priority 4: Action to address risk in care homes

The aim of this priority is to prevent, reduce and manage falls in nursing and residential home residents in order to reduce the risk and consequences of fragility fracture and a long-lie, improve quality of life and reduce system wide pressures. PCC will support this priority by working with care and residential homes and CPFT to embed movement and physical activity into the daily lives of residents.

4.2.6 Priority 5: Detection and management of fragility fractures

The aim is to ensure early identification and management of osteoporosis risk factors to prevent a first or subsequent fragility fracture and provide optimal support after a fragility fracture. PCC Public Health have taken a key role to understand local needs and develop a bone health strategy to outline necessary local action. PCC will support the development of a business case to support the commissioning and delivery of a Fracture Liaison Service (FLS) in North West Anglia Foundation Trust (NWAFT). This is intended to enable the system to take action to reduce inequalities in health outcomes around bone health.

4.2.7 Priority 6: Inclusive services

The aim is to ensure early falls prevention services are inclusive and accessible to all service users in line with the Equality Act and Public Sector Equality Duty to enable all older adults to receive falls prevention interventions that meets their needs. PCC will support this by using the work underpinning the Equality Impact Assessment of the strategy to develop and provide guidance to falls prevention services to support them to review the needs of their older clients and consider improvements if needed. Similarly, PCC will involve older adults in the co-production of falls prevention related services, campaigns and projects led by them to deliver on the strategy and will influence partners and actions in the strategy to do the same.

4.2.8 An engagement exercise for the strategy has been completed. The strategy has been presented to a variety of Boards with the feedback incorporated into the strategy. Feedback from older adults has been obtained via a survey to CPFT service users which has indicated that the strategy should consider engagement with GPs/Primary Care to better understand how they can support the falls pathway. Further engagement is planned with the Older People's Partnership Board to build on feedback received from the Board for the one-year strategy.

4.2.9 The strategy will be monitored by the Cambridgeshire and Peterborough Falls Prevention Strategy Group bi-monthly. It will report to the Joint Commissioning and Executive Group (JCEG)(or other appropriate Board as advised) and Health and Wellbeing Board, as requested.

5. CORPORATE PRIORITIES

5.1 The recommendation contributes to the Council's Corporate Priorities as follows:

1. Our Places & Communities
 - Places and Safety
 - Health and Wellbeing
2. Prevention, Independence & Resilience
 - Adults

The project will have a neutral impact on carbon emissions. There will be a neutral impact on the council's carbon emissions and environmental impact and the city's carbon emissions and environmental impact.

6. CONSULTATION

6.1 Engagement has been undertaken with:

- PCC Adults Management Team – 4 October 2023
- PCC/CCC Public Health DMT – 24 October 2023
- PCC CLT – 5 December 2023
- Older People's Partnership Board – 11 December 2023
- Cambridgeshire and Peterborough ICB Joint Clinical and Professional Executive Group (JCPEG) – 13 December 2023

6.2 Future engagement:

- North Partnership Board (ICS)

6.3 The recommendation has been considered by:

- Corporate Leadership Team (CLT)

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 The endorsement of the role of Peterborough City Council in the Cambridgeshire and Peterborough Falls Prevention Strategy by Cabinet will contribute to a reduction in falls and hip fractures, resulting in reduced costs to health and social care and improved health outcomes and independence for older people.

8. REASON FOR THE RECOMMENDATION

8.1 The recommendation will enable Peterborough City council to support the provision of clear strategic direction across the Integrated Care System to prevent falls and falls-related injuries.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Option 1: Do nothing/do not develop a strategy – This will be detrimental to the join-up of system-wide partners to develop an effective multi-factorial response to falls and fragility fractures.

10. IMPLICATIONS

10.1 The strategy has no financial implications. Any additional resource requirements identified through delivery of the strategy will be taken through the relevant commissioning processes as they arise.

10.2 There are no legal implications related to this item. Legal advice will be accessed if needed for any commissioning as required.

10.3 The Equalities Impact Assessment did not identify any implications.

11. BACKGROUND DOCUMENTS

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

A full list of resources used in the Strategy are in the full Cambridgeshire and Peterborough Falls Prevention Strategy 2023-2026 document (Appendix 1).

Falls Prevention Strategy Detailed Action Plan. New Shire Hall: Public Health Team.

NICE. Falls: Assessment and prevention of falls in older people. *NICE Clinical Guidance 161*. 2013. Available at: [1 \(nice.org.uk\)](https://www.nice.org.uk)

Todd C, Skelton D. What are the main risk factors for falls amongst older people and what are the most effective interventions to prevent these falls? *World Health*. 2004;(March):28. [Accessed 17 May 2022]: Copenhagen, WHO Regional Office for Europe (Health Evidence Network report; <http://www.euro.who.int/document/E82552.pdf>,

Cambridgeshire and Peterborough Integrated Care System. 2022. Joint Health and Wellbeing Integrated Care Strategy. Available from: [Cambridgeshire & Peterborough Insight – Health and Wellbeing – Public Health – Health and Wellbeing Integrated Care Strategy \(cambridgeshireinsight.org.uk\)](https://www.cambridgeshireinsight.org.uk)

12. APPENDICES

- 12.1 Cambridgeshire and Peterborough Falls Prevention Strategy 2023-2026 document (Appendix 1).

APPENDIX 1

**Cambridgeshire and Peterborough
Falls Prevention Strategy
2023-2026
Peterborough City Council**

Cambridgeshire and Peterborough Falls Prevention Strategy Group

FINAL DRAFT

For more information email: publichealth.adminteam@cambridgeshire.gov.uk

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DRAFT

Executive Summary

Falls are a major cause of morbidity and the primary cause of injury related deaths in people aged 75+ in the UK¹. This can include distress, chronic pain, loss of confidence, activity avoidance, loss of independence, social isolation and increasing frailty¹. Falls have a significant impact on health and social care services. 255,000 falls-related emergency hospital admissions occur in people aged 65 and older every year in England and these are estimated to cost the NHS £2.3 billion a year².

Osteoporosis is a key risk factor for injurious falls as it increases bone fragility and susceptibility to fracture after a fall. Approximately, 549,000 patients present with fragility fractures to hospitals in the UK each year³. The estimated cost to the NHS of fragility fractures in 2017 was estimated to be £4.7 billion per annum nationally³. Hip fractures make up approximately 69,000 emergency hospital admissions per year, equivalent to 1.3 million bed days and costing the NHS of £1.5 billion per year⁴.

In Cambridgeshire and Peterborough, there were 2,699 falls-related emergency admissions in 2022/23 at an estimated cost of nearly £16.3M for hospital treatment alone (excludes costs to the wider health and social care system). This is a substantial increase of over £1.9M compared to the previous year, which can be attributed to an increase in hip fracture admissions in both the North and South Place partnership. In an ageing population, as seen in Cambridgeshire and Peterborough, the prevalence of falls and osteoporosis-related fragility fractures is expected to rise, along with the associated burdens on the wider health and social care services.

A number of interventions have been shown to be cost and clinically effective at preventing some falls and fractures, resulting in improved health outcomes and independence for older people, and savings to health and care services. Research and clinical guidance indicate that this includes multi-factorial falls risk assessment (MFFRAs), strength and balance training, home hazard assessments, and Fracture Liaison Services, to name a few². The effective and integrated commissioning of these interventions will reduce demand by shifting the focus towards prevention, reduce variation in the quality, safety and outcomes of care, and improve efficiency. The recent publication of the World Guidelines provides a detailed blueprint for commissioning evidence-based falls prevention services in practice, with care pathways linking primary and community services to specialists where required⁵.

A review of local service provision against NICE clinical guidance for falls prevention has shown that there are some fundamental changes that need to take place in the Cambridgeshire and Peterborough system to improve outcomes for people who are at risk of falling. The analysis shows that local falls prevention services involved in falls risk assessment or providing interventions in primary care, secondary care or community are disjointed and working in isolation. This results in older adults receiving an inconsistent assessment and offer of interventions to reduce their risk depending on where they present in the system. It is paramount that the system addresses this inequity in assessment and multi-factorial intervention and ensures that older adults are receiving all

¹ NICE. Falls: Assessment and prevention of falls in older people. NICE Clinical Guidance 161. 2013. Available at: [1 \(nice.org.uk\)](https://www.nice.org.uk)

² Public Health England. Falls and Fragility Fracture Consensus Statement. Supporting Commissioning for Falls Prevention London: Public Health England. 2017. Available at: <https://www.gov.uk/government/publications/falls-and-fractures-consensus-statement> [Accessed 14 June 2019]

³ National Osteoporosis Guideline Group (NOGG). Clinical Guideline for the Prevention and Treatment of Osteoporosis. 2021. [Full Guideline | NOGG](https://www.nogg.org.uk/)

⁴ NHS Right Care falls and fragility fractures pathway. 2017. <https://www.england.nhs.uk/rightcare/products/pathways/falls-and-fragility-fractures-pathway/>

⁵ [World guidelines for falls prevention and management for older adults: a global initiative \(nih.gov\)](https://www.fallsprevention.org/)

the interventions necessary to reduce their risk. The evidence is clear that assessments alone do not reduce risk, but they must be accompanied by multi-factorial intervention. This strategy outlines plans to develop a system-wide, integrated⁶ falls prevention pathway linking primary and community services to specialists where required.

Another clear gap is the commissioning and delivery of a Fracture Liaison Service (FLS) in North West Anglia Foundation Trust (NWAFT). FLS's have been shown to benefit patient outcomes, through a significant reduction in subsequent fragility fractures and gains in quality of life, whilst at the same time reducing hospital bed days, surgeries, need for institutional social care, and their associated costs. A previous scoping exercise conducted by Cambridgeshire and Peterborough Public Health Team has shown that there is a gap in the delivery of a resilient and robust Fracture Liaison Service at NWAFT. Resourcing an FLS in NWAFT will provide high quality care to patients across the ICS, currently only available to those with access to CUHFT. This will directly contribute towards the ICS's stated aim to "increase the number of years people spent in good health".

In addition to addressing the two gaps above, this three-year strategy, 2023-2026, outlines the plans of organisations across Cambridgeshire and Peterborough to reduce falls and falls-related injuries by taking a system wide approach to falls prevention and bone health. It details six priorities to achieve the vision of *"working together to reduce the rate of falls and reduce hip fracture admissions amongst older adults, by preventing first falls and reducing the risk of subsequent falls to enable older people in Cambridgeshire and Peterborough to enjoy an active, fulfilling life"*.

The priorities are:

1. Prevention and early identification of people at risk of fall
The aim is to intervene at the earliest opportunity to prevent and reduce the number of people who have a first fall. The focus is on ensuring the public and staff engaging with older adults have the information they need to make informed choices about falls risk factors and have access to opportunities to live and age well. The strategy strongly recognises the importance of scaling up physical activity in preventing falls and reducing the risk of falls, and this is weaved throughout the different priorities and settings. The strategy attempts to define action for active, independent older adults as well less active, dependent adults who may be receiving support from Adult Social Care and Care and Residential Homes. The aim is to ensure that all older adults have the opportunity to be more active and have access to strength and balance training to reduce falls and frailty.
2. Evidence-based and good practice falls prevention interventions and services
The aim is to ensure that people who have fallen have timely access to services, interventions and opportunities that will support a reduction in the risk of falls and injurious falls. The development of the integrated falls prevention pathway will support this.
3. Action to address risk in hospital
The aim is to minimise the risk of inpatient falls, repeat falls and re-admissions, and improve quality of life. A key focus in both CUHFT and NWAFT is the development of electronic, multi-disciplinary multi-factorial falls risk assessments. This should support an improvement in

⁶ In this context, integration describes the co-ordination of care into a single or coordinated pathway across disciplines and organisations e.g., the development of shared protocols. It does not describe the establishment of a new integrated service.

communication of valuable information with external partners and contribute to a whole system approach.

4. Action to address risk in care homes

The aim is to prevent, reduce and manage falls in nursing and residential home residents in order to reduce the risk and consequences of fragility fracture and a long lie, improve quality of life and reduce system wide pressures. Key features of this priority include supporting care and residential homes to conduct multi-factorial falls risk assessments, manage people who have fallen and embed movement and activity in the lives of residents.

5. Detection and management of fragility fracture

The aim is to ensure early identification and management of falls and osteoporosis risk factors to prevent a first or subsequent fragility fracture and provide optimal support after a fragility fracture. This priority outlines how the system plans to address the gap in a robust and resilient FLS identified by the gap analysis. Public Health resource has been allocated to take forward the scoping and development of a strategy and to support the development of a business case in year 1 of the strategy. This is intended to enable the system to take action to reduce inequalities in health outcomes.

6. Inclusive services

The aim is to ensure early falls prevention services are inclusive and accessible to all service users in line with the Equality Act and Public Sector Equality Duty to enable all older adults to receive falls prevention interventions that meets their needs.

The success of the strategy action plan will be measured by the reduction in the rate of hip fracture admissions. The strategy will be monitored by the Cambridgeshire and Peterborough Falls Prevention Strategy Group bi-monthly. It will report to the Joint Commissioning and Executive Group (JCPEG) and Health and Wellbeing Board, as requested.

View the actions agreed in the [action plan](#).

1.0 Strategy

1.1 Vision/aim

“Health, social care and voluntary sector partners to work together over the next three years to reduce the rate of falls and reduce hip fracture admissions amongst older adults, by preventing first falls and reducing the risk of subsequent falls to enable older people in Cambridgeshire and Peterborough to enjoy an active, fulfilling life”.

1.2 Strategic priorities

The strategic priorities are informed by local need and national research and evidence on what works to prevent falls. Our approach is centred on the need to employ a whole-system falls prevention approach comprising an array of evidence-based interventions targeted at specific population groups and the delivery of services in an integrated manner by a range of sectors and partners across the system. The approach will address varying phases of need across the population ranging from older people who are well and mobile with no risks identified; those demonstrating risk factors for falls; those who have fallen and injured themselves; and those with significant frailty and multi-morbidities that may have already had interventions related to falls.

The priorities are underpinned by good communication, information sharing, and workforce development to enable staff and volunteers to be confident and competent in delivering falls prevention support.

This strategy provides the opportunity for partners to work together on agreed priorities to ensure that Cambridgeshire and Peterborough residents are able to benefit from effective, high quality falls prevention.

The six priorities for this falls prevention strategy are:

1. Prevention and early identification of people at risk of falls - to intervene at the earliest opportunity to prevent and reduce the number of people who have a first fall ,
2. Evidence-based and good practice falls prevention interventions and services –to ensure that people who have fallen have timely access to services, interventions and opportunities that will support a reduction in the risk of falls and injurious falls,
3. Action to address risk in hospital –to minimise the risk of inpatient falls, repeat falls and re-admissions, and improve quality of life ,
4. Action to address risk in care homes - to prevent, reduce and manage falls in nursing and residential home residents in order to reduce the risk and consequences of fragility fracture and a long-lie, improve quality of life and reduce system wide pressures,
5. Detection and management of fragility fractures –to ensure early identification and management of falls and osteoporosis risk factors to prevent a first or subsequent fragility fracture and provide optimal support after a fragility fracture ,

6. Inclusive services - to ensure early falls prevention services are inclusive and accessible to all service users in line with the Equality Act and Public Sector Equality Duty to enable all older adults to receive falls prevention interventions that meets their needs.

2.0 Introduction

2.1 Background

Falls and related injuries are a common and significant problem for older adults¹. The combination of high incidence and susceptibility to injury in older adults makes falls a major public health issue. Both the incidence and severity of falls and falls-related injuries increases after the age of 60 years old⁷.

Around one in three people over 65 years old, and half of those over 80, experience a fall at least once a year^{1,8}. The incidence rates of falls in people living in nursing homes and patients admitted to hospitals are almost three times the rates of those living in the community⁸. Those who fall once are two to three times more likely to fall again within the year⁸.

Falls are a major cause of morbidity and the primary cause of injury related deaths in people aged 75+ in the UK¹. Approximately 10% of falls in the community result in serious injury and 5% of these are fractures⁸. Injury rates are considerably higher in nursing homes and hospitals with 10-25% of institutional falls resulting in fracture, laceration, or the need for hospital care⁸. Hip fractures are one of the most serious injuries resulting from a fall with approximately 10% of people who fracture a hip dying within one month and a further third within a year⁸. Up to 90% of older patients who fracture their hip do not return to their previous level of mobility or independence⁹. Falls are a significant factor in people having to move from their own homes into high cost long term residential care⁹.

Falls have a large impact on quality of life as well as physical health. This can include distress, chronic pain, loss of confidence, activity avoidance, loss of independence, social isolation and increasing frailty^{1,2}

The impact of falls on healthcare costs is significant. Approximately, 255,000 falls-related emergency hospital admissions occur in people aged 65 and older every year in England and these are estimated to cost the NHS £2.3 billion a year². Fragility fractures are estimated to cost the UK £4.4bn; £2bn of this can be attributed to hip fractures and £1.1bn to social care².

In Cambridgeshire and Peterborough, there were 2,699 emergency admissions due to falls and 1,015 admissions due to a hip fracture in 2022/23. The estimated combined cost of these hospital admissions was £16.3M, an increase of over £1.9M from the previous year (£14.4M in 2021/22)¹⁰. This does not include wider health and social care costs such as primary care, ambulance or adult

⁷ American Geriatrics Society 2001. Guidelines for prevention of falls in older persons. *J Am Geriatr Soc*.49:664-672

⁸ Todd C, Skelton D. What are the main risk factors for falls amongst older people and what are the most effective interventions to prevent these falls? *World Health*. 2004;(March):28. [Accessed 17 May 2022]: Copenhagen, WHO Regional Office for Europe (Health Evidence Network report; <http://www.euro.who.int/document/E82552.pdf>,

⁹ Cambridgeshire JSNA. Preventing ill-health in older people. 2013. [Prevention-of-Ill-Health-in-Older-People-JSNA-2013.pdf \(cambridgeshireinsight.org.uk\)](http://www.cambridgeshireinsight.org.uk)

¹⁰ Costs calculated by Public Health Intelligence Team, June 2023 from DSCRO SusCP.ip_spell_all. Definition: Emergency admissions of 'falls where primary diagnosis is a hip fracture', 'S72.0 Fracture of neck of femur', 'S72.1', 'S72.2' and 'All other falls'. Average cost of hip fracture £9,890 and cost of 'other fall' £3,166.

social care costs. One study estimating costs to health and social care as a result of a fall suggested that 60% of the total health and social care costs were incurred by social services¹¹.

It was anticipated that the Coronavirus pandemic would have an impact on the incidence of falls as a result of decreased physical activity during the restrictions and the subsequent increase in deconditioning in some older age groups, with some groups disproportionately affected¹². The level of impact is unclear. Data shows that the overall rate of falls admissions in over 65s in Cambridgeshire and Peterborough has not increased since a statistically significant decrease at the start of the pandemic. However, data shows that there is an increasing trend in the rate of hip fractures across both Cambridgeshire and Peterborough since 2020/21. This could potentially be associated with the decrease in physical activity and deconditioning during the pandemic. Whilst there are signs that physical activity levels have recovered and now exceed pre-COVID levels¹³, it is unclear whether the level of activity has increased in the population groups disproportionately affected by deconditioning and whether it is sufficient to reverse the deconditioning or how this relates to hip fractures. Local services (Adult Social Care) have reported a significant increase in service users presenting to the service since the pandemic who are deconditioned and have a higher level of need.

Osteoporosis is another key risk factor for injurious falls that is critical to include in the strategy as it increases bone fragility and susceptibility to fracture after a fall. Osteoporosis is a common condition affecting 2% of the population at 50 and 25% at 80 years of age¹⁴. Approximately, 549,000 patients present with fragility fractures to hospitals in the UK each year³. The estimated cost to the NHS of fragility fractures in 2017 was estimated to be £4.7 billion per annum nationally³^{Error! Bookmark not defined.}. People who sustain a fragility fracture are at least twice as likely to sustain a further fracture¹⁵. Treatment can reduce the risk of fragility fracture and its complications¹⁵.

This strategy sets out Cambridgeshire and Peterborough's plans to reduce falls and falls-related injuries by taking a system wide approach to falls prevention. The strategy has been developed by a multi-agency Falls Prevention Strategy Group (Appendix 1) and informed by a local needs assessment and national policy and guidance, including the Public Health England Falls and Fracture Consensus Statement², NHS Rightcare Falls and Fragility Fractures Pathway⁴, NICE clinical guidance 161¹ and the recent World Guidelines for falls prevention¹⁶. It builds upon the achievements of the one-year strategy and enters a period of more stability with the Integrated Care System (ICS) being more established and services having advanced along their recovery journey post-COVID to return to business as usual.

The implementation of the first strategy for Cambridgeshire and Peterborough has seen good progress. It has been used as a tool to help galvanise partners working on falls prevention across the system and facilitate the start of more joined-up system working. It has seen strengthened relationships from a broader group of key stakeholders and opportunities to join-up, and the establishment of structures to monitor and provide accountability for driving forward the key actions in the action plan. Positively, the period of the strategy saw a decrease in hospital admissions due to fall in 2021/22 compared to 2020/21, however, it also saw an increase in admissions for hip

¹¹ Craig J, Murray A, Mitchell S et al. The high cost to health and social care of managing falls in older adults living in the community in Scotland. *Scottish Medical Journal* 2013;58(4):198-203. <http://scm.sagepub.com/content/58/4/198>.

¹² Public Health England. Wider impacts of COVID-19 on physical activity, deconditioning and falls in older adults. 2021. [Wider impacts of COVID-19 on physical activity, deconditioning and falls in older adults \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/97444/wider-impacts-of-covid-19-on-physical-activity-deconditioning-and-falls-in-older-adults.pdf)

¹³ [Active Lives Adult Survey November 2021-22 Report \(sportengland-production-files.s3.eu-west-2.amazonaws.com\)](https://www.active-lives.org.uk/active-lives-adult-survey-november-2021-22-report)

¹⁴ NICE. Osteoporosis: assessing the risk of fragility fracture. NICE Clinical Guidance 146: 2012. [Overview | Osteoporosis: assessing the risk of fragility fracture | Guidance | NICE](https://www.nice.org.uk/guidance/CG146)

¹⁵ British Orthopaedic Association (2007). The care of patients with fragility fracture. [Blue Book \(bgs.org.uk\)](https://www.bgs.org.uk/blue-book/)

¹⁶ [World guidelines for falls prevention and management for older adults: a global initiative \(nih.gov\)](https://www.fallsprevention.org/World-guidelines-for-falls-prevention-and-management-for-older-adults-a-global-initiative-nih.gov)

fractures during the same period. This highlights the ever-increasing and critical challenge for the local system to come together to prevent and manage falls and their related injuries to help our residents to enjoy and active and fulfilling older age.

This longer-term 2023-2026 strategy will provide clearer direction on what is needed to achieve the vision. The findings of a comprehensive gap analysis against NICE guidance and feedback from older adults about current services have contributed to this. These have shown that the multi-disciplinary management of falls will be important to successfully driving down rates of falls and hip fracture admissions. The establishment of an ICB Falls and Frailty lead and workstream, combined with the priority around personalised care, (leading to a focus on frailty) of the North and South Accountable Business Units (ABUs), provides an opportunity to drive the necessary integration that will improve outcomes for older adults who experience falls:

“We need to make a transformative cultural shift from individual organisational working to a partnership approach.” Joint Forward Plan Summary¹⁷

2.2 Strategic context

2.2.1 NHS Long Term Plan 2019

The NHS long-term plan sets out key ambitions for the NHS over the next 10 years. Supporting people to age well is covered under the government’s key commitment to a new NHS service model in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting¹⁸. The following commitments are particularly relevant to falls prevention:

- Expansion of community multidisciplinary teams including GPs, allied health professionals, social care and the voluntary sector to work together in an integrated way to provide tailored support that helps people live well and independently at home for longer
- Assessment of risk of unwarranted health outcomes of the local population by Primary Care Networks working with local community services to make support available to people where it is most needed. Falls prevention schemes, including exercise classes and strength and balance training, are explicitly stated.
- Upgrading NHS support in care homes including making sure there are strong links between care homes, local general practices and community services through the delivery of The Framework for Enhanced Health in Care Homes (EHCH)
- Developing more rapid community response teams, to support older people with health issues before they need hospital treatment and help those leaving hospital to return and recover at home.

2.2.2 Integrated Care Systems

In the last year, significant changes have taken place in the way the health and care system is organised following the formalisation of Integrated Care Systems (ICSs) as statutory bodies on the 1 of July 2022. ICSs are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health

¹⁷ [Joint Forward Plan | CPICS Website](#)

¹⁸ [nhs-long-term-plan.pdf](#)

and care services to meet the needs of their population. Key aspirations of ICSs are to achieve greater integration of health and care services; improve population health and reduce inequalities. ICSs and are a key part of the future direction for the NHS as set out in the NHS Long-Term Plan.

The Cambridgeshire and Peterborough ICS comprises an Integrated Care Board (ICB) and Integrated Care Partnership (ICP) Board and five Accountable Business Units (ABUs) (See Appendix 2 for governance structure). Two of the ABUs are place-based partnerships (the North Care Partnership and the South Care Partnership) and are of relevance to the strategy as they are responsible for the co-ordination, planning and delivery of integrated services and personalised care in the area.

The Cambridgeshire and Peterborough ICS has published its Joint Forward Plan and Health and Wellbeing Integrated Care Strategy 2023-28 setting out their vision for health and care services in Cambridgeshire, Peterborough and Royston for the next five years. The shared vision across partners 'All Together for Healthier Futures' centres on four priorities as follows:

- Our children are ready to enter education and exit prepared for the next phase of their lives
- Reducing poverty through better employment and housing
- Creating an environment to give people the opportunities to be as healthy as they can be
- Promoting early intervention and prevention measures to improve mental health and well-being.

The North Care Partnership and the South Care Partnership delivery plans have priorities around frailty and/or falls.

2.2.3 Care Together

Care Together is a co-produced place-based programme to help older people remain living independently in their own homes for longer. Work began in East Cambridgeshire in 2021-22 and has been expanded across the rest of Cambridgeshire, following significant investment by Cambridgeshire County Council and partnerships with multiple stakeholders, including PCNs and local voluntary, community and voluntary and community sector (VCSE) organisations. A key aim of the programme is to collaboratively improve care and support for older people in the community to promote independence and delay demand for long term health and social care services. This means rethinking how services are commissioned and delivered, transforming them into an easy-to-access local offer wrapped around individuals, rather than a one-size fits all approach.

2.3 Causes of falls and fractures

The causes of falls are multifactorial, and over 400 separate risk factors have been identified¹. These risk factors can be classified as either intrinsic or extrinsic and may be modifiable or non-modifiable.

Major intrinsic risk factors include muscle weakness, poor balance, visual impairment, and a number of specific conditions. These include a wider range of long-term conditions such as arthritis, cognitive impairment, depression, diabetes, high alcohol consumption, incontinence, Parkinson's disease, stroke and syncope². Major extrinsic risk factors include polypharmacy (i.e., taking over four prescription medications), psychotropic medications, and environmental hazards such as inadequate lighting, poorly fitted carpets, and lack of equipment for bathing².

The risk of falling has been shown to increase as the number of risk factors increases⁷ - a fall generally results from an interaction between multiple diverse risk factors and situations¹⁹. For example, environmental hazards may create conditions likely to cause trips or slips for an older person who may already have multiple risk factors for fall and this risk may be aggravated by behavioural risk factors – such as the faller was hurried or moving beyond limits of stability - leading to a fall¹⁹.

Previous history of falls is a significant predictor of future falls⁴.

Major risk factors for fragility fractures are varied. They include low bone mineral density, previous fracture, age, female sex, previous falls, use of glucocorticoids, rheumatoid arthritis, smoking, high alcohol consumption, low BMI and visual impairment⁴.

Falls can affect a diverse range of older adults right through from the youngest-old to the oldest-old. Falls can be a sign of a new health condition (potentially temporary one) or the worsening of chronic underlying health issues such as frailty².

2.4 Local context

2.4.1 Demography

The resident population aged 65+ in Cambridgeshire and Peterborough in 2021 was 127,090 and 30,685 respectively. The number of older people aged 65 and over is forecast to increase significantly between 2021 and 2041, increasing by 58,445 in Cambridgeshire and 13,895 in Peterborough, an increase of 46% and 45.3% respectively.

Based on the population in 2021, approximately 38,127 people aged 65 and over in Cambridgeshire and 9,206 people in Peterborough will have experienced a fall at least once during the year. Applying modelled proportions of people who fall to local population estimates in 2041 suggests that 55,661 over 65s in Cambridgeshire and 13,374 in Peterborough will fall in 2041.

Table 1: Cambridgeshire and Peterborough 65+ Population forecast

	2021	2026	2031	2036	2041	% change between 2021 and 2041
Cambridgeshire	127,090	141,590	160,275	176,130	185,535	46%
Peterborough	30,685	33,775	37,915	42,030	44,580	45.3%

Source: Cambridgeshire County Council 2021 based population forecasts²⁰

¹⁹ Karen L. Perell, et al., Fall Risk Assessment Measures: An Analytic Review, *The Journals of Gerontology: Series A*, Volume 56, Issue 12, 1 December 2001, Pages M761–M766, <https://doi.org/10.1093/gerona/56.12.M761>

²⁰ [Cambridgeshire Insight – Population – Local Population Estimates and Forecasts](#)

2.4.2 Incidence of falls and hip fractures

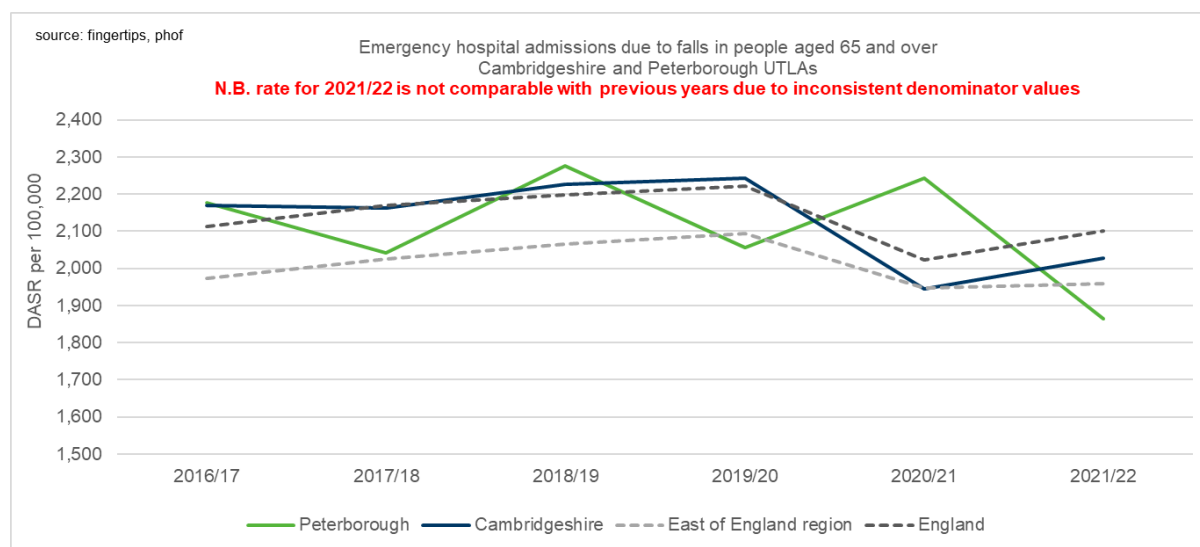
2.4.2.1 County level

The Public Health Outcomes Framework reports on admissions for injury due to falls and hip fractures. In 2021/22, the directly age-standardised rate (DASR) of hospital admissions for injury *due to falls* in people aged 65+ years in Cambridgeshire was statistically similar to the national average (2,027 per 100,000 in Cambridgeshire compared to 2,100 per 100,000 in England) and in Peterborough it was statistically significantly better than the England average (1,865 per 100,000 in Peterborough compared to 2,100 per 100,000 in England)(Figure 1)(Appendix 3)²¹.

Compared to its nearest CIPFA²² neighbours, Cambridgeshire was ranked 9th out of 16 when ranked by highest (worst) to lowest (best) rate of admission due to falls in 2021/22 and Peterborough was ranked 13th out of 16 neighbours.

The risk of falling and emergency admissions for injury due to falls and hip fracture increases substantially with age and the highest rates of admission are in those aged 80 years and above (Cambridgeshire in 2021/22: rate of admissions due to falls in 65-79 years was 876 per 100,000 compared to 5,367 per 100,000 in the 80+. Peterborough rate of admissions due to falls in 65-79 years was 995 per 100,000 compared 4,388 per 100,000 in the 80+).

Figure 1: Emergency admissions due to falls in over 65s in Cambridgeshire and Peterborough



Source: *Fingertips*, Public Health Outcomes Framework

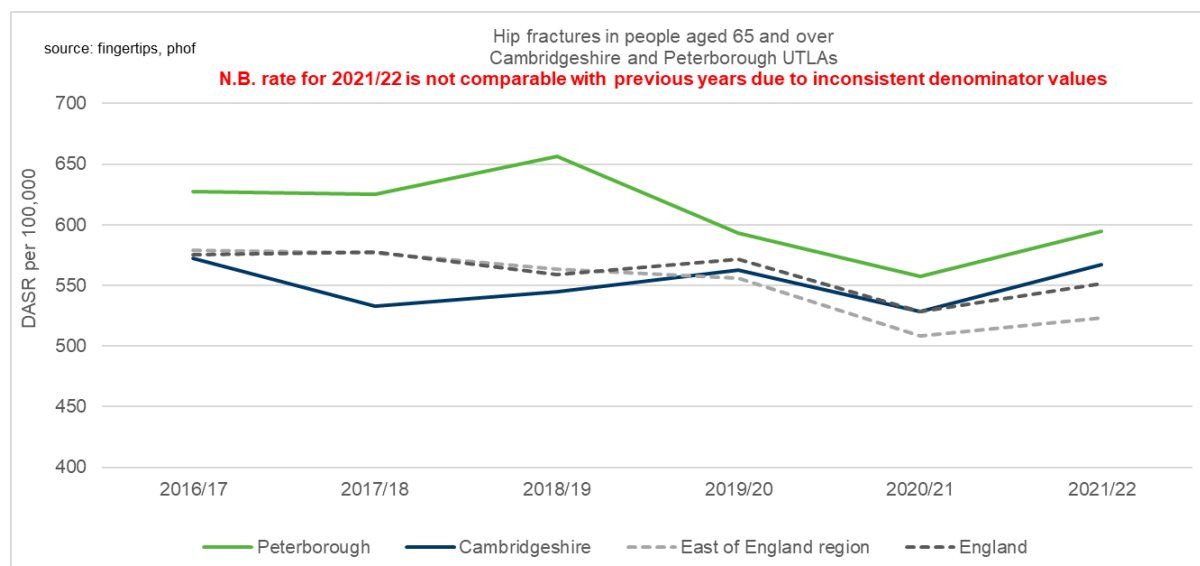
The age-standardised rate of admissions due to *hip fractures* in people aged 65+ in Cambridgeshire and Peterborough was statistically similar to the England average in 2021/22 (Cambridgeshire: 567 per 100,000; Peterborough: 594 per 100,000; England 551 per 100,000)(Appendix 4)²¹. Compared to

²¹ Office for Health Improvement & Disparities. Public Health Profiles. 2022 <https://fingertips.phe.org.uk> © Crown copyright 2022

²² Chartered Institute of Public Finance and Accounting (CIPFA) nearest neighbours model uses statistical processes to classify local authorities into similar groups based on a range of socio-economic indicators to allow comparison and benchmarking across local authorities.

their nearest CIPFA²³ neighbours, Cambridgeshire was ranked 4th out of 16 when ranked by highest (worst) to lowest (best) rate of admission due to hip fracture in 2021/22 and Peterborough was ranked 6th out of 16 neighbours.

Figure 2: Emergency admission due to hip fracture in 65+ in Cambridgeshire and Peterborough



Source: *Fingertips, Public Health Outcomes Framework*

2.4.2.2 District level

Analysis of the rate of admissions *due to falls* in 2021/22 by district shows that all the districts in Cambridgeshire had a rate of admissions for falls that was similar or better than the national average²¹ (Appendix 5). Similarly, the rate of admissions for *hip fractures* was similar to the national average in all Cambridgeshire districts in 2021/22.

2.4.2.3 Falls and hip fractures by deprivation

Analysing the PHOF data by deprivation shows that there are health inequalities associated with admissions due to falls and hip fractures. The data shows that there are higher rates of admissions due to falls and hip fractures in the most deprived lower super output areas (LSOAs) in England compared to the least deprived LSOAs (Appendix 6)²¹. There is no data available to reflect this at the Cambridgeshire or Peterborough level but national level data can be used as a proxy.

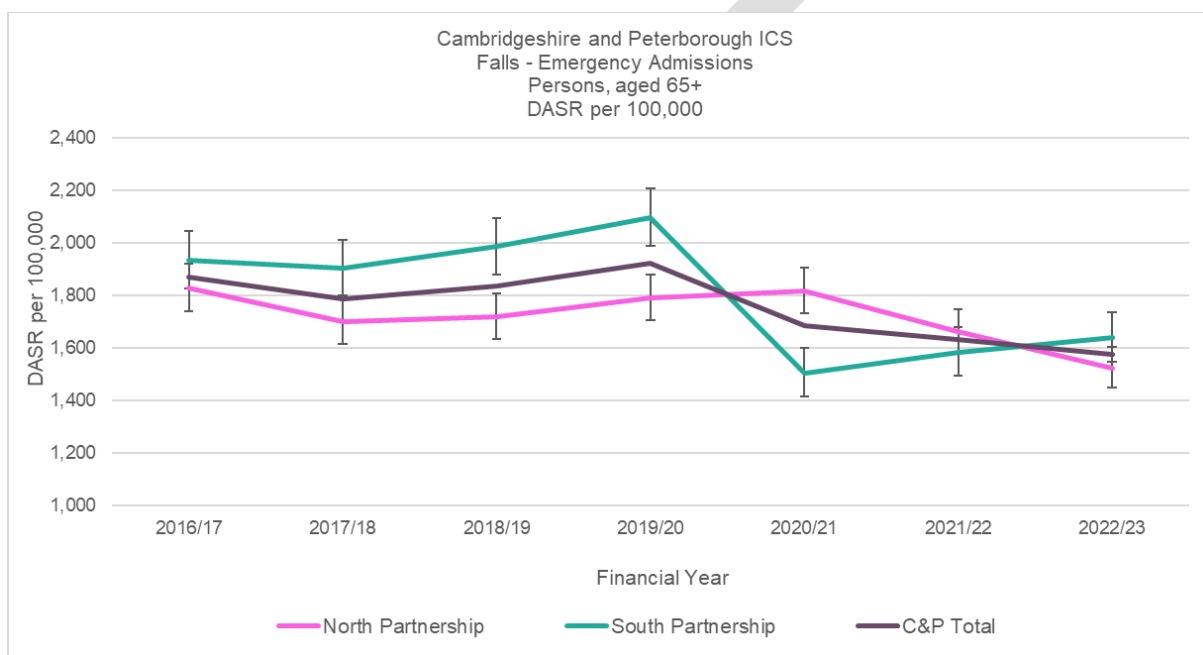
2.4.2.4 North and South Place

The directly age-standardised rate (DASR) of hospital admissions for injury *due to falls* in people aged 65+ years living in the North and South Partnership Places of Cambridgeshire and Peterborough in 2022/23 was 1,524 per 100,000 and 1,639 per 100,000 respectively (number of admissions was 1,496 in the North Place and 1,203 in the South Place)(Figure 3). This continues the slight downward

²³ Chartered Institute of Public Finance and Accounting (CIPFA) nearest neighbours model uses statistical processes to classify local authorities into similar groups based on a range of socio-economic indicators to allow comparison and benchmarking across local authorities.

trend in admissions since 2020/21 in the North Place (DASR= 1,816 per 100,000 in 2020/21 and number of admissions was 1,714) and continues the upward trend in admissions since 2020/21 in the South Place (DASR= 1,505 per 100,000 and number of admissions was 1,046)(Appendix 7). It should be noted that a statistically significant decrease in the rate of admissions due to falls was observed in the South Place between 2019/20 and 2020/21, decreasing from the highest to the lowest rate in the South Place during the last 5 years (DASR of falls admissions was 2,095 per 100,000 in 2019/20 and 1,505 per 100,000 in 2020/21). This decrease correlates with the onset of the first lockdown of the coronavirus pandemic in March 2020. However, as stated previously, the trend has now reversed and is on an upward trajectory.

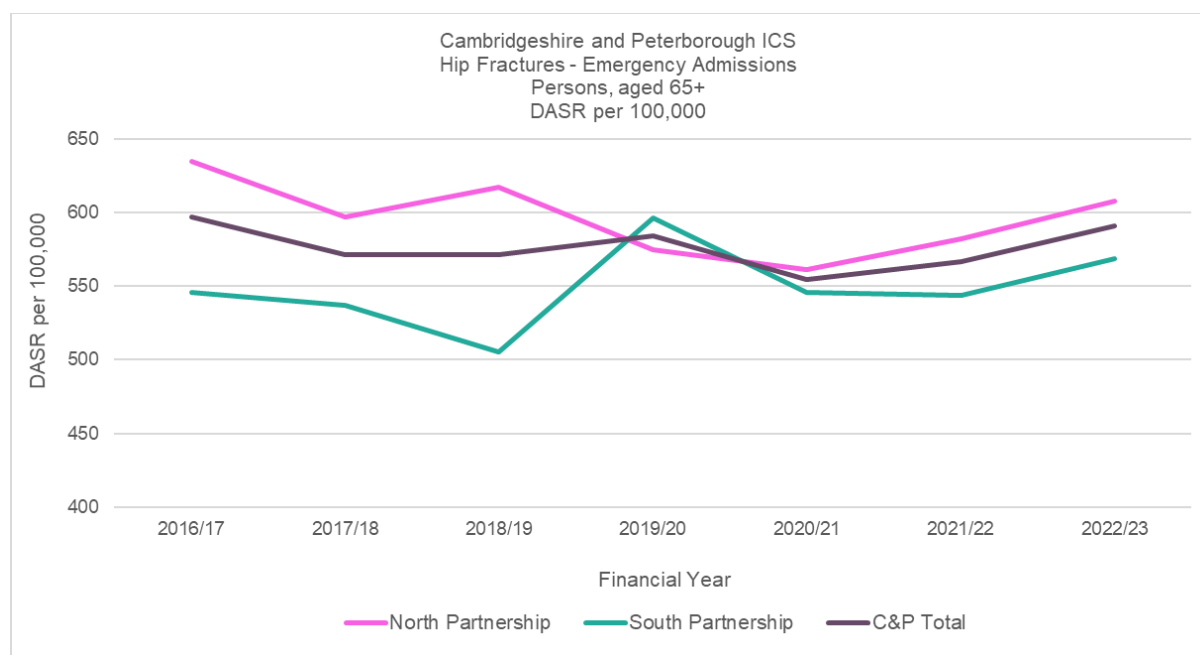
Figure 3: Age standardised rate of admissions for injury due to fall by in 65+, by Place



Source: CCG DSCRO SusCP.ip_spell_all

The directly age-standardised rate (DASR) of hospital admissions due to *hip fracture* in people aged 65+ living in the North and South Places of Cambridgeshire and Peterborough in 2022/23 was 608 per 100,000 and 569 per 100,000 respectively (number of hip fracture admissions was 599 in the North and 416 in the South)(Figure 4). This represents an upward trend in admissions in the North Place in the two years since 2020/21 (DASR = 561 per 100,000 in 2020/21 and n=529)(Appendix 8). The admissions in the South Place have increased in the last year between 2021/22 and 2022/23 having been on a decreasing trajectory for two years between 2019/20 and 2021/22.

Figure 4: Age standardised rate of admissions due to hip fracture by Integrated Care Partnership



Source: CCG DSCRO SusCP.ip_spell_all

2.4.2.5 Primary Care Network (PCN) level

Analysis of the rate of admissions by Primary Care Network (PCN) shows that Cambridge City PCN was the only PCN in the ICS to have a statistically significantly higher rate of hospital admissions due to *injurious falls* in people 65+ than the ICS average in 2022/23 (2,026 per 100,000 in Cambridge City PCN compared to 1,575 per 100,000 in the ICS)(Appendix 7). Furthermore, rates were statistically significantly high in this PCN in six of the last seven years between 2016/17 and 2023, with the exception of 2020/21 where the rate was similar to the ICS average. Central Thistlemoor and Thorpe Road PCN and BMC Paston PCN were the only PCNs to have a statistically significantly lower rate of admissions *due to falls* than the ICS average in 2022/23 (1,005 per 100,000 in Central Thistlemoor and Thorpe Road PCN and 1,240 per 100,000 in BMC Paston compared to 1,575 per 100,000 in the ICS). The rates in Central Thistlemoor and Thorpe Road PCN were statistically significantly lower in six out of the last seven years, with the exception of 2018/19 which was similar to the ICS average. All the other PCNs had rates similar to the ICS average in 2022/23.

Analysis of the rate of admissions for *hip fracture* by PCN shows that Meridian PCN had a statistically significantly lower rate of admissions than the ICS average in 2022/23. All the other PCNs had a rate of hospital admissions for hip fracture similar to the ICS average in 2022/23 (Appendix 8).

2.4.2.6 Admissions by age, gender and ethnicity

Analysis of the characteristics of individuals admitted as a result of injury due to falls in 2022/23 shows that 48% were aged 85+ years, 67% were female and 83% were White British. Admissions due to hip fracture showed a similar picture (Appendix 9).

2.4.3 Summary of epidemiology

- the population is ageing and rapidly increasing in number

- falls and fracture risk increases substantially with age
- the coronavirus pandemic is expected to increase the number of people experiencing a fall as a result of deconditioning
- costs to the health and social care system are substantial and will increase over time .

3.0 The evidence

The evidence base to support falls prevention activities is strong and a number of national documents have been published in recent years to provide guidance to local areas on the high-impact interventions needed to reduce falls in older people living in the community .

3.1 World Guidelines for falls prevention and management for older adults: A global initiative

The World clinical guidelines outline a framework and set of evidence based and expert recommendations to support the identification and assessment of falls risk⁵. The guidelines, developed by a World Falls Task Group and published in Age and Ageing in 2022, offer a more up-to-date and accurate understanding of current research evidence and implications for practice in the interim of the National Institute for Health and Care Excellent (NICE) updating their 2013 guideline.²⁴ The framework is based around the following principles:

- Falls Risk Stratification
- Assessment
- Management and Interventions
- Assessment and Treatment algorithm.

The full list of recommendations that should be offered can be found in Appendix 10.

3.2 NICE guidelines

3.2.1 NICE Clinical Guideline CG161 - Falls: assessment and prevention of falls in older people

NICE Clinical Guideline CG161 (2013) outlines the preventable nature of some falls and provides guidance on the assessment and prevention of falls in older people both in the community and in hospital settings¹.

The key recommendations are:

- **Case or risk identification:** Older people in contact with healthcare professionals should be asked routinely whether they have fallen in the past year and asked about the frequency, context and characteristics of the fall(s). Older people reporting a fall or considered at risk of falling should be observed for balance and gait deficits and considered for their ability to benefit from interventions to improve strength and balance.
- **Multifactorial risk assessment:** All older people with recurrent falls, or assessed as being at increased risk of falling, should be considered for an individualised multifactorial intervention assessment by a multi-disciplinary team. This assessment should identify and

²⁴ [Surveillance decision | Evidence | Falls in older people: assessing risk and prevention | Guidance | NICE](#)

address future risk, and offer individualised intervention aimed at promoting independence and improving physical and psychological function.

- **Multifactorial intervention programmes:** All older people with recurrent falls or assessed as being at increased risk of falling should be considered for an individualised multifactorial intervention. In successful programmes the following specific components are common:
 - o strength and balance training,
 - o home hazard assessment and intervention,
 - o vision assessment and referral,
 - o medication review with modification/withdrawal.
- **Strength and balance training:** Recommended particularly for older people living in the community with a history of recurrent falls and/or balance and gait deficit
- **Exercise in extended care settings:** Multifactorial interventions with an exercise component are recommended for older people in extended care settings who are at risk of falling
- **Home hazard and safety intervention:** Older people who have received treatment in hospital following a fall should be offered a home hazard assessment and safety intervention/modifications by a suitably trained healthcare professional
- **Psychotropic medications:** Older people on psychotropic medications should have their medication reviewed, with specialist input if appropriate, and discontinued, if possible, to reduce their risk of falling
- **Cardiac pacing:** Cardiac pacing should be considered for older people with cardioinhibitory carotid sinus hypersensitivity who have experienced unexplained falls
- **Information and education:** Older people should be encouraged to participate in falls prevention programmes including education and information about how to prevent further falls
- **Professional education:** All healthcare professionals dealing with patients known to be at risk of falling should develop and maintain basic professional competence in falls assessment and prevention.

The key recommendations for preventing falls in older people during a hospital stay are:

- Regard as being at risk of falling in hospital: inpatients over 65; and patients aged 50 to 64 years who are judged by a clinician to be at higher risk of falling because of an underlying condition and manage their care according to guidelines
- For patients at risk of falling in hospital, consider a multifactorial assessment and a multifactorial intervention
- Ensure that any multifactorial assessment identifies the patient's individual risk factors for falling in hospital that can be treated, improved or managed during their expected stay.

3.2.2 NICE clinical guideline 146: Osteoporosis

NICE guidance on osteoporosis is relevant to reducing the risk of fractures from falls¹⁴. The short clinical guideline (CG 146) on osteoporosis for people 18+ years aims to provide guidance on the selection and use of risk assessment tools in the care of people who may be at risk of fragility fractures in all settings in which NHS care is received. It recommends considering assessment of fracture risk:

- In all women aged 65 years and over and all men aged 75 years and over
- in women aged under 65 years and men aged under 75 years in the presence of risk factors²⁵
- In people aged under 50 years if they have major risk factors.

To accompany the clinical guideline, NICE have produced a number of technical appraisals to support the primary and secondary prevention of osteoporosis and to provide guidance around the use of bisphosphonates for treating osteoporosis^{26,27,28}.

3.2.3 NICE clinical guideline 124: Hip fracture management

This guideline aims to improve care from the time people aged 18 and over are admitted to hospital with a hip fracture through to when they return to the community²⁹. Recommendations emphasise the importance of early surgery and coordinating care through a multidisciplinary hip fracture programme to help people recover faster and regain their mobility. It includes recommendations on imaging options in occult hip fracture, timing of surgery, pain relief, anaesthesia and surgical procedures, mobilisation strategies, multidisciplinary management, patient and carer information.

3.3 NHS RightCare pathway: Falls and Fragility fractures

The NHS RightCare pathway: Falls and Fragility fractures defines the key interdependent components required for an optimal system for the prevention and management of falls and fragility fractures⁴. It states that commissioners responsible for falls and fractures should:

- focus on the three priorities for optimisation:
 - i. Falls prevention
 - ii. Detecting and Managing Osteoporosis
 - iii. Optimal support after a fragility fracture
- work across the system to ensure that schemes to deliver the higher value interventions are in place to address variation, improve outcomes and reduce cost to the NHS:
 - Targeted case-finding for osteoporosis, frailty and falls risk
 - Strength and balance training for those at low to moderate risk of falls
 - Multi-factorial intervention for those at higher risk of falls
 - Fracture liaison service for those who have had a fragility fracture
- use the Falls Prevention Consensus Statement and Resource Pack.

25 Risk factors include: previous fragility fracture; current use or frequent recent use of oral or systemic glucocorticoids; history of falls; family history of hip fracture; other causes of secondary osteoporosis; low body mass index (BMI) (less than 18.5 kg/m²); smoking; alcohol intake of more than 14 units per week for men and women.

26 <https://www.nice.org.uk/guidance/ta160>

27 <http://www.nice.org.uk/guidance/TA161>

28 <https://www.nice.org.uk/guidance/ta464>

29 NICE. The management of hip fracture in adults. 2011. Available from: www.nice.org.uk/guidance/cg124

3.4 Falls and fractures consensus statement and resource pack and Return on Investment Tool

Public Health England (PHE) and the National Falls Prevention Coordination Group member organisations have produced a falls and fractures consensus statement and resource pack detailing key interventions, approaches to commissioning and the commitment to national support². These documents were followed by a Return on Investment Tool in 2018³⁰.

The consensus statement advocates a whole system approach to prevention, response and treatment which includes:

- promotion of healthy ageing across the different stages of the life course to reduce exposure to risk factors e.g., physical inactivity, inadequate nutrition, smoking, and high alcohol consumption
- optimising the reach of evidence-based case finding and risk assessment (around both falls and fractures)
- commissioning of services that provide:
 - i. an appropriate response attending people who have fallen
 - ii. multifactorial risk assessment and timely and evidence based tailored interventions for those at high risk of falls (shown to reduce the incidence of falls by 24%)
 - iii. evidence based strength and balance programmes and opportunities for those at low to moderate risk of falls (home-based and group-based strength and balance programmes (e.g., FaME) reduce the incidence by 29% and 32% respectively. Both demonstrate a £1:£1 financial return on investment, and a societal return on investment of around £2.20:1)
 - iv. home hazard assessment and improvement programmes (shown to reduce the rate of falls by 31% with a financial ROI of £3.17:£1 spent and a societal ROI of £7.34:£1³¹)
- ensuring that local approaches to improve poor or inappropriate housing address falls prevention and promote healthy ageing
- action to reduce risk in high-risk health and residential care environments
- providing fracture liaison services in line with clinical standards including access to effective falls interventions when necessary
- providing evidence-based collaborative, interdisciplinary care for falls-related serious injuries supported by clinical audit programmes.

³⁰ Public Health England (2018). A Return on Investment Tool for the Assessment of Falls Prevention Programmes for Older People Living in the Community. London: Public Health England. Available at: <https://www.gov.uk/government/publications/falls-prevention-cost-effective-commissioning> [Accessed 14 June 2019]

³¹ Delivery of an Occupational Therapy-led Home Hazard Assessment and Improvement Programme reduces the rate of falls by 31% and shows a good ROI (Financial ROI is £3.17:£1 spent and a societal ROI of £7.34:£1)^(Error! Bookmark not defined.,30). The effectiveness is greatest when delivered by OTs and targeted at those at highest risk of falls (People aged 65+, with a history of falls, and also possess more than one other risk factor for falls e.g. use of mobility device, requiring assistance for a activities of daily living (ADLs), use of psychoactive medicines.)^{31,831}.

3.5 Wider impacts of COVID-19 on physical activity, deconditioning and falls in older adults

Public Health England reviewed and modelled the impact of COVID-19 on falls in older people and proposed a number of recommendations to address the predicted increase in rate of falls as a result of decreased physical activity and deconditioning^{12,32}. The report recommends a population level approach and a targeted approach to increase participants' levels of strength and balance activities so that they can also safely resume activities they engaged in before the pandemic, such as other forms of physical activity, social activities, accessing healthcare, and work.

Key recommendations for the whole population are:

- promotion and increased availability of strength and balance activity for older adults, involving a gradual increase in activity in order to reduce falls risk and to enable safe and confident participation on other forms of exercise and physical activity
- ensuring that physical activity recovery measures reach those who stand to benefit most from them, including older adults who shielded, with multimorbidity, with dementia, in social care settings and from more deprived backgrounds
- identifying locally which older adults have reduced their levels of physical activity during the COVID-19 pandemic, with a focus on populations where the largest reductions are likely to be found. The largest reductions in strength and balance activity identified in this report were seen in males aged 65 to 74 and females aged 65 to 84.

Key recommendations for the targeted population are:

- referral of older adults with functional loss, transition towards frailty or fear of falls resulting from deconditioning to appropriate rehabilitations services
- raising awareness amongst health and social care staff of post-COVID-19 syndrome, communicating the risks of building up levels of activity levels too rapidly and the need to refer to post-COVID-19 syndrome clinics where symptoms are severe, in order that clinical judgement can be used about whether graded exercise therapy should be recommended.

3.6 Cochrane reviews

The Cochrane Collaboration has produced a series of systematic reviews pertinent to falls prevention with the following being the most recent.

3.6.1 Multifactorial and multiple component interventions for preventing falls in older people

This 2018 review assessed whether fall-prevention strategies which target two or more risk factors for falls (multifactorial interventions) or fixed combinations of interventions (multiple component interventions) are effective in preventing falls in older people living in the community³³. The conclusion was that:

³² Deconditioning is the syndrome of physical, psychological and functional decline that occurs as a result of prolonged inactivity and associated loss of muscle strength

³³ Hopewell S., et al. Multifactorial and multiple component interventions for preventing falls in older people living in the community. Cochrane Database of Systematic Reviews 2018, Issue 7. Accessed 04 July 2022. [Multifactorial and multiple component interventions for preventing falls in older people living in the community - Hopewell, S - 2018 | Cochrane Library](#)

- Multifactorial interventions may reduce the rate of falls³⁴ by 23% (low-quality evidence). However, there may be little or no effect on other fall-related outcomes.
- Multiple interventions probably reduce the rate of falls by 26% and risk of falls³⁵ by 18% (moderate-quality evidence).

3.6.2 Exercise for preventing falls in older people living in the community

This 2018 review assessed the effects of exercise interventions for preventing falls in older people living in the community³⁶. The conclusion was:

- Balance and functional exercises reduce the rate of falls by 24% and the number of people experiencing one or more falls by 13% (high-certainty evidence)
- Multiple types of exercise (most commonly balance and functional exercises plus resistance exercises) probably reduce the rate of falls by 34% and the number of people experiencing one or more falls by 22% (moderate-certainty evidence)
- Tai Chi may reduce the rate of falls by 19% (low-certainty evidence) as well as reducing the number of people who experience falls by 20% (high-certainty evidence).

3.6.3 Interventions for preventing falls in older people living in the community

This 2012 review assessed the effects of interventions designed to reduce the incidence of falls in older people living in the community³⁷. Some of the interventions have been reviewed in more recent Cochrane reviews covered above but other interventions not covered by more recent reviews include:

- Home safety assessment and modification interventions reduced the rate of falls by 19% and risk of falling by 12%
- Pacemakers reduced the rate of falls in people with carotid sinus hypersensitivity by 27% but not the risk of falling
- First eye cataract surgery in women reduced rate of falls by 34%, but the second eye cataract surgery did not
- Gradual withdrawal of psychotropic medication reduced rate of falls by 66%, but not the risk of falling
- A prescribing modification programme for primary care physicians significantly reduced risk of falling by 39%
- An anti-slip shoe device reduced rate of falls in icy conditions by 58%
- Multifaceted podiatry, including foot and ankle exercises with standard podiatry in people with disabling foot pain, significantly reduced the rate of falls by 36%, but not the risk of falling.

3.6.4 Interventions for preventing falls in older people in care facilities and hospitals

This 2018 review assessed the effectiveness of interventions designed to reduce falls in older people in care facilities and hospitals³⁸.

³⁴ Rate of falls refers to the number of falls and is measured as the number of falls per person in time

³⁵ Risk of falls is defined as the number of people with 1 or more falls

³⁶ Sherrington C., et al. Exercise for preventing falls in older people living in the community. 2019. Cochrane Database of Systematic Reviews. [Exercise for preventing falls in older people living in the community - Sherrington, C - 2019 | Cochrane Library](#). Accessed 04 July 2022.

³⁷ Gillespie LD., et al. Interventions for preventing falls in older people living in the community. 2012. Cochrane Database of Systematic Reviews. [Interventions for preventing falls in older people living in the community - Gillespie, LD - 2012 | Cochrane Library](#). Accessed 04 July 2022

³⁸ Cameron ID., et al. Interventions for preventing falls in older people in care facilities and hospitals. 2018. Cochrane Database of Systematic Reviews. [Interventions for preventing falls in older people in care facilities and hospitals - Cameron, ID - 2018 | Cochrane Library](#) Accessed 04 July 2022.

Key conclusions for hospital settings:

- Multifactorial interventions in hospitals may reduce rate of falls in hospitals although the reduction may be more likely in a subacute setting (there is a statistically significant reduction of 33% in a subacute setting)(low-quality evidence).

Key findings for care facilities:

- Prescription of vitamin D reduces the rate of falls in care home residents but it probably makes little or no difference to the risk of falling in care home residents (moderate quality evidence)³⁹. The population in the studies were deficient in vitamin D.
- The effectiveness of other interventions such as exercise, multifactorial interventions, general medication review and psychological interventions on the rate of falls was uncertain in 2019. The quality of evidence was low or very low quality and therefore the authors proposed more research is required to address the inconclusive findings.
- Further research specifically around environment/assistive technology and knowledge/education is warranted as there was a lack of evidence around these topics.

3.6.5 Interventions for preventing falls in Parkinson's disease

This 2022 review has shown that exercise probably reduces the rate of falls by 26% and the number of people experiencing one or more falls by 10% in people with low to moderate Parkinson's disease⁴⁰.

3.7 World Health Organisation Strategy for preventing falls across the lifecycle

The World Health Organisation strategy recommends key interventions to prevent falls⁴¹. In addition to the strongly evidence-based recommendations covered previously, it promotes:

- Implementing community wide, low-cost home modification programmes which can include modifications such as grab rails, stair rails, non-slip surfaces, improved lighting and reduced slip and trip hazards
- To deter the use of ladders, chairs, etc. to access heights, as ladder related deaths are high among older people, make alternatives available such as home help services or tradespersons to older people
- Requiring landlords to make necessary modifications to homes
- Homes and other buildings to be built to safe standards, including universal access and design principles
- Wearable personal alarms, fall sensors, mobile phones with SOS emergency buttons for older people at high risk of falls who spend much of their time alone
- Encouraging older people to wear enclosed sturdy shoes around the house, rather than slip-on footwear
- Improved accessibility of neighbourhoods and public spaces to help older people remain safe and active. This includes the need for road crossings designed and timed to allow older people to cross safely, and for parks and recreation spaces to be inviting, safe and accessible to older people in order to encourage regular physical activity
- Make Tai Chi (also called Tai Chi Chuan and Tai Chi Quan) accessible to older people living independently in the community

³⁹ [Interventions for preventing falls in older people in care facilities and hospitals - Cameron, ID - 2018 | Cochrane Library](#)

⁴⁰ Allen, N.E. et al. Interventions for preventing falls in Parkinson's disease. 2022. Cochrane Database of Systematic Reviews [Interventions for preventing falls in Parkinson's disease - Allen, NE - 2022 | Cochrane Library](#)

⁴¹ [Step Safely: Strategies for preventing and managing falls across the life-course \(who.int\)](#)

- Make specialized, local “falls-prevention” (evidence-based balance and functional exercise) groups and home programmes available as an accessible part of preventative health care.
- Provide education about falls and specific factors such as footwear, glasses, high-risk situations and behaviours: Knowledge and education alone does not prevent falls, but improving awareness of the resources, behaviours and support available, and of the preventable nature of falls, is important.

3.8 National audit of inpatient falls 2022

The Falls and Fragility Fracture Audit Programme (FFFAP) is a national clinical audit run by the Royal College of Physicians (RCP). It is committed to improving patient outcomes and the efficiency of care that patients with fragility fractures and inpatient falls receive in acute and primary care settings, and to facilitating quality improvement (QI) initiatives.

The Falls and Fragility Fracture Audit Programme (FFFAP) is a suite of three national clinical audits, commissioned by the Healthcare Quality Improvement Partnership (HQIP), funded by NHS England and the Welsh Government. It includes:

- the National Audit of Inpatient Falls (NAIF)
- the National Hip Fracture Database (NHFD)
- Fracture Liaison Service Database (FLS-DB).

The audits provide a quality improvement platform for trusts in England, aiming to help local clinical teams and health service managers understand why people fall in hospital, the care that should be provided for fragility fractures, and what can and should be done to prevent future fractures.

The findings of the 2022 National Audit of Inpatient Falls annual report continues to emphasise the importance of risk factor detection and management using a Multi-factorial Falls risk Assessment (MFRA) and corresponding interventions⁴². KPIs have been set to focus on individual components of MFRA to effectively assess MFRA quality and improvements over the next year.

3.9 Rapid review of Care homes

Since the Cochrane review assessing effective interventions for preventing falls in older people in care facilities and hospitals was published in 2018 (Section 3.5.4), several studies showing evidence of effect in care homes have been published.

In regard to physical activity, a recent systematic review has been completed (not by the Cochrane Collaboration) and in addition to this, several individual studies have emerged. The systematic review and meta-analysis of 14 randomised controlled trials (RCTs) showed that long-term balance exercise significantly reduced falls in nursing homes.⁴³ The Sunbeam program, a combined high-level balance and moderate intensity progressive resistance training programme, was shown to significantly reduce the rate of falls in long-term residential care and was judged to be cost-effective

⁴² Royal College of Physicians. National Audit of Inpatient Falls annual report 2022. London: RCP, 2021.

[National Audit of Inpatient Falls annual report 2022 – HQIP](#)

⁴³ Wang, F., & Tian, B., 2022. The effectiveness of physical exercise type and length to prevent falls in nursing homes: A systematic review and meta-analysis. *Journal of Clinical Nursing* (John Wiley & Sons, Inc.) 31(1), pp. 32-42

by the authors in the country of the study^{44,45}. The Sunbeam program was also shown to significantly reduce the rate of falls (50%), risk of falls (31%), multiple falls (40%) and injurious falls (44%) in long term care residents with mild-moderate cognitive impairments/dementia⁴⁶. In regard to the OTAGO exercise program, individual RCTs have shown the programme to be feasible and effective at improving balance and physical performance in older adults living in a nursing home⁴⁷ and at reducing the number of falls in older adults living in a nursing home⁴⁸.

Cholinesterase inhibitors may reduce the rate of falls by 50% but the effectiveness on the risk of falls is uncertain⁴⁹. Cholinesterase inhibitors may increase the rate of non fall-related adverse events by 60%. Most adverse events were mild and transient in nature. No data was available regarding the cost-effectiveness of medication for fall prevention.

An RCT has shown that the Guide to Action for falls prevention in Care Homes (GtACH) programme reduces the rate of falls by 43% during months 4-6^{50,51}. The programme systematically trains and supports care home staff in the assessment of residents' risk of falling and the generation of a falls reduction care plan. Embedding the programme into usual practice routines is important for long-term effectiveness.

It is expected that these individual RCTs will be included in future Cochrane systematic reviews on the topic of preventing falls in care homes and a robust assessment of the quality of the studies will be conducted, but in the interim, they provide promising indications of some potentially effective interventions to reduce falls in this setting.

3.10 Housing

The BRE paper Home and Ageing in England provides an overview of the housing conditions of older people and estimates the costs to the NHS in England of leaving people living in the poorest housing in England in 2012. 1.3 million households aged 55 years and over lived in 'poor housing'⁵² in 2012 at an estimated cost of £624 million per annum to the NHS in first year treatment costs⁵³. A significant proportion of the category 1 hazards were associated with falls (on stairs, on a level, between levels and baths; n=794,689) and excess cold (n=689,666). Cold homes have been linked to an increased risk of lower strength and dexterity leading to an increased risk of falls⁵⁴. Category 1 hazards are

⁴⁴ Hewitt et al., 2018. Progressive Resistance and Balance Training for Falls Prevention in Long-Term Residential Aged Care: A Cluster Randomized Trial of the Sunbeam Program. *Journal of the American Medical Directors Association* 19(4), pp. 361-369

⁴⁵ Hewitt, J. et al. 2019. An economic evaluation of the SUNBEAM programme: a falls-prevention randomized controlled trial in residential aged care. *Clinical Rehabilitation* 33(3), pp. 524-534

⁴⁶ Mak, A. et al. 2022. Sunbeam Program Reduces Rate of Falls in Long-Term Care Residents With Mild to Moderate Cognitive Impairment or Dementia: Subgroup Analysis of a Cluster Randomized Controlled Trial. *Journal of the American Medical Directors Association* 23(5), pp. 743

⁴⁷ Zou, Z., et al. 2022. The effect of group-based Otago exercise program on fear of falling and physical function among older adults living in nursing homes: A pilot trial. *Geriatric Nursing* 43, pp. 288-292

⁴⁸ Jahanpeyma, P., et al. 2021. Effects of the Otago exercise program on falls, balance, and physical performance in older nursing home residents with high fall risk: a randomized controlled trial. *European Geriatric Medicine* 12(1), pp. 107-115

⁴⁹ Allen, N.E. et al. 2022. Interventions for preventing falls in Parkinson's disease. *Cochrane Database of Systematic Reviews* 2022, Issue 6. Art. No.: CD011574. DOI: 10.1002/14651858.CD011574.pub2.

⁵⁰ Logan, P. et al. 2021. Multifactorial falls prevention programme compared with usual care in UK care homes for older people: Multicentre cluster randomised controlled trial with economic evaluation. *BMJ* 2021;375:e066991 <http://dx.doi.org/10.1136/bmj-2021-066991>

⁵¹ Logan, P et al. 2022. A multidomain decision support tool to prevent falls in older people: the FinCH cluster RCT. *Health Technology Assessment*. Vol. 26 Issue 9, pp. 1-136

⁵² with at least one Category 1 hazard under the Housing Health and Safety Rating System (HHSRS) i.e., a home that did not meet the minimum standard for housing in England

⁵³ BRE. Homes and Ageing in England. [86749-BRE_briefing-paper-PHE-England-A4-v3.pdf](https://www.bre.co.uk/86749-BRE_briefing-paper-PHE-England-A4-v3.pdf)

⁵⁴ [Briefing7_Fuel_poverty_health_inequalities.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/101111/Briefing7_Fuel_poverty_health_inequalities.pdf)

more common in houses that were built before 1919 and generally, the houses in rural areas are older. Mitigating the risks of falls and cold by instigating repairs to the poorest housing would result in savings to the NHS of nearly £100 million and £440 million per annum, respectively. Some of the repairs for falls are inexpensive and include providing additional lighting and the repair or installation of handrails to reduce risks on stairs and repairing paths and floors to reduce risk on the level. The BRE estimated that work to repair category 1 hazards on stairs and on the level would pay for itself in 6.5 years and 4.5 years respectively. In regard to the impact of cold homes on falls, PHE recognise that people who have attended hospital due to a fall are a group who are vulnerable to health problems associated with cold homes and suggest falls and fracture liaison services consider using an opportunistic 'Making Every Contact Count' (MECC) approach for referral to cold homes services⁵⁵.

4.0 Current Cambridgeshire and Peterborough services

There are a number of services that provide interventions for people who have fallen or at risk of falling. These have been mapped out in the Falls Prevention and Management Pathway (Appendix 11) and key services are detailed in Appendix 12.

The two main organisations that deliver multi-factorial falls risk assessments and strength and balance exercise programmes (OTAGO or FaME) for older people 65+ years are Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) and Everyone Health. They are part of an integrated community falls prevention pathway that work together to provide evidence-based interventions for different cohorts based on specific eligibility criteria. A specific community falls prevention pathway is in Appendix 13.

5.0 Assets/achievements

Much good work has taken place in Cambridgeshire and Peterborough over recent years to implement the evidence base and good practice in order to improve outcomes. The following indicates key pieces of work that has taken place in Cambridgeshire and Peterborough (not an exhaustive list) and these serve as a basis for further work.

5.1 Community

- ***New community falls prevention pathway*** - Roll out of the pathway across Cambridgeshire and Peterborough to standardise the provision of quality multi-factorial falls risk assessments (MFRA), improve equity of access and increase the scale of delivery by CPFT and Everyone Health (includes the St Ives Falls Pilot in 2016-2017 funded by the CCG and STP Falls Prevention Programme in 2017-2019 joint-funded by the STP, Cambridgeshire County Council and Better Care Fund)
- ***Enhanced Falls Prevention Pathway*** – Delivery of enhanced MFRA containing occupational therapy-led home hazard assessments and subsequent modifications in Cambridge City and Fenland from 1 April 2022 by CPFT as part of a new 3-year falls prevention programme (Funded by CCC)

⁵⁵ [Data sources to support local services tackling health risks of cold homes \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- **Falls Prevention Lead/Co-ordinator** – Post to strengthen the co-ordination of falls prevention across the health and care system (Funded by STP Falls Prevention Programme, 2017-2021)
- **‘Stronger for Longer’ social marketing campaign** (STP Falls Prevention Programme, 2017-2021 and CCC Falls Prevention Programme, 2022-2025):
 - Development and launch of a campaign in 2018 alongside a suite of assets e.g., Super Six leaflets and primary prevention booklets based on the Chartered Society of Physiotherapy ‘Get up and go’ leaflet.
 - Delivery of regular communications and campaigns under this branding including news articles and distribution of materials through multiple mechanisms and routes including Stay Well the Winter Packs, PCN Flu clinics and COVID vaccination centres.
- **Continued development of the falls exercise pathway** for both primary and secondary prevention to ensure a progressive, long-term, quality assured and evidence-based exercise pathway as part of the 3-year Falls Prevention Programme (CCC Falls Prevention Programme, 2022-2025) including:
 - **Falls Management Exercise (FaME) programme** – Roll out of the programme by the Healthy You Falls Prevention Health Trainer service with an increase in staff capacity from April 2021
 - **Community Strength and Balance Activities** – Commissioning of leisure providers to ensure a continuum of falls prevention exercise interventions are in place across Cambridgeshire and Peterborough from February 2022.
- **Enhanced Response Service (ERS)** – Commissioning and deployment of the ERS in Cambridgeshire in 2017 by Cambridgeshire County Council and extension to cover Peterborough in 2022 to provide an equitable and appropriate 24/7 response to telecare alerts for people who require non-emergency assistance, including non-injured fallers who require help (See appendix 12).
- **Lifelines** - Cambridgeshire County Council became a provider of lifeline Services in Cambridgeshire in October 2020 and Peterborough in March 2022 to support people through the provision of digital lifelines and peripheral services. This supports a host of other lifeline providers including South Cambridgeshire District Council, Sanctuary, Chorus, Circle, Kings Lynn Careline, Anchor/Hanover, Housing and Care 21 and Age UK.
- **Cambridgeshire County Council and Peterborough City Council Falls Prevention pathway** – Development and implementation of policy and guidance in 2021 to support frontline staff to screen and make onward referrals for falls interventions
- **Peterborough City Council Handyperson service** – Continued delivery of the service to maintain, repair and assist people to continue to live independently at home following confirmed continuation of funding into 2022/23
- **Age UK Cambridgeshire and Peterborough** – continued provision of services, which whilst taking a holistic approach to support needs, do have a specific element of giving falls prevention input. These include: the Cambridgeshire Handyperson Service; Community Wardens; Home Support and Day Services; Hospital discharges; and admission avoidance (Appendix 11)
- **Cambridgeshire Fire and Rescue Service** - Continued delivery of Safe and Well visits (Home Safety Check) since 2016, including assessment of falls risk factors, to support the safety and

wellbeing of the most vulnerable residents aged 65+ in the community, by Cambridgeshire Fire and Rescue Service.

- **REACT Falls Cars** - Commissioning of two 'falls' urgent response vehicles staffed by a Paramedic or Nurse and a Therapy Assistant in Cambridgeshire for Autumn/Winter 2022/23, to provide enhanced clinical assessment and assistance for people who have fallen within their own home, who may have sustained an injury, but who do not need to attend hospital.
- **Care Together Programme** - Roll out of the place-based approach to co-production at Integrated Neighbourhood level of services that support older adults to live happily and healthily at home, including seed-funding for expansion of strength and balance exercise classes for over 65s and support for Fitness Rush mobile gymnasium to visit rural villages in Fenland and Huntingdonshire. Care Together has transformed the way Early Intervention and Prevention services are commissioned, incorporating physical activity and healthy lifestyles into specifications alongside opportunities for social inclusion of older adults.

5.2 Primary care

- **Falls Prevention Pathway** – Development and incorporation of primary care specific pathway on SystmOne with training delivered to GPs by CPFT to support appropriate referrals

5.3 Hospitals

- Cambridge University Hospital Foundation Trust (CUHFT):
 - **Fracture Liaison Service (FLS)** - Launch of a comprehensive, multi-disciplinary FLS in 2017 to reduce the risk of subsequent fractures by systematically identifying, assessing, treating and referring to appropriate services all eligible patients aged 50+ who have suffered a fragility fracture (Funded by Cambridgeshire and Peterborough CCG).
- North West Anglia Foundation Trust (NWAFT)
 - Development of enhanced care policy in support of the falls policy to enable enhanced care risk assessment and increased frequency of observations for patients at risk of falls.

5.4 Care Homes

- **Dedicated Falls Prevention Therapy Assistant** – New CPFT post in 2022 to support care homes to identify and manage falls risks. Currently focussing on the development and testing of training tools.

5.5 Pharmacy

The following national pharmacy services are outlined within the Community Pharmacy Contractual Framework and provide an opportunity to consider falls risk locally:

- **The New Medicine Service (NMS)** - provides support for people with long-term conditions prescribed a new medicine to help improve medicines adherence; it is focused on specific patient groups and conditions⁵⁶
- **The Discharge Medicines Service (DMS)** - supports patients with their medication when they are discharged from secondary care back to primary care. The service seeks to ensure better communication of changes made to a patient's medicines in hospital⁵⁷.

6.0 Gap analysis

A gap analysis was undertaken to assess local falls prevention service provision and quality compared with NICE clinical guidance 161: Falls in older people, to understand areas for improvement. Service leads across CPFT, CUHFT, NWAFT, Healthy You and others contributed to a review of provision in their organisation (Appendix 14).

Key findings of the analysis:

1. **Falls Prevention services (and services providing comprehensive geriatric assessment (CGA) or interventions) are disjointed**, with medical and therapy teams in primary care, secondary care and community services working in isolation, with a lack of awareness of other services and poor inter-service communication resulting in duplication and inefficiencies (and/or sharing of assessments or assessment outcomes between services).
2. **There is an inadequate system-wide risk assessment and stratification in place** to ensure people who experience a fall are seen by the professional with the right skills to assess and facilitate necessary multi-factorial intervention and in a place-based manner. This is particularly noticeable around the absence of multidisciplinary assessment of unexplained fallers.
3. **Unwarranted variation in the delivery and receipt/uptake of recommended multi-factorial interventions** to reduce the risk of fall after assessment, including:
 - Medication review and modification of fall-risk increasing drugs (FRIDs) in primary and secondary care
 - Bone health assessment and proactive review of people with fragility fractures or 2+ falls in a year
 - Strength and balance training and step-down exercise pathway for a cohort of frailer, housebound older adults.
4. **Older adults who have had a serious fall and present to hospital are falling through the net, as demonstrated by:**
 - Inequity in all this cohort being offered multi-factorial falls risk assessment to help reduce their risk of a future fall
 - Inequity in all this cohort being offered multidisciplinary assessment at the front door, as an inpatient or in the community

⁵⁶ <https://psnc.org.uk/national-pharmacy-services/advanced-services/nms/>

⁵⁷ <https://psnc.org.uk/national-pharmacy-services/essential-services/discharge-medicines-service/>

- Home hazard assessment and safety intervention/modifications by trained healthcare professionals not being routinely considered and offered as part of discharge planning.
5. **Prevention and early intervention opportunities are being missed** as opportunistic case finding and risk identification is not routinely implemented (based on NICE guidelines):
 - Health and care professionals do not routinely ask all older adults if they have had a fall in the last year (Acute sector, All CPFT Older People's services, Primary care)
 - There is no local definition of people 'at risk of falling' and people with long-term health conditions under 65 may be being missed
 - Older adults in all settings are not routinely being observed for strength and balance deficit and considered/referred by non-therapy staff for strength and balance training.
 6. **Limited therapy capacity in acute sector and community** to support multi-factorial falls risk assessments and interventions such as strength and balance training and home hazard assessments. Includes therapy capacity at the front door, inpatient and community trust and is demonstrated by inequity of offer of MFFRA and long waiting times in the community.
 7. **Prevention of deconditioning is not being addressed** at scale in hospital and care home settings.

7.0 Engagement with patients

CPFT patient views on experience of the local falls prevention pathway

CPFT Enhanced Falls Prevention pathway practitioners conducted a face-to-face survey between August and September 2023 with patients who had received a multi-factorial falls risk assessment in Cambridge City and Fenland (n=14). 93% of respondents received a falls assessment within 4 weeks of referral and the majority thought this length of wait was 'just right' (64%) and a fifth reported it was too long (21%). The most common interventions recommended in the assessment were a referral to the GP to review medications (93%), assessment of home hazards and provision of equipment (92%), developing a falls plan (86%) and a referral to the GP to review possible medical causes of fall (85%). Patients reported a positive experience of the pathway and the support given. Key themes emerging were that a third of patients recommended a medication review had not received one by 6+ weeks after the assessment (30%), half of patients recommended a medical review with their doctor had not received one by 6+ weeks after assessment (50%), and one patient mentioned they had encountered issues reaching their specialist healthcare team between appointments.

8.0 What does success look like?

The Falls Prevention Strategy Group will be responsible for monitoring the success of the strategy. Success will be monitored by reducing the direct age-standardised rate of admissions due to hip fractures in people 65+ in Cambridgeshire and Peterborough from 590.9 per 100,000 in 2022/23 to 588.1 per 100,000 in 2023/24 (SUS data). This equates to 5 hip fractures over the next year. The aim is to reduce the number of hip fractures by 5 every year over the next three years – a total of 15 hip fractures. It is not possible to calculate a reduction in age-standardised rate over the full three years.

9.0 Monitoring plan

The overarching outcomes are as listed above. All of the actions in the action plan will contribute to these population outcomes. The action plan of the Peterborough Falls Prevention Working Group will contribute to the overarching Cambridgeshire and Peterborough Falls Prevention action plan. To enable timely monitoring of admissions data, the strategy group will monitor SUS admissions quarterly.

Each of the actions in the action plan will establish outputs and these will be monitored by action leads with overall programmes monitored by the falls strategy group.

The overarching governance is as follows:

- **Joint Clinical and Professional Executive Group** – The Falls Prevention Strategy Group will report into the group upon request.
- **Health and Wellbeing Board** - The Falls Prevention Strategy group will provide updates as requested to the Health and Wellbeing Board which has overall responsibility for monitoring the health of the population.
- **South Care Partnership** - The Falls Prevention Strategy Group will provide updates to the Proactive and Personalised Care Programme Board, which reports to the Cambridgeshire South Care Partnership Joint Strategic Board.
- **North Care Partnership** - The reporting structure in the North is to be defined.
- **Peterborough Falls Prevention Working Group** – This working group will report into the Cambridgeshire and Peterborough Falls Prevention Strategy Group.

10.0 Action

10.1 Priority 1: Prevention and early identification of people at risk of falls

Aim: to intervene at the earliest opportunity to prevent and reduce the number of people who have a first fall

Objectives:

- A. Raise awareness and understanding of falls risk factors and the benefits of an active, healthy lifestyle across the life course,
- B. Enable and empower older adults to make informed choices about interventions to reduce their falls risk and to take responsibility for looking after their health,
- C. Use technology to promote physical activity amongst adults in mid to later life,
- D. Ensure adults 50+ years are able to access a range of accessible physical activity in the community, including strength and balance activities as a general community provision and as a referral route from the FaME programme delivered by the Healthy You,
- E. Increase professional and volunteer knowledge and skills around physical activity,
- F. Support the development of Age Friendly Communities in Cambridgeshire and Peterborough.

Action Ref	Objective	Action	Lead
1.1	A & B	Implement, promote and evaluate an online multi-factorial falls self-assessment tool across Cambridgeshire and Peterborough to enable adults to independently screen their own risk factors and take action to reduce their risk.	Senior Partnership Manager, Public Health (Peterborough City Council (PCC))
1.2	A & B	Provide older adults across Cambridgeshire and Peterborough with accurate written information on falls risk factors, healthy ageing and signposting to further resources/information.	Senior Partnership Manager, Public Health (Peterborough City Council (PCC))
1.3	A, B & C	Inform and educate members of the public across Cambridgeshire and Peterborough about the early signs of increasing falls risk and services/interventions to support healthy ageing, to include the use of validated apps.	Senior Partnership Manager, Public Health (Peterborough City Council (PCC))

Action Ref	Objective	Action	Lead
1.4	D	Support and strengthen community strength and balance activities across Cambridgeshire and Peterborough in line with the local falls prevention exercise framework (to include the role of grass root and voluntary sector organisations).	Senior Partnership Manager, Public Health (Peterborough City Council (PCC))
1.5	D	Strengthen the offer and/or public awareness of primary prevention physical activity opportunities in the community across Cambridgeshire and Peterborough to increase uptake in older adults and prevent falls and frailty.	
1.6	A & E	Support education, awareness and training for all professionals and volunteers involved in promotion of physical activity for older people across Cambridgeshire and Peterborough.	
1.7	F	Support the development of the Healthy Places Joint Strategic Needs Assessment and the inclusion of Age Friendly communities.	Public Health Registrar, PCC

10.2 Priority 2: Evidence-based and good practice falls prevention interventions and services

Aim: to ensure that people who have fallen have timely access to services, interventions and opportunities that will support a reduction in falls risk and injurious falls

Objectives:

- A. Improve the join-up of services in primary care, secondary care and community services involved in falls risk assessments and/or falls prevention interventions to improve the assessment and outcomes of older adults who experience a fall,
- B. Strengthen the community falls prevention pathway to improve the onward referral pathway for medication review to ensure older people living at home receive consistent, robust and high-quality medication reviews and action is taken to change medication to reduce falls and osteoporotic risk,
- C. Increase capacity of CPFT to deliver the multi-factorial falls risk assessment (MFRA) for older people at high risk of falls to improve identification and management of falls risks,
- D. Increase staff awareness of falls prevention and early intervention services to improve access to timely, holistic support to reduce risk,
- E. Identify new technology to improve the detection and management of falls,
- F. Improve identification and referral for an MFRA of people who have fallen and present to primary care,
- G. Reduce sedentary behaviour and increase mobilisation and physical activity in clients receiving support from Adult Social Care and improve participation in home-based or community strength and balance classes post-support,
- H. Raise awareness amongst frail older people, their families and frontline staff of deconditioning and provide access and encouragement to participate in strength and balance activity to enable a safe, confident and gradual increase in physical activity.

Action Ref	Objective	Action	Lead
2.1	2A, C, D & F 3A, B & C	Develop and implement a robust, whole system, integrated falls response, support and prevention pathway across Cambridgeshire and Peterborough to ensure equity of access to multifactorial interventions.	

2.2	B	Continue to implement, monitor and evaluate the 'Enhanced Falls Prevention Pathway' pilot in Cambridge City and Fenland, including the development of strong referral pathways and links with key stakeholders such as hospitals, reablement and primary care.	
2.3	E	Technology Enabled Care (TEC) Teams to focus on identifying and testing more robust falls prevention solutions, considering proactive smart solutions that can predict changes in needs to prevent deterioration reducing the need for reactive services. Promote shared knowledge between the authorities through the TEC Steering Group.	
2.4	G	Explore the incorporation of appropriate exercises into the support plan of clients attending Cambridgeshire County Council Reablement Service.	
2.5	G	Develop a list of options to pilot to support maintenance of strength and balance in people who are housebound.	Public Health, PCC
2.6	D	Support falls prevention education, awareness and training for all professionals and volunteers involved in engaging older people across Cambridgeshire and Peterborough.	
2.7	G	Work with the Peterborough City Council Older People's Day Services manager to investigate the opportunity for the staff to be trained in strength and balance, so that clients can be offered structured movement as part of their day centre experience and falls prevention.	Head of Housing & Health Improvement, PCC
2.8	G	Work with Peterborough City Council colleagues in Housing Needs regarding the two new posts being developed to work in the hospital with a housing/homeless prevention focus. To ensure that falls prevention is part of their conversation and that clients who had fallen prior to admission are identified.	Head of Housing & Health Improvement, PCC

2.9	G	Work with colleagues in Peterborough City Council Adult Social Care to work towards the inclusion of exercise/structured movement within care and support plans. Pilot in the Adult Early Help team first. To explore whether the Adult Social Care trainer can incorporate this into the strength-based conversation training and refreshers.	Head of Housing & Health Improvement, PCC
2.10	A & B	Strengthen the links with the Integrated Neighbourhoods to enable scoping of opportunities to strengthen falls prevention in a personalised and place-based manner.	Senior Partnership Manager (PCC)

10.3 Priority 3: Action to address risk in hospital

Aim: to minimise the risk of inpatient falls, repeat falls and re-admissions, and improve quality of life

Objectives:

- A. Improve completion and communication of inpatient MFRA and falls-related care plan actions to ensure the patient receives the right care both in and out of hospital,
- B. Ensure onward referral of patients for appropriate interventions and services following an MFRA,
- C. Improve the two-way communication of medical and multi-factorial falls risk assessment information between acute and community services,
- D. Ensure people attending hospital ED as a result of a fall are offered information, advice and referral to community services as relevant to support them to reduce their falls risk when back at home,
- E. Prevent inpatients from deconditioning and support the reconditioning of patients who have deconditioned.

Action Ref	Objective	Action	Lead
3.1	A & C	Cambridge University Hospital NHS Foundation Trust (CUH) to complete ongoing project to roll out a multi-disciplinary, multi-factorial falls risk assessment across wards at CUH and communicate the findings and care plan in the discharge summary.	
3.2	A & B	Cambridge University Hospital NHS Foundation Trust (CUH) to complete ongoing project at CUH to develop, roll out and monitor the role of ward falls advocate to improve falls prevention and management at ward level.	
3.3	A & B	Cambridge University Hospital NHS Foundation Trust (CUH) to use learning from thematic analysis and investigations into inpatient falls at CUH to develop Quality Improvement Projects (QIPs).	
3.4	D	Cambridge University Hospital NHS Foundation Trust (CUH) to develop and implement a robust falls pathway when a patient is medically fit to go home from ED.	

3.5	A & C	North West Anglia Foundation Trust (NWAFT) to start project to switch multifactorial falls risk assessment to an electronic format then rollout to all staff.	
3.6	A & C	North West Anglia Foundation Trust (NWAFT) to further develop the falls link role within the falls advisors.	
3.7	E	North West Anglia Foundation Trust (NWAFT) to work with the therapy team to implement keep moving project and make changes to our training to help support staff have the confidence to mobilise patients.	
3.8	D	North West Anglia Foundation Trust (NWAFT) to develop the volunteer role in ED.	

10.4 Priority 4: Action to address risk in care homes

Aim: to prevent, reduce and manage falls in nursing and residential home residents in order to reduce the risk and consequences of falls, fragility fracture and a long lie, improve quality of life and reduce system wide pressures

Objectives:

- A. To ensure nursing and residential home residents receive high quality multi-factorial falls risk assessment (MFRA) and interventions on admission and after a fall and/or a change in their condition,
- B. To ensure a robust onward referral process is in place and implemented to review, reduce and/or stop medications that increase the risk of falls and to ensure that bone strengthening medications, calcium and vitamin D supplementation are prescribed where appropriate,
- C. To ensure that residents are offered and encouraged to participate in opportunities and activities to improve activity levels and strength and balance with support from their staff, family, and relevant services,
- D. To ensure staff have knowledge and skills to provide assessment and lifting support following a fall in a timely, caring and dignified way to reduce the amount of time that residents spend on the floor after a fall.

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Action Ref	Objective	Action	Lead
4.1	A & B	Develop a toolkit and provide training to support nursing and residential home staff to systematically embed a systemic approach to reducing falls risk within care homes.	
4.2	B	Review the onward referral process following a fall in a care home.	
4.3	C	Explore opportunities to provide access and support for nursing and residential home residents to participate in strength and balance activities to build muscle strength.	
4.4	C	Embed physical activity within care plans for older adults in residential care.	Consultant in Public Health, PCC

4.5	D	Continue to deliver and evaluate the impact of the falls lifting equipment pilot, offering a choice of 2 lifting chairs supported by a post fall assessment App, and offer support to care homes as relevant.	
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10.5 Priority 5: Detection and management of fragility fracture

Aim: to maximise primary and secondary prevention of osteoporosis-related fragility fractures and ensure optimal support is provided after a fragility fracture has occurred

Objectives:

- A. To understand what action to take locally to improve the detection and management of osteoporosis and improve outcomes of people with risk factors for osteoporosis and those who have experienced a fragility fracture,
- B. To obtain investment to implement a robust Fracture Liaison Service at NWAFT,
- C. To ensure that people accessing the CUH or NWAFT Fracture Liaison Services are referred to and receive strength and balance training to reduce risk the risk of a fall and a subsequent fragility fracture.

Action Ref	Objective	Action	Lead
5.1	A	Review current pathways and service provision against evidence base and local insight, to understand and develop a strategy to address any gaps and maximise opportunities for integration and joined-up working.	Public Health Registrar, PCC
5.2	B	Develop a FLS business case for NWAFT.	TBC
5.3	C	Develop and implement a formal onward referral pathway from the CUHFT and NWAFT Fracture Liaison Services to Healthy You FaME programme for strength and balance training.	

10.6 Priority 6: Inclusive services

Aim: to ensure early falls prevention related services are inclusive and accessible to all service users in line with the Equality Act and Public Sector Equality Duty to enable all older adults to receive falls prevention interventions that meets their needs

Objectives:

- A. To provide support and guidance around different types of data to support inclusive service design,
- B. To embed co-production into the design and delivery of falls prevention services to ensure the voice of older adults is heard and acted upon,
- C. To ensure disabled older adults enjoy the benefits of an active lifestyle without the barriers placed by society.

Action Ref.	Objective	Action	Lead
6.1	A	Provide guidance to support and enable services to review the needs of all their clients and to consider improvements if needed.	All
6.2	B	Involve older adults in the co-production of services, campaigns and projects to obtain meaningful qualitative feedback to inform delivery.	All
6.3	C	Strengthen the links between the Falls Prevention Strategy Group and the Disability Strategic Group to support the implementation outcomes of the county-wide disability strategy.	

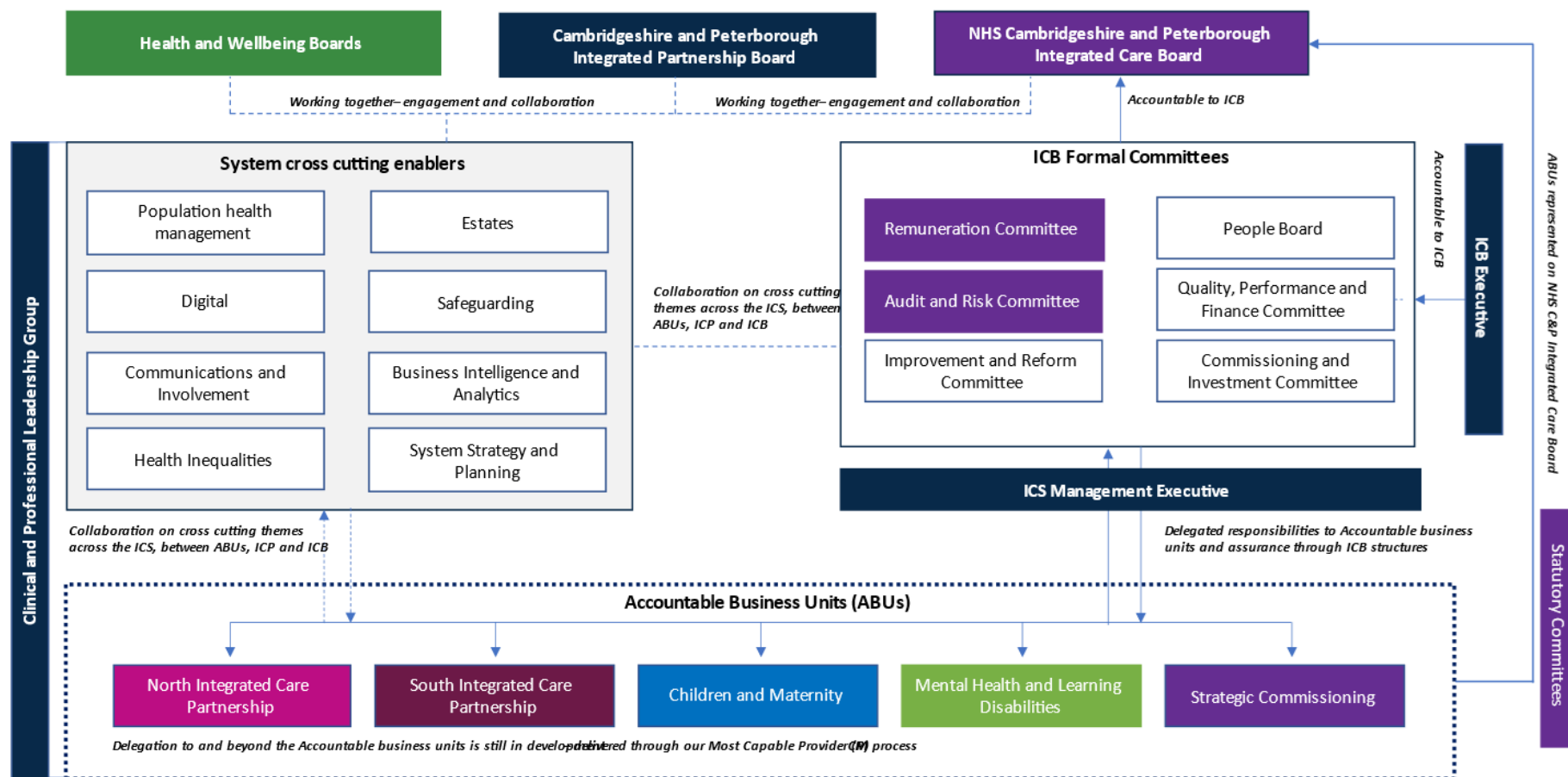
11.0 Appendices

Appendix 1 – Cambridgeshire and Peterborough Falls Prevention Strategy Group membership

Dr Abby Richardson	Acting Deputy Medical Director and Clinical Lead for Primary Care & Clinical Policies and Clinical Lead for Integrated Neighbourhoods. North Place, Cambridge University Hospital Foundation Trust (CUHFT)
Amber O'berg	Integrated Neighbourhood Project Manager North Place - Cambridgeshire & Peterborough Integrated Care System (ICS)
Annam Palmer	Falls Prevention Clinical Lead - CPFT and on behalf of Neighbourhood Teams
Ashling Bannon	Integrated Neighbourhood Programme Manager - East Cambridgeshire, South Integrated Care Partnership - Cambridgeshire & Peterborough integrated Care System (ICS)
Belinda Child – Vice Chair	Head of Housing, Prevention and Early Intervention - Peterborough City Council
Erin Lilley	Director, ICP Development & Transformation – South - Integrated Care Partnership - CUHFT
Dale Parnell	Health and Wellbeing Manager - Vivacity
Diana MacKay	Commissioning Manager - Early Intervention and Prevention – Cambridgeshire County Council
Emma Goddard	Business and Partnerships Lead – East of England Ambulance Service NHS Trust
Graeme Hodgson	Senior Commissioning Manager – Adult Social Care - Cambridgeshire County Council
Hayley Korsman	Senior Improvement & Transformation Manager - CUHFT
Helen Harbar	Acting Clinical Quality Lead - Cambridgeshire and Peterborough Integrated Care System (ICS)
Helen Tunster - Chair	Senior Partnership Manager (Healthy Ageing), Public Health - Cambridgeshire County Council
Dr Jane Wilson	Geriatrician and Clinical Falls Lead - Cambridge University Hospital Foundation Trust (CUHFT)
James Ball	Community Risk & Resilience Manager (South) - Cambridge Fire and Rescue Service
Joanna Clarke	Falls and Fracture Specialist Nurse - Peterborough City Hospital
Jo Peadon	Active Lifestyles and Health Manager - Huntingdonshire District Council)
Dr Lelane Vanderpoel	Geriatrician and Clinical Frailty Lead - Cambridge University Hospital Foundation Trust (CUHFT)
Lewis Holland	Falls Prevention Service Co-ordinator, Healthy You
Lesley McFarlane	Development Officer, Health Specialist - South Cambridgeshire District Council

Lucy Davies	Head of Commissioning, Early Intervention and Prevention – Cambridgeshire County Council
Dr Madhavi Vindlacheruvu	Orthogeriatrician - Cambridge University Hospital Foundation Trust (CUHFT)
Melanie Pittock	Chief Executive Officer - Age UK
Nicole Uyan	Service Lead, Early Intervention Team - Cambridge University Hospital Foundation Trust (CUHFT)
Rebecca Marr	Occupational Therapist Team Lead – Cambridgeshire County Council
Rita Bali	Executive Officer - Cambridgeshire and Peterborough Local Pharmaceutical Committee
Sara Rodriguez-Jimenez	Associate Director of Performance and Operations - Cambridgeshire and Peterborough Integrated Care System
Simon Hanna	Senior Clinical Exercise Specialist - CPFT
Teresa Stratton	Falls and Fracture Specialist Nurse - Peterborough City Hospital
Vicki Dye	Project and Service Improvement Manager – Cambridgeshire and Peterborough Integrated Care System (ICS)
Dr Viveca Kirthisinga	Community Geriatrician - CPFT

Appendix 2 - Cambridgeshire & Peterborough Integrated Care System function and decision map



Appendix 3 – Trends in emergency admissions due to falls in Cambridgeshire and Peterborough between 2010/11 and 2021/22

Table 1: Admissions due to falls in Cambridgeshire up to 2020/21

Period		Cambridgeshire				East of England	England
		Count	Value	95% Lower CI	95% Upper CI		
2010/11	●	1,973	1,965	1,879	2,054	1,886	2,126
2011/12	●	2,080	2,002	1,916	2,090	1,917	2,128
2012/13	●	2,291	2,119	2,033	2,208	1,973	2,097
2013/14	●	2,577	2,316	2,227	2,408	2,025	2,154
2014/15	●	2,448	2,130	2,046	2,217	2,026	2,199
2015/16	●	2,613	2,232	2,147	2,320	1,989	2,169
2016/17	●	2,600	2,170	2,088	2,256	1,974	2,114
2017/18	●	2,659	2,164	2,082	2,248	2,026	2,170
2018/19	●	2,785	2,225	2,143	2,310	2,065	2,199*
2019/20	●	2,895	2,242	2,161	2,326	2,094	2,222
2020/21	●	2,560	1,945	1,870	2,022	1,946	2,023

Source: Public Health Outcomes Framework⁵⁸.

Table 2: Admissions due to falls in Cambridgeshire in 2021/22

Recent trend: Could not be calculated

Period		Cambridgeshire				East of England	England
		Count	Value	95% Lower CI	95% Upper CI		
2021/22	●	2,640	2,027	1,950	2,106	1,959	2,100

Red dots are statistically significantly higher (worse) than the England average; Green dots are statistically significantly lower (better) than the England average; Orange dots are similar to the England average.

Table 3: Admissions due to falls in Peterborough

Period		Peterborough				East of England	England
		Count	Value	95% Lower CI	95% Upper CI		
2010/11	●	678	2,746	2,540	2,964	1,886	2,126
2011/12	●	680	2,634	2,438	2,842	1,917	2,128
2012/13	●	648	2,480	2,291	2,681	1,973	2,097
2013/14	●	619	2,287	2,109	2,476	2,025	2,154
2014/15	●	665	2,440	2,256	2,634	2,026	2,199
2015/16	●	663	2,348	2,171	2,535	1,989	2,169
2016/17	●	628	2,176	2,008	2,355	1,974	2,114
2017/18	●	602	2,041	1,880	2,212	2,026	2,170
2018/19	●	685	2,275	2,107	2,453	2,065	2,199*
2019/20	●	635	2,057	1,899	2,224	2,094	2,222
2020/21	●	700	2,243	2,080	2,416	1,946	2,023

Table 4: Admissions due to falls in Peterborough

Recent trend: Could not be calculated

Period		Peterborough				East of England	England
		Count	Value	95% Lower CI	95% Upper CI		
2021/22	●	585	1,865	1,716	2,023	1,959	2,100

⁵⁸ Office for Health Improvement & Disparities. Public Health Profiles. 2022 <https://fingertips.phe.org.uk> © Crown copyright 2022

Appendix 4 – Trends in emergency admissions due to hip fractures in Cambridgeshire and Peterborough between 2010/11 and 2021/22

Table 1: Admissions due to hip fractures in Cambridgeshire

Period	Cambridgeshire					East of England	England
	Count	Value	95% Lower CI	95% Upper CI			
2010/11	●	639	636	588	688	607	615
2011/12	●	600	572	527	620	597	612
2012/13	●	683	630	583	679	601	599
2013/14	●	698	628	582	677	616	614
2014/15	●	635	554	512	599	582	599
2015/16	●	681	583	540	629	583	589
2016/17	●	684	572	530	617	579	575
2017/18	●	654	533	493	575	577	578
2018/19	●	680	545	505	588	563	559*
2019/20	●	725	562	522	605	556	572
2020/21	●	700	528	490	569	508	529

Table 2: Admissions due to hip fractures in Peterborough

Period	Peterborough					East of England	England
	Count	Value	95% Lower CI	95% Upper CI			
2010/11	●	157	620	526	727	607	615
2011/12	●	180	686	588	794	597	612
2012/13	●	177	674	577	781	601	599
2013/14	●	196	722	624	832	616	614
2014/15	●	192	705	608	813	582	599
2015/16	●	164	573	488	669	583	589
2016/17	●	181	627	539	726	579	575
2017/18	●	185	625	538	723	577	578
2018/19	●	195	656	567	755	563	559*
2019/20	●	185	593	510	686	556	572
2020/21	●	175	557	477	647	508	529

Source: Public Health Outcomes Framework⁵⁹.

Table 2: Admissions due to hip fractures in Cambridgeshire in 2021/22

Recent trend: Could not be calculated

Period	Cambridgeshire					East of England	England
	Count	Value	95% Lower CI	95% Upper CI			
2021/22	●	740	567	527	610	523	551

Table 4: Admissions due to hip fractures in Peterborough 2021/22

Recent trend: Could not be calculated

Period	Peterborough					East of England	England
	Count	Value	95% Lower CI	95% Upper CI			
2021/22	●	185	594	512	686	523	551

Red dots are statistically significantly higher (worse) than the England average; Green dots are statistically significantly lower (better) than the England average; Orange dots are similar.

⁵⁹ Office for Health Improvement & Disparities. Public Health Profiles. 2022 <https://fingertips.phe.org.uk> © Crown copyright 2022

Appendix 5: Admissions to hospital due to injurious falls and hip fracture in 65+ in 2021/22, by district

	Number of admissions due to injurious falls in 65+	Rate of admissions due to injurious falls in 65+ (per 100,000)	Number of admissions due to hip fractures in 65+	Rate of admissions due to hip fractures in 65+ (per 100,000)
Huntingdonshire	770	2,145	215	603
Fenland	495	2073	140	584
East Cambridgeshire	390	2088	105	556
Cambridge City	400	2,214	110	601
South Cambridgeshire	585	1729	170	501
Cambridgeshire	2,640	2027	740	567
England	223,101	2100	58,685	551
East of England	25,405	1959	6,805	523

Key: The Districts statistically significantly lower than the England average are shaded green and those statistically significantly similar to the England average and amber.

Source: Public Health Outcomes Framework - [Productive Healthy Ageing Profile - Data - OHID \(phe.org.uk\)](https://www.phe.org.uk/products/ourwork/healthyageing/producing-healthy-ageing-profile-data)

Appendix 6 – Graphs showing admissions for injury due to falls and hip fracture in England in 2021/22 by deprivation decile

Table 1: Emergency hospital admissions due to falls in people aged 65 and over – rate per 100,000

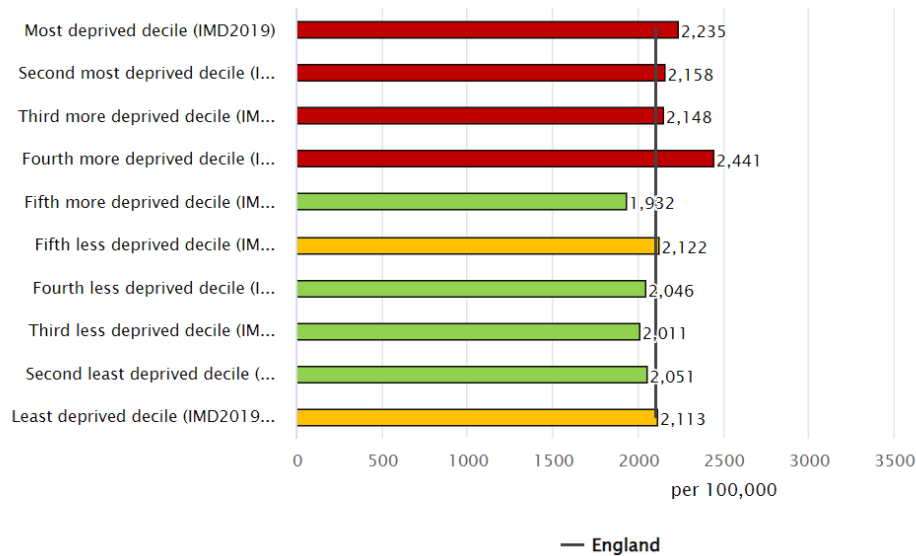
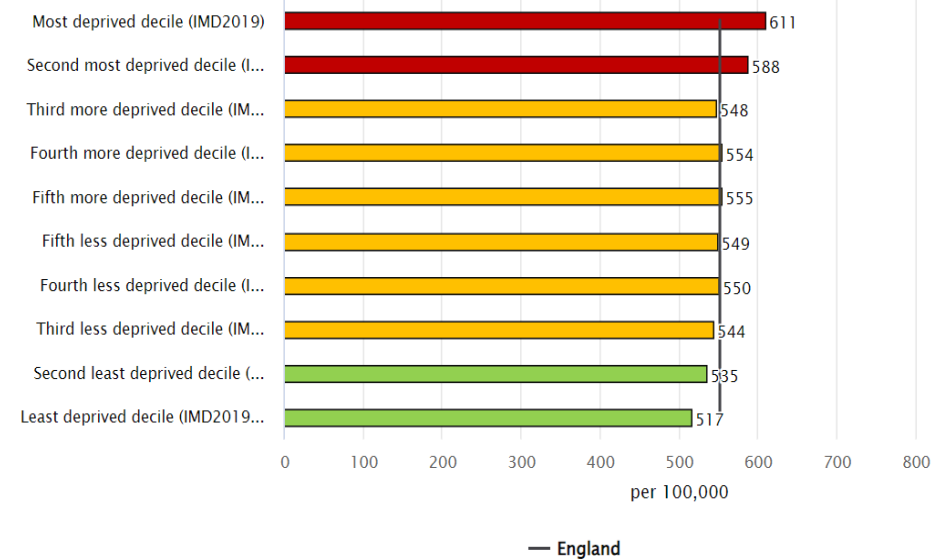


Table 2: Hospital admissions due to hip fractures in people aged 65 and over - rate per 100,000



Key: The deciles of deprivation statistically significantly lower (better) than the England average are shaded green. The deciles of deprivation statistically significantly similar to the England average are shaded amber and the deciles of deprivation significantly higher (worse) than the England average are shaded red.

Source: Public Health Outcomes Framework - [Productive Healthy Ageing Profile - Data - OHID \(phe.org.uk\)](https://www.phe.org.uk/products/our-work/producing-healthy-ageing-profile)

Appendix 7 – Emergency admissions for injury due to falls in persons aged 65+, broken down by PCN, 2016/17 to 2022/23

Emergency Admissions, Falls, Age 65+ (rates compared to ICS)														
PCN	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000
A1 Network PCN	141	1,963	129	1,730	132	1,720	148	1,863	151	1,824	153	1,741	159	1,759
BMC Paston PCN	93	1,236	108	1,442	115	1,518	125	1,610	162	2,048	124	1,595	96	1,240
Bretton, Park and Hampton PCN and Peterborough and East PCN*	246	1,801	221	1,585	237	1,665	251	1,746	245	1,713	232	1,609	211	1,468
Central Thistlemoor and Thorpe Road PCN	25	1,100	24	962	33	1,327	36	1,280	26	914	34	1,068	33	1,005
Fenland PCN	123	1,677	110	1,485	143	1,883	149	1,947	125	1,584	137	1,733	145	1,840
Huntingdon PCN	129	2,070	131	2,032	136	2,080	168	2,510	128	1,911	123	1,780	120	1,681
Peterborough Partnerships PCN	38	1,246	53	1,736	56	1,843	51	1,704	72	2,329	43	1,312	51	1,487
South Fenland PCN	105	1,818	100	1,683	121	1,966	91	1,452	120	1,873	103	1,602	116	1,764
South Peterborough PCN	160	1,712	121	1,268	108	1,093	151	1,483	186	1,807	179	1,712	140	1,293
St Ives PCN	162	1,851	153	1,690	145	1,550	150	1,540	175	1,778	143	1,427	174	1,698
St Neots PCN	119	2,051	128	2,137	126	2,022	135	2,103	131	2,050	128	1,942	109	1,613
Wisbech PCN	239	2,449	229	2,303	210	2,096	211	2,057	193	1,868	197	1,910	142	1,343
North Total	1,580	1,826	1,507	1,699	1,562	1,720	1,666	1,790	1,714	1,816	1,596	1,663	1,496	1,524
CAM Medical PCN	71	1,995	86	2,341	72	1,923	71	1,799	44	1,077	58	1,423	52	1,237
Cambridge City 4 PCN	160	2,213	162	2,262	159	2,198	146	2,007	119	1,591	126	1,720	137	1,818
Cambridge City PCN	181	2,293	174	2,170	180	2,265	240	2,996	133	1,670	168	2,139	162	2,026
Cambs Northern Villages PCN	144	1,760	160	1,899	202	2,275	179	2,000	136	1,504	160	1,715	155	1,616
Cantab PCN	92	1,971	81	1,705	67	1,333	97	1,837	63	1,211	75	1,416	88	1,577
Ely North PCN	137	1,941	137	1,896	175	2,382	173	2,241	133	1,706	132	1,646	137	1,639
Ely South PCN	131	2,138	104	1,662	104	1,654	126	1,914	103	1,519	99	1,443	102	1,439
Granta PCN	191	1,735	208	1,831	206	1,761	233	1,925	190	1,532	169	1,319	220	1,654
Meridian PCN	122	1,583	123	1,533	153	1,868	167	1,949	125	1,419	132	1,464	150	1,546
South Total	1,229	1,933	1,235	1,903	1,318	1,985	1,432	2,095	1,046	1,505	1,119	1,585	1,203	1,639
C&P Total	2,809	1,871	2,742	1,786	2,880	1,835	3,098	1,922	2,760	1,686	2,715	1,631	2,699	1,575

* Bretton, Park and Hampton and Peterborough and East PCNs are shown together due to data coding issues.

Definition of emergency admission for falls:

Persons aged 65+, ICD10 Primary Diagnosis: Injury, Poisoning and certain other consequences of external causes (S00-T98) and ICD10 Falls (W00-W19) at any position

Key: PCNs statistically significantly lower than the ICS average are shaded green. PCNs statistically significantly higher than the ICS average are shaded red

Source of the data: DSCRO SusCP.ip_spell_all

Appendix 8 - Emergency admissions due to hip fracture in persons 65+, broken down by PCN, 2016/17 to 2022/23

Emergency Admissions, Hip Fractures, Age 65+ (rates compared to ICS)

PCN	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000	Number	DASR per 100,000
A1 Network PCN	41	567	43	575	43	577	51	639	56	694	53	613	60	675
BMC Paston PCN	44	603	44	593	37	501	46	596	50	635	59	757	49	629
Bretton, Park and Hampton PCN and Peterborough and East PCN*	99	714	97	698	101	713	100	693	83	579	89	617	86	589
Central Thistlemoor and Thorpe Road PCN	7	314	12	531	12	492	17	612	13	493	13	436	13	419
Fenland PCN	39	539	49	657	49	644	35	452	34	431	48	604	58	736
Huntingdon PCN	34	542	46	717	45	687	41	615	33	485	38	545	49	673
Peterborough Partnerships PCN	12	434	24	788	27	905	13	387	15	472	18	544	16	477
South Fenland PCN	29	512	33	563	36	597	32	514	44	681	29	445	48	738
South Peterborough PCN	75	801	47	491	50	505	65	640	50	486	75	719	58	532
St Ives PCN	56	636	47	517	55	580	42	437	52	542	51	498	73	692
St Neots PCN	40	695	27	454	40	646	42	658	29	449	38	573	33	481
Wisbech PCN	72	740	60	605	65	650	50	487	70	676	49	474	56	528
North Total	548	635	529	597	560	617	534	575	529	561	560	582	599	608
CAM Medical PCN	13	363	22	595	19	509	24	613	21	513	20	490	14	334
Cambridge City 4 PCN	41	565	34	470	36	492	51	689	44	588	37	506	49	645
Cambridge City PCN	50	635	61	770	40	491	55	689	46	578	61	776	51	659
Cambs Northern Villages PCN	40	492	50	594	54	614	52	582	50	546	59	635	60	624
Cantab PCN	26	554	16	343	15	302	25	467	22	418	25	467	27	497
Ely North PCN	48	684	33	456	42	573	52	675	48	614	51	643	44	520
Ely South PCN	52	849	30	479	32	514	38	579	26	384	28	406	41	582
Granta PCN	48	440	67	591	62	529	70	575	70	564	57	445	91	686
Meridian PCN	29	382	35	430	36	441	41	479	52	589	46	513	39	397
South Total	347	546	348	537	336	505	408	596	379	546	384	544	416	569
C&P Total	895	597	877	571	896	571	942	584	908	554	944	566	1,015	591

* Bretton, Park and Hampton and Peterborough and East PCNs are shown together due to data coding issues.

Definition of emergency admission for hip fractures:

Persons; aged 65+, ICD10 Primary Diagnosis: S72.0 Fracture of neck of femur, Fracture of hip NOS. S72.1 Ptertrochanteric fracture, Intertrochanteric fractures, Trochanteric fracture. S72.2 Subtrochanteric fracture

Source of the data: DSCRO SusCP.ip_spell_all

Key: PCNs statistically significantly lower than the ICS average are shaded green. PCNs statistically significantly higher than the ICS average are shaded red

Appendix 9 – Age, gender and ethnicity of admission

Cambridgeshire and Peterborough ICS , Falls – Emergency Admissions, Persons, aged 65+

Age Band	No. of Spells	Gender	No. of Spells	Ethnic Group	Ethnicity	No. of Spells
n65 - 69	153	Female	1,800	Asian or Asian British	Any other Asian background	<=5
o70 - 74	272	Male	899		Bangladeshi	<=5
p75 - 79	446	Total 2022/23	2,699		Indian	6
q80 - 84	545				Pakistani	8
s85+	1,283			Black or Black British	African	<=5
Total 2022/23	2,699				Caribbean	<=5
				Mixed	White and Black African	<=5
					White and Black Caribbean	<=5
				Not Stated	Not known	233
					Not stated	97
				Other Ethnic Groups	Any other ethnic group	<=5
					Chinese	<=5
				White	Any other White background	80
					British	2,241
					Irish	16
					Total 2022/23	2,699

Falls:

Emergency Admissions; Persons; aged 65+
ICD10 Primary Diagnosis: Injury, poisoning and certain other consequences of external causes (S00-T98) and
ICD10 Falls (W00-W19) at any position

source: DSCRO SusCP.ip_spell_all

Cambridgeshire and Peterborough ICS, Hip Fractures – Emergency Admissions, Persons, aged 65+ - DASR per 100,000

Age Band	No. of Spells	Gender	No. of Spells	Ethnic Group	Ethnicity	No. of Spells
n65 - 69	38	Female	711	Asian or Asian British	Indian	<=5
o70 - 74	92	Male	304		Pakistani	<=5
p75 - 79	170	Total 2022/23	1,015	Black or Black British	African	<=5
q80 - 84	210				Caribbean	<=5
s85+	505			Not Stated	Not known	103
Total 2022/23	1,015				Not stated	21
				Other Ethnic Groups	Any other ethnic group	<=5
				White	Any other White background	27
					British	849
					Irish	7
					Total 2022/23	1,015

Hip Fractures:

Emergency Admissions; Persons; aged 65+
ICD10 Primary Diagnosis: S72.0 Fracture of neck of femur Fracture of hip NOS
S72.1 Pertrochanteric fracture Intertrochanteric fracture Trochanteric fracture
S72.2 Subtrochanteric fracture

source: DSCRO SusCP.ip_spell_all

Appendix 10 – List of World Guideline recommendations

The recommendations below are taken from the World Guidelines for falls prevention and management for older adults: a global initiative⁶⁰.

The recommendations have been graded by strength and quality. Strength of recommendations is reflected by a 1 for strong and 2 for weak or conditional. Quality is denoted by A for high quality, B for intermediate quality and C for low quality. E refers to expert opinion as a result of no quality evidence being available.

1. Falls risk stratification and algorithm

1.1 Opportunistic case-finding

Strong recommendation. Clinicians should routinely ask about falls in their interactions with older adults, as they often will not be spontaneously reported. GRADE: 1A.

Expert recommendation. Older adults in contact with healthcare for any reason should be asked, at least once yearly, if they have (i) experienced one or more falls in the last 12 months, and (ii) about the frequency, characteristics, context, severity and consequences of any fall/s. GRADE: E.

Expert recommendation. If resources and time are available, we conditionally recommend to additionally ask (iii) if they have experienced dizziness, loss of consciousness or any disturbance of gait or balance and (iv) if they experience any concerns about falling causing limitation of usual activities. GRADE: E.

Strong recommendation. Older adults who affirm any of the above inquiries should be offered an objective assessment of gait and balance for differentiating intermediate and high from low risk of falls as a component of initial falls risk stratification. GRADE: 1A

1.2 Older adults presenting with falls or related injuries

Expert recommendation. Older adults presenting with a fall or related injury should be asked about the details of the event and its consequences, previous falls, transient loss of consciousness or dizziness and any pre-existing impairment of mobility or concerns about falling causing limitation of usual activities. GRADE: E.

Expert recommendation. An adult who sustains an injury requiring medical (including surgical) treatment, reports recurrent falls (≥ 2) in the previous 12 months, was laying on the floor unable to rise independently for at least one hour, is considered frail or is suspected to have experienced a transient loss of consciousness should be regarded as at high risk of future falls. GRADE: E

Strong recommendation. Regarding specific tests, we recommend including Gait Speed for predicting falls risk. GRADE: 1A. As an alternative, the Timed Up and Go Test can be considered, although the evidence for fall prediction is less consistent. GRADE: 1B

1.3 Assessment and algorithm flow

Strong recommendation. Regarding specific tests, we recommend including Gait Speed for predicting falls risk. GRADE: 1A. As an alternative, the Timed Up and Go Test can be considered, although the evidence for fall prediction is less consistent. GRADE: 1B

⁶⁰ [World guidelines for falls prevention and management for older adults: a global initiative - PMC \(nih.gov\)](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6888888/)

2.0 Assessment

2.1 Incorporating the perspective of the older adult

Strong recommendation. As part of a multifactorial falls risk assessment clinicians should enquire about the perceptions, the older adult holds about falls, their causes, future risk and how they can be prevented. GRADE: 1B.

Expert recommendation. As part of a multifactorial falls risk assessment clinicians should enquire about the goals and priorities; attitudes to activities, independence and risk; and willingness and capability of older adults to inform decision making on potential interventions. GRADE: E

2.2 Multifactorial falls risk assessment

Strong recommendation. Offer multi-professional, multifactorial assessment to community-dwelling older adults identified to be at high risk of falling, to guide tailored interventions. GRADE: 1B.

2.3 Assessment details for individual components

2.3.1 Gait and balance assessment

Strong recommendation. Gait and Balance should be assessed as part of the risk assessment of falls. GRADE: 1B

2.3.2 Medication assessment

Strong recommendation. Assess for fall history and the risk of falls before prescribing potential fall risk increasing drugs (FRIDs) to older adults. GRADE: 1B.

Strong recommendation. Use a validated, structured screening and assessment tool to identify FRIDs when performing a general medication review or medication review targeted to falls prevention. GRADE: 1C.

2.3.3 Cognitive assessment

Strong recommendation. Assessment of cognition should be included as part of a multifactorial falls risk assessment in older adults. GRADE: 1B.

2.3.4 Concerns about falling and falls

Strong recommendation. Include an evaluation of concerns about falling in a multifactorial falls risk assessment of older adults. GRADE: 1B.

Strong recommendation. Use a standardized instrument to evaluate concerns about falling such as the Falls Efficacy Scale International (FES-I) or Short FES-I in community dwelling older adults. GRADE: 1A.

2.3.5 Cardiovascular assessment

Strong recommendation. Perform, as part of a multifactorial falls risk assessment, a cardiovascular assessment that initially includes cardiac history, auscultation, lying and standing orthostatic blood pressure, and surface 12-lead electrocardiogram. GRADE: 1B.

Strong recommendation. In the absence of abnormalities on initial cardiovascular assessment, no further cardiovascular assessment is required, unless syncope is suspected (i.e., described or witnessed syncope/pre-syncope or recurrent unexplained falls). GRADE: 1C.

Strong recommendation. We recommend that the further cardiovascular assessment for unexplained falls should be the same as that for syncope, in addition to the multifactorial falls risk assessment. GRADE: 1A.

2.3.6 Dizziness and vestibular disorders assessment

Expert recommendation. Routinely ask about dizziness symptoms, and undertake follow-up assessment as necessary to identify cardiovascular, neurological and/or vestibular causes. GRADE: E.

2.3.7 Vision and hearing assessment

Expert recommendation. Enquire about vision impairment as part of a multifactorial falls risk assessment, measure visual acuity and examine for other visual impairments such as hemianopia and neglect where appropriate. GRADE: E.

Expert recommendation. Enquire about hearing impairment as part of a multifactorial falls risk assessment, measure and examine for hearing impairments and refer to a specialist where appropriate. GRADE: E.

2.3.8 Urinary symptoms and incontinence assessment

Expert recommendation. Enquire about urinary symptoms as part of a multifactorial falls risk assessment GRADE: E

2.3.9 Pain assessment

Expert recommendation. Enquire about pain as part of a multifactorial falls risk assessment, followed as indicated by a comprehensive pain assessment. GRADE: E

2.3.10 Environmental assessment

Strong recommendation. Identification of an individual's environmental hazards where they live and an assessment of their capacities and behaviours in relation to them, by a clinician trained to do so, should be part of a multifactorial falls risk assessment. GRADE:1B.

2.3.11 Depression assessment

Expert recommendation. Enquire about depressive symptoms as part of a multifactorial falls risk assessment, followed by further mental state assessment if necessary and referral to a specialist where appropriate. GRADE: E

2.3.12 Nutritional assessment including vitamin D

Expert recommendation – Assess nutritional status including vitamin D intake as part of a multifactorial falls risk assessment, followed by supplementation where appropriate. GRADE: E

1.0 Management and interventions

3.3 Management of older adults at low fall risk

Expert recommendation. Provide advice on how to maintain safe mobility and optimise physical functioning to older adults at low risk of falls from a clinician trained to do so. Such advice should consider the circumstances, priorities, preferences and resources of the older adult. This advice should

reinforce health promotion/prevention messaging relevant to falls and fracture risks such as those on physical activity, lifestyle habits and nutrition including vitamin D intake. GRADE: E.

3.3 Interventions for community dwelling older adults at intermediate fall risk

Expert recommendation. Offer an exercise programme based on an individual assessment and according to the recommendations in the Exercise Interventions section. GRADE: E.

3.3 Multidomain interventions for community dwelling older adults at high fall risk

Strong recommendation. A care plan developed to prevent falls and related injuries should incorporate the values and preferences of the older adult. GRADE: 1B.

Strong recommendation. When creating falls prevention care plans for older adults with cognitive impairment, both the older adults' and their caregivers' perspectives should be included as it improves adherence to interventions and outcomes. GRADE: 1C.

Multidomain falls risk intervention Strong recommendation. Offer multidomain interventions, informed by a multi-professional, multifactorial falls risk assessment to community-dwelling older adults identified to be at high risk of falling. GRADE: 1B.

3.4 Component interventions

3.4.1 Exercise and physical activity interventions

Strong recommendation. Exercise programmes for fall prevention for community-dwelling older adults that include balance challenging and functional exercises (e.g., sit-to stand, stepping) should be offered with sessions three times or more weekly which are individualised, progressed in intensity for at least 12 weeks and continued longer for greater effect. GRADE: 1A.

Strong recommendation. Include, when feasible, of Tai Chi and/or additional individualised progressive resistance strength training. GRADE: 1B.

3.4.2 Medication interventions

Strong recommendation. A medication review and appropriate deprescribing of FRIDs should be part of multidomain falls prevention interventions. GRADE: 1B.

Strong recommendation. We recommend that in long-term care residents, the falls prevention strategy should always include rational deprescribing of fall-risk-increasing drugs. GRADE: 1C.

3.4.3 Cardiovascular interventions

Strong recommendation. Management of orthostatic hypotension should be included as a component of a multidomain intervention. GRADE: 1A.

Strong recommendation. Interventions for cardiovascular disorders identified during assessment for risk of falls should be the same as that for similar conditions when associated with syncope, in addition to other interventions based on the multifactorial falls risk assessment. GRADE 1B.

3.4.4 Telehealth and technology interventions

Expert recommendation. Use telehealth and/or smart home systems (when available) in combination with exercise training as part of falls prevention programmes in the community. GRADE: E.

Conditional recommendation. Current evidence does not support the use of wearables for falls prevention. However, emerging evidence show that when wearables are used in exercise programs to prevent falls, they may increase participation. GRADE: 2C.

3.4.5 Environmental interventions

Strong recommendation. Recommendations for modifications of an older adult's physical home environment for fall hazards that consider their capacities and behaviours in this context should be provided by a trained clinician, as part of a multidomain falls prevention intervention. GRADE: 1B.

3.4.6 Vestibular interventions

Expert recommendation. Managing vestibular issues should be considered as part of multifactorial approach. GRADE: E.

3.4.7 Pain interventions

Expert recommendation. Adequate pain treatment should be considered as part of the multidomain approach. GRADE: E.

3.4.8 Concerns about falling and falls interventions

Strong recommendation. We recommend exercise, cognitive behavioural therapy and/or occupational therapy (as part of a multidisciplinary approach) to reduce concerns about falling in community-dwelling older adults. GRADE: 1B.

3.4.10 Vision interventions

Expert recommendation. Management of impaired vision should be considered as part of the multifactorial approach. GRADE: E.

4.0 Falls in hospitals

4.1 Risk stratification and assessment

Conditional recommendation. Perform a multifactorial falls risk assessment in all hospitalised older adults >65 years of age. We recommend against using scored falls risk screening tools in hospitals for multifactorial falls risk assessment in older adults. GRADE: 2B.

Strong recommendation. We recommend using the FESI or especially the Short FES-I for assessing concerns about falling in acute care hospitals. GRADE: 1B.

Expert recommendation. We recommend conducting a post-fall assessment in hospitalised older adults following a fall in order to identify the mechanism of the fall, any resulting injuries, any precipitating factors (such as new intercurrent illness, complications or delirium), to reassess the individual's fall risk factors, and adjust the intervention strategy accordingly. GRADE: E.

4.2 Management and interventions

Strong recommendation. A tailored education on falls prevention should be delivered to all hospitalised older adults (≥ 65 years of age) and other high-risk groups. GRADE: 1A.

Strong recommendation. Personalised single or multidomain falls prevention strategies based on identified risk factors, behaviours or situations should be implemented for all hospitalised older adults (≥ 65 years of age), or younger individuals identified by health professionals as at risk of falls. GRADE: 1C (Acute care), GRADE: 1B (Sub-acute care)

5.0 Falls in care homes

5.1 Risk stratification and assessment

Strong recommendation. Do not perform falls risk screening to identify care home residents at risk for falls as all residents should be considered at high risk of falls. GRADE: 1A.

Strong recommendation. Perform a comprehensive multifactorial assessment at admission to identify factors contributing to fall risk and implement appropriate interventions to avoid falls and fall-related injuries in care home older adults. GRADE: 1C.

Expert recommendation. We recommend conducting a post-fall assessment in care home residents following a fall in order to identify the mechanism of the fall, any resulting injuries, to reassess the resident's fall risk factors, adjust the intervention strategy for the resident and avoid unnecessary transfer to hospital. GRADE: E.

Strong recommendation. We recommend using the FES-I or especially the Short FES-I for assessing concerns about falling in long-term care facilities. GRADE: 1B.

5.2 Management and interventions

Strong recommendation. Take a multifaceted approach to falls reduction for care home residents including care home staff training, systematic use of a multidomain decision support tool and implementation of falls prevention actions. GRADE: 1B.

Strong recommendation. Do not use of physical restraints as a measure for falls prevention in care homes. GRADE: 1B. Strong recommendation. Perform nutritional optimisation including food rich in calcium and proteins, as well as vitamin D supplementation as part of a multidomain intervention for falls prevention in care home residents. GRADE: 1B.

Strong recommendation. Include the promotion of exercise training (when feasible and safe) as part of a multidomain falls prevention intervention in care homes. GRADE: 1C.

6.0 Specific clinical populations

6.1 Falls and PD and related disorders

6.1.1 Assessment

Conditional recommendation. Consider a falls risk assessment for older adults with PD, including a self-report 3-risk factor assessment tool, which includes a history of falls in the previous year, freezing of gait (FOG) in the past month, and slow gait speed. GRADE: 2B.

6.1.2 Management and interventions

Conditional recommendation. Older adults with PD should be offered multidomain interventions, based on PD specific assessment and other identified falls risk factors. GRADE: 2B. Strong recommendation. Older adults with PD at an early to mid-stage and with mild or no cognitive impairment should be offered individualised exercise programmes including balance and resistance training exercise. GRADE: 1A.

Strong recommendation. Consider offering exercise training, targeting balance and strength to people with complex phase PD if supervised by a physiotherapist or other suitably qualified professional. GRADE: 1C.

6.2 Stroke

Conditional recommendation. Older adults after a stroke should be offered participation in individualised exercise programmes aimed at improving balance/strength/walking to prevent falls. GRADE: 2C.

6.3 Mild cognitive impairment and dementia

Strong recommendation. Community-dwelling older adults with cognitive impairment (mild cognitive impairment and mild to moderate dementia) should be offered an exercise programme to prevent falls. GRADE: 1B.

6.4 Hip fracture Strong recommendation.

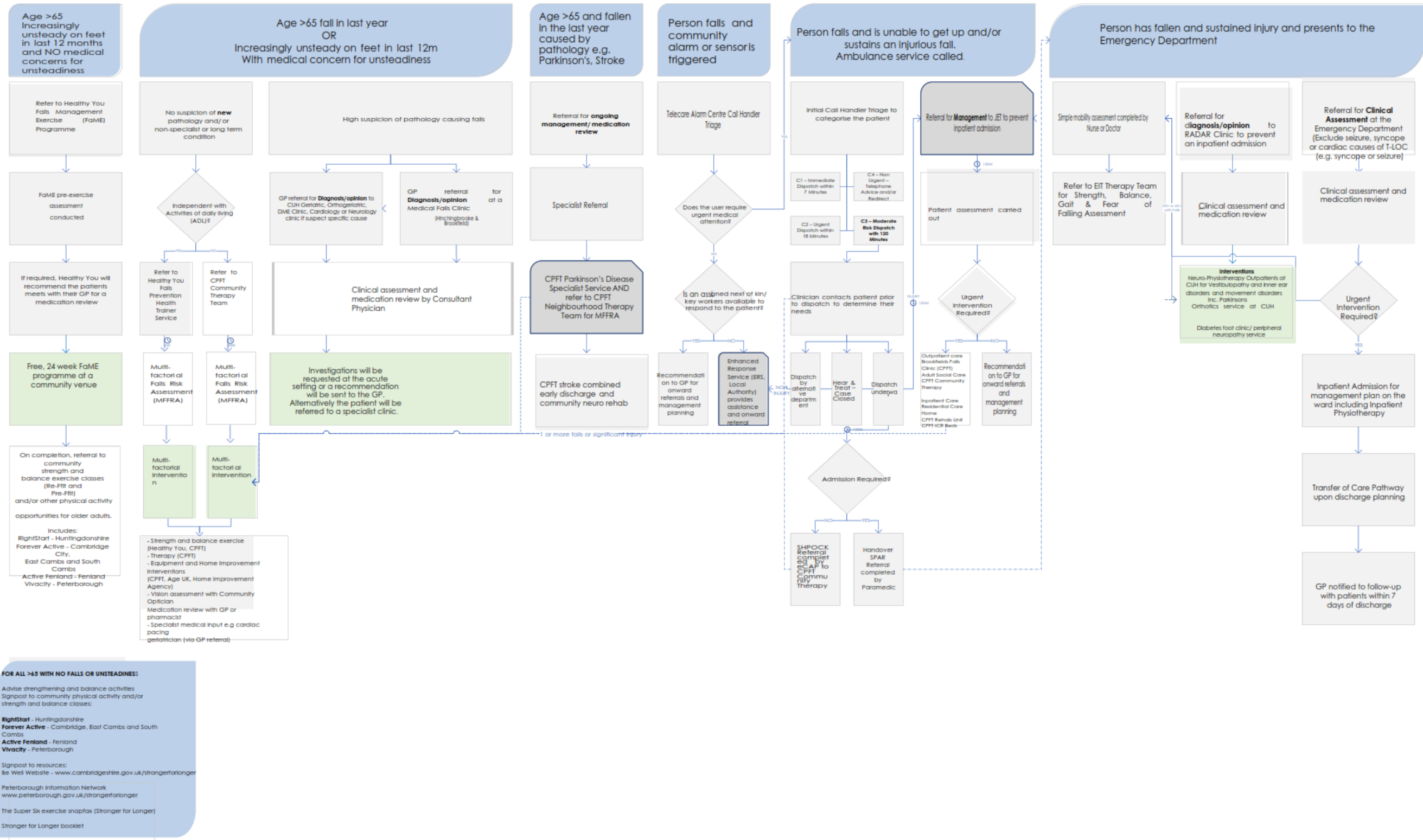
Older adults after sustaining a hip fracture should be offered an individualised and progressive exercise programme aimed at improving mobility (i.e., standing up, balance, walking, climbing stairs) as a fall prevention strategy. GRADE: 1B.

Conditional recommendation. Such programmes for older adults after a hip fracture are best commenced in hospital (GRADE: 2C) and continued in the community (GRADE: 1A).

Appendix 11 - System wide Falls Prevention and Management Pathway

FALLS PREVENTION & MANAGEMENT PATIENT DECISION MAKING PATHWAY

All services are required to notify the referrer & primary care when rejecting or redirecting referrals. Primary Care must also be notified of any changes to the pathway, diagnostic outcomes and intentions



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Appendix 12 - Summary of key falls-related services

SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
CPFT Community Therapy	<p>CPFT Community Therapy are part of the CPFT Neighbourhood Teams, supporting all adults requiring community services. The wider Neighbourhood team includes integrated District Nurses, Integrated Support Workers and Mental Health Practitioners and works in partnership with other services including out-of-hours nursing, intermediate care, podiatry, dietetics, mental health teams, speech and language therapy and JET.</p> <p>Evidence based patient pathways have been developed for a number of health conditions to ensure the services in the Neighbourhood team manage their patients in the same way and teams work in a coordinated way to support those at highest risk of hospital or care home admission.</p> <p>The falls prevention pathway forms part of the Community Therapy remit. This includes the provision of multi-factorial falls risk assessments, strength and balance exercise programmes, rehabilitation programmes, equipment and housing adaptations. Equipment is prescribed from the Integrated Community Equipment Service (NRS contract) - a service commissioned by CCC.</p>	<p>Eligibility for a multi-factorial falls risk assessment:</p> <ol style="list-style-type: none"> 1) Person 65+ who has had one or more falls in the last 12 months and 2) are not independent with their activities of daily living i.e. they are not able to complete one or more of the following: <ul style="list-style-type: none"> • Transfer on and off toilet • Transfer on and off the bed and chair without help • Walk safely and independently with or without a walking aid • Manage to wash, dress and prepare meals and drinks independently or have adequate help to enable to complete these tasks • Leave the house with or without help 	Countywide - Cambridgeshire and Peterborough	08:00-16:00	Cambridgeshire and Peterborough ICS	<p>Area Therapy Managers:</p> <ul style="list-style-type: none"> • Hayley Litchfield <p>Falls Prevention Clinical Lead: Annami Palmer</p>	<p>Hayley.litchfield@cpft.nhs.uk</p> <p>Louise.pitt@cpft.nhs.uk</p> <p>Sarah.wood@cpft.nhs.uk</p> <p>Annami.palmer@cpft.nhs.uk</p>
Healthy You/Everyone Health Falls Prevention Health Trainer Service	The service forms part of the integrated community falls prevention pathway with CPFT and offers multi-factorial risk assessments for people who are independent with ADLs, followed by appropriate referral for interventions. In addition, it offers a free, 24 week programme of group strength and balance classes (Falls Management Exercise programme, FaME).	<ul style="list-style-type: none"> • Cambridgeshire and Peterborough residents 65+. • Criteria for a multi-factorial falls risk assessment: 1) Have fallen one or more times in the last year and 2) Be able to manage activities of daily living (with or without support). • Criteria for the FaME programme: 1) Have become increasingly unstable on their feet in the last year 2) Be able to manage activities of daily living (with or without support) 	Countywide community clinics - within the local authority boundaries of Cambridgeshire County Council and Peterborough City Council	Monday-Friday 09:00-17:00	Cambridgeshire County Council and Peterborough City Council	Charlina Robinson	CharlinaRobinson@healthyyou.org.uk
CPFT Enhanced Falls Prevention Pathway	3-year funded programme in Cambridge City and Fenland only commissioned by Cambridgeshire County Council to deliver multifactorial falls risk assessments (MFRA)	Cambridgeshire residents 65+ who has had two or more falls in the last 12 months, and/or they have been admitted to hospital as a result of a fall, and live within the catchment areas of the following NTs: Cambridge City North, Cambridge City South, Fenland, Wisbech	NTs: Cambridge City North, Cambridge City South, Fenland, Wisbech	08:00-16:00	Cambridgeshire County Council	Annami Palmer	Annami.palmer@cpft.nhs.uk

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SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
Addenbrooke's Hospital - Emergency Department	The ED provides an assessment of people who have fallen which includes: medical history, medication review, examination, lying & standing BP, investigations (i.e., CG/glucose check), bone health assessment	All Falls Patients excluding seizure, syncope or cardiac causes of Transient loss of consciousness (TLoC) (e.g., syncope or seizure)	Hills Rd, Cambridge CB2 0QQ	24/7	Cambridgeshire and Peterborough ICS	Dr Diane Williamson	diane.williamson1@nhs.net
Addenbrooke's Hospital – Front Door Frailty Service	The CUH Front Door Frailty Service, initiated in August 2023, offers a Comprehensive Geriatric Assessment (CGA) to patients presenting to ED. The team comprises 2 Consultant Geriatricians and a Pharmacist.	Patients with a frailty score of 6 and over on the Clinical Frailty Scale, 80+ years of age and Care and Residential home residents.	Hills Rd, Cambridge CB2 0QQ	08:00-17:00 Monday - Friday.	Cambridgeshire and Peterborough ICS	Dr Lelane Vanderpoel	l.vanderpoel@nhs.net
Addenbrooke's Hospital - Early Intervention Team (EIT)	The EIT carry out a simple mobility test; based on this outcome patients will either continue to be managed in the Emergency Department or EIT will use the assessment to create appropriate referrals to onward services to avoid an admission.	All patients age >65 years who present to the ED with a fall	Hills Rd, Cambridge CB2 0QQ	08:00 - 20:00 Monday - Sunday (Therapy is limited to 08:00 - 18:00 due to workforce shortage)	Cambridgeshire and Peterborough ICS	Service Lead: Jo Barker Therapy Lead: Nicole Uyan	jo.barker3@nhs.net Nicole.uyan1@nhs.net
Addenbrooke's Hospital – General Medical Clinics	The Geriatrician-led Medical Falls Clinics provide the medical part of a CGA including full clinical exam, medical review, medication review and social history. Approximately two new referrals and two returning patients are seen per clinic (or up to five returns). The clinic can refer into other CUH specialist clinics e.g., Syncope clinic, Cardiology, ENT, DEXA scan etc.	No explicit criteria (person fallen and GP requests review) but referrals are triaged into appropriate geriatric service clinics as needed.	Hills Rd, Cambridge CB2 0QQ	Clinics run afternoons every day, Monday to Friday.	Cambridgeshire and Peterborough ICS	Dr Joanna Hampton	joanna.hampton@nhs.net
NWAFT Front Door Frailty Team	The NWAFT Front Door Frailty Service, initiated in Peterborough City Hospital (PCH) in September 2021 and Hinchingsbrooke Hospital (HH) in April 2023, offers a Comprehensive Geriatric Assessment (CGA) to patients presenting with acute frailty to the emergency department at PCH or HH. The CGA is an in-depth medical review and covers 5 core pillars of the CGA. In PCH, the team liaise with the NWAFT Front Door Therapy Team and in HH, the team liaise with the CPFT Front Door Therapy Team. The team comprises 1.5 Consultant Geriatricians, 4 Physician Associates, 1 Registrar, 2 Lead Nurses, and 3 Frailty Nurses.	Patients with a Rockwood frailty score of 6 and above	Peterborough City Hospital, Bretton Gate, Peterborough, PE3 9GZ Hinchingsbrooke Hospital, Hinchingsbrooke Park Huntingdon, PE29 6NT	PCH: 7 days a week, 08:00-18:00 weekdays and 08:00-16:00 on weekends HH: 5 days a week (Monday to Friday), 08:00-18:00	Cambridgeshire and Peterborough ICS	Dr Lucy Daniels	lucy.daniels3@nhs.net

SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
NWAFT General Medical Clinics	<p>The Geriatrician-led General Medical Clinic offers comprehensive medical assessment (similar to a CGA) and medication review for patients referred from the GP or hospital therapists.</p> <p>The Peterborough City Hospital (PCH) clinic is run by four Consultant Geriatricians who see up to five new patients per week.</p> <p>The Hinchingsbrooke Hospital clinic is run by two Consultant Geriatricians.</p>	There is no explicit referral criteria for the General Medical Clinics although the patients are triaged by the Geriatric Service into the appropriate clinics. Patients with recurrent falls are accepted into the General Medical Clinic.	<p>Peterborough City Hospital, Bretton Gate, Peterborough, PE3 9GZ</p> <p>Hinchingsbrooke Hospital, Hinchingsbrooke Park Huntingdon, PE29 6NT</p>	<p>PCH: Clinics run on a Tuesday and a Wednesday afternoon every week</p> <p>HH: Clinics run on Monday afternoon and Friday morning</p>	Cambridgeshire and Peterborough ICS	<p>Dr Olugbenro Akintade</p> <p>HH: Dr Alice Cole or Dr Elizabeth Ellis</p>	<p>olugbenro.akintade@nhs.net</p> <p>Alice.cole1@nhs.net</p> <p>elizabeth.ellis2@nhs.net</p>
CCC & PCC Reablement Team	The reablement service takes a holistic approach to assessment and goal setting of people discharged from hospital to maintain or enhance their level of independent function in daily living activities. This involves the person and their family / carers but also aims to consider the benefits of accessing wider, preventative services such as technology enabled care, therapy services, housing related support, housing services and community navigators. The team also follow the Falls Prevention pathway. The programme lasts up to 6 weeks (longer if required). The service is led by Occupational Therapists.	<p>Inclusion 18+ years and is a resident in Cambridgeshire or Peterborough. Person would benefit from a short-term, targeted programme of reablement, and / or reassessment, in order to maintain or enhance their level of independent function in daily living activities and reduce their need for statutory services.</p> <p>Exclusion The person has:</p> <ul style="list-style-type: none"> • a rapidly deteriorating condition or prognosis, with complex needs that cannot be met by the reablement service and would be best met by health services – either Intermediate Care or NHS Continuing Health Care • a health need that requires a specific clinical rehabilitation programme or Intermediate Care • requires care and support while their family carers are on holiday • Adults who are homeless and do not have suitable accommodation for a Reablement programme to take place. • Adults who have No Recourse to Public Funds (NRPF). • People who are unable to engage in a reablement intervention due to severe cognitive ability and / or are not engaged in a programme of rehabilitation support. 	Countywide - within the local authority boundaries of Cambridgeshire County Council and Peterborough City Council.	7-days per week between the core operating hours of 7am and 10pm. The services operate adequate 'on call' and 'out of hours' cover	Cambridgeshire County Council and Peterborough City Council	<p>Rebecca Garry (CCC)</p> <p>Carol Farrar (PCC)</p>	<p>Rebecca.garry@cambridgeshire.gov.uk</p> <p>carol.farrar@peterborough.gov.uk</p>

SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
CPFT Intermediate Care Team	<p>The intermediate care service comprises of two main community pathways supporting patients with different levels of dependency: Pathway 1: Home with care and therapy Pathway 2: Rehabilitation in a bedded facility (health interim)</p> <p>The aim of Intermediate Care services is to promote faster recovery from illness; support safe and timely discharge from hospital; prevent unnecessary hospital admission; prevent premature admission to long-term residential care; maximise independent living in the community.</p> <p>Each intermediate care service provides a range of functions that include: Triaging of referrals and discharge planning from acute hospitals; Initial Assessment within 48 hours of admission to pathway; Care and therapy goal planning in the community; Care co-ordination, allocation and management; Delivery of care; Transfer of care planning from intermediate care services.</p>	<p>Inclusion</p> <ul style="list-style-type: none"> • Patients who are clinically fit to leave hospital OR • Patients who can be prevented from being admitted to an acute hospital AND are: • Adults aged 18+ registered with a Cambridgeshire and Peterborough GP • People rehabilitating following acute medical or surgical health conditions where it is anticipated that their functional status will improve. <p>Exclusion</p> <ul style="list-style-type: none"> • Patients who need long term care packages • Patients whose existing care package meets their needs • Patients who require permanent placement into a nursing or care home • Patients whose needs can be met by Local Authority reablement services because the primary need is not related to an acute health medical or surgical illness • Patients who have an acute mental health need or who have a psychiatric crisis • Patients who require maintenance for a long-term condition • Patients whose only need is medicines management • Patients who require assessment for NHS Continuing Health Care, including Fast Track end of life care and complex case management. 	Countywide	7 days a week, 07:00-22:00	Cambridgeshire and Peterborough ICS	Vanessa Bunn Barry Underwood	Vanessa.bunn@cpft.nhs.uk Barry.underwood@cpft.nhs.uk
Peterborough City Council Home Service Delivery Team	<p>The Home Service Delivery Team brings together teams across Adult Social Care and Housing to keep people living in their homes independently and safely for as long as possible. It is a 'One stop shop' approach for clients which looks at both their ability to carry out activities of daily living and their physical home environment. The service brings together Reablement; Therapy Services (including sensory impairment and assistive technology); Care and Repair Home Improvement Agency (including Handyperson Service); Housing Programmes; Adult Early Help; and Older Peoples Day Services at the Cresset</p>	Varies but is for Peterborough residents only	Peterborough wide	Varies	Peterborough City Council	Belinda Child	belinda.child@peterborough.gov.uk

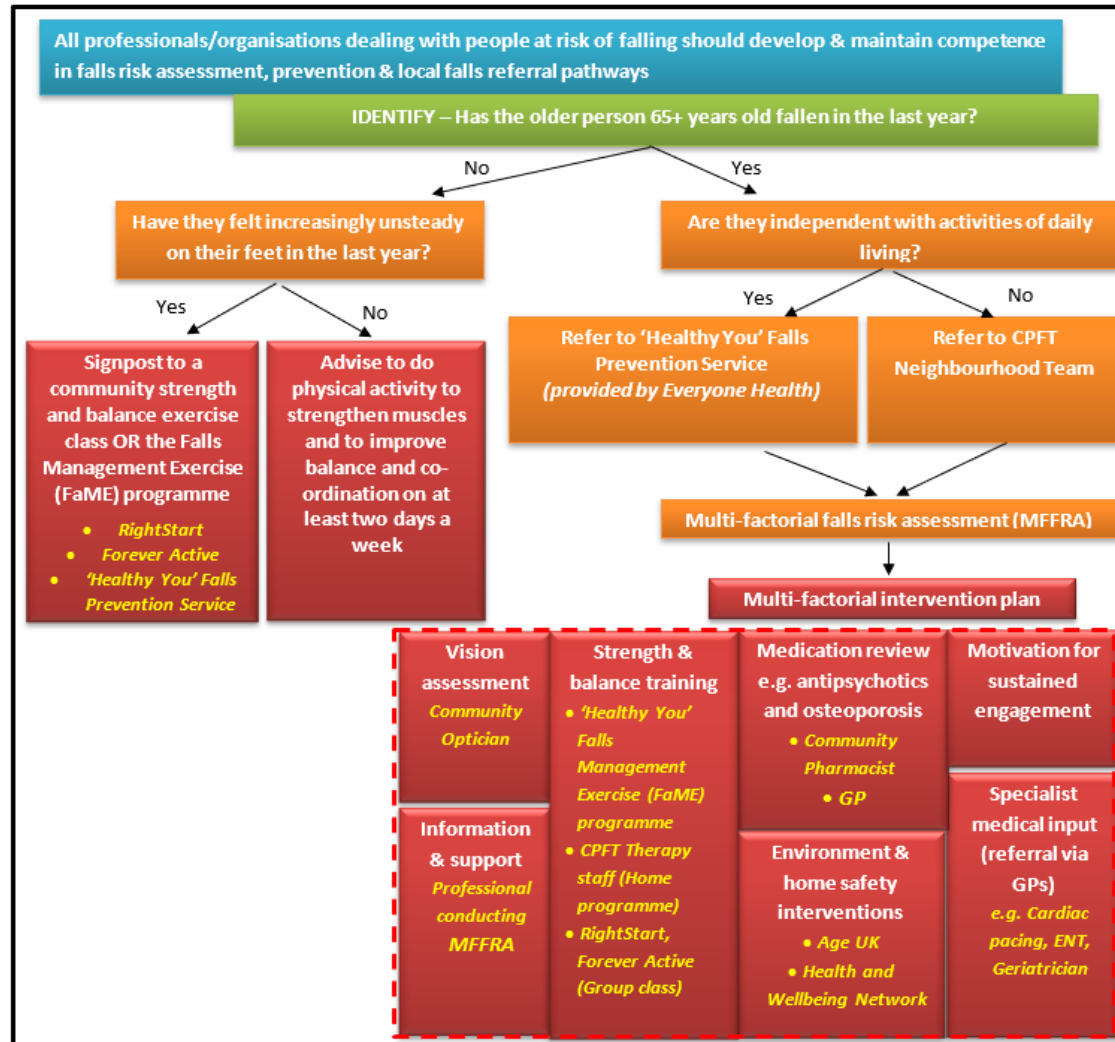
SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
CCC Enhanced Response Service (ERS)	ERS respond to telecare alerts via Lifeline Alert centres or referrals from EEAST for people who need non-emergency assistance, 24 hours a day, 7 days a week. Their target response time is 60 minutes. The service: <ul style="list-style-type: none"> • Provides assistance to get a person up from the floor following a fall • Provides personal care that is needed in an urgent and unplanned circumstance, i.e., not part of a regular care package. • Provides reassurance following an incident at home • The Enhanced Response Service is not an emergency service, nor are they clinical or medical responders. They are registered with the Care Quality Commission to provide social care activities. 	Cambridgeshire and Peterborough residents who have a lifeline	Countywide - Within the local authority boundaries of Cambridgeshire County Council and Peterborough City Council	24/7	Cambridgeshire County Council	Grace E Clarke (CCC) Belinda Child (PCC)	GraceE.Clark@cambridgeshire.gov.uk belinda.child@peterborough.gov.uk
Age UK Cambridgeshire and Peterborough Handyperson Service	The Cambridgeshire Handyperson Service offers wellbeing assessments to older people and adults with a disability, whether short or long term. Following assessment, measures such as grab and banister rails and half steps can be installed, as well as carrying out small jobs around the home, which can also prevent a fall. In carrying out lower level interventions, pressures on statutory therapy services can be reduced and ultimately those requiring such support wait less for this to be implemented.	Any older person aged 65+. Any adult aged 18 plus with a disability, whether short or term, physical or mental.	Cambridgeshire wide (not Peterborough)	9am to 4.30pm Monday to Friday	<ul style="list-style-type: none"> • Cambridgeshire County Council • South Cambridgeshire DC • Cambridge City Council • East Cambridgeshire DC • Huntingdonshire DC • Fenland DC 	Diana MacKay	Diana.Mackay@cambridgeshire.gov.uk
Age UK Cambridgeshire and Peterborough Community Wardens, Home Support and Day Services	Community Wardens, Home Support and Day Services - Regular input from these services ensures needs are continuously assessed and potential risks from falls can be averted. Close communication with clinicians ensures medical needs are reviewed on a timely basis, again reducing the risk of falls.	<ul style="list-style-type: none"> • Aged 60 plus, living alone or with another older person who would benefit from the support • Residing in the areas a Community Warden service is offered 	Wardens in 20 areas of Cambridgeshire and Peterborough. Home Support in Peterborough. Day Services in various areas countywide	Each weekday	Various including County, District and Parish councils. Local charities, trust funds and donations	Various Contact: Melanie Pittock	Melanie.Pittock@ageukcap.org.uk
Age UK Cambridgeshire and Peterborough Hospital Discharge support and	In assisting hospital discharges and admission avoidance, Age UK Cambridgeshire and Peterborough ensure timely help is given, regular visits from staff and volunteers are made, meaning further decline in health and mobility is less likely. Installing key safes and other falls prevention measures on discharge enables care	Aged 60 plus, recently discharged from hospital or at risk of being admitted.	Cambridgeshire and Peterborough	10am to 4pm 7 days per week	Collaboration through Voluntary Sector Alliance (VSA), ICS funding	Various Contact: Melanie Pittock	Melanie.Pittock@ageukcap.org.uk

SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
admission avoidance	or reablement to begin as soon as a person is home.						
Right Start Group Exercise Classes	Delivers a programme of exercise classes for older people from Chair Based, Strength and Balance (Otago), Postural Stability Exercise (including floor work). Full list available at www.huntingdonshire.gov.uk/rightstart	Older adults and those who require additional support to exercise. Different levels from 1-5 depending on ability. For those who have fallen, who are unsteady or to generally improve balance and co-ordination. Also available Right Start Aqua and Right Start Indoor Cycling www.huntingdonshire.gov.uk/rightstart	Huntingdonshire District including: Huntingdon, Ramsey, St Ives, St Neots and villages: Alconbury Weald, Brampton, Catworth, the Hemingfords, Houghton, and Warboys. Programme subject to change and growth.	Monday - Friday Generally daytime	Customers pay as they go or a variety of payment methods are available. Funding from Public Health for new 'strength and balance activities' project	Jo Peadon	jo.peadon@huntingdonshire.gov.uk
Forever Active	Provides exercise/activity sessions for the over 50 age groups within Cambridge City, South Cambridgeshire and East Cambridgeshire. Sessions range from chair-based exercises, which are suitable for people with mobility problems, to activities and sports for the active 50+. Full list available at: https://www.forever-active.org.uk/classes/sports/	Generally open access but may vary by exercise class	Cambridge City, South Cambridgeshire and East Cambridgeshire - list on website https://www.forever-active.org.uk/classes/sports/	Monday - Friday Generally daytime	Customers pay as they go or become a member. Funding from Public Health for new 'strength and balance activities' project	Jane Jones	jane.jones@forever-active.org.uk
Vivacity	Delivers a range of exercise classes for older people including strength and balance classes and other activities. https://www.vivacity.org/sport-events/health-wellbeing/strength-balance-classes/	Generally open access but may vary by exercise class	Peterborough wide	Monday - Friday Generally daytime	Customers pay as they go or a variety of payment methods are available. Funding from Public Health for new 'strength and balance activities' project	Emma Walker	emma.walker@vivacity.org

SERVICE NAME	SERVICE OVERVIEW	ELIGIBILITY CRITERIA	LOCATION(S)	OPERATING TIMES	FUNDING SOURCE	CLINICAL LEAD	CLINICAL LEAD EMAIL
Active Fenland (Fenland District Council's Physical Activity and Healthy Lifestyle department)	Provides physical activity and healthy lifestyle opportunities which includes but is not limited to opportunities for older adults such as FaME, Strength and Balance, Yoga (low level seated can be accommodated where needed) Forever Fit (Table Tennis, badminton, short tennis and indoor curling) Walking Sports (Football, Netball and Cricket), Walking Groups, Tea Dance, Health MOTs, Love to Move, mental wellbeing sessions, 12 week physical activity interventions /taster sessions and many more physical activity opportunities.	Projects vary on eligibility but the service as a whole is for anyone living England.	Fenland	Sessions are at varied times a coordinator is available office hours Monday-Friday	Pay as you go, variety of payment methods. Funding from Public Health Healthy You Project and the new 'strength and balance activities' project.	Lauren Bremner	lbremner@fenland.gov.uk

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Appendix 13 – Community Falls Prevention pathway



Appendix 14 – Gap analyses from organisations

- 1) Cambridgeshire and Peterborough NHS Foundation Trust (CPFT)



CPFT Falls
Prevention Gap Anal

- 2) Healthy You



Healthy You Falls
Prevention Gap Anal

- 3) Cambridge University Hospital NHS Foundation Trust (CUHFT)



CUHFT falls
prevention gap analy

- 4) North West Anglia Foundation Trust (NWAFT)



NWAFT Falls
Prevention Gap Anal

CABINET	AGENDA ITEM No. 8
12 FEBRUARY 2024	PUBLIC REPORT

Report of:	Cecilie Booth, Executive Director Corporate Services and Section 151 Officer	
Cabinet Member(s) responsible:	Councillor John Howard, Deputy Leader and Cabinet Member for Corporate Governance and Finance	
Contact Officer(s):	Simon Lewis, Service Director Commercial, Property & Asset Management Felicity Paddick, Head of Estates	Tel. 01733 452522

LOCALITIES ASSETS REVIEW - UPDATE

RECOMMENDATIONS	
FROM: Cabinet Committee	Deadline date: February 2023
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Notes the Localities Assets Review's initial findings and recommendations for each of the sites highlighted in Phase One as shown in Appendix 1 and provides any comments. 2. Agrees that sites deemed suitable as being surplus to requirements (up to a maximum disposal price of £500,000) authority will be delegated to the Executive Director of Corporate Services in consultation with the Cabinet Member for Governance to take all necessary steps to implement effect the disposal. 3. Agrees that where any proposed sale or repurposing of an asset is at a price in excess of £500,000 the decision to proceed will be brought back to Cabinet for specific approval to dispose on a case by case basis. 4. Notes that Directors will continue to provide regular, quarterly updates to Cabinet on the progress of these sites. 5. Notes the proposal to focus on the Council's education sites under Phase 2, where officers will work with Academies and Maintained Schools to investigate opportunities to improve community usage across buildings, to repurpose surplus properties and to divest of surplus land if deemed appropriate. The expectation is that a report on Phase 2 will be brought back to Growth, Resources and Communities Scrutiny Committee in the Summer. 	

1. ORIGIN OF REPORT

1.1 This report was requested from Finance and Sustainability Working Group.

2. PURPOSE AND REASON FOR REPORT

2.1 This report sets out the findings of Phase 1 of the Localities Review of Council property including community buildings, leisure facilities and libraries. It also sets out the approval route for the repurposing of assets and provides details of the sites proposed in Phase 2.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.8

To determine policies or strategies that will have a significant impact on two or more wards.

And 3.2.9

To promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.

3. **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 **Overview**

Cabinet approved the Localities Assets Review in November 2023. At the time the Cabinet paper included an Exempt Annex of 28 assets under consideration in Phase 1. Following the necessary engagement with the operators and users of the sites, this list along with the initial proposals, is now set out in full in Appendix 1.

The key deliverables of the review are as follows:

- A smaller portfolio of localities 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 wider engagement plan for the operators of the site and members of the public to inform and shape any final recommendations
- A disposals/repurposing 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.

Phase 1

Since Cabinet approval, Officers have reviewed 28 sites under Phase 1 of the Locality Asset Review. This included community centres, libraries, youth centres, vacant sites and leisure sites. Officers have met with operators and users of these sites as well as attended public meetings supported by Elected Members. The feedback received from this engagement has been incorporated into Officers conclusions and associated recommendations set out in Appendix 1.

In most cases it is too early to make specific recommendations regarding opportunities to retain, repurpose, invest or dispose of any site. The conclusions set out in Appendix 1 deal with each site on a case-by-case basis and recommends moving certain sites forward for approval through the governance process.

Most sites listed will require more time to consider options and proposals and make clear recommendations. This may include developing business cases for the repurposing of assets and/or giving communities time to raise funds to either purchase their assets or to secure occupation by way of the Community Asset Transfer Policy. On this basis officers are proposing to continue to report to Cabinet on a quarterly basis with updates and recommendations in relation to these sites.

Phase 2

Officers are proposing to focus on school and other education sites as part of Phase 2. There are a number of reasons for this recommendation, they include:

1. Following the divestment of the management of this service from Cambridgeshire County Council, the council has taken responsibility for schools with this presenting an opportunity to consider the estate with a fresh pair of eyes.
2. Many schools became academies several years ago. Academies utilising former council school sites usually occupy land and properties under a 125 year lease.
3. Since the academisation it is evident that some schools and academies have determined that all or part of their estate could be put to a better use. This is not possible without the council, as landlord, providing consent.
4. Opportunities exist to engage with schools and academies to incorporate new community uses into the sites, to repurpose land and buildings no longer needed and to generate capital and revenue income streams (that will be shared between the parties) from divesting surplus assets.
5. This review will also include maintained schools.

There are a number of statutory requirements and obligations around repurposing school buildings, and these need careful consideration and planning. Neither the council nor the schools can act independently in this matter and close collaborative working is needed. As it stands the council has never undertaken a review of this type and the governance framework set out by the Locality Assets Review provides suitable governance for the exercise.

Conclusion

The review has resulted in identifying a number of sites that could be potentially disposed, invested into, repurposed and redeveloped. This is not a definitive list and further engagement is required with members, operators of the site and the public before a final determination can be made.

The review of the localities assets represents the beginning of a process for the buildings and sites reviewed.

Phase 2 of the review will focus on school and education sites (both academies and maintained schools).

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 Before Cabinet approval in November, officers shared details of the sites and draft proposals in Phase 1 with the Corporate Leadership Team, elected Members (via an open day), Scrutiny Committee and Group Leaders.

Following Cabinet approval, further engagement and consultation has been undertaken with the public and operators and users of the localities assets, this includes attending public meetings at various sites as well as ongoing meetings and consultation with operators. In addition updates have been provided to the city's Members of Parliament, council Members, Group Leaders and the Leader and Deputy Leader of the Council.

The original Localities Review included an indicative timetable for delivery. This will be updated after Cabinet considers the report and recommendations in February.

- 6.2 In anticipation of Phase 2 focussing on schools and academies officers have already notified key stakeholders of these proposals and, subject to Cabinet approval of the proposals at the meeting in February, would look to commence this in March 2023 and to conclude by the end of Summer 2024.

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 Localities 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 cease the review of Localities 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 Based on the proposed initial recommendations the expected potential benefits are still on track to be delivered. This will be reviewed following the outcome of the Cabinet Paper in February and as the programme develops.

It remains the intention that some of the savings and capital receipts may be reused on the retained portfolio of Localities assets. This will be reviewed on a case by case basis.

Legal Implications

- 10.2 As the review progresses and recommendations are finalised, legal consideration will need to be given when implementing any of the proposals.

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 – Schedule of Sites, Initial Proposals and Recommendations.

Appendix 1

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Location	Comments	Recommendation to Cabinet
Southfields Community Centre	Site identified for re-development. Discussions with group in occupation regarding relocating their current storage area. Working on a development appraisal to consider development options. Any proposals will be subject to obtaining any necessary planning permission	Further work needed before a final recommendation can be presented.
Stanground Library	Considering proposals to re-develop the site into a mixed-use scheme including a new library facility and community space on the ground floor and flats above. Every effort is being made to seek interim alternative accommodation for the library service to minimise any disruption. This may be another opportunity to deliver market leading affordable eco homes on site. This will all be subject to obtaining any necessary planning permission for the development.	Further work needs to be undertaken, along with consultation with the Department for Digital, Culture, Media and Sport (DCMS) before any final recommendation can be presented
Fleet Community Centre	Working with the group managing the community centre on the possibility of selling surplus land and sharing the receipts the basis the the community centre uses its best endeavours to invest in other community sports facilities on the land presently owned by the association. Also considering the potential of selling the retained land and buildings to the association. Discussions are ongoing and feasibility studies, planning and valuation appraisals to be undertaken.	Further work needed before a final recommendation can be presented.
Regional Fitness and Swimming Centre	Feasibility study ongoing around site options. Discussions in early new year on future options and future of the site.	Further work needed before a final recommendation can be presented.
Stafford Hall community centre	Proposal for the site to be leased to a third party for community use, but on the basis that they complete certain works prior to any occupation.	Approve the disposal of the site on a long lease and delegate authority to the Executive Director of Corporate Services and Section 151 in consultation with t Cabinet Member for Corporate Governance and Finance to take all necessary steps to effect the disposal including agreement of terms.

Location	Comments	Recommendation to Cabinet
The Barn	Potential disposal for a community leisure use facility subject to market value and planning approval. Discussions with youth services are ongoing regarding relocation of the Princes Trust programme. Potential Clawback Payment from sale receipts due to Homes England to be considered.	Further work needed before a final recommendation can be presented.
Thorney Community Centre and Library	A disposal of the site is considered the best option. Currently discussions are ongoing to arrange relocation of the foodbank and library to elsewhere in the village. DCMS to be engaged and kept informed about the relocation proposal.	Approve the disposal of the Site subject to agreeing terms for the relocation of foodbank and Library, and successful engagement with DCMS and to delegate authority to the Executive Director of Corporate Services in consultation with the Cabinet Member for Governance to take all necessary steps to implement effect the disposal
Woodston Library	Developing proposals to provide alternative service delivery arrangements for the library service and to convert the building to a bungalow to support the council's temporary accommodation needs. Will require agreement with DCMS before proceeding.	To continue engagement with DCMS following which a proposal will be presented with a clear recommendation.
30 Cromwell Road	Following the review, a disposal of this site is considered the best option. The facility will continue to be used for community purposes with current occupiers remaining on site.	Approve the disposal of the Site and delegate authority to the Executive Director of Corporate Services to in consultation with Cabinet Member for Corporate Governance and Finance to take all necessary steps to effect the disposal including agreement of terms .
Thistle Drive Community Centre	Potential disposal, but any purchaser will need to provide a new lease for the current gymnastics group to allow them to stay on site. The nursery has closed in the community hub. Also working with other users to find alternative space prior to determining whether a sale is feasible.	Further work needs to be undertaken before a clear recommendation can be provided which will include, an agreement to retain lease for gymnastics group on acceptable terms.
Matley Community Centre	Option to dispose to current occupier or third party. Proposed to remain as community use.	Further work needed before a final recommendation can be presented.

Location	Comments	Recommendation to Cabinet
441 Lincoln Road	Looking at potential future options for this site, no decisions have been made.	Further work needed before a final recommendation can be presented.
Welland Contact Centre	Relocation of existing operational use by the council and, subject to planning approval, conversion back to housing to support temporary accommodation needs. Funding has been secured for the works.	Recommendation to approve the relocation of the existing operational use and delegate authority to the Executive Director of Corporate Services to agree terms in consultation with Cabinet Member for Resources.
Dogsthorpe Community Centre	Repurpose into a new family contact centre and children's hub. Services to be relocated to alternative nearby premises. Funding has been secured for the works.	Recommendation to approve the repurposing of the facility and delegate authority to the Executive Director of Corporate Services to agree terms in consultation with Cabinet Member for Corporate Governance and Finance
Walton Community Centre	Potential to dispose of site to an education provider for possible education use.	Approve the disposal of the site and delegate authority to the Executive Director of Corporate Services in consultation with Cabinet Member for Corporate Governance and Finance to take all necessary steps to effect the disposal including agreement of terms.
Chestnuts Community Centre	Retain. Open discussions re use of Community Ownership Fund to explore opportunities for the operators to purchase the building to improve the facilities and services on site.	Further work needed before a final recommendation can be presented.
318 Gladstone Street	Site is occupied by Gladstone District Community Association under a long lease to the council at a peppercorn rent. Considering options to dispose of the council's freehold interest, tenants occupation will remain unchanged.	Approve the disposal of the site and delegate authority to the Executive Director of Corporate Services in consultation with the Cabinet Member for Corporate Governance and Finance to take all necessary steps to effect the disposal including agree terms
Herlington Community Centre and Children's Centre	Retain and proactively manage to make best use of the space available. The council needs to keep ownership and control due to the high demand for childcare places in the area. Site identified as a potential neighbourhood hub.	Further work needed before a final recommendation can be presented.

Location	Comments	Recommendation to Cabinet
South Grove Community Centre	Retain as community centre and potentially issue new community asset transfer lease to enable the funding to be found. Condition survey undertaken and to be shared with centre early in the new year.	Further work needed before a final recommendation can be presented.
George Alcock Community Centre	Retain centre but review options for enhancement of site.	Further work needed before a final recommendation can be presented.
Paston Farm	Review ongoing but further analysis underway in relation to relocating current uses on site, liabilities to the council and future options. Other nearby site has been identified as a potential alternative space for the community fridge and café.	Further work needed before a final recommendation can be presented.
Eye Youth Centre and Library	Review ongoing and assessment of impact underway. Possible for investment in Manor Farm Community Centre to enhance capacity and to enable services to relocate within the village. Feasibility work ongoing, property lies within a conservation area and there may be a restrictive covenant on use. Ongoing engagement with DCMS regarding the library use	Further work needed before a final recommendation can be presented.
Bluebell meeting rooms	Centre serving over 50s. Ongoing review of options for the possible retention and expansion of uses (albeit a disposal remains possible but not recommended at this stage). Occupation needs to be regularised.	Further work needed before a final recommendation can be presented.
Orton Wistow Community Centre	Review ongoing. Need to identify all uses on site to understand the use and demand better. Community Ownership Fund to be discussed to enable the group running the centre to look at the potential of purchasing the property.	Further work needed before a final recommendation can be presented.
New England Complex	Multiple stakeholders on site with significant history. Review will continue to determine options.	Further work needed before a final recommendation can be presented.
EAST Community Centre	Review will continue to determine future options and assess current use/demand. Long lease in place which will require consideration.	Further work needed before a final recommendation can be presented.

Location	Comments	Recommendation to Cabinet
The Cresset (specifically the three areas occupied by the council under a lease agreement)	Council leases under review. Intention to retain part (including Kingfisher Centre) and to maximise beneficial occupation. Library is not sustainable in current location and restricts income generating opportunities for the Cresset. Discussions ongoing with DCMS about the possibility of potentially relocating library elsewhere on site, subject to DCMS approval.	Further work needed before a final recommendation can be presented.
The Cresset (Car Park)	Removed from Phase 1. Site is leased to the YMCA and not in scope.	No further action proposed.

CABINET	AGENDA ITEM No. 9
12 February 2024	PUBLIC REPORT

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

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

RECOMMENDATIONS	
FROM: Cabinet Member for Corporate Governance and Finance	Deadline date: 12 February 2024
<p>It is recommended that Cabinet reviews and recommends to Council for approval:</p> <ol style="list-style-type: none"> 1. The Medium-Term Financial Strategy 2024/27 outlined in Appendix A which includes the key financial assumptions, strategic direction and estimated budget gaps in future years. 2. The Budget for 2024/25, outlined in Appendix B which includes: <ol style="list-style-type: none"> a) Funding and Council Tax Summary, which includes a proposed Council Tax increase of 4.99% in 2024/25, 2025/26 and 2026/27. b) Detailed Revenue budgets and proposal detail c) The Capital Budget (Programme) d) Section 25 robustness statement 3. The feedback from the budget consultation summarised in section 4 of this report and outlined in Appendix C, along with the Councils response, which is outlined in Appendix O. 4. The Reserves commitments outlined in section 2 of the budget report and the draft Reserves Strategy and Policy outlined in Appendix D which sets the future direction of travel and planned use of reserves. 5. The Treasury Management Strategy outlined in Appendix E, which has the fundamental roles of managing external investments, ensure debt is prudent and economic, outlining the Prudential Indicators and ensuring that decisions comply with regulation. 6. The draft Capital and Investment Strategy outlined in Appendix F, which manages its assets and investment resources to help achieve the strategic priorities of the Council. 7. The outline Asset Management Plan (AMP) as set out in Appendix G which sets out principles for managing the Councils assets in the most efficient and effective manner and the direction of travel for future years while a more detailed and refreshed AMP is developed. 8. The newly introduced Sales Fees and Charges Policy, as outlined in Appendix H and the full Sales Fees and Charges Schedule for 2024/25 as outlined in Appendix I 9. The Dedicated Schools Grant and the Schools Budget 2024-25 as set out in Appendix J 10. The Council Tax Resolution for 2024, setting out the Council Tax requirement and precepts including those from 	

the Parish Councils, the Police and Crime Commissioner for Cambridgeshire, Cambridgeshire & Peterborough Fire Authority and the Cambridgeshire and Peterborough Combined Authority is outlined in Appendix K

11. To increase the level of Council tax premiums in line with section 2.5.
12. The Budget Virement Rules outlined in Appendix L which sets out the financial approval limits for transferring budgets between different cost codes and directorates.
13. The Equality Impact Assessments outlined in Appendix M, which have been completed for all major budget proposals.
14. The Carbon Impact Assessments outlined in Appendix N, which have been completed for all major budget proposals.
15. The Discretionary Rate Relief Scheme as referred to in section 2.6, and as outlined in Appendix P

1.0 ORIGIN OF REPORT

- 1.1 This report comes to Cabinet as part of the Council's process for developing a Medium Term Financial Strategy (MTFS) and budget setting process.

2.0 PURPOSE AND REASON FOR REPORT

2.1 Purpose

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

2.2 Background

The Budget for 2024/25, Medium Term Financial Strategy 2024/25-2026/27 and its associated strategies, forms a key part of the Council's Performance and Improvement Framework. The Budget Report (Appendix B) sets out the Revenue and Capital Budgets for 2024/25, and the MTFS (Appendix A) aims to demonstrate that the Council's finances over the medium term are secured to deliver the Council's priorities over the next three years.

Preparation of an MTFS is good financial practice. It's an important part of understanding the Council's financial challenges and risks, its financial resilience, and sets out the strategy to deliver long term financial sustainability and viability. The key objectives of the MTFS are:

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

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

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

2.3 Executive Summary

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

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

Table 1: Budget Gap	2023/24	2024/25	2025/26	2026/27
Funding	(202,634)	(218,638)	(228,770)	(238,981)
Net Revenue Expenditure (NRE)	202,634	218,638	232,035	245,915
Budget Gap	-	-	3,265	6,934
Aggregated Budget Gap breakdown	2023/24	2024/25	2025/26	2026/27
2024/25	-	-	-	-
2025/26	-	-	3,265	3,265
2026/27	-	-	-	3,669
MTFS Q3 – Jan 24		-	3,265	6,934
MTFS Q2 - Nov 23	-	6,177	8,627	13,752
MTFS Q1 - Sept 23	-	5,101	6,100	10,508

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

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

It's important to remember that although a balanced budget has been presented there is a moderate level of financial risk within this position. The financial operating environment for the Council and other Local authorities remains challenging due rising demand for services and inflation outstripping the level of funding the Council receives. Austerity measures have been in place for over a decade now, but in recent years these driving factors have had much more of a significant impact on the cost of delivering services.

There is a high dependency on the Council to continue with financial improvements it has made over the past 2 years and continue to manage risks and expenditure levels within its funding envelope, deliver preventive and early

intervention measures to contain demand and successfully deliver the programme of savings and transformation plans.

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

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

These boards will be at the heart of developing, delivering, and reporting on the required organisational transformation. Further details of the programmes being progressed by these boards are included within section 6 of Appendix A.

2.4 Updates to the Draft Budget and MTFS report

This report to the meeting of joint scrutiny committees on 12 January reflected a draft position, as at this time there were a number of known expected updates. This report now sets out an updated position in respect of:

- The final NNDR forecast, following completion of the NNDR1 form.
- Council Tax Resolution including confirmation of precepts from parish councils, Parish Councils, the Police and Crime Commissioner for Cambridgeshire, Cambridgeshire & Peterborough Fire Authority (due and the Cambridgeshire and Peterborough Combined Authority
- Drainage and flood levies
- Dedicated Schools Grant and the Schools Budget 2024-25
- Budget Virement Policy
- Equality Impact Assessments
- Carbon Impact Assessments
- Revised Treasury Management Strategy to reflect updates to the Capital Strategy and capital funding
- Inclusion of actions agreed at the meeting of Joint Scrutiny Committees.

At the point of publication the Department of Levelling up Housing and Communities (DLUHC) is yet to publish the Final Local Government Finance Settlement. This is expected to be issued before 9 February.

In a [written statement](#) on 24 January, £600m of additional funding for local government was announced, of which £500m has been made available for social care. The level of additional funding expected for the Council is not yet clear as allocations are due to be confirmed in the final local government finance settlement. As outlined in the Robustness Statement (Appendix B), this budget contains a moderate degree of risk, largely due to inflation and rising service demand particularly in social care and whilst this additional funding is welcomed it will only go some way towards mitigating this risk.

Final Public Health Grant allocations are yet to be confirmed and are usually published in March. The Council received a grant of £11.9m in 2023/24, provisional figures indicate we could receive £0.2m uplift, less than a 2% increase.

2.5 Council Tax

This Budget proposes a 4.99% (2% Adult Social Care Precept and 2.99% general increase in Council tax in 2024/25 and over the life of the MTFs. This means that the band D rate will become £1,666.27 (£1,587.08, 2023/24). The following table sets out the Council Tax charge for Peterborough City Council only over all bands.

Table 2: Valuation Bands							
A	B	C	D	E	F	G	H
£1,110.85	£1,295.99	£1,481.13	£1,666.27	£2,036.55	£2,406.83	£2,777.12	£3,332.54

The budget also assumes that the Council will charge the maximum Council Tax premium, in line with legislation as set out in table 2:

Table 3: Council Tax Premium

Description	Current Premium	Proposed Premium
Long Term Empty	50% premium after 2 years	100% premium after 1 year 200% premium after 5 years 300% premium after 10 years
Second homes	No premium	100% premium from when becomes a 2 nd home

The changes to Long Term Empty Premium will come into effect from 1 April 2024. The Council is hopeful that this acts as an incentive to bring homes back into use or generate additional income used to fund the rising demand for Council services. The second homes will come into effect from 1 April 2025.

Any premiums will be subject to any legislative exemptions as determined by government. The se have been consulted on, but the outcome is yet undetermined.

2.6 Discretionary Rate Relief Scheme

As a result of the Non-Domestic Rating Act 2023, there have been a number of changes to Discretionary and Mandatory Reliefs from Business Rates, which come into effect on 1 April 2024. It has therefore been necessary to review the Council’s Discretionary Rate Relief Policy to ensure that it accords with the new legislation.

Detailed at Appendix P is the proposed Discretionary Rates Relief Policy, together with the current Discretionary Rate Relief Guidelines that are intended to assist ratepayers when making any applications. The guidelines are intended to be updated from time to time if they are found to require greater clarity for ratepayers.

2.7 Sales Fees and Charges

A sales, fees and charges policy (Appendix H) has been developed and 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)

As part of the work to develop this policy, a report was approved by full council on 6 December ([item 20](#)), which set out a number of Sales, Fees and Charges uplifts to be implemented from 1 January 2024, and 1 April 2024. The schedule outlined in Appendix I includes those approved changes, along with a full listing of all of the Council's discretionary charges or legislation where statutory charges are applied.

2.8 Dedicated Schools Grant and the Schools Budget 2024-25

The Local Authority retains a statutory duty to annually set the schools budget for all schools in Peterborough (Maintained and Academy schools). The majority of the funding for Education comes through the Dedicated Schools Grant (DSG) which totals £303m, the breakdown of this is shown in the following table.

Table 4: DSG breakdown	2024/25 Budget- £m
Schools Block (incl. Growth, NNDR & Mainstream Schools Additional Grant. £176m relates to academy recoupment)	222
High Needs Block	51
Central Services Schools Block	2
Early Years Block	28
Total	303

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

3. TIMESCALES

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

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

Timescales	Update
10 July 2023 - Cabinet	MTFS Quarter 1 Update ✓
13 November 2023 - Cabinet	MTFS Quarter 2 Update ✓
4 December 2023 - Cabinet	Budget Consultation Launch ✓
22 January 2024 - Joint Scrutiny	Draft Budget 2024/25 and MTFS 2024/2027 Report ✓
12 February 2024 - Cabinet 21 February 2024 - Council	Final Budget and MTFS 2024/25 including the associated strategies (this report) ✓

	<ul style="list-style-type: none"> • MTFS 2024/2027 • Budget 2024/25, including: <ul style="list-style-type: none"> ○ Council Tax resolution ○ Revenue Budget ○ Capital Budget ○ Section 25 (robustness) Statement • Reserves Strategy • Treasury Management • Capital Strategy • Asset Management Plan
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In addition to the timetable above, all budget proposals including savings, investment and revised financial assumptions and consultation feedback are considered within the following groups:

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

CORPORATE PRIORITIES

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

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

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

4.0 CONSULTATION

4.1 Budget Consultation

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

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

The feedback received from the consultation has been considered by and reported to the meeting of Joint Scrutiny

Committee on 22 January 2024. Since then, a response to this has been drafted, which is included in Appendix O. Both the feedback and the Council's response will be considered by Cabinet on 12 February 2024, before formally proposing a final budget for 2024/25 to Council on 21 February 2024.

Feedback Received

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

- Overall, 74% of residents agree or strongly agree we should invest in digital and automation.
- 66% of residents agree or strongly agree with us protecting services for the city's most vulnerable.
- Most residents would rather us generate additional income to balance the budget with most expressing that reducing or changing services would be their least preferred option.
- Just over half of the residents that responded would prefer that Council tax was not increased by the maximum 4.99%
- Most submissions agree that there is a lack of information regarding fostering processes and benefits, with some suggesting better promotion through social media and community groups, advertising and publishing anonymised case studies would help, and emphasising the benefits for the children, foster families and the society. People also suggested that streamlining the application process, increasing the pay and ongoing support would make fostering more attractive. All of the feedback is valuable and will be used to inform the review of the foster service offer which is underway.

Budget Simulator

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

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

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

“Public engagement has been through the web-based budget simulator tool which has had a significantly higher level of response than normal consultation arrangements. The Council should be commended on this initiative

which has highlighted to the community the very real challenge in balancing a complicated budget.”

5.0 ANTICIPATED OUTCOMES OR IMPACT

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

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

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

6.0 REASON FOR THE RECOMMENDATION

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

7 ALTERNATIVE OPTIONS CONSIDERED

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

8.0 IMPLICATIONS

Legal Implications

- 8.5 When it comes to making its decision on 21 February 2024, the Council is under a legal duty to meet the full requirements of Section 31A of the Local Government Finance Act 1992, which includes the obligation to produce a balanced budget.
- 8.9 By virtue of section 25, Local Government Act 2003, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance Officer (CFO), as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence, that the financial position continues to be closely monitored. In particular, members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered, and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.
- Where the CFO makes a judgement that the council is unable to set or achieve a balanced budget, or there is an imminent prospect of this they have a responsibility to issue a section 114 notice (s114) of the Local Government Act 1988.

8.10 Human Resources implications

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

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

to minimise compulsory redundancies and where this is unavoidable, appropriate outplacement support will be considered.

8.11 Equality Impact Assessments

All budget proposals published in this budget process are being considered with regards to equalities issues, and where an Equality Impact Assessment (EIA), these have been completed and included within Appendix M

8.12 Carbon Impact Assessments

All major budget proposals published in this budget process are being considered with regards to the carbon impact. A Carbon Impact Assessment has been completed and included within Appendix N

9.0 BACKGROUND DOCUMENTS

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

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

[Budget 2024/25 Consultation Document](#)

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

[Peterborough Improvement Plan](#)

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

[Draft Budget- Meeting of Joint Scrutiny Committees \(22 January Item 4\)](#)

10.0 APPENDICES

11.1 Appendix A – Medium Term Financial Strategy 2024/2027

Appendix B- Revenue and Capital Budget 2024/25

Appendix C- Budget Consultation Feedback

Appendix D- Reserves Strategy and Policy

Appendix E- Treasury Management Strategy Statement (TMSS)

Appendix F- Capital and Investment Strategy 2024/2027

Appendix G- Asset Management Plan

Appendix H- Sales Fees and Charges Policy

Appendix I- Sales Fees and Charges Schedule

Appendix J- Schools Budget 2024/25

Appendix K- Council Tax Resolution 2024/25

Appendix L- Budget Virement Policy

Appendix M-Equality Impact Assessments

Appendix N- Carbon Impact Assessments

Appendix O- Budget Consultation Feedback- the Councils response

Appendix P- Discretionary Rate Relief Scheme

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

Peterborough City Council

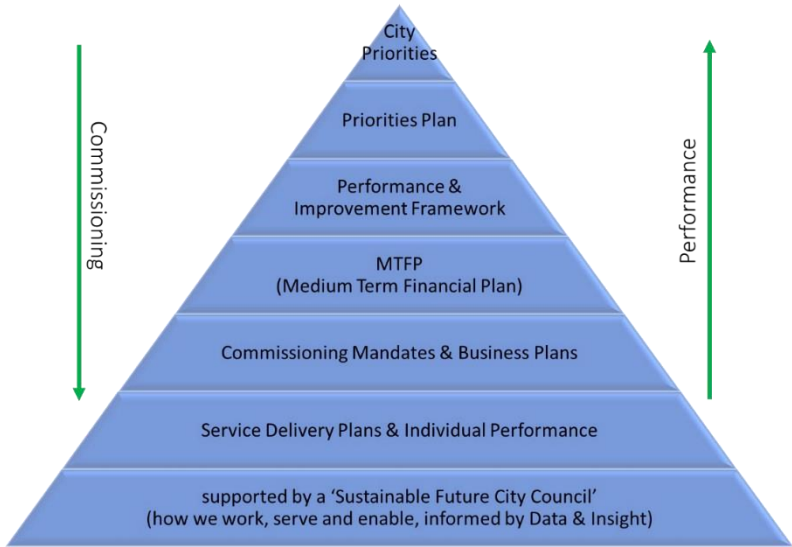
1. Our Strategic Framework

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

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

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

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



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

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

2. MTFS Overview

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

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

Table 1: Budget Gap	2023/24	2024/25	2025/26	2026/27
Funding	(202,634)	(218,638)	(228,770)	(238,981)
Net Revenue Expenditure (NRE)	202,634	218,638	232,035	245,915
Budget Gap	-	-	3,265	6,934
Aggregated Budget Gap breakdown	2023/24	2024/25	2025/26	2026/27
2024/25	-	-	-	-
2025/26	-	-	3,265	3,265
2026/27	-	-	-	3,669
MTFS Q3 – Jan 24		-	3,265	6,934
MTFS Q2 - Nov 23	-	6,177	8,627	13,752
MTFS Q1 - Sept 23	-	5,101	6,100	10,508

3. Key assumptions

- Pay award 3% pa in years 2024/25 to 2026/27.
- Children’s & Adult Social Care demand - full detailed review of demand led service budgets undertaken with the review focussed on using recent local demand data, available Census 2021 data and local knowledge to inform revised forecasts.
- NNDR – increases based on business growth and Consumer Price Index (CPI) as per legislation.
- Revenue Support Grant – increasing in line with CPI.
- Council Tax – 4.99% increase per annum.
- Council Tax base – estimated growth of 1,000 homes pa in 2024/25, increasing to 1,100 homes in 2025/26, and 1,200 homes in 2026/27.
- Transport Levy (Cambridgeshire and Peterborough Combined Authority) - 2%

These are outlined in more detail within the report.

4. Detailed Expenditure Assumptions

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

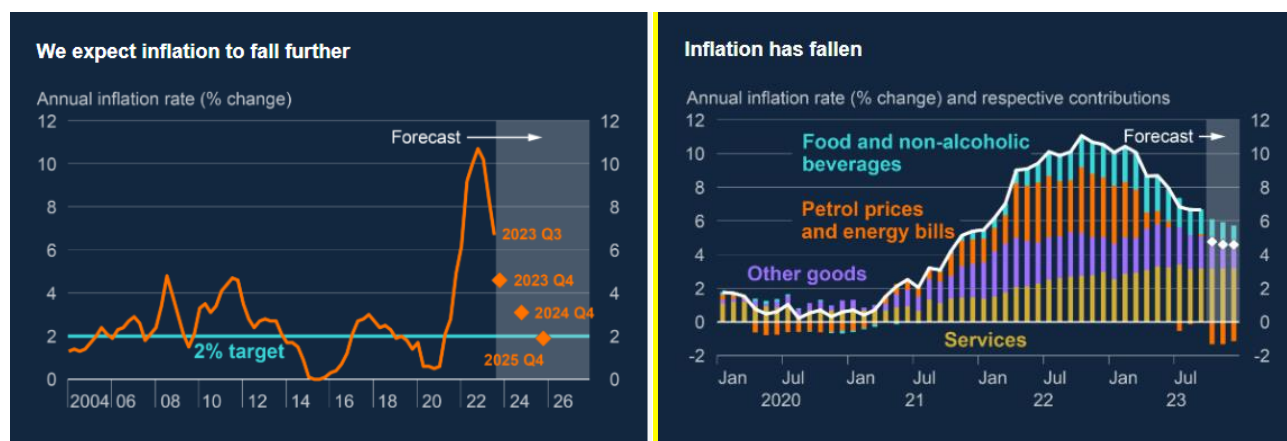
Pay: The assumptions within the MFTS are that the annual pay award will be 3% in each of the three years 2024/25 to 2026/27.

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

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

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

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



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

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

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

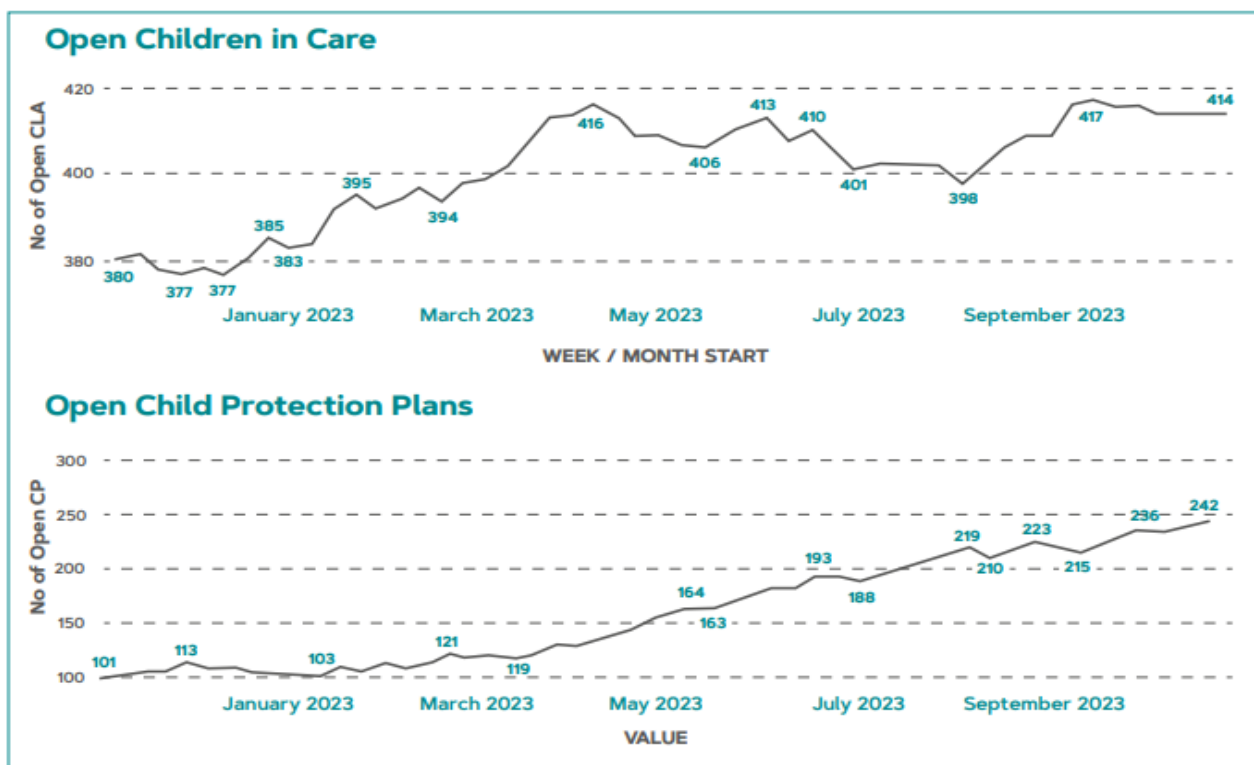
Service Demand

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

Children’s Social Care: We are spending in the region of an additional £4m since last year on care for young people with very complex needs. The number of children under a child protection plan has increased from

around 101 in November last year to around 242 in November 2023. The number of children in care is also rising, from 380 in January 2023 to 414 as of September 2023. This represents roughly a 9% increase in children’s care placements in eight months, with some of these increasing costs further due to the complexity of their needs. Within the MTFS it is assumed that increases continue into 2024/25, due to the pressures in 2023/24, and then in the later years it is expected that the demand begins to stabilise due to the transformation of Children’s Services and the increase in use of other services such as fostering.

Graphs 3 & 4- Looked after Children

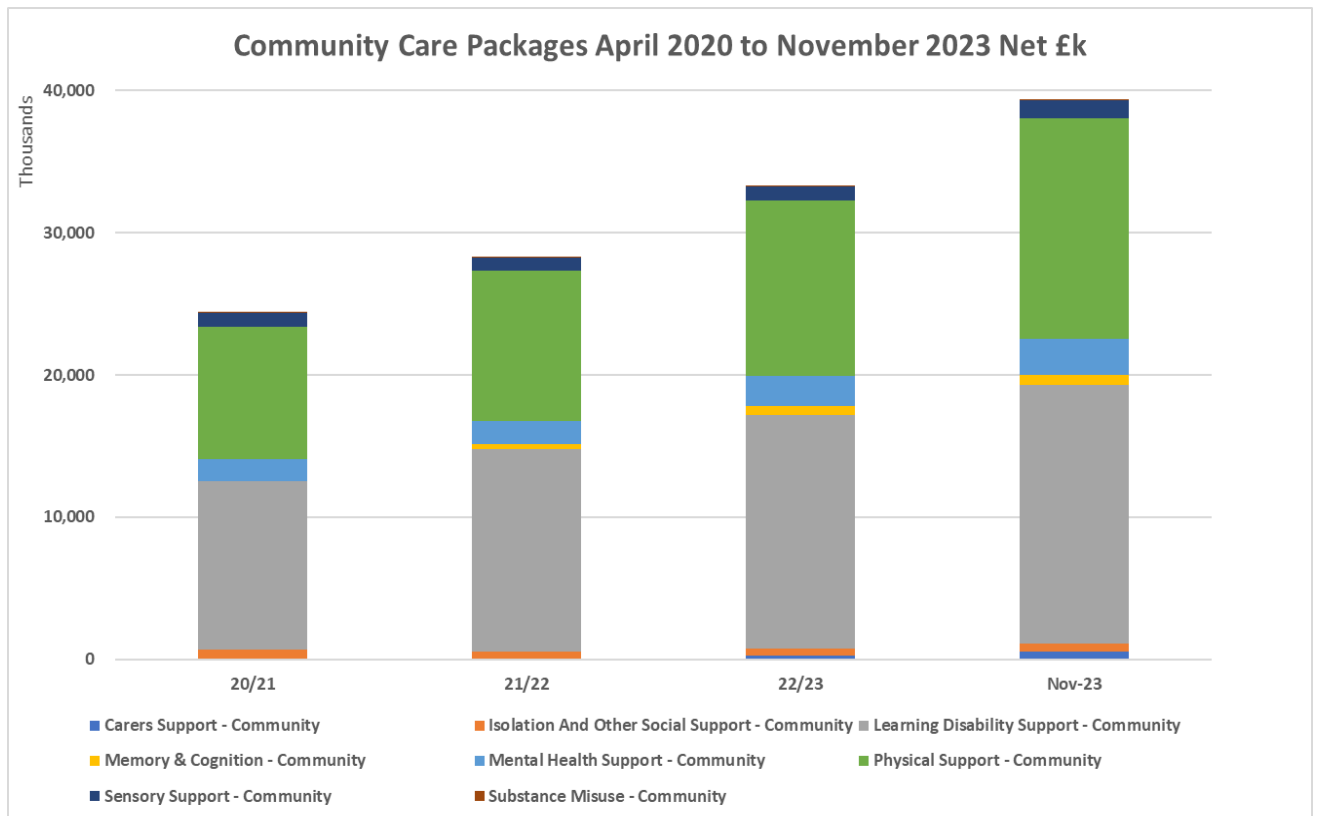
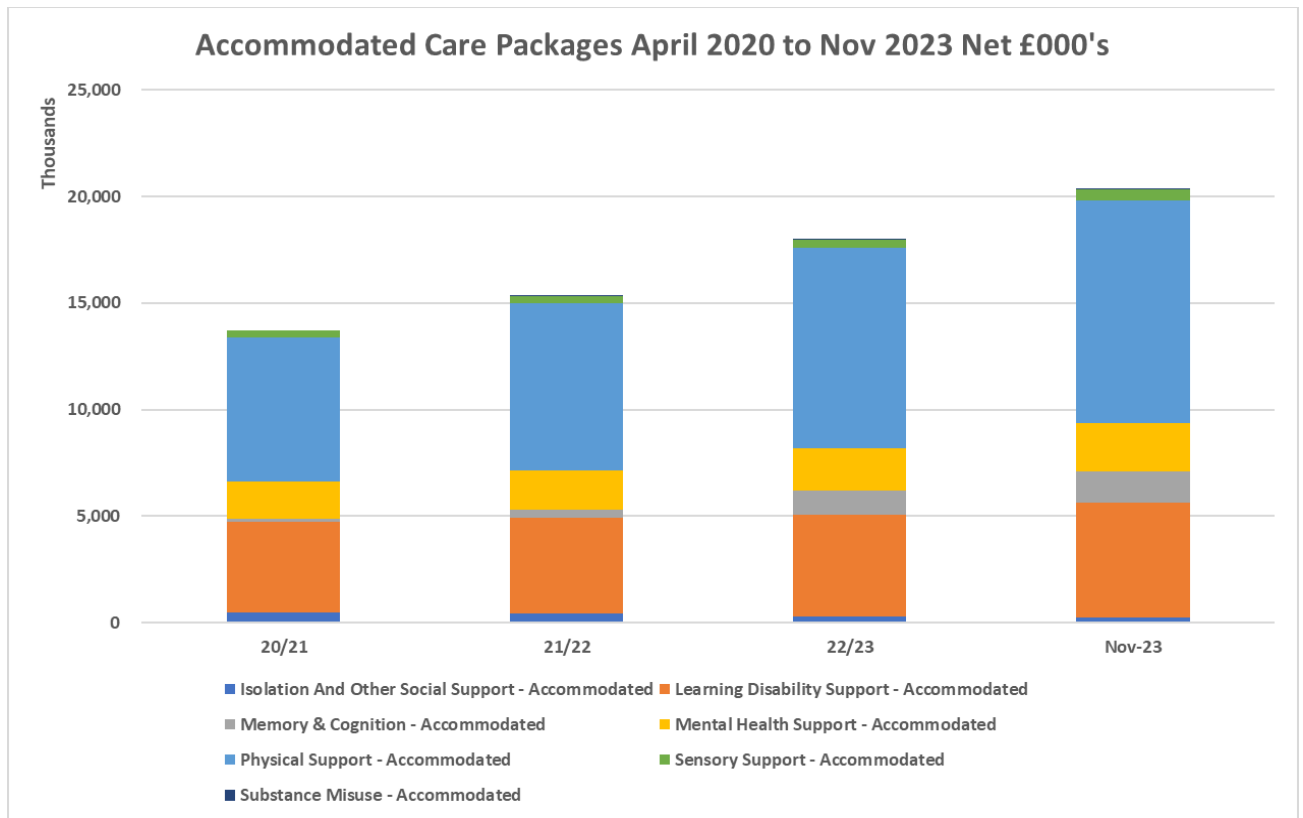


Adult Social Care: Demand for Adult Social Care services has been increasing for a number of years and is showing no sign of slowing down. This year, we have received an average of 3,514 contacts per month to our adult early help team, a 3 per cent increase on last year.

In addition, the care that people require is becoming more complex. This may be an impact of the Covid-19 pandemic where people delayed asking for help and support to meet their needs.

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

Graphs 5 & 6- Adult Care Packages over 3 years



Housing

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

Capital Programme

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

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

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

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

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

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

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

5. Detailed Funding Assumptions

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

Table 2: Funding	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
NNDR	(67,823)	(70,765)	(73,263)	(76,009)
Revenue Support Grant	(12,117)	(12,920)	(13,391)	(13,525)
Council Tax	(95,440)	(104,266)	(111,120)	(118,242)
New Homes Bonus	(811)	(1,268)	(1,268)	(1,268)
Business Rate Pool	(2,070)	(1,894)	(1,934)	(1,949)
Services Grant	(1,699)	(267)	(267)	(267)
Improved Better Care Fund	(7,480)	(7,480)	(7,480)	(7,480)
Social Care Grant	(12,287)	(14,558)	(14,695)	(14,842)
ASC Market Sustainability and Improvement Fund	(1,858)	(3,472)	(3,553)	(3,582)
Discharge Support Grant ringfenced	(1,049)	(1,748)	(1,799)	(1,817)
Core Funding	(202,634)	(218,638)	(228,770)	(238,981)

Council Tax:

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

NNDR (Business Rates):

- Business Rates Pool: Assumed based on the performance of Cambridgeshire Local Authorities
- Business Growth of 3% included, this is based on the average increase in gross rates over the last four years.
- Cap compensation will be paid to the council for lost income arising from the Government's decision to freeze the small business rating multiplier.

- Bad debt: A loss on non-collection equivalent to 1% of gross rates.
- Appeals: The appeals provision is forecast to equate to roughly 1% of the Councils total RV.

Grants:

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

6. Future Sustainable Council – Strategic Direction

In October 2022, members approved a [Sustainable Future City Council](#) strategy which sets out how the Council will deliver long-term improvements and meet the changing needs of residents. [Our City Priorities](#) document set out the proposed direction of travel for the Council to deliver this vision which includes building a Sustainable Future City Council which requires us to have an organisational structure that is built around needs, fixes the basics and delivers excellent customer services using a ‘OneCity – OnePartnership’ approach. This means looking at all aspects of not only what we do but how we do it, together with our City partners.

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

The Portfolio Boards are:

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

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

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

- *Customer Experience Transformation Business Case submitted*
- *AI / Co-pilot Transformation Business case submitted*

The Economy & Inclusive Growth

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

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

Economic Development	<ul style="list-style-type: none"> • <i>Creation of a new Economic Growth Strategy due for completion by March 2024, to create 400+ net new quality jobs per annum, and halve youth unemployment.</i> • <i>Solid progress continues to be made in the development of the Visitor Economy Strategy and the commissioning of the Economic Growth Strategy. These will provide the foundations for all work going forward.</i> • <i>Economic Growth Strategy consultants appointed.</i>
People in Peterborough are Safer	<i>Programme recently added to portfolio – under review.</i>

Prevention, Independence & Resilience
'Help and support our residents early on in their lives and prevent them from slipping into crisis'

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

7. National Context & Risks

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

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

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

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

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

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

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

At the point of publication, the Department of Levelling up Housing and Communities (DLUHC) is yet to publish the Final Local Government Finance Settlement. This is expected to be issued before 9 February.

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

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

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

After the initial year where estimates will be used, authority EPR payments will be made in arrears on a quarterly basis using the data from the equivalent quarter from the previous year. It remains unclear how residual waste in scope packaging will be accounted for in this process. It also remains unclear how much

money authorities will receive and what service changes might be necessary to comply with the requirement for an “efficient and effective” collection service in the view of the scheme administrator (who is not yet in place). Therefore, at this time, it is unclear how much money we will receive, what an efficient and effective service is and what classification of authority we will be categorised as, which will set out what is expected of us for compliance. A set of defined authority types is to be published which included urban and rural, deprivation and similar metrics to define our funding, we will not be directly compensated for costs through evidence of our actual expenditure.

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

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

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

Strategic Risks

The Council assesses the strategic risks to cover the MTF5 period as part of its budget setting process. The Council also invested in a dedicated Risk Manager who oversees this and chairs a Risk Management Board, which is set up to challenge and support risk management across the Council and partner organisations. The output from this Board is considered regularly at Audit Committee. Some of the key risks identified will inevitably have an impact on the Council’s financial position. These include:

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

- **Interest Rate risk** - the risk of the Council's budget being affected by changes in interest rates when refinancing maturing debt.

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

Peterborough City Council

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1. Overview

Strategic Overview

The Council's Strategic Framework helps us to make decisions, improvements and manage performance. Our Priorities are the Council's response to our City's challenges and explain our overall approach to public service and translates this approach into tangible activity through a single Performance & Improvement Framework. The Priorities Plan and Performance & Improvement Framework shape and are shaped by the Medium-Term Financial Strategy (MTFS). The Priorities Plan, including the Performance & Improvement Framework, and our Medium-Term Financial Strategy (MTFS) in turn shape the Commissioning Mandates, Business Plans and other documents through which we plan the activity of each service and delivery block within the Council's system. These then drive frontline Service Delivery and Individual Performance Management.

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

Financial Overview

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

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

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

Table 1: Revenue budget summary 2024/25

	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	196,524	(142,332)	54,192
Adult Social Care	105,187	(30,469)	74,718
Corporate Services	122,581	(54,010)	68,571
Place & Economy	58,180	(36,707)	21,473
Public Health	11,826	(12,142)	(316)
Total Service Expenditure	494,298	(275,660)	218,638
Core Funding	6,207	(224,845)	(218,638)
Net Budget Gap	500,505	(500,505)	-

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

Key Revenue Pressures

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

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

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

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

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

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

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

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

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

Key Revenue Savings, Transformation and Investments:

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

Supporting Residents

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

Enabling Economic Growth and Regeneration

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

Delivering best value from our Assets, Resources and People

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

Capital Programme Summary

The Council recognises it needs to invest in the city to encourage economic development, provide vital council services and improve the way it works. However, it is also recognised the need to reduce the current level of debt

and the resulting ongoing cost of borrowing which puts a strain on the revenue budget. The MTFs assumes that capital receipts, third party funding and savings generated because of investment will be used to fund the programme. Other than refinancing of maturing loans, new borrowing will only be undertaken where absolutely necessary over next three years.

Table 2: Capital Programme 2024/25 Summary	£m
Capital Programme	120.44
Funded by:	
Third Party Funding	60.54
Corporate Resources*	36.88
Revenue	0.83
Corporate Resources (funded by Invest to Save)	22.20
Total Funding	120.44

**Capital Receipts and Borrowing*

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

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

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

2. Section 25 (Robustness) Statement

Requirement

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

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

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

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

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

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

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

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

Robustness of Estimates

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

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

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


- **Inflation:** In the past 2 years inflation has been at an all-time high. In the current year and within the proposed budget the Council has reviewed its inflationary assumptions and taken measures to manage expenditure. Although rates are now forecast in the right trajectory there is still a risk that the reduction slows or the economy continues to influence costs such as energy or pay.
- **Deliverability:** The 2024/25 budget includes £11m of new savings and transformation plans. Detailed Service Delivery and Improvement Plans are in development, and these will be both crucial and vital in outlining how services will be delivered within their budget envelope and in line with the corporate priorities. A multi-disciplinary Capital and Transformation Board (with responsibility for reserves investments, capital and savings delivery) has been embedded over the past 2 years in recognition that delivering savings can often be tricky and require close scrutiny to ensure delivery remains on track or mitigating actions are identified where savings are delayed or doubtful. This will remain in place during 2024/25 to continue providing this challenge and reassurance.
- **Capacity:** There's a risk that the Council doesn't have the capacity and/or capability to deliver the scale of savings and transformation programme required. Recruitment to specialist and core roles has been challenging and reflects issues being faced in the national labour market. The Council has established a Corporate Delivery Unit, where roles have been successfully recruited. These are positive steps in the right direction, with the permanent structure for this area currently under way.
- **Legislative:** In November the Council underwent an Ofsted inspection ([report](#)), of its Children's Services, where it was rated inadequate overall. Plans to improve the service had already started during 2023, but further work and capacity will be required in this area to boost these efforts and add pace. This is likely to require additional investment, which at present isn't reflected within the budget.





Adequacy of Reserves





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

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

Table 4: CIPFA Reserves Factors for consideration

Factor and direction of travel	Assessment
Assumptions regarding inflation and interest rates 	Inflation is now at 3.9% and forecast to reduce further during the remainder of the year and into 2024/25. Inflation assumptions have been reviewed as part of the budget setting process and incorporated within estimates. There are some specific inflationary risks relating to the pay award, National Living Wage (NLW) and energy. These are being closely monitored and an inflation reserve with £2.4m of capacity is available to mitigate any immediate financial implications.

Factor and direction of travel	Assessment
	<p>Interest rates are largely determined by the Bank of England base rate which has risen sharply to 5.25% (below 1% up until May 2022). Now that rates of inflation are falling it's expected that the base rate should also start to gradually reduce, but unlikely to return to the extraordinary low rates. The Council is aiming to keep external borrowing to a minimum by generating capital receipts and using internal balances effectively. But there is c£79m of debt maturing in the next year which may require refinancing at higher rates. At the same time the Council is also looking at investment opportunities to generate investment income.</p>
<p>Estimates of the level and timing of capital receipts</p> <p style="text-align: center;"></p>	<p>As outlined in the Capital Strategy our aim is to only borrow where appropriate, and therefore to rely on capital receipts to fund part of the capital programme.</p> <p>The Council's Asset Disposal Plan identifies a pipeline of potential capital receipts. There is, however, a risk that these receipts aren't delivered in a timely manner, due to the reliance on the external parties.</p> <p>During 2023/24, we have experienced delays mainly due to market changes and unforeseen circumstances, including purchasers reneging on agreed transactions. However, the anticipated capital receipt forecast for 2024/25 is currently significantly higher than the 2023/24 financial year and has been risk rated and profiled considering the likelihood and probability of the receipts.</p>
<p>The capacity to manage in-year demand led pressures & The authority's record of budget management</p> <p style="text-align: center;"></p>	<p>Despite having been one of the Councils which has sought Exceptional Financial Support from the Government, the capitalisation direction was not utilised. The Council has maintained a strong record of financial management; a final overspend position has only been reported once in the past 10 years. Where an overspend has been forecasted during the year, the whole organisation has risen to the challenge and driven down expenditure to deliver a balanced position. This has become more challenging over the years, the current year forecast is projecting an overspend of £2.1m (down from £6.4m in September), and the proposed 2024/25 budget contains a higher degree of risk than previous years. This makes it more difficult to mitigate delays in savings or manage unforeseen expenditure within the overall budget envelope.</p>
<p>Ability to activate contingency plans if planned savings cannot be delivered</p> <p style="text-align: center;"></p>	<p>It is made clear within this report that there is a degree of risk within this budget. An element of that is due to detailed Service Delivery and Improvement Plans still being finalised. These are underway, and will be reviewed and monitored to provide the Corporate Leadership Team with assurance on the delivery of budgets and outcomes.</p> <p>The Council will also continue to provide monthly challenge to the savings programme delivery via an officer led board, this approach has proven to be very effective over the past 2 years.</p> <p>The Council has engaged a consultant to carry out an evaluation of compliance with the Financial Management Code as part of a wider review of financial Management. Once the review is completed, this risk will be reassessed.</p>
<p>Risks inherent in any new partnerships, outsourcing arrangements, and major capital developments</p> <p style="text-align: center;"></p>	<ul style="list-style-type: none"> • The Council's LATCo, Peterborough Limited operates a range of services for the Council and after a period of overseeing the operation of culture and leisure services on an interim basis, the award of the contract on permanent basis was approved by Cabinet in September. This provides operational stability for these services going forward. • The contract with Serco for a range of support services has been terminated with effect from April 2024. This will give the Council greater flexibility to transform services. • The Council continues to work closely with the NHS, and the Integrated Care Board (ICB). However the pressure on the health system is evident. Savings targets placed on the NHS are being indirectly passed to the Council, with the Council having to pick up a greater proportion on Health and social care costs. • The Capital Programme for 2024/25 is proposed at £120m, reflecting ambitious aspirations. Despite action taken to limit borrowing 49% of the programme is to be funded by corporate resources (capital receipts or borrowing), which the Council will struggle to maintain at this level in the future, as the cost of borrowing continues to put pressure on the revenue budget.

Factor and direction of travel	Assessment
	<p>Capital receipts are being generated through asset disposal, but these are reliant on market conditions. Slippage within individual projects remains an issue leading to lower than planned spending in the short-term but potentially higher medium to long term costs due to inflation. In addition, slippage defers borrowing rather than reducing it.</p>
<p>Financial standing of the authority (level of borrowing, debt outstanding, and use of reserves)</p> <p style="text-align: center;"></p>	<p>This Council's overall debt remains relatively high at £462m in comparison to other local authorities, with Oflog noting debt servicing costs are over double comparator authorities. Much of this is long term, but £65m (14%) is due to mature in the next 12 months, which presents a risk with higher interest rates.</p> <p>The Council's reserves balances are low in comparison to other local authorities, this has been highlighted by DLUHC and in the new Oflog published data. The latest forecast for reserves balances also shows them reducing by 41% from £70m to £41m. Meaning the Council's overall financial resilience is weakened, and the scope to replenish and build reserves balances is limited. Although the Council has been able to balance its budget without needing to directly use reserves, the overall financial risk has increased, and financial resilience appears to have been weakened at this stage.</p>
<p>Virement and year-end procedures in relation to under and overspends</p> <p style="text-align: center;"></p>	<p>The Council continues to adhere to the financial governance and virement procedures set out in its financial regulations. There is a finance transformation programme underway which includes a plan to strengthen financial management and governance arrangements, including revising the financial regulations.</p> <p>There are issues nationally with completing local authority audits. The Councils Statement of Accounts for 2020/21 were signed off at the end of January 2024, but 2021/22 remain unaudited. The 2022/23 draft Statement of Accounts are also due to be published imminently. The Council has experienced resourcing issues in the technical team during 2023/24, but the team is now fully recruited to following the restructure of the Finance Team. These resourcing challenges are also a national issue, and the Council is part of a LGA working group to support the future workforce development in this area.</p>
<p>The general financial climate</p> <p style="text-align: center;"></p>	<p>Local government finances have been eroded with funding levels failing to keep pace with the rising demand for services. Additionally, there is significant uncertainty around future funding levels. The Local Government Settlement left the Council with less grant than expected. With a number of pending reforms such as fairer funding and Adult Social Care, the end of a spending review and a pending general election, the uncertainty will continue for the foreseeable future.</p> <p>The Pandemic and economic climate has affected household finances and the cost of running Council services. It has also resulted in increased levels of national debt, meaning austerity is likely to continue.</p>
<p>The adequacy of insurance arrangements</p> <p style="text-align: center;"></p>	<p>The Council utilises a mix of external insurance and an internal reserve to deliver best value for money whilst ensuring that major risks are covered. Our brokers check the external insurances in place annually to ensure they are appropriate, and the internal fund is reviewed by a firm of Actuaries every three years to ensure it is adequate. The excesses on the external insurance policies are very low, ranging from £10,000 for property to £50,000 for liabilities, to keep the Council's exposure to a minimum. From this, the Council's insurance arrangements are considered to be adequate.</p>

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

Reserves Balances

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

Table 5: Summary of Reserves	2022/23	2023/24	2024/25	2025/26	2026/27
	Balance at 31.03.23	Est Bal at 31.03.24	Est Bal at 31.03.25	Est Bal at 31.03.26	Est Bal at 31.03.27
	£000	£000	£000	£000	£000
General Fund	9,942	10,342	10,742	11,492	12,242
Earmarked Reserves					
Innovation Fund Reserve	23,784	8,949	6,190	5,878	5,878
Departmental & Grant Related Reserves	10,300	6,778	4,994	3,304	2,678
Tax Income Risk Reserve	9,555	7,191	2,323	2,323	2,323
Inflation Risk Reserve	11,532	3,357	2,357	2,357	2,357
Usable Reserves	55,170	26,275	15,863	13,861	13,235
Insurance Reserve	2,322	2,778	2,778	2,778	2,778
Schools Capital Expenditure Reserve	561	561	561	561	561
Parish Council Burial Ground Reserve	59	57	57	57	57
Hackney Carriage Reserve	221	222	222	222	222
Public Health Reserve	1,720	1,092	476	370	370
Ring-Fenced Reserves	4,883	4,710	4,094	3,988	3,988
TOTAL Earmarked and General Fund Balance	69,996	41,327	30,699	29,341	29,465

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

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Children and Young People									
Executive Director of Children's Services	734	-	-	-	-	-	-	-	734
Education	9,110	-	533	-	1,039	473	-	-	11,155
Children's - Operations	14,921	-	56	-	1,853	-	-	-	16,830
Children's Commissioning	21,660	-	1,267	-	3,427	-	(1,600)	-	24,754
Commercial Operations	719	-	-	-	-	-	-	-	719
Children and Young People Total	47,144	-	1,856	-	6,319	473	(1,600)	-	54,192
Adult Social Care									
Adults - Commissioning	62,435	-	2,529	(1,785)	(249)	-	-	-	62,930
Adults and Safeguarding	10,144	-	-	-	-	-	-	-	10,144
Executive Director Adult Social Care	1,556	-	-	(350)	-	-	-	-	1,206
Performance & Strategic Development	214	-	-	-	-	-	-	-	214
Principal Social Worker	224	-	-	-	-	-	-	-	224
Total Adult Social Care	74,573	-	2,529	(2,135)	(249)	-	-	-	74,718
Corporate Services									
HR & Workforce Development	1,493	-	-	(5)	-	180	-	-	1,668
Director of Corporate Services	298	-	-	-	-	-	-	-	298
Financial Services	2,339	-	-	-	-	-	-	-	2,339
Corporate Items	10,061	1,729	164	(157)	-	-	-	-	11,797
Peterborough Serco Strategic Partnership	6,224	-	-	-	-	-	(300)	-	5,924
Digital, Data & Technology Services	7,519	-	-	(974)	-	947	-	-	7,492
Cemeteries, Cremation & Registrars	(1,630)	-	-	-	-	25	-	(254)	(1,859)
Corporate Property	(1,143)	-	2,700	(1,750)	-	91	(450)	(87)	(639)
Marketing & Communications	550	-	-	(10)	-	-	-	-	540
Health & Safety	197	-	-	43	-	-	-	(1)	239
Internal Audit and Insurance	1,718	-	160	(28)	-	-	-	-	1,850
Chief Executive	321	-	-	-	-	-	-	-	321
Director of Legal & Governance	(73)	-	-	(100)	-	386	-	-	213
Legal Services	2,007	-	-	-	-	-	-	-	2,007
Information Governance	201	-	-	-	-	23	-	-	224
Constitutional Services	2,047	-	-	(29)	-	29	-	-	2,047

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Total Corporate Services	32,129	1,729	3,024	(3,010)	-	1,681	(750)	(342)	34,461
Place & Economy									
Director Place & Economy	42	-	-	-	-	-	-	-	42
Infrastructure & Environment - Highways & Transport	5,603	-	397	(497)	-	-	-	(47)	5,456
Growth & Regeneration - Planning & Building Control	1,974	-	-	(100)	120	-	-	(392)	1,602
Infrastructure & Environment - Environment & Climate Change	10,620	-	845	(741)	68	-	-	(126)	10,666
Infrastructure & Environment - Westcombe Engineering	61	-	-	-	-	-	-	(25)	36
Housing & Communities - Domestic Abuse Partnership	109	-	-	-	-	-	--	-	109
Growth & Regeneration - Growth & Economic Development	184	-	-	(115)	-	-	-	-	69
Housing & Communities - Stronger Communities	4,964	-	-	(1,181)	-	-	-	-	3,783
Housing & Communities - Safer Communities	(1,248)	-	-	(109)	-	485	-	(746)	(1,618)
Infrastructure & Environment - Regulatory Services	1,711	-	-	(280)	-	-	-	(242)	1189
Housing & Communities - Emergency Planning	139	-	-	-	-	-	-	-	139
Total Place & Economy	24,159	-	1,242	(3,023)	188	485	-	(1,578)	21,473
Public Health									
Children 0-5 Health Visitors	3,736	-	-	-	-	-	-	-	3,736
Children 5-19 Health Programmes	1,001	-	-	-	-	-	-	-	1,001
Sexual Health	2,095	-	-	-	-	-	-	-	2,095
Substance Misuse	2,407	-	-	-	-	-	-	-	2,407
Smoking and Tobacco	268	-	-	-	-	-	-	-	268
DPH Office & Intelligence Team and Projects	1,398	-	-	-	-	-	-	-	1,398
Health Check Services	155	-	-	-	-	-	-	-	155
Healthy Lifestyles & Publicity	274	-	-	-	-	-	-	-	274
Weight Management and Obesity	296	-	-	-	-	-	-	-	296
Public Health Grant	(11,946)	-	-	-	-	-	-	-	(11,946)
Total Public Health	(316)	-	-	-	-	-	-	-	(316)
Capital Financing	34,110	-	-	-	-	-	-	-	34,110
Total	211,799	1,729	8,651	(8,168)	6,258	2,639	(2,350)	(1,920)	218,638
Funding									(218,638)
Surplus/Deficit									-

4. Detailed Revenue Service Budgets Breakdown- by subjective detail (general fund)

Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Support Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Children and Young People											
Executive Director of Children's Services	600	9	9	376	-	(47)	-	-	(213)	-	734
Education	4,916	1,122	7,020	11,156	-	235	-	(6,270)	(7,024)	-	11,155
Children's - Operations	16,662	225	228	1,574	-	1,411	77	(2,243)	(1,104)	-	16,830
Children's Commissioning	141	85	-	3,039	-	(189)	22,915	(309)	(928)	-	24,754
Commercial Operations	6,197	822	35	5,613	657	-	-	-	(12,605)	-	719
Children and Young People Total	28,516	2,263	7,292	21,758	657	1,410	22,992	(8,822)	(21,874)	-	54,192
Adult Social Care											
Adults - Commissioning	3,034	7	159	70,633	-	5,495	13,236	(348)	(29,286)	-	62,930
Adults and Safeguarding	10,487	5	182	182	-	123	-	-	(835)	-	10,144
Executive Director Adult Social Care	768	-	18	420	-	-	-	-	-	-	1,206
Performance & Strategic Development	210	-	1	3	-	-	-	-	-	-	214
Principal Social Worker	222	-	1	1	-	-	-	-	-	-	224
Total Adult Social Care	14,721	12	361	71,239	-	5,618	13,236	(348)	(30,121)	-	74,718
Corporate Services											
HR & Workforce Development	1,728	-	2	16	-	14	-	-	(92)	-	1,668
Director of Corporate Services	293	-	2	3	-	-	-	-	-	-	298
Financial Services	2,308	-	4	52	-	(25)	-	-	-	-	2,339
Corporate Items	4,411	868	-	4,531	-	2,137	-	-	(150)	-	11,797
Peterborough Serco Strategic Partnership	-	-	-	(1,562)	-	10,288	38,521	(985)	(40,338)	-	5,924
Digital, Data & Technology Services	3,093	-	6	4,937	-	-	-	-	(544)	-	7,492
Cemeteries, Cremation & Registrars	1,161	658	11	178	-	-	-	-	(3,867)	-	(1,859)
Corporate Property	1,805	3,551	-	(1,392)	-	111	-	-	(4,714)	-	(639)
Marketing & Communications	692	13	1	109	-	-	-	-	(275)	-	540
Health & Safety	244	-	-	-	-	-	-	-	(5)	-	239
Internal Audit and Insurance	617	1,294	1	531	-	-	-	-	(593)	-	1,850
Chief Executive	304	-	1	16	-	-	-	-	-	-	321
Director of Legal & Governance	175	-	-	38	-	-	-	-	-	-	213
Legal Services	2,141	-	2	522	-	-	-	-	(658)	-	2,007
Information Governance	234	-	-	3	-	-	-	(13)	-	-	224

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Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Support Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Constitutional Services	814	53	15	1,236	-	-	-	(66)	(5)	-	2,047
Total Corporate Services	20,020	6,437	45	9,218	-	12,525	38,521	(1,064)	(51,241)	-	34,461
Place & Economy											
Director Place & Economy	327	-	3	(288)	-	-	-	-	-	-	42
Infrastructure & Environment - Highways & Transport	1,882	1,764	36	3,829	-	-	-	-	(2,055)	-	5,456
Growth & Regeneration - Planning & Building Control	2,920	1	25	1,086	-	-	-	-	(2,430)	-	1,602
Infrastructure & Environment - Environment & Climate Change	608	3,399	5	8,235	-	10,940	-	-	(12,521)	-	10,666
Infrastructure & Environment - Westcombe Engineering	796	168	11	1,122	-	-	-	-	(2,061)	-	36
Housing & Communities - Domestic Abuse Partnership	237	-	5	(220)	-	422	-	(335)	-	-	109
Growth & Regeneration - Growth & Economic Development	825	(3)	-	223	-	-	-	(32)	(944)	-	69
Housing & Communities - Stronger Communities	3,494	3,699	45	625	-	3,600	-	(3,876)	(3,804)	-	3,783
Housing & Communities - Safer Communities	1,921	904	45	813	-	64	-	-	(5,365)	-	(1,618)
Infrastructure & Environment - Regulatory Services	3,298	-	35	1,141	-	-	-	-	(3,285)	-	1,189
Housing & Communities - Emergency Planning	133	-	1	5	-	-	-	-	-	-	139
Total Place & Economy	16,441	9,932	211	16,571	-	15,026	-	(4,243)	(32,465)	-	21,473
Public Health											
Children 0-5 Health Visitors	-	-	-	3,736	-	-	-	-	-	-	3,736
Children 5-19 Health Programmes	-	-	-	165	-	836	-	-	-	-	1,001
Sexual Health	-	-	-	73	-	2,022	-	-	-	-	2,095
Substance Misuse	-	-	-	0	-	2,483	-	-	(76)	-	2,407
Smoking and Tobacco	-	-	-	117	-	151	-	-	-	-	268
DPH Office & Intelligence Team and Projects	602	-	3	787	-	6	-	-	-	-	1,398
Health Check Services	-	-	-	-	-	155	-	-	-	-	155
Healthy Lifestyles & Publicity	-	-	-	5	-	269	-	-	-	-	274
Weight Management and Obesity	-	-	-	-	-	417	-	-	(121)	-	296
Public Health Grant	-	-	-	-	-	-	-	(11,946)	-	-	(11,946)
Total Public Health	602	-	3	4,883	-	6,339	-	(11,946)	(197)	-	(316)
Capital Financing	10	-	-	51	-	-	-	-	(1705)	35,754	34,110
Total	80,310	18,644	7,912	124,020	657	40,918	74,749	(26,423)	(137,903)	35,754	218,638
Funding											(218,638)
Surplus/Deficit											-

5. Funding & Council Tax Summary

Council Tax

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

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

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

Table 8: Council Tax Summary	2024/25
Council Tax increase	2.99%
ASC precept increase	2.00%
Total Increase %	4.99%
Council Tax Band D	£1,666.27
Council Tax Base - Band Ds	62,103.69
Council Tax Requirements (Band D x Council Tax Base)	(103,481,515)
Parish Precept	(784,880)
Total Council Tax Income	(104,266,395)
Collection Fund Deficit	1,984,922
Use of Local Taxation Reserve	(1,984,922)
Total Council Tax	(104,266,395)

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

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

Table 9: Council Tax Requirement and Band D Calculation	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	196,524	(142,332)	54,192
Adult Social Care	105,187	(30,469)	74,718
Corporate Services**	122,581	(54,010)	68,571
Place & Economy	58,180	(36,707)	21,473
Public Health	11,826	(12,142)	(316)
Total Service Expenditure	494,298	(275,660)	218,638
NNDR (including the Business rates Pool)			(73,475)
Core Grant Funding			(41,713)
Parish Precepts			(785)
Collection Fund Position			817*
Council Tax Requirement (excluding Parishes)			103,482
Council Tax base 2024/25			62,103.69
Council Tax Band D Rate (Council Tax requirement/ Council Tax base)			£1,666.27

*Partially reduced via use of Local Taxation Reserve

**Includes the cost of Capital Financing

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

Core Funding

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

Table 10: Core Funding & Grants	2024/25 £000
NNDR (Business Rates)	(70,765)
Revenue Support Grant (RSG)	(12,920)
Council Tax	(104,266)
New Homes Bonus	(1,268)
Business Rates Pool	(1,894)
Services Grant	(267)
Improved Better Care Fund	(7,480)
Social Care Grant	(14,558)
ASC Market Sustainability and Improvement Fund	(3,472)
Discharge Support Grant ringfenced (AS22)	(1,748)
TOTAL CORPORATE FUNDING	(218,638)

Annex A- Service Overview & Proposal Detail

Corporate Services

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

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

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

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

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

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

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

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

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

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

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

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

Table 11: Corporate Services Budget Changes

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

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

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

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

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

Savings, efficiencies and income shown in brackets

Place & Economy Services

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

Housing and Communities

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

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

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

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

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

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

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

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

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

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

Growth and Regeneration

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

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

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

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

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

Infrastructure and Climate

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

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

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

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

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

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

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

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

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

Table 12: Place & Economy Services Budget Changes

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

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

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

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

Title	Description	24/25 £000	25/26 £000	26/27 £000
	Square including community events, pop-up markets, and festivals.			
Fly tipping - fixed penalty notices	Following changes in national guidance, councils can now charge a higher fine for people caught fly-tipping and littering. We will adopt this new guidance, further enforcing our work to tackle fly-tipping and littering in our communities.	(29)	(29)	(29)
City centre enforcement	Ensuring our city centre is a safe, welcoming, and attractive place to spend time is an important priority for the council. This will help existing businesses to thrive and attract new businesses here, increasing our visitor numbers. This proposal will double the size of the current city centre team who are responsible for maintaining safety at an additional cost of £346k and generate similar levels of income from enforcement and other activity to cover their costs. The figure shown here represents the net value of the proposal (i.e. costs after income).	5	5	5
Refugee grant funding	The council receives grant funding to support asylum seekers and refugees that are settled into Peterborough through the various national schemes. This funding is time limited, with this proposal acknowledging an income loss as some of those grants taper off.	116	116	116
Planning Services	This proposal is to generate additional planning fee income.	(200)	(215)	(230)
Reduction in budget for growth and regeneration studies	A budget is held in the Growth and Regeneration service to fund specialist reports or studies where required. This proposal is to reduce that budget as we begin to build internal expertise through experience instead.	(15)	(15)	(24)
Opportunity Peterborough	Staff working at Opportunity Peterborough, the council's economic regeneration company, transferred into the council earlier in 2023. We will be refocussing the team's work towards inward investment activity to bring good quality jobs to the city and will reduce the overall costs associated with the service as a result.	(100)	(100)	(100)
Building Control additional income generation	The council's building control service provides a range of fee-earning services and is increasingly becoming more successful in securing business. This proposal is to set an increased income target for the service.	(72)	(72)	(72)
Trees maintenance	We spend around £1m each year maintaining our tree stock, which is an asset to the city and supports our climate targets. This proposal seeks to identify different ways to offset our core budget with other forms of funding, including from developers and grants, and from identifying efficiencies across our contracted services. Although this will achieve a saving in our core budget, the amount the council spends on this important function overall is not planned to reduce.	(100)	(100)	(100)

Savings, efficiencies and income shown in brackets

Adult Services

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 12: Adult Services Proposed Budget

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

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

Savings, efficiencies and income shown in brackets

Children's Services

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

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

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

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

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

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

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

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

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

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

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

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

Education

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

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

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

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

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

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

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

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

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

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

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

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

Table 13: Childrens Services Service & Budget Changes

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

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

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

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

Savings, efficiencies and income shown in brackets

Public Health

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

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

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

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

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

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

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

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

- Achieve better outcomes for our children.

How do we do this?

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

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

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

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Peterborough City Council

Appendix C - Budget Consultation Feedback

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

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

Question 1

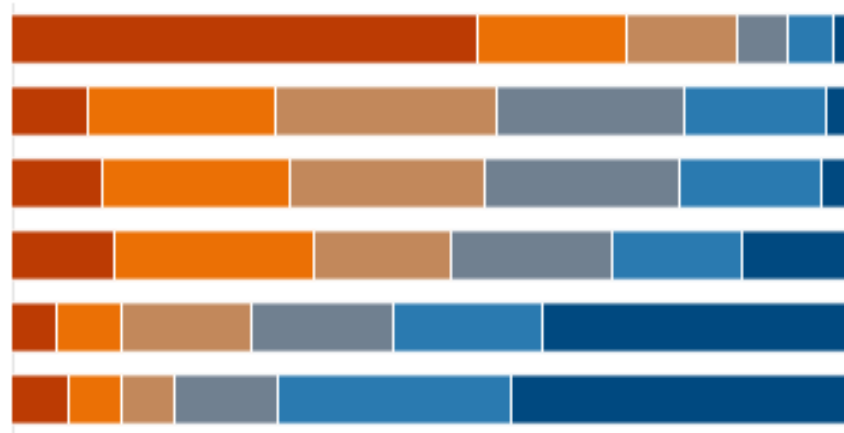
The council is meeting its budget challenge in a variety of different ways as outlined below.

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

Rank Options

- 1 Generating additional income
- 2 Introducing and increasing fee...
- 2 Changing services
- 3 Using reserves
- 4 Increasing council tax
- 5 Reducing services

First choice ■ ■ ■ ■ ■ Last choice



Question 2

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

To what extent do you agree with this approach?

To what extent do you agree with this approach?

Strongly agree	49
Agree	48
Slightly disagree	19
Strongly disagree	15



Question 3

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

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



Question 4

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

Strongly agree	24
Agree	30
Slightly disagree	26
Strongly disagree	52



Question 5

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

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

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

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

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

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

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

Question 6

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

221

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

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

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

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

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

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

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

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

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

Question 7

Are you?

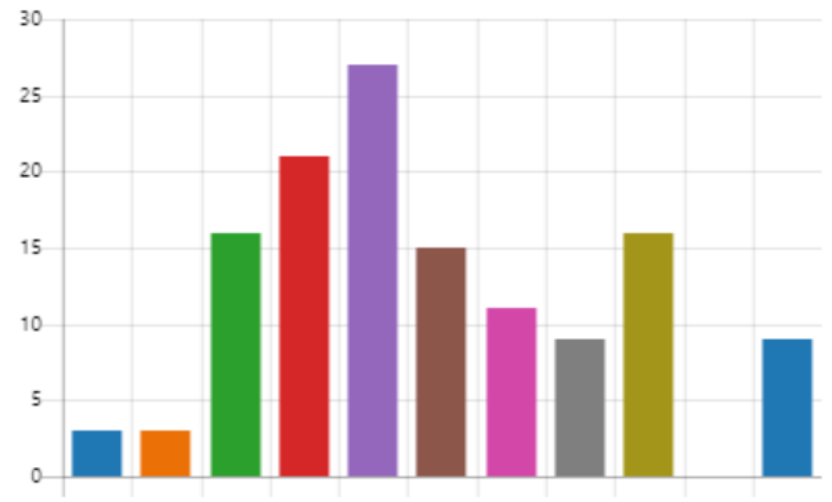
Male	63
Female	56
Prefer not to say	9
Prefer another term	2



Question 8

Please indicate your age range.

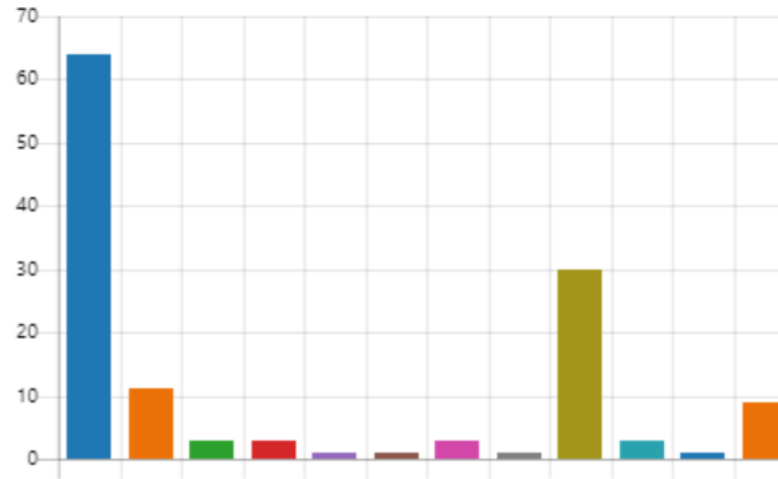
Under 18	3
18-24	3
25-34	16
35-44	21
45-54	27
55-59	15
60-64	11
65-69	9
70-79	16
80 or over	0
Prefer not to say	9



Question 9

Which of the following best describes you?

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



Question 10

Do you work in the Peterborough City Council area?

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



Feedback from key stakeholder groups

Cambridgeshire and Peterborough Integrated Care System

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

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Appendix D- Reserves Strategy & Policy 2024/25

Peterborough City Council

1. Background and Context

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

2. Overview

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

cannot be used for any other purpose. Hence, these reserves are not available to fund expenditure. These will generally be excluded from any discussion where the council talks about its level of reserves.

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

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

Year	Forecast Contribution	Forecast balance as at 31 March	Forecast NRE	Reserve to NRE %
2023/24	£0.4m	£10.3m	£213m	4.9%
2024/25	£0.4m*	£10.7m	£219m	4.9%
2025/26	£0.750m*	£11.5m	£229m	5.0%
2026/27	£0.750m*	£12.2m	£239m	5.1%

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

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

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

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

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

3. Strategic context

3.1. The Council continues to face a shortfall in funding compared to expenditure demands and must annually review its priorities in order to address the shortfall. The MTFS now has some highly

challenging transformational work to do to achieve saving targets to be able to become financially sustainability over the medium to long term.

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

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

It is not intended to:

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

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

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

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

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

4. Management and governance

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

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

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

4.3. All protocols should have an end date and at that point any balance will be transferred to the general reserve. If there is a genuine reason for slippage, then the protocol will need to be updated. A

questionnaire will be completed by the relevant budget holder and reviewed by Finance to ensure all reserves comply with legislative and accounting requirements.

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

5. General Fund and Useable Reserves

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

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

emerging risks (covered in more detail in appendix one)	
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6. Unusable Reserves

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

Appendix One – General Fund & Earmarked Reserves

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

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

Earmarked Reserves

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

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

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

Appendix Two – Unusable Reserves

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

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

Appendix Three- Risk Based Assessment of Risk Reserve Balances

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

Risk	Budget or Target £000	Likely %	Calculated Risks		
			General Fund £000	Inflation Reserve £000	Local Tax Income Reserve £000
Energy costs	4,300	5.0%		215	
Staff Pay	82,000	1.1%		820	
Expenditure (excluding energy costs)	209,000	0.5%		1,045	
Adults Social Care	75,000	2.0%	1,500		
Childrens social Care	54,000	5.0%	2,700		
Housing	4,400	10%	440		
Income Generation (Other income & Sales, Fees and Charges)	65,000	1.0%	650		
Council Tax	120,000	1.0%			1,200
Business Rates	105,000	1.0%			1,050
Savings Delivery	11,000	25.0%	2,750		
Interest rates	79,000	2.0%	1,580		
Total Risk			9,180	2,080	2,250
Reserve available 2024/25			10,742	2,357	2,323

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Treasury Management Strategy 2024/25 to 2026/27

Including:

Minimum Revenue Provision (MRP)
Policy 2023/24 & 2024/25

1. Introduction

1.1. Background

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

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

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

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

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

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

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

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

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

1.2. Reporting Requirements

Capital Strategy

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

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

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

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

1.3. Treasury Management Reporting

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

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

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

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

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

Scrutiny

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

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

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

The strategy for 2024/25 covers:

Capital issues.

the capital expenditure plans and the associated prudential indicators.

- the MRP policy.

Treasury management issues

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

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

1.5. **IFRS16 - Leases**

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

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

This means that all leases that do not meet the exceptions will be treated as capital expenditure from 2024/25 and form part of the Capital Financing Requirement. The implications of IFRS16 have not yet been calculated, therefore an update will be provided to the members during 2024/25 once the full impact is known.

1.6. **IFRS9 Financial Instruments**

The Ministry of Housing, Communities and Local Government (MHCLG), which is now DLUHC, enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This has the effect of allowing any unrealised capital gains or losses arising from qualifying investments

to be held on the balance sheet until 31 March 2023: this was intended to allow authorities to initiate an orderly withdrawal of funds if required. In addition, IFRS9 impacts the write-down in the valuation of impaired loans. On 5 January 2023, the Department for Levelling Up, Housing and Communities has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

1.7. **Training**

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

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

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

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

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

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

The Codes require an authority to ensure that: -

- It adopts a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement.
- it sets out, at a high level, its investment policy in relation to environmental, social and governance (ESG) aspects within the Capital Strategy.
- it does not borrow to finance capital expenditure to invest primarily for commercial return.
- increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are

related to the financial viability of the project in question, they should be incidental to its primary purpose.

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

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

Treasury Management

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

Service Delivery

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

Commercial Return

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

1.9. Treasury Management Advisors

The council uses Link Group as its external treasury management advisors. Following a successful tender process, the contract has been awarded to Link Group for another 3 years with an option to extend for further 2 years to September 2028.

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

The council also recognises that there is value in employing external providers of treasury management services in order to access specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed, documented and subjected to regular review.

1.10. **Treasury Management Policy Statement**

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

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

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

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

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

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

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

The S151 (responsible) officer must do the following:

- recommend clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submit regular treasury management policy reports;
- submit budgets and budget variations;
- receive and reviewing management information reports;
- review the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers;

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

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

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

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

Capital Expenditure	2022/23 Actual £m	2023/24 Est. £m	2024/25 Est. £m	2025/26 Est. £m	2026/27 Est. £m
People & Communities	18.3	9.0	0.0	0.0	0.0
Place & Economy	19.4	63.4	59.9	53.7	25.0
Resources (Corporate Services)	5.8	57.7	31.1	2.0	1.8
Children Services	0.0	0.0	26.4	17.6	0.0
Adult Services	0.0	0.0	3.0	0.0	0.0
Total	43.5	130.1	120.4	73.2	26.8

Financed by:					
Capital receipts to be used to fund capital programme	2.7	13.4	0.0	0.0	0.0
Capital grants & contributions	26.8	65.0	60.4	60.8	22.0
Revenue contributions	0.0	0.0	0.8	0.0	0.0
Transformation/invest to Save	0.0	5.6	22.2	3.0	3.0
Net Financing Requirement	14.0	46.1	36.9	9.4	1.8
Total	43.5	130.1	120.4	73.2	26.8

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

Capital Financing Requirement	2022/23 Actual £m	2023/24 Est. £m	2024/25 Est. £m	2025/26 Est. £m	2026/27 Est. £m
CFR B/fwd	613.9	608.4	635.1	653.8	645.6
Net financing requirement	14.0	46.1	36.9	9.4	1.8
Less MRP & Other financing	(19.5)	(19.4)	(18.1)	(17.6)	(17.8)
CFR C/fwd	608.4	635.1	653.8	645.6	629.5

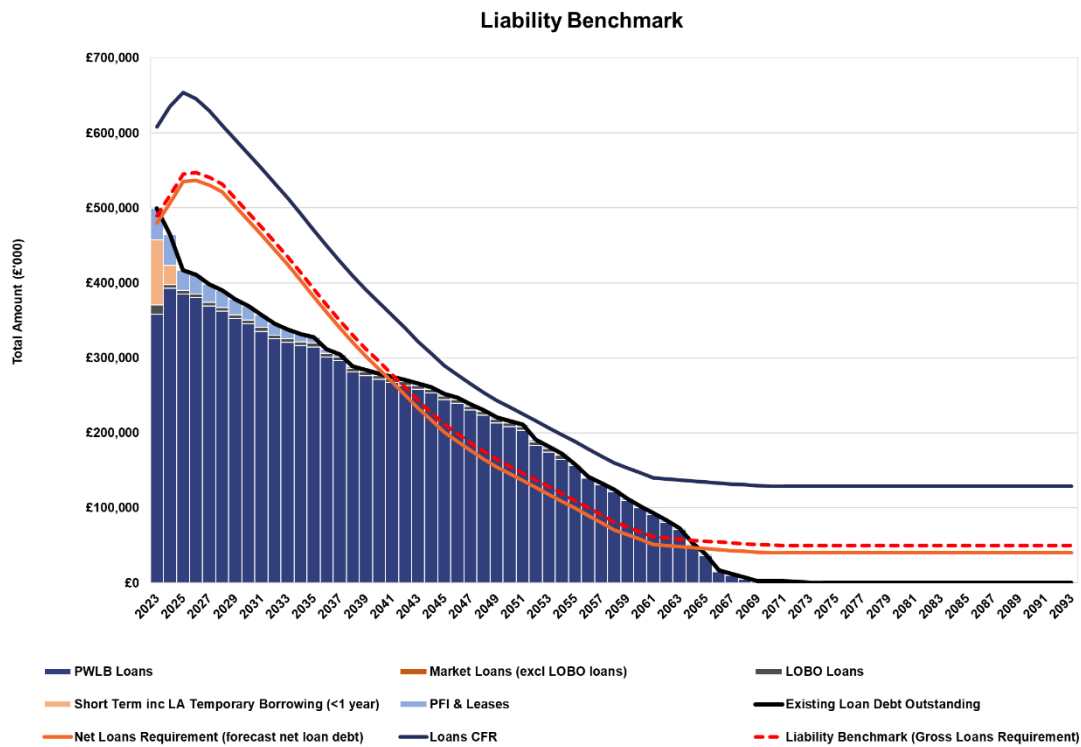
2.7 **Indicator 3** – Actual and estimates of the ratio of financing costs to net revenue budget. This indicator identifies the proportion of the revenue budget which is taken up in financing capital expenditure i.e., the net interest cost and the provision to repay debt.

Ratio of gross financing costs to net revenue budget	2022/23 Actual £000	2023/24 Est. £000	2024/25 Est. £000	2025/26 Est. £000	2026/27 Est. £000
Net Cap Fin Budget - Model	29,871	33,126	35,928	38,566	38,566
Total Net Expenditure	174,385	202,634	218,579	228,710	238,921
Ratio - Capital Programme	17.1%	16.3%	16.4%	16.9%	16.1%

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

2.9 There are four components to the LB: -

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



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

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

3.6 MRP Consultation

DLUHC has conducted a consultation on amending MRP regulations/guidance for England. The latest consultation issued in December 2023 will not have a significant impact on the MRP Policy for this Council, as the changes are mostly aimed at commercial investment opportunities, which have not been undertaken by this Council. There are changes planned in relation to the application of capital receipts for MRP purposes, which this Council has undertaken previously in order to reduce its annual MRP charge to revenue, but new proposals included in the consultation will prevent this going forwards.

4 Current Treasury Position

4.1 The capital expenditure plans set out in Section 2 provide details of the service activity of the council. The treasury management function ensures that the council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

4.2 The overall treasury management portfolio as at 31 March 2023 and for the position as at 19 December 2023 are shown in the following table for both borrowing and investment.

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

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

Gross debt & capital financing requirement	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Est. £m	Est. £m	Est. £m	Est. £m
External Borrowing					
Market Borrowing	447.6	457.5	500.0	518.7	510.4
Repayment of borrowing	-72.1	-146.0	-33.0	-5.0	-11.0
Expected change in borrowing	82.0	188.5	51.7	-3.2	-5.0
Other long-term liabilities	42.3	28.5	27.2	25.9	24.5
Gross Debt 31 March 2023	499.8	528.5	545.9	536.4	518.9
CFR	608.4	635.1	653.8	645.6	629.5
% Of Gross Debt to CFR	82.1%	83.2%	83.5%	83.1%	82.4%

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

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

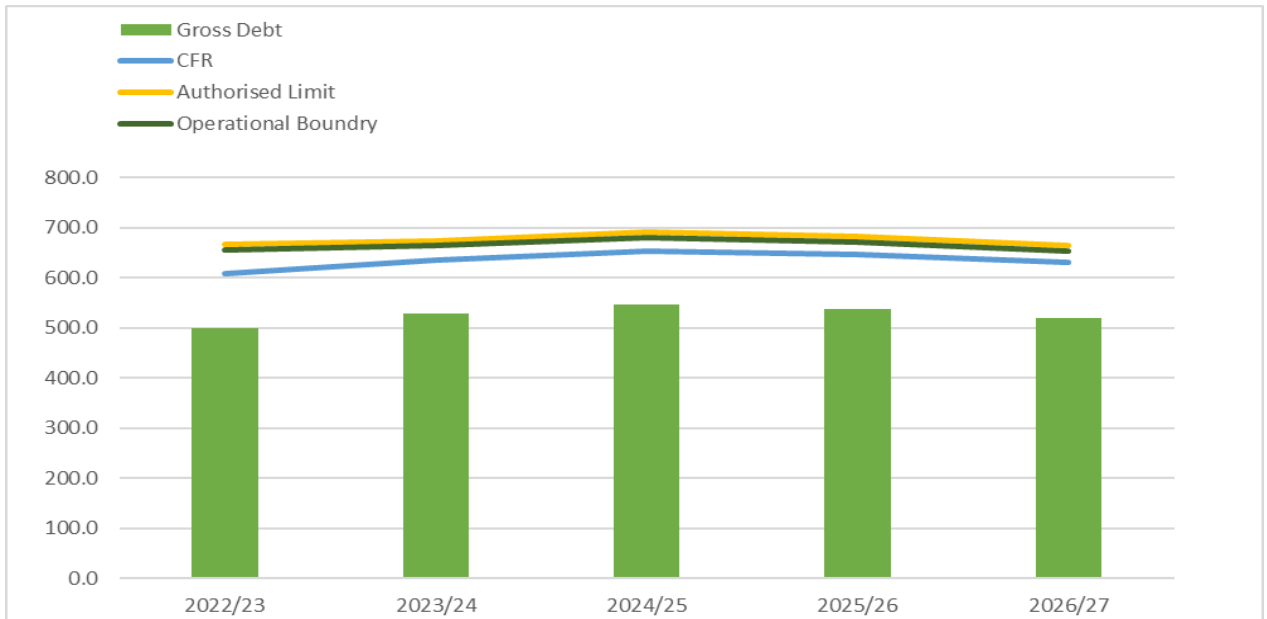
4.6 **Indicator 6** - The Operational Boundary - external borrowing is not normally expected to exceed this limit. If the operational boundary was exceeded this would be reported immediately to the members of the Audit Committee with a full report taken to the next committee meeting. In the current year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

Operational Boundary	2022/23 Actual £m	2023/24 Est. £m	2024/25 Est. £m	2025/26 Est. £m	2026/27 Est. £m
Borrowing	613.9	635.1	653.8	645.6	629.5
Other long-term liabilities	42.3	28.5	27.2	25.9	24.5
Total	656.2	663.6	681.1	671.5	654.1

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

Authorised Limit	2022/23	2023/24	2024/25	2025/26	2026/27
	Actual £m	Est. £m	Est. £m	Est. £m	Est. £m
Borrowing	623.9	645.1	663.8	655.6	639.5
Other Liabilities	42.3	28.5	27.2	25.9	24.5
Total Authorised Limit	666.2	673.64	691.1	681.5	664.1

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



Prospects for Interest Rates

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

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

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

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

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

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

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

PWLB RATES

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

The balance of risks to the UK economy: -

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

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

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

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

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

5 Investment and Borrowing Rates

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

6 **Borrowing Strategy**

- 6.1 The council is currently maintaining an internal borrowing position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed. This is also in line with the agreed strategy that the council's cash balances be used to fund capital expenditure before additional borrowing is undertaken.
- 6.2 The capital programme consists of three main types of capital projects:
- Invest to Save – Self Funding Schemes
 - Specific Schemes – e.g. School Extensions
 - Rolling Capital Projects e.g. Enhancing current assets
- 6.3 Any borrowing decisions will be reported to the appropriate decision-making body at the next available opportunity.
- 6.4 The MTF5 is based on the following borrowing strategy for the next three years. The borrowing strategy is under constant review throughout the year monitoring changes in interest rates and borrowing opportunities. The proposed strategy for 2024/25 financial year is:
- a) To consider the rescheduling (early redemption and replacement) of loans to maximise interest rate savings and possible redemption discounts.
 - b) Significant risk of a sharp fall in long and short-term rates may arise. In this case long-term borrowings will be postponed, and potential rescheduling from fixed rate funding into short-term borrowing will be considered.
 - c) Significant risk of a much sharper rise in long and short-term rates than currently forecast may arise. This may arise due to a greater than expected increase in world economic activity or a sudden increase in inflation risks. In this case the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
 - d) To maintain an appropriate balance between PWLB, Local Authority and other market debt in the debt portfolio and a balance in the maturity profile of debt.
 - e) To give full consideration to other debt instruments e.g. Local Authority Bonds as an alternative to PWLB borrowing. Due regard will be given to money laundering regulations. The council is monitoring the development of the scheme and may participate if this proves beneficial.

7 **Approaches Considered for New Borrowing Requirements**

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

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

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

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

7.3 Maturing long-term debt is replaced by new borrowing. To achieve long-term financial sustainability the council should aim to reduce its overall debt and the associated financing costs including interest. A high value of outstanding debt represents a financial risk because of potential interest rate changes.

7.4 Interest rates are liable to change. In the event of significant changes, the council seeks to avoid an increased revenue cost on its capital financing charges.

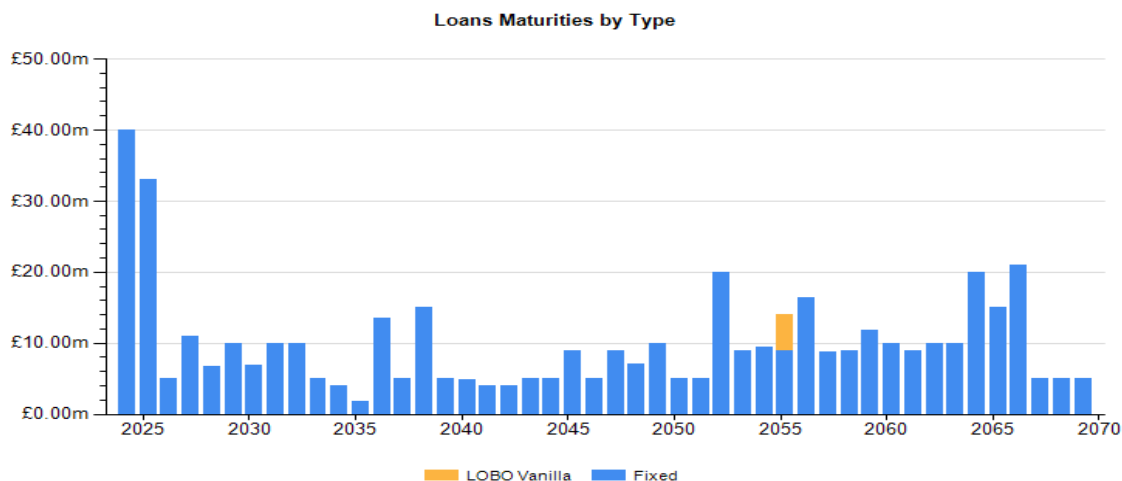
7.5 The Treasury Management Strategy uses the planned Capital Programme to calculate the borrowing requirement. Typically, the council does not spend at the planned level in any financial year.

7.6 Link Group have a product that will allow the council to borrow from the market at current interest rates with a small premium but not draw down the funds until they are required –

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

Maturity Structure of borrowing	Upper Limit	As of 13 December 2023 £m	As of 13 December 2023 %
Under 12 months	40%	65.0	14%
12 months to 2 years	20%	24.0	5%
2 years to 5 years	30%	23.5	5%
5 years to 10 years	80%	30.8	7%
10 years and above	100%	319.6	69%

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



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

9.1 The council will not borrow more than it requires, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

9.2 Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

9.3 However, at any time the council may obtain a loan or other financing at what are considered advantageous terms in anticipation of future capital expenditure. The money borrowed will be invested temporarily. The council may also borrow in the day-to-day management of its cash flow operations or as an alternative to redeeming higher yielding investments.

9.4 The council will ensure there is a clear link between the capital programme across the future years and the maturity profile of the existing debt portfolio which supports the need to take funding in advance of capital expenditure.

9.5 The council will ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered and factored into the MTFS.

9.6 Consideration will be given to the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

9.7 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

10.0 Debt Rescheduling on Existing Debt Portfolio

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

11.0 Investment Strategy Principles

11.1 The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy, (a separate report).

11.2 The council's investment priorities will be security first, portfolio liquidity second and then yield, (return). The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the council's risk appetite. In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

11.3 The council's investment policy has regard to the following: -

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

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

11.5 Investment Management Practices

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

- Investment objectives.
- Investment criteria.
- Risk management, including risk identification, controls, management and

monitoring for any material non-treasury investment portfolios.

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

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

12.0 Non-financial Investments

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

Commercial Investments

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

Service Investments

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

Further investments

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

13.0 Investment Counterparty Selection Criteria and Financial Investment Strategy

- 13.1** As the council has run down its cash balances, surplus cash will be generated from cash flow movements e.g., a grant received in advance of spend or from borrowing in advance of need.
- 13.2** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.
- 13.3** Where investments are undertaken in order to manage the council's cash flows, the council's primary principle is for the security of its investments. After this main principle the council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security.
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the council's prudential indicators covering the maximum principal sums invested.
- 13.4** The Chief Finance Officer (S151) will maintain a counterparty list in compliance with the table set out below in 13.6. Any revision of the criteria will be submitted to council for approval as necessary.
- 13.5** The council's minimum criteria will apply to the lowest rating for any institution according to the type of investment account being used. For instance, the credit rating criteria for the use of the council's call accounts and Money Market Funds, which are used for short-term investments only, will use the Short-Term credit ratings in the table shown within 13.6. If an institution is rated by the three credit agencies and two meet the council's criteria and the other one does not, the institution will fall outside the lending criteria. This complies with a CIPFA Treasury Management Panel recommendation in March 2009 and the CIPFA Treasury Management Code of Practice 2021.
- 13.6** In order to minimise the risk to investing, the council has clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The council uses the creditworthiness service provided by Link Group which uses ratings from all three rating agencies, Fitch, Moody's and Standard and Poor's, as well as Credit Default Swap (CDS) spreads. Link Group monitors ratings on a real time basis and notifies clients immediately on any rating changes or possible downgrades. Minimum Credit Ratings Criteria – further explanations are given in Annex 1.

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

- 13.7** All credit ratings will be monitored weekly. The council is alerted to changes to ratings of all three rating agencies by Link creditworthiness service.
- 13.8** The council does not place sole reliance on the use of Link Groups advice as the council uses internal expertise and knowledge to make decisions. Market data, market information, information on government support for banks and the credit ratings of that government support are also considered when making treasury decisions.
- 13.9** The criteria for providing a pool of high-quality investment counterparties (both Specified and Non-Specified investments), and is shown in the order of use by the council, all of the following are subject to continuous credit rating reviews:
- Money Market Funds
 - UK Banks
 - UK Local Authorities.
 - Bank of Scotland call account (part of the Lloyds Banking Group).
 - UK Government (including gilts and the Debt Management Account Deposit Facility (DMADF)).
 - Non-UK banks with a long term credit rating of AA or better.
- The council also uses Barclays Bank, the council's own banker. If Barclays fall below the criterion in 13.6 then the following strategy will be followed:
- with regard to the three credit rating agencies, if one reduces its rating but the other two remain the same or improve, the council will reduce the maximum of £15m in the call account to £5m and a keep a low balance in the current account.
 - if two or more credit rating agencies reduce their ratings below the criteria in 13.63.7 the council will still require to use the Barclays accounts for transactional purposes, so maximum balance of £500k will be left overnight in the current account to prevent the account becoming overdrawn and incurring overdraft fees.
 - Seek advice from Treasury Management Advisers.
- 13.10** The above action applies to Barclays only due to its status as the council's banking provider. Use of other bank accounts would be subject to criteria set out in the point 13.7. The above approach to Barclay's Bank has been developed following consideration that the council needs banking facilities to process daily banking transactions, and such activity presents a lower risk profile compared to investment activity the significant impact, resource requirement, and risk exposure of changing bank provider the possible state and stability of the banking sector and viable alternative suppliers.

- Banks Group 1 - Part nationalised UK banks - Royal Bank of Scotland Group Plc. (National Westminster Bank, The Royal Bank of Scotland and Ulster Bank Ltd). These banks can be included if they continue to be part nationalised and / or they meet the ratings in 13.7.
- Banks Group 2 – good credit quality - the council will only use banks which are UK banks and have the minimum credit ratings criteria relating to the type of investment being undertaken.
- Building Societies – if they meet the ratings above
- Money Market Funds – AAA - rated by Fitch
- Bill Payment Service – The council currently has a contract with Santander UK who collect payments of council Tax through the post office via various methods of payment such as Paypoint. The funds that are collected are transferred to the council daily thus minimising the risk of Santander UK holding the council's cash. This arrangement for the bill payment service falls outside the investment criteria for investments therefore any downgrade of Santander UK will not affect this service. However, this arrangement will be closely monitored to ensure funds continue to be transferred daily.

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

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

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

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

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

The Council has declared a Climate Emergency, and we will consider ESG factors as part of a selection process when considering investment options. However, specific assessment is restricted by the fact there is no consistent rating framework to measure and benchmark all specific counterparty ESG metrics. Until this market data gap is resolved we continue to prioritise Security, Liquidity and Yield (in that order) as required by CIPFA's Treasury Management Code of Practice and they will remain our primary drivers.

The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's mission and values. However, the Council does not have long-term surplus balances with which to consider specific 'sustainable' investments, but rather invests primarily in the short-term money markets. In this market the Council is a passive investor due to the nature of the investment. Money market funds include funds with companies of varying ESG quality due to the requirement to hold all securities in the target index or to meet other investment criteria such as the credit quality of the investment type.

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

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

13.14 Indicator 10 - Authorities can invest for longer than 365 days excluding loans. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed. The Council is exploring options to invest longer term in other types of financial instruments, for example, property funds in 2024/25.

14.0 Loans Made to Third Parties

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

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

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

14.4 Non treasury investments are disclosed in the Capital Strategy.

- 14.5 A facility for an unsecured loan to Peterborough Limited, a council wholly owned company, of £1.75m was agreed at the end of the 2019/20 financial year for a period of five years.
- 14.6 Further unsecured loans to council owned Local Authority Trading Companies (LATCo's) and the balance as of 31 December 2023 is £0.78m.
- 14.7 A £15.0m loan facility has been agreed for a hotel development of which £14.7m has been drawn down to date.

15.0 Treasury Management Scheme of Delegation

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

Full Council

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

Joint Scrutiny Committee

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

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

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

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

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

16.0 Housing Revenue Account (HRA)

- 16.1 The Regulator of Social Housing confirmed the council as a Registered Provider on 2nd November 2020. This follows the Cabinet decision of September 2019 to explore the viability of opening an HRA and engaging in the supply of affordable housing. Discussions have taken place with Homes England to explore potential funding opportunities, but the strategic direction is not to pursue with the HRA at this time.
- 16.2 If in the future it is agreed to move forward with an HRA a revised Treasury Management Strategy will be produced which will include separately identified HRA capital expenditure and associated accumulated debt and further indicators relating to the affordability of this expenditure.

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

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

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

Non-specified Investment Credit Criteria and Limits

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

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

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Appendix F - Capital and Investment Strategy 2024 – 2027

Peterborough City Council

1. INTRODUCTION

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

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

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

2. OBJECTIVES

The Capital Strategy is intrinsically linked to the AMS. The AMS is based on asset rationalisation and disposal of assets where there is no commercial, community or strategic case for retaining the property. In line with the MTFS, the utilisation of assets forms part of the root and branch review of everything we do and how we do it. The changes to operating practices as a result of the pandemic have demonstrated the possibilities of reducing the use of physical assets while still providing services to residents, clients and customers. It is expected that decisions taken on changes to service delivery will make a number of operational assets redundant.

Receipts from asset disposals will be utilised to meet current commitments, providing additional cash to mitigate budget pressures of servicing past debts (in line with the key Financial Health Indicators referenced in the MTFS section), and if required, to provide an alternative funding source for a transformational programme that delivers savings over the period of the MTFS (subject to Government approval). Any disposals must comply with the AMS, and PCC will not make short-term decisions that could harm future values. The sites which are recommended for sale will be disposed of in accordance with Best Value principles, to ensure the greatest value within the agreed timescales.

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

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

A review of assets will be undertaken to create a consolidated picture of all assets across the Council. The Council holds a significant number of assets either on its own or through partners and a new and ambitious strategy is needed to drive inclusive growth and financial sustainability. The Council will set up effective project management systems to manage all asset disposal activities in accordance with the timescales of the AMS, this Capital Strategy and the MTFS, reporting in accordance with the approved governance framework. The list of assets recognised for disposals will be subject to continuous review.

The Capital Strategy is based around the following principles:

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

- A two-stage approval process: approval to plan (which allows a project to be included in the Capital Programme) and approval to spend (required before a contract is entered into that commits the Council to expenditure)
- A review of current governance and controls, with stricter arrangement and greater oversight and ownership of all capital priorities and expenditure at a senior level and with appropriate member involvement.

3. CURRENT POSITION

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

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

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

4. GOVERNANCE

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

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

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

Table 1:

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

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

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

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

The Council's Corporate Strategy:

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

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

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

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

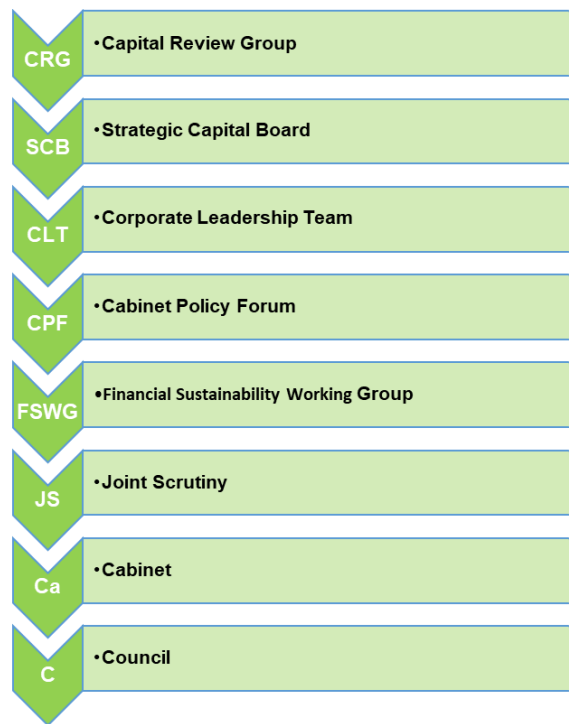
A Sustainable Future City Council requires us to have an organisational structure that is built around needs, fixes the basics and delivers excellent customer services using a 'OneCity – OnePartnership' approach. This means looking at all aspects of not only what we do but how we do it, together with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

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

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

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

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



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

5. FUNDING APPROACH

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

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

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

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

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

6. MINIMUM REVENUE PROVISION (MRP)

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

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

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

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

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

Neighbourhood Proportion

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

Remaining CIL receipts - Proposed funding split by infrastructure theme

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

8. WORKING WITH PARTNERS AND STAKEHOLDERS

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

Climate Change – in July 2019 the Council declared a climate emergency and committed to reduce emissions to net-zero by 2030 and to support the city to become a net zero carbon place. This commits the Council to achieving 100 per cent clean energy across its buildings and services and ensuring that all strategic decisions,

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

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

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

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

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

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

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

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

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

Peterborough Highway Services - Peterborough Highway Services (PHS) is a partnership between the Council and Milestone Infrastructure Ltd (previously known as Skanska) that commenced in October 2013. PHS is responsible for: improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges; seeking funding to develop major capital schemes, building new infrastructure or improving the existing network; supporting development and ensure highway is constructed to the necessary standards; and behavioural change initiatives to increase the use of

sustainable travel - all of which help to ensure that our statutory duties are met and that the city is able to meet its growth objectives.

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

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

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

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

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

Development and comprehensive regeneration opportunities include -

Station Quarter - Peterborough Station is a vital rail intersection on the East Coast Main Line. Over 5 million passengers use the station every year with growth of 3% per annum over the next 5 years. There is a major opportunity to create a high-quality user experience that will transform visitor impressions of Peterborough and boost the city's potential as a business location. The vision shared by Network Rail, LNER, the Council and Combined Authority is to create a state-of-the-art station gateway building with a new office park with

surrounding residential and retail facilities. In January 2023 it was announced that a total of £48million is on its way to Peterborough, following a successful Levelling Up Fund bid for the first phase of regeneration of the area around the train station

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

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

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

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

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

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

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

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

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

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

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

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

9. LOANS TO THIRD PARTIES

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

Third Party Details	Reason for loan	Current Loan Advanced	Repaid to Date	Maximum Exposure	Repayment date
Hotel Loan	Growth, Development and Regeneration Purposes	£14.7m	-	£15.0m	Refinance of the loan is dependent on the fact the hotel is in administration
Peterborough Limited	Teckal PCC co.	Revenue Loan £1.6m Capital Loan £0.2m	£0.9m	£0.9m	the loan was extended to 1 February 2029 in May 2023
Peterborough Positive Limited	Growth, Development and Regeneration Purposes	£0.1m	-	£0.1m	Within the duration of the first five year term of the Business Improvement District

10. COMMERCIAL ACTIVITY

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

11. CPCA FUNDING

Funding from the Combined Peterborough and Cambridgeshire Authority (CPCA) for 2024/25 was agreed on 31 January 2024. The full impact of this is not reflected in this report, but will be in the report for Full Council. The final report may also include further slippage.

12. CAPITAL PROGRAMME 2024 – 2027

New Projects	2024/25	2025/26	2026/27
Disabled Facilities Grant (DFG)	2.20		
Adult Social Care Aids & Adaptations	0.83		
Great Haddon School- additional funding required	0.00	4.00	
School Mobile Classrooms	1.00		
Schools Direct Spend	0.60		
Schools Maintenance	3.00		
Schools Scoping programme	0.15		
PFI Maintenance	3.70		
School Car Park Acquisition	0.35		
Dogsthorpe Contact Centre	0.50		
Additional children's dwelling	1.00		
Childrens Home	1.60		
Bed & Breakfast Reduction*	3.00	3.00	3.00
Road maintenance and potholes	1.90		
Thorpe Wood Cycle Way	2.56		
Bus Depot	4.00		
4 & 5 Royce Road	2.25		
X Royce Road	0.35		
Westcombe Square	2.50		
Bretton Court	2.50		
LAHF2	3.80		
Development sites	1.53		
Hotel- subject to business plan	10.00		
Making Tax Digital (MTD) IT	0.25		
Network switches IT	0.09		
Unit 4 IT	0.35		
Minor Capital Programmes	10.00		
Total- new bids	60.01	7.00	3.00

*The Bed and Breakfast project also includes £1m in 2023/24.

Previously Agreed Projects	2024/25	2025/26	2026/27
Mausoleum - additional	0.13	0.00	
Cremator relines	0.05	0.00	
Fleet renewal	3.00	0.00	
Play areas	0.12	0.12	
Property Capital Works	1.80	1.80	
Tree Planting	0.06	0.06	
City Centre Counter Terrorism Improvement Works	0.96	0.00	
Extreme weather improvements	1.00	0.00	
Safety fencing	0.75	0.00	
Towns fund	12.13	0.00	
Eye Primary	3.60	6.20	
Great Haddon 1st Primary School	7.00	3.40	
SEND High needs	3.96	3.96	
Peterborough Integrated Renewable Infrastructure (PIRI) PCC	0.16	13.50	
LUF University Phase 3	4.44	0.00	
Station Quarter	21.70	21.80	
Customer Relationship Model (CRM) IT	0.30		
Laptop refresh	0.20	0.20	
A14 Cambridge to Huntingdon Improvement Scheme Agreement.	0.06	0.06	0.06
A16 Norwood project	0.40	0.00	0.00
Total- Previously Agreed Programmes	61.82	51.10	0.06

Previously Agreed Projects moved, slipped or rolling programme	2024/25	2025/26	2026/27
Education IT	0.90		
Eco Homes	2.00		
Parking Payment machine replacement slippage	0.06	0.00	0.00
Mausoleum	0.40		
Boardwalks Draft - Rowing lake	0.12	0.00	0.00
Play areas			0.12
Property Capital Works			1.80
Tree Planting	0.10	0.05	0.05
DfT annual maintenance grant	5.74	5.74	5.74
Safety fencing	-0.75	0.00	0.00
Towns fund	-2.43	9.31	0.33
Housing projects (SHAP) - Corporate	2.10	0.00	0.00
Housing projects (SHAP) - Grant	1.90	0.00	0.00
Active Travel Scheme - Thorpe Wood cycleway and School Streets Project	0.52	0.00	0.00
Station Quarter	-12.04	0.00	15.67
Total- Changes to existing programmes	-1.38	15.10	23.71
Total Programme	120.44	73.20	26.77

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Peterborough City Council

Asset Management Plan 2024 – 2029



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Executive Summary

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

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

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

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

Introduction and Purpose

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

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

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

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

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

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

Context and Vision

About Peterborough

Peterborough City Council is a Unitary Authority and is well connected with good rail links both north and south. It is one of the UK's fastest growing cities, with a population of 216,500 (2021 ONS Population estimate based on Census), a 21% increase since 2009 and, according to the Census, one of the most diverse with 87 languages identified as the main language spoken in the household.

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

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

Challenges

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

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

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

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

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

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

Vision for assets

The Asset Management Plan seeks to:

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

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

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

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

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

Property Portfolio Analysis

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

- Land and Buildings - £347m
- Investments - £38m
- Surplus Assets and Assets held for sale - £2m
- Community Assets - £2m

The Council leases in 152 properties for service use including 101 housing properties.

The Council income from its property holdings is in the region of £3.4m per annum plus income of £1.8m from car parks which is separately accounted for.

The portfolio is subject to constant evaluation and recently has been subject to a Localities Review which includes community assets, and service buildings including Libraries, Leisure facilities, children's centres, contact centres and green spaces. This review includes a focus on changes to the way we use our buildings to deliver some of our services and includes proposals for repurposing, rationalisation, to reduce costs as well as improve the remaining estate through the use of savings.

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

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

Achievements

Recent achievements include:

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

Property Review and Asset Challenge

The AMP supports a fit for purpose, efficient, compliant estate, which can meet carbon targets. In order for the Council to achieve its financial targets there is a focus on the rationalising and disposal of assets to achieve the agreed targets. This will result in reducing the property estate to achieve efficiencies in operating costs and as well as ensuring that the Council is able to invest in its retained property.

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

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

The Localities review covering a significant portion of the Council's owned properties identified a number for potential disposal, repurposing, and redevelopment. The remainder will continue to be reviewed with some of the revenue savings used to invest in the remaining

estate to bring the properties into a fit for purpose condition and to improve the efficiency and use of the buildings.

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

Property will continue to review leased in property assets (of which there are 147) with the intention to reduce these and the financial costs associated with them.

Corporate Estate (e.g. offices)

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

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

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

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

Operational Estate

The Council's operational estate includes the following:

- Schools (maintained)
- Libraries
- Leisure facilities
- Day centres
- Residential centres
- Depots
- Arts venue
- Car parks
- Cemeteries
- Children centres
- Offices

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

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

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

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

Regeneration Sites

The Regeneration Programme ambition is to enable Peterborough to grow economically through major regeneration projects. Regeneration colleagues have facilitated funding and investment opportunities for the city and continue to actively seek public funding. The Property Team is supporting regeneration colleagues to develop the Plans and agree terms to execute the regeneration of the City. There is an ambition to leverage up to £15m of capital receipts from the sale of surplus assets between 2023-2026 to facilitate private sector investment in these sites. This forms part of the capital receipts target of £32m.

Key regeneration projects being worked on are:

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

Town's Fund Key projects are:

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

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

Surplus Estate (that which we are selling)

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

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

Education Estate

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

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

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

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

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

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

Rural Properties

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

Other Assets

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

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

Community Asset Transfer policy

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

Data

The Council requires information to be readily available to officers around the property and the tenant functions. To support the Councils' aspirations of becoming an intelligence led Council, enabling fast and effective decision making, the systems in which we use are pivotal to this success. During the Localities review it was identified that the data held on the property information system was not complete and is out of date. Property will therefore Review the current property information management systems and its functionality in the next 18 months to ensure it supports the requirement of accurate, accessible, and dynamic data management. This will be on an ongoing basis to ensure data is updated on a regular basis.

Housing

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

Property is assisting the Housing team to undertake a review of the Council's portfolio of specialist housing provision including leased in temporary accommodation and hostel provision to ensure that there is a pipeline of quality provision at reasonable cost available to

the Council. A longer-term view about how this accommodation can be provided will aim to identify savings to the Council's currently very high costs in this area. It is anticipated that this will form part of the early activities of the AMP.

Disposals and Acquisitions Policy

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

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

- Can no longer accommodate the delivery of services in an economically or environmentally sustainable manner.
- Constitutes a significant future risk to the council, e.g. through accrued liabilities and statutory requirements.
- Offers no real potential for long-term realisable capital appreciation.
- Will provide land to support corporate and regeneration strategies.
- Will secure capital earmarked to support specific planned projects or support other core priorities.

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

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

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

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

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

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

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

Compliance, Investment and Maintenance into the Estate

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

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

The key areas of focus are:

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

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

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

Condition Data – Condition data is key in assessing the current condition of the Councils property assets. In order to inform reactive and programmed maintenance a review of the current delivery of the condition surveys will be carried out, ensuring the survey output delivers the Councils aspirations to become an intelligence led council in terms of its financial investments and to enable fast and effective decision making. The review will seek to ensure that:

- The program is cost effective and provides value for money.
- Data will be accurate, and quality checked to ensure evidence-based decisions can be taken when setting short- and long-term maintenance programmes.

- Collaboration through service-based planning will ensure surveys are fit for purpose in the context of the building type, its occupiers, and its future plans

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

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

- A rolling 5 year planned maintenance programme, and a
- A 30 year program based on life cycle costings to identify any potential peaks in investments, and assets requiring significant investment.
- Options around how best to attract supplier and value for money through the packaging of works (e.g. similar work types/locations to attract specific suppliers and/or take advantage of specific market conditions – linked to category strategy
- Collaboration with the service users to ensure that proposed works represent the service requirements, or identification of works due to changes in service requirements.
- A provision for future compliance and planned maintenance of its property assets picking up the backlog maintenance, which will need to be funded through a self-financing strategy of asset rationalisation with cost reductions, disposals, and any available grants in the future.

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

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

Carbon Reduction

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

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

Corporate Landlord Model

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

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

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

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

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

Business Continuity Planning (BCP)

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

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

The Business Continuity room is located in Sand Martin House.

The property team continue to liaise with building control and planning on property requirements for the BCP and Council's emergency plan to ensure that they are effective and ready.

Performance Management

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

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

The KPIs being measured are set out in Appendix A.

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

Governance, Roles, and Responsibilities

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

Officer scheme of delegation and officer limits – have been reviewed with a greater sub delegation of authorities to the Service Director and Heads of each team. This delegates

decision making to the right person (still maintaining acceptable levels of assurance) whilst ensuring key and core decisions are still taken at the appropriate levels in the Council.

Capital Strategy and Capital Programme

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

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

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

Equal Opportunities

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

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

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

Action Plan

An action plan is attached in Appendix B.

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

will enable the Team to review whether any mitigation points are required throughout the life of the Plan.

Key actions will include:

- A revised condition survey programme devised and implemented alongside an investment plan to deliver a property portfolio retained in good condition.
- Disposal of property assets at best consideration and in a timely manner.
- To reduce costs and overheads of property assets including FM budgets and service providers
- To show demonstrable statutory compliance of the estate
- Deliver the Localities Strategy
- To lease space in Sand Martin House and other Council assets
- Deliver the Town Hall investment programme
- Energy reduction targets
- Drive income from the property investment portfolio
- Deliver the regeneration programme
- Ensure the FM estate is value for money
- Property performance measures
- Action plan with measurable tasks and date
- Summary of key actions of the AMPs
- Annual reporting of progress and review of AMP.

Appendix A - Key Performance Indicators

The KPI's being measured are as follows:

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

Appendix B - Action Plan 2023 – 2028

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

Appendix H- Sales Fees and Charges Policy

Peterborough City Council

1.0 Introduction

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

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

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

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

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

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

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

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

2.0 Establishing a Framework and Principles for Price Setting

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

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

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

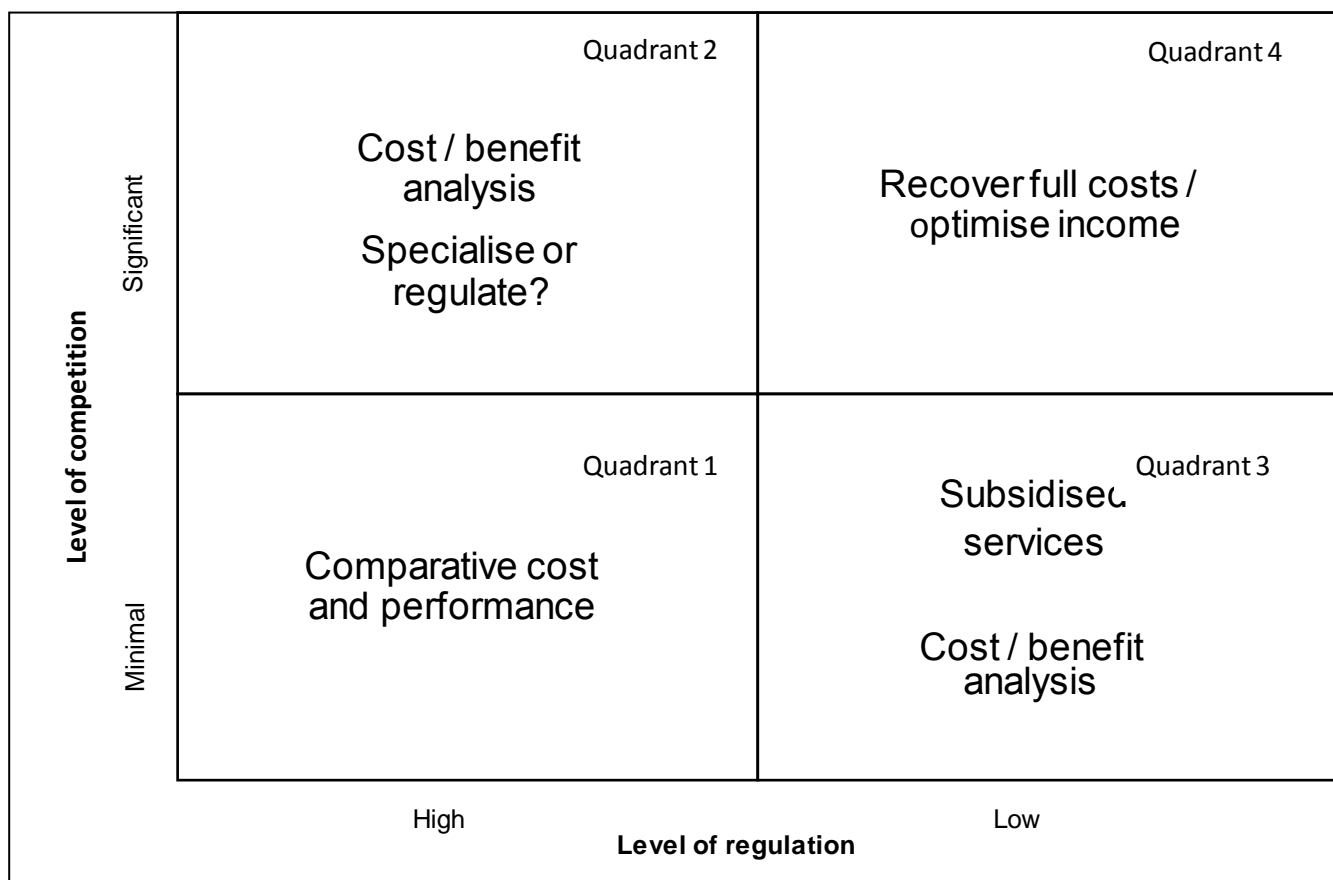


Diagram 1: Primary objectives of fees & charges based upon the key factors of competition and regulation

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

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

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

3.0 The Legislative Environment that the Council operates in

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

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

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

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

4.0 Full Cost Calculation and Recovery

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

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

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

- 4.3 There are however some services where legislation limits the costs that can be recovered, however even in this instance it is important to understand the full cost of service delivery and the amount that is not recovered through the charge.
- 4.4 Therefore, regardless of the legislation about what can be charged, it is important to understand this total cost of each service, so that the Council can make an estimate of the real cost of providing this service and the degree to which services are being subsidised.
- 4.5 There may be instances where the Council has entered into long term contracts for services, but the cost of delivering the services increases significantly during the life of the contract, in this case the Council should explore opportunities for contract renegotiation.

5.0 Collection of Charges

- 5.1 Wherever practical and legal the Council will levy the charge and collect the income in advance of the service being delivered, which will reduce the likelihood of customers incurring debts which are costly for the Council to collect. For example, if a customer wishes to subscribe to the Council's Garden Waste collection scheme the charge will be levied in advance, payment made and after that point the Council will begin collecting the Garden Waste.
- 5.2 The Council will seek to encourage the most efficient form of charge collection available and, in some cases, may offer differential pricing for different payment methods (e.g. a reduced charge is offered for customers paying by Direct Debit – recognising the reduced cost to the Council of this mechanism of payment).

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

- 6.1 The Council may have a range of policy objectives for the delivery of a particular service, which will impact on the pricing decision the Council makes and therefore it is important to establish a framework for why a particular approach should be taken.
- 6.2 The default position is the recovery of full cost of service delivery and any deviation from this position requires approval via the relevant Executive Director and will be highlighted as part of the "Schedule of Fees and Charges" (Annex 1). An objective of the policy is to ensure that PCC only subsidises the delivery of non-mandatory services where there is an explicit policy decision to do so. Where charges are set by statute no additional approval is required.
- 6.3 The table below provides an overview of different pricing approaches and the policy rationale for a particular approach:

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

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

7.0 Governance, Review & Implementation

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

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

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

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

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

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

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

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

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

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

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

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium - Child (6-17 years) 1 hour service (Monday - Friday)	£152.00	£155.00	Exempt	£ 3.00	1.97%
Crematorium - Child (6-17 years) 1 hour service between 9am and 12pm (Saturday/Sunday/Bank Holiday) - subject to availability	£228.00	£233.00	Exempt	£ 5.00	2.19%
Crematorium - Memorial Service 30 minutes No coffin present (Monday - Friday)	£295.00	£301.00	Exempt	£ 6.00	2.03%
Crematorium - Memorial Service 60 minutes (Monday - Friday) If coffin present 60 minutes include 30 minutes for service and 30 for	£434.00	£443.00	Exempt	£ 9.00	2.07%
Crematorium - Chapel Hire (Saturday)	£510.00	£525.00	Standard	£ 15.00	2.94%
Crematorium - Chapel Hire (Sunday)	£763.00	£786.00	Standard	£ 23.00	3.01%
Crematorium - Bearer Fee (per bearer)	£29.00	£30.00	Exempt	£ 1.00	3.45%
Crematorium - Use of Electric Bier	£56.00	£58.00	Exempt	£ 2.00	3.57%
Crematorium - Contract Bearers Fee	£21.00	£21.00	Exempt	£ -	0.00%
Crematorium - Service Enhancement - Webcast of Service (Live only)	n/a	£33.00	Standard		
Crematorium - Service Enhancement - Webcast of Service (Live and on demand)	£83.00	£50.00	Standard	£ -33.00	-39.76%
Crematorium - Service Enhancement - Single Photo Tribute	£0.00	£0.00	Standard		
Crematorium - Service Enhancement - Additional Single Photo Tribute (per photo)	n/a	£12.00	Standard		
Crematorium - Service Enhancement - Basic Slideshow (up to 25 photos no music)	£47.00	£47.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Music Tribute (Up to 25 photos set to music)	£83.00	£70.00	Standard	£ -13.00	-15.66%
Crematorium - Service Enhancement - Themed Tribute (Up to 25 photos set to music with curated theme)	n/a	£95.00	Standard		
Crematorium - Service Enhancement - Bespoke Tribute (professionally crafted bespoke tribute)	n/a	£400.00	Standard		
Crematorium - Service Enhancement - Tribute download (Music or themed tribute)	n/a	£10.00	Standard		
Crematorium - Service Enhancement - Additional tribute photos (per 25 photos)	£28.00	£28.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Extra Work charge (Additional work requests - non standard)	n/a	£21.00	Standard		
Crematorium - Service Enhancement - Family supplied Tribute (video/photo used as received with basic quality checks)	£28.00	£28.00	Standard	£ -	0.00%
Crematorium - Service Enhancement - Tribute Package (Single Photo + Music Tribute + Webcast + 1 keepsake item (DVD or USB))	n/a	£159.00	n/a		
Crematorium - Service Enhancement - Service (age 0- 17 years) Webcast, Single Photo and Basic Slideshow -25 photos	£0.00	£0.00			
Crematorium - Service Keepsake - DVD or USB copy of service provided in personalised linen case	£60.00	£60.00	Standard	£ -	0.00%
Crematorium - Service Keepsake - Video Book (portable video of the service, tribute or both, set in A5 electronic screen with 5 fun	n/a	£95.00	Standard		
Crematorium - Service Keepsake - Memory Box (Up to 25 photos professionally printed and delivered in a bespoke linen wrapped	n/a	£130.00	Standard		
Crematorium - Service Keepsake - Blue Ray or Audio CD (of Live stream/Tribute or both)	n/a	£55.00	Standard		
Crematorium - Service Keepsake - Additional copy of DVD or USB (per copy)	n/a	£28.00	Standard		
Crematorium - Cremated Remains - Scatter Witness Fee (Monday to Friday)	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium - Cremated Remains - Scatter Witness Fee (Saturday AM)	£68.00	£70.00	Exempt	£ 2.00	2.94%
Crematorium - Cremated Remains - Scatter Witness Fee Child (0-17)	£5.00	£0.00	Exempt	£ -5.00	-100.00%
Crematorium - Cremated Remains - Cremated Remains received from another crematorium for scattering	£65.00	£67.00	Exempt	£ 2.00	3.08%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 1 month	£19.00	£20.00	Exempt	£ 1.00	5.26%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 6 months	£100.00	£105.00	Exempt	£ 5.00	5.00%
Crematorium - Cremated Remains - Retained at Crematorium (first 3 months free) - 12 months	£178.00	£182.00	Exempt	£ 4.00	2.25%
Crematorium - Cremated Remains - Exhumation of Cremated Remains	£80.00	£82.00	Exempt	£ 2.00	2.50%
Crematorium - Container - Oak Casket	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium - Container - Polytainer	£14.00	£14.00	Exempt	£ -	0.00%
Crematorium - Container - Scatter Tube	£24.00	£24.00	Exempt	£ -	0.00%
Crematorium - Container - Keepsake Urn	£18.00	£18.00	Exempt	£ -	0.00%
Crematorium - Container - Additional Biodegradable Box (1st one free with cremation)	£7.00	£7.00	Exempt	£ -	0.00%
Crematorium - Administrative Charge - Customs Letter	£13.00	£14.00	Standard	£ 1.00	7.69%
Crematorium - Administrative Charge - Duplicate Cremation Certificate	£13.00	£14.00	Standard	£ 1.00	7.69%
Crematorium - Administrative Charge - Despatch of Cremated remains (UK only)	£62.00	£64.00	Standard	£ 2.00	3.23%
Crematorium - Administrative Charge - Fee for arranging a Public Health Funeral	£350.00	£350.00	Exempt	£ -	0.00%
Crematorium - Administrative Charge - Fee for undertaking a property search where family/Will are located	£150.00	£150.00	Standard	£ -	0.00%
Crematorium Memorials - Book of Remembrance - 2 Lines	£102.00	£108.00	Standard	£ 6.00	5.88%
Crematorium Memorials - Book of Remembrance - 5 Lines	£190.00	£202.00	Standard	£ 12.00	6.32%
Crematorium Memorials - Book of Remembrance - 8 Lines	£279.00	£297.00	Standard	£ 18.00	6.45%
Crematorium Memorials - Book of Remembrance - Floral Emblem (add to 5 or 8 line inscription)	£72.00	£80.00	Standard	£ 8.00	11.11%
Crematorium Memorials - Book of Remembrance - Other Emblem (add to 5 or 8 line inscription)	£90.00	£99.00	Standard	£ 9.00	10.00%
Crematorium Memorials - Book of Remembrance - Inscription alteration (customer error)	£26.00	£28.00	Standard	£ 2.00	7.69%
Crematorium Memorials - Book of Remembrance - Token Entry 2 Lines	£20.00	£21.00	Standard	£ 1.00	5.00%
Crematorium Memorials - Book of Remembrance - Token Entry 5 Lines	£33.00	£37.00	Standard	£ 4.00	12.12%
Crematorium Memorials - Book of Remembrance - Token Entry 8 Lines	£45.00	£52.00	Standard	£ 7.00	15.56%
Crematorium Memorials - Book of Remembrance - Additional Lines (when purchasing inscription)	£29.00	£30.00	Standard	£ 1.00	3.45%
Crematorium Memorials - Book of Remembrance - Additional Lines (inscription is already in Book if space available)	£54.00	£56.00	Standard	£ 2.00	3.70%
Crematorium Memorials - Miniature Remembrance Books - 2 Lines	£90.00	£96.00	Standard	£ 6.00	6.67%
Crematorium Memorials - Miniature Remembrance Books - 5 Lines	£106.00	£114.00	Standard	£ 8.00	7.55%
Crematorium Memorials - Miniature Remembrance Books - 8 Lines	£122.00	£132.00	Standard	£ 10.00	8.20%
Crematorium Memorials - Miniature Remembrance Books - Floral Emblem	£72.00	£80.00	Standard	£ 8.00	11.11%
Crematorium Memorials - Miniature Remembrance Books - Other Emblem	£90.00	£99.00	Standard	£ 9.00	10.00%
Crematorium Memorials - Miniature Remembrance Books - Additional Lines	£5.00	£6.00	Standard	£ 1.00	20.00%
Crematorium Memorials - Remembrance Cards - 2 Lines	£42.00	£44.00	Standard	£ 2.00	4.76%
Crematorium Memorials - Remembrance Cards - 5 Lines	£57.00	£64.00	Standard	£ 7.00	12.28%
Crematorium Memorials - Remembrance Cards - 8 Lines	£71.00	£83.00	Standard	£ 12.00	16.90%
Crematorium Memorials - Remembrance Cards - Floral Emblem	£72.00	£80.00	Standard	£ 8.00	11.11%
Crematorium Memorials - Remembrance Cards - Other Emblem	£90.00	£99.00	Standard	£ 9.00	10.00%
Crematorium Memorials - Remembrance Books and Cards - second inscription 2 lines	£45.00	£48.00	Standard	£ 3.00	6.67%
Crematorium Memorials - Remembrance Books and Cards - second inscription 5 lines	£56.00	£61.00	Standard	£ 5.00	8.93%
Crematorium Memorials - Remembrance Books and Cards - second inscription 8 lines	£69.00	£76.00	Standard	£ 7.00	10.14%
Crematorium Memorials - Electronic Book - Additional swipe Card	£15.00	£16.00	Standard	£ 1.00	6.67%
Crematorium Memorials - Electronic Book - Additional Screen	£83.00	£93.00	Standard	£ 10.00	12.05%
Crematorium Memorials - Rose Memorial - 5 years with Bronze plaque	£304.00	£318.00	Part Exempt/Part Std	£ 14.00	4.61%
Crematorium Memorials - Rose Memorial - 10 years with Bronze plaque	£493.00	£513.00	Part Exempt/Part Std	£ 20.00	4.06%
Crematorium Memorials - Rose Memorial - 20 years with Bronze plaque	£871.00	£903.00	Part Exempt/Part Std	£ 32.00	3.67%
Crematorium Memorials - Rose Memorial - 1 year renewal	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium Memorials - Rose Memorial - 5 year renewal	£189.00	£195.00	Exempt	£ 6.00	3.17%
Crematorium Memorials - Rose Memorial - 10 year renewal	£378.00	£390.00	Exempt	£ 12.00	3.17%
Crematorium Memorials - Rose Memorial - 20 year renewal	£756.00	£780.00	Exempt	£ 24.00	3.17%
Crematorium Memorials - Rose Memorial - Replacement Bronze Plaque	£115.00	£123.00	Standard	£ 8.00	6.96%
Crematorium Memorials - Rose Memorial - Refurbish Bronze plaque	£47.00	£47.00	Standard	£ -	0.00%
Crematorium Memorials - Pergola Memorial - 5 years with Bronze plaque	£304.00	£318.00	Part Exempt/Part Std	£ 14.00	4.61%
Crematorium Memorials - Pergola Memorial - 10 years with Bronze plaque	£493.00	£513.00	Part Exempt/Part Std	£ 20.00	4.06%
Crematorium Memorials - Pergola Memorial - 20 years with Bronze plaque	£871.00	£903.00	Part Exempt/Part Std	£ 32.00	3.67%
Crematorium Memorials - Pergola Memorial - 1 year renewal	£39.00	£40.00	Exempt	£ 1.00	2.56%
Crematorium Memorials - Pergola Memorial - 5 year renewal	£189.00	£195.00	Exempt	£ 6.00	3.17%
Crematorium Memorials - Pergola Memorial - 10 year renewal	£378.00	£390.00	Exempt	£ 12.00	3.17%
Crematorium Memorials - Pergola Memorial - 20 year renewal	£756.00	£780.00	Exempt	£ 24.00	3.17%
Crematorium Memorials - Pergola Memorial - Replacement Bronze plaque	£115.00	£123.00	Standard	£ 8.00	6.96%
Crematorium Memorials - Pergola Memorial - Refurbish Bronze plaque	£47.00	£47.00	Standard	£ -	0.00%
Crematorium Memorials - Individual Tree - 5 years including oval Bronze plaque	£393.00	£406.00	Standard	£ 13.00	3.31%
Crematorium Memorials - Individual Tree - 10 years including oval Bronze plaque	£629.00	£650.00	Part Exempt/Part Std	£ 21.00	3.34%
Crematorium Memorials - Individual Tree - 20 years including oval Bronze plaque	£1,101.00	£1,138.00	Part Exempt/Part Std	£ 37.00	3.36%
Crematorium Memorials - Individual Tree - 1 year renewal	£48.00	£50.00	Part Exempt/Part Std	£ 2.00	4.17%
Crematorium Memorials - Individual Tree - 5 year renewal	£236.00	£244.00	Exempt	£ 8.00	3.39%
Crematorium Memorials - Individual Tree - 10 year renewal	£472.00	£488.00	Exempt	£ 16.00	3.39%
Crematorium Memorials - Individual Tree - 20 year renewal	£944.00	£976.00	Exempt	£ 32.00	3.39%
Crematorium Memorials - Individual Tree - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Communal Tree - 10 years including Oval Bronze plaque	£277.00	£284.00	Part Exempt/Part Std	£ 7.00	2.53%
Crematorium Memorials - Communal Tree - 20 years including Oval Bronze plaque	£397.00	£406.00	Part Exempt/Part Std	£ 9.00	2.27%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium Memorials - Communal Tree - 1 year renewal	£13.00	£14.00	Exempt	£ 1.00	7.69%
Crematorium Memorials - Communal Tree - 5 year renewal	£60.00	£61.00	Exempt	£ 1.00	1.67%
Crematorium Memorials - Communal Tree - 10 year renewal	£120.00	£122.00	Exempt	£ 2.00	1.67%
Crematorium Memorials - Communal Tree - 20 year renewal	£240.00	£244.00	Exempt	£ 4.00	1.67%
Crematorium Memorials - Communal Tree - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Flower Vases - Flower Vase and Holder	£35.00	£35.00	Standard	£ -	0.00%
Crematorium Memorials - Flower Vases - Replacement Vase	£6.00	£6.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Wall Plaque - 5 years with granite plaque	£389.00	£401.00	Part Exempt/Part Std	£ 12.00	3.08%
Crematorium Memorials - Granite Wall Plaque - 10 years with granite plaque	£626.00	£645.00	Part Exempt/Part Std	£ 19.00	3.04%
Crematorium Memorials - Granite Wall Plaque - 20 years with granite plaque	£1,100.00	£1,133.00	Part Exempt/Part Std	£ 33.00	3.00%
Crematorium Memorials - Granite Wall Plaque - 1 year renewal	£49.00	£50.00	Exempt	£ 1.00	2.04%
Crematorium Memorials - Granite Wall Plaque - 5 year renewal	£237.00	£244.00	Exempt	£ 7.00	2.95%
Crematorium Memorials - Granite Wall Plaque - 10 year renewal	£474.00	£488.00	Exempt	£ 14.00	2.95%
Crematorium Memorials - Granite Wall Plaque - 20 year renewal	£948.00	£976.00	Exempt	£ 28.00	2.95%
Crematorium Memorials - Granite Wall Plaque - Replacement Plaque	£152.00	£157.00	Standard	£ 5.00	3.29%
Crematorium Memorials - Octagon Memorial Plaque - 5 years with granite plaque	£411.00	£424.00	Part Exempt/Part Std	£ 13.00	3.16%
Crematorium Memorials - Octagon Memorial Plaque - 10 years with granite plaque	£648.00	£688.00	Part Exempt/Part Std	£ 40.00	6.17%
Crematorium Memorials - Octagon Memorial Plaque - 20 years with granite plaque	£1,122.00	£1,156.00	Part Exempt/Part Std	£ 34.00	3.03%
Crematorium Memorials - Octagon Memorial Plaque - 1 year renewal	£48.00	£50.00	Exempt	£ 2.00	4.17%
Crematorium Memorials - Octagon Memorial Plaque - 5 year renewal	£237.00	£244.00	Exempt	£ 7.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - 10 year renewal	£474.00	£488.00	Exempt	£ 14.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - 20 year renewal	£948.00	£976.00	Exempt	£ 28.00	2.95%
Crematorium Memorials - Octagon Memorial Plaque - Replacement Plaque	£174.00	£180.00	Part Exempt/Part Std	£ 6.00	3.45%
Crematorium Memorials - Granite Wall Tablet - 5 years with granite tablet and up to 75 letters	£558.00	£575.00	Part Exempt/Part Std	£ 17.00	3.05%
Crematorium Memorials - Granite Wall Tablet - 10 years with granite tablet and up to 75 letters	£890.00	£916.00	Part Exempt/Part Std	£ 26.00	2.92%
Crematorium Memorials - Granite Wall Tablet - 20 years with granite tablet and up to 75 letters	£1,554.00	£1,598.00	Part Exempt/Part Std	£ 44.00	2.83%
Crematorium Memorials - Granite Wall Tablet - Additional Letters	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Granite Wall Tablet - Photo plaque 4 x 3	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Wall Tablet - Replacement tablet with up to 75 letters	£226.00	£234.00	Standard	£ 8.00	3.54%
Crematorium Memorials - Granite Wall Tablet - 1 year renewal	£68.00	£70.00	Exempt	£ 2.00	2.94%
Crematorium Memorials - Granite Wall Tablet - 5 year renewal	£332.00	£341.00	Exempt	£ 9.00	2.71%
Crematorium Memorials - Granite Wall Tablet - 10 year renewal	£664.00	£682.00	Exempt	£ 18.00	2.71%
Crematorium Memorials - Granite Wall Tablet - 20 year renewal	£1,328.00	£1,364.00	Exempt	£ 36.00	2.71%
Crematorium Memorials - Fountain Wall Plaque - 5 years including oval bronze plaque	£379.00	£392.00	Part Exempt/Part Std	£ 13.00	3.43%
Crematorium Memorials - Fountain Wall Plaque - 10 years including oval bronze plaque	£615.00	£636.00	Part Exempt/Part Std	£ 21.00	3.41%
Crematorium Memorials - Fountain Wall Plaque - 20 years including oval bronze plaque	£1,087.00	£1,124.00	Part Exempt/Part Std	£ 37.00	3.40%
Crematorium Memorials - Fountain Wall Plaque - Replacement Oval Bronze plaque	£143.00	£148.00	Standard	£ 5.00	3.50%
Crematorium Memorials - Fountain Wall Plaque - 1 year renewal	£48.00	£50.00	Exempt	£ 2.00	4.17%
Crematorium Memorials - Fountain Wall Plaque - 5 year renewal	£236.00	£244.00	Exempt	£ 8.00	3.39%
Crematorium Memorials - Fountain Wall Plaque - 10 year renewal	£472.00	£488.00	Exempt	£ 16.00	3.39%
Crematorium Memorials - Fountain Wall Plaque - 20 year renewal	£944.00	£976.00	Exempt	£ 32.00	3.39%
Crematorium Memorials - Teak Seat 5ft Seat - 5 years including Bronze plaque (seat owned by customer)	£1,395.00	£1,476.00	Part Exempt/Part Std	£ 81.00	5.81%
Crematorium Memorials - Teak Seat 5ft Seat - 10 years including Bronze plaque (seat owned by customer)	£1,708.00	£1,799.00	Part Exempt/Part Std	£ 91.00	5.33%
Crematorium Memorials - Teak Seat 5ft Seat - 20 years including Bronze plaque (seat owned by customer)	£2,334.00	£2,445.00	Part Exempt/Part Std	£ 111.00	4.76%
Crematorium Memorials - Teak Seat 5ft Seat - Replacement/Additional bronze plaque	£128.00	£130.00	Standard	£ 2.00	1.56%
Crematorium Memorials - Teak Seat 6ft Seat - 5 years including Bronze plaque (seat owned by customer)	£1,878.00	£1,986.00	Part Exempt/Part Std	£ 108.00	5.75%
Crematorium Memorials - Teak Seat 6ft Seat - 10 years including Bronze plaque (seat owned by customer)	£2,191.00	£2,308.00	Part Exempt/Part Std	£ 117.00	5.34%
Crematorium Memorials - Teak Seat 6ft Seat - 20 years including Bronze plaque (seat owned by customer)	£2,817.00	£2,951.00	Part Exempt/Part Std	£ 134.00	4.76%
Crematorium Memorials - Teak Seat 6ft Seat - Replacement/Additional Bronze plaque	£138.00	£141.00	Standard	£ 3.00	2.17%
Crematorium Memorials - Teak seats (all) - 1 year renewal	£64.00	£66.00	Exempt	£ 2.00	3.13%
Crematorium Memorials - Teak seats (all) - 5 year renewal	£313.00	£323.00	Exempt	£ 10.00	3.19%
Crematorium Memorials - Teak seats (all) - 10 year renewal	£626.00	£646.00	Exempt	£ 20.00	3.19%
Crematorium Memorials - Teak seats (all) - Small posy vase with holder	£33.00	£33.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Large posy vase with holder	£43.00	£43.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Large posy vase	£16.00	£16.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Small posy vase	£10.00	£10.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Cleansing and Treatment	£276.00	£276.00	Standard	£ -	0.00%
Crematorium Memorials - Teak seats (all) - Powerwash and teak oil	£72.00	£72.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Seat - 5 years including granite tablet	£694.00	£720.00	Part Exempt/Part Std	£ 26.00	3.75%
Crematorium Memorials - Granite Seat - 10 years including granite tablet	£1,119.00	£1,160.00	Part Exempt/Part Std	£ 41.00	3.66%
Crematorium Memorials - Granite Seat - 20 years including granite tablet	£1,969.00	£2,040.00	Part Exempt/Part Std	£ 71.00	3.61%
Crematorium Memorials - Granite Seat - Replacement/Additional Granite Tablet	£176.00	£187.00	Standard	£ 11.00	6.25%
Crematorium Memorials - Granite Seat - Photo plaque 4 x 3	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Seat - 1 year renewal	£87.00	£89.00	Exempt	£ 2.00	2.30%
Crematorium Memorials - Granite Seat - 5 year renewal	£425.00	£440.00	Exempt	£ 15.00	3.53%
Crematorium Memorials - Granite Seat - 10 year renewal	£850.00	£880.00	Exempt	£ 30.00	3.53%
Crematorium Memorials - Granite Seat - 20 year renewal	£1,700.00	£1,760.00	Exempt	£ 60.00	3.53%
Crematorium Memorials - Granite Memorial Vase - 5 years including granite tablet	£418.00	£426.00	Part Exempt/Part Std	£ 8.00	1.91%
Crematorium Memorials - Granite Memorial Vase - 5 years including porcelain tablet	£427.00	£435.00	Part Exempt/Part Std	£ 8.00	1.87%
Crematorium Memorials - Granite Memorial Vase - 10 years including granite tablet	£660.00	£676.00	Part Exempt/Part Std	£ 16.00	2.42%
Crematorium Memorials - Granite Memorial Vase - 10 years including porcelain tablet	£669.00	£685.00	Part Exempt/Part Std	£ 16.00	2.39%
Crematorium Memorials - Granite Memorial Vase - 20 years including granite tablet	£1,144.00	£1,176.00	Part Exempt/Part Std	£ 32.00	2.80%
Crematorium Memorials - Granite Memorial Vase - 20 years including porcelain tablet	£1,153.00	£1,185.00	Part Exempt/Part Std	£ 32.00	2.78%
Crematorium Memorials - Granite Memorial Vase - Standard Porcelain Artwork	£65.00	£65.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Porcelain tablet photo	£78.00	£78.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Granite tablet photo plaque (4x3)	£120.00	£120.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Replacement Granite tablet	£176.00	£176.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - Replacement Porcelain tablet	£185.00	£185.00	Standard	£ -	0.00%
Crematorium Memorials - Granite Memorial Vase - 1 year renewal	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium Memorials - Granite Memorial Vase - 5 year renewal	£242.00	£250.00	Exempt	£ 8.00	3.31%
Crematorium Memorials - Granite Memorial Vase - 10 year renewal	£484.00	£500.00	Exempt	£ 16.00	3.31%
Crematorium Memorials - Granite Memorial Vase - 20 year renewal	£968.00	£1,000.00	Exempt	£ 32.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 5 years including granite tablet up to 70 letters	£877.00	£885.00	Part Exempt/Part Std	£ 8.00	0.91%
Crematorium Memorials - Niche Memorial Vase - 10 years including granite tablet up to 70 letters	£1,119.00	£1,135.00	Part Exempt/Part Std	£ 16.00	1.43%
Crematorium Memorials - Niche Memorial Vase - 20 years including granite tablet up to 70 letters	£1,603.00	£1,635.00	Part Exempt/Part Std	£ 32.00	2.00%
Crematorium Memorials - Niche Memorial Vase - photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Niche Memorial Vase - replacement/additional granite tablet up to 70 letters	£170.00	£170.00	Standard	£ -	0.00%
Crematorium Memorials - Niche Memorial Vase - 1 year renewal	£50.00	£52.00	Exempt	£ 2.00	4.00%
Crematorium Memorials - Niche Memorial Vase - 5 year renewal	£242.00	£250.00	Exempt	£ 8.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 10 year renewal	£484.00	£500.00	Exempt	£ 16.00	3.31%
Crematorium Memorials - Niche Memorial Vase - 20 year renewal	£968.00	£1,000.00	Exempt	£ 32.00	3.31%
Crematorium Memorials - Sanctum 2000 - 5 years including granite tablet up to 80 letters	£1,309.00	£1,372.00	Part Exempt/Part Std	£ 63.00	4.81%
Crematorium Memorials - Sanctum 2000 - 10 years including granite tablet up to 80 letters	£1,759.00	£1,833.00	Part Exempt/Part Std	£ 74.00	4.21%
Crematorium Memorials - Sanctum 2000 - 20 years including granite tablet up to 80 letters	£2,659.00	£2,752.00	Part Exempt/Part Std	£ 93.00	3.50%
Crematorium Memorials - Sanctum 2000 - Additional letters (per letter)	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Sanctum 2000 - Photo plaque (7x5)	£177.00	£182.00	Standard	£ 5.00	2.82%
Crematorium Memorials - Sanctum 2000 - Photo plaque (Heart Shaped)	£283.00	£283.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum 2000 - Replacement tablet with 80 letters	£205.00	£228.00	Standard	£ 23.00	11.22%
Crematorium Memorials - Sanctum 2000 - 1 year renewal	£92.00	£94.00	Exempt	£ 2.00	2.17%
Crematorium Memorials - Sanctum 2000 - 5 year renewal	£450.00	£460.00	Exempt	£ 10.00	2.22%

Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Crematorium Memorials - Sanctum 2000 - 10 year renewal	£900.00	£920.00	Exempt	£ 20.00	2.22%
Crematorium Memorials - Sanctum 2000 - 20 year renewal	£1,800.00	£1,840.00	Exempt	£ 40.00	2.22%
Crematorium Memorials - Silver Birch Spinney - 5 years including granite tablet	£1,500.00	£1,582.00	Part Exempt/Part Std	£ 82.00	5.47%
Crematorium Memorials - Silver Birch Spinney - 10 years including granite tablet	£2,046.00	£2,144.00	Part Exempt/Part Std	£ 98.00	4.79%
Crematorium Memorials - Silver Birch Spinney - 20 years including granite tablet	£3,138.00	£3,268.00	Part Exempt/Part Std	£ 130.00	4.14%
Crematorium Memorials - Silver Birch Spinney - Additional/Replacement granite tablet	£145.00	£149.00	Standard	£ 4.00	2.76%
Crematorium Memorials - Silver Birch Spinney - 1 year renewal	£113.00	£115.00	Exempt	£ 2.00	1.77%
Crematorium Memorials - Silver Birch Spinney - 5 year renewal	£546.00	£562.00	Exempt	£ 16.00	2.93%
Crematorium Memorials - Silver Birch Spinney - 10 year renewal	£1,092.00	£1,124.00	Exempt	£ 32.00	2.93%
Crematorium Memorials - Silver Birch Spinney - 20 year renewal	£2,184.00	£2,248.00	Exempt	£ 64.00	2.93%
Crematorium Memorials - Family Niche - 5 years including granite tablet up to 70 letters	£1,453.00	£1,460.00	Part Exempt/Part Std	£ 7.00	0.48%
Crematorium Memorials - Family Niche - 10 years including granite tablet up to 70 letters	£1,813.00	£1,833.00	Part Exempt/Part Std	£ 20.00	1.10%
Crematorium Memorials - Family Niche - 20 years including granite tablet up to 70 letters	£2,533.00	£2,579.00	Part Exempt/Part Std	£ 46.00	1.82%
Crematorium Memorials - Family Niche - Photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Family Niche - Additional Letters (per letter)	£1.60	£1.80	Standard	£ 0.20	12.50%
Crematorium Memorials - Family Niche - Replacement/Additional tablet up to 70 letters	£170.00	£170.00	Standard	£ -	0.00%
Crematorium Memorials - Family Niche - 1 year renewal	£74.00	£76.00	Exempt	£ 2.00	2.70%
Crematorium Memorials - Family Niche - 5 year renewal	£360.00	£373.00	Exempt	£ 13.00	3.61%
Crematorium Memorials - Family Niche - 10 year renewal	£720.00	£746.00	Exempt	£ 26.00	3.61%
Crematorium Memorials - Family Niche - 20 year renewal	£1,440.00	£1,492.00	Exempt	£ 52.00	3.61%
Crematorium Memorials - Childrens Sundial Wall Plaque - 60 years including granite tablet	£550.00	£596.00	Part Exempt/Part Std	£ 46.00	8.36%
Crematorium Memorials - Childrens Sundial Wall Plaque - Replacement Tablet	£164.00	£164.00	Standard	£ -	0.00%
Crematorium Memorials - Childrens Sundial Wall Plaque - 1 year renewal	£9.00	£9.00	Exempt	£ -	0.00%
Crematorium Memorials - Childrens Sundial Wall Plaque - 5 year renewal	£35.00	£36.00	Exempt	£ 1.00	2.86%
Crematorium Memorials - Childrens Sundial Wall Plaque - 10 year renewal	£70.00	£72.00	Exempt	£ 2.00	2.86%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 5 years	£175.00	£179.00	Part Exempt/Part Std	£ 4.00	2.29%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 10 years	£210.00	£215.00	Part Exempt/Part Std	£ 5.00	2.38%
Crematorium Memorials - Childrens Shelter - Heart/Bud/Teddy plaque 20 years	£280.00	£287.00	Part Exempt/Part Std	£ 7.00	2.50%
Crematorium Memorials - Childrens Shelter - Replacement Heart/Bud/Teddy plaque	£140.00	£143.00	Standard	£ 3.00	2.14%
Crematorium Memorials - Childrens Shelter - Wooden Plaque	£126.00	£129.00	Standard	£ 3.00	2.38%
Crematorium Memorials - Childrens Shelter - Wooden Plaque Extra Line	£15.00	£16.00	Standard	£ 1.00	6.67%
Crematorium Memorials - Childrens Shelter - Wooden Plaque Motif	£22.00	£23.00	Standard	£ 1.00	4.55%
Crematorium Memorials - Childrens Shelter - 1 year renewal	£8.00	£9.00	Exempt	£ 1.00	12.50%
Crematorium Memorials - Childrens Shelter - 5 year renewal	£35.00	£36.00	Exempt	£ 1.00	2.86%
Crematorium Memorials - Childrens Shelter - 10 year renewal	£70.00	£72.00	Exempt	£ 2.00	2.86%
Crematorium Memorials - Childrens Shelter - 20 year renewal	£140.00	£144.00	Exempt	£ 4.00	2.86%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 1 year renewal	£38.00	£39.00	Exempt	£ 1.00	2.63%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 5 year renewal	£178.00	£183.00	Exempt	£ 5.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 10 year renewal	£356.00	£366.00	Exempt	£ 10.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - 20 year renewal	£712.00	£732.00	Exempt	£ 20.00	2.81%
Crematorium Memorials - Bronze Kerb Plaque (renewal only) - replacement bronze plaque	£143.00	£146.00	Standard	£ 3.00	2.10%
Crematorium Memorials - Sanctum II (renewal only) - 1 year renewal	£65.00	£67.00	Exempt	£ 2.00	3.08%
Crematorium Memorials - Sanctum II (renewal only) - 5 year renewal	£317.00	£326.00	Exempt	£ 9.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - 10 year renewal	£634.00	£652.00	Exempt	£ 18.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - 20 year renewal	£1,268.00	£1,304.00	Exempt	£ 36.00	2.84%
Crematorium Memorials - Sanctum II (renewal only) - photo plaque (7x5)	£177.00	£177.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum II (renewal only) - photo plaque (Heart shaped)	£283.00	£283.00	Standard	£ -	0.00%
Crematorium Memorials - Sanctum II (renewal only) - Replacement tablet up to 80 letters	£205.00	£214.00	Standard	£ 9.00	4.39%
Crematorium Memorials - Sanctum II (renewal only) - additional letters	£3.50	£3.70	Standard	£ 0.20	5.71%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 1 year single garden	£43.00	£45.00	Exempt	£ 2.00	4.65%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 5 year single garden	£215.00	£222.00	Exempt	£ 7.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 10 year single garden	£430.00	£444.00	Exempt	£ 14.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 20 year single garden	£860.00	£888.00	Exempt	£ 28.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 1 year double garden	£86.00	£90.00	Exempt	£ 4.00	4.65%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 5 year double garden	£430.00	£444.00	Exempt	£ 14.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 10 year double garden	£860.00	£888.00	Exempt	£ 28.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Renewal 20 year double garden	£1,720.00	£1,776.00	Exempt	£ 56.00	3.26%
Crematorium Memorials - Memorial Stream Garden (renewal only) - Replacement Oval Bronze plaque	£157.00	£162.00	Standard	£ 5.00	3.18%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 1 year renewal	£177.00	£185.00	Exempt	£ 8.00	4.52%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 5 year renewal	£885.00	£912.00	Exempt	£ 27.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 10 year renewal	£1,770.00	£1,824.00	Exempt	£ 54.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - 20 year renewal	£3,540.00	£3,648.00	Exempt	£ 108.00	3.05%
Crematorium Memorials - Tree Garden with York Stone Boulder (renewal only) - Replacement Boulder	£291.00	£300.00	Standard	£ 9.00	3.09%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 1 year renewal	£75.00	£79.00	Exempt	£ 4.00	5.33%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 5 year renewal	£365.00	£378.00	Exempt	£ 13.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 10 year renewal	£730.00	£756.00	Exempt	£ 26.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) 20 year renewal	£1,460.00	£1,512.00	Exempt	£ 52.00	3.56%
Crematorium Memorials - Memorial Garden with Grey Granite Boulder (renewal only) Replacement Boulder	£325.00	£325.00	Standard	£ -	0.00%
Crematorium Memorials - Administration - Surrender or transfer a memorial	£63.00	£65.00	Standard	£ 2.00	3.17%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service Area	Asset Management				
Specific Legislation Impacting on Charging	Sections 64 and 65 of the Towns Improvement Clauses Act 1847 (for numbering of properties and Street naming), Section 21 of the Public Health Act Amendment Act 1907 (for alteration of names of Streets), and Sections 17, 18 and 19 of the Public Health Act of 1925.				
Policy objective(s) linked to service	Local Plan - supporting growth. The Local Plan is an important document as it will determine what Peterborough and the surrounding villages will look like in the future. It provides a vision on how our city can become an even better place to live, work and visit. Local Transport & Connectivity Plan. The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to make transport in Cambridgeshire and Peterborough better faster, greener, and more accessible for everyone.				
Wider benefits of service	The appropriate naming of streets, and naming and numbering of buildings (with clearly displayed addresses) is essential for wayfinding by the public, delivery of post by the Royal Mail and courier services, fast responses to emergencies by ambulance, police, and fire services and delivery of local services. As a local authority, PCC has a statutory duty to authorise names and numbers and ensure that these are displayed in an appropriate manner. A new naming and numbering application is required for all new developments. Applications for the renaming/renumbering of existing streets and buildings are only made upon request or (rarely) to overcome existing anomalies.				
Director	Adrian Chapman				
Head of Service	Kevin Ekins/James Collingridge				
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change
Street naming & numbering information. Fees charged dependant on number of plots - 1 Plot (fee per plot)	£75.00	80.00	Non-Business	£5.00	6.7%
Street naming & numbering information. Fees charged dependant on number of plots - 2 to 10 (fee per plot)	£60.00	65.00	Non-Business	£5.00	8.3%
Street naming & numbering information. Fees charged dependant on number of plots - Over 10 (fee per plot)	£50.00	55.00	Non-Business	£5.00	10.0%
Street naming & numbering information. Fees charged dependant on number of plots - Readdressing following developer amendments. Minimum charge of £200	£50.00	55.00	Non-Business	£5.00	10.0%
Street naming & numbering information. Fees charged dependant on number of plots - Existing property name change	£75.00	80.00	Non-Business	£5.00	6.7%

Service Area	Registration Services					
Specific Legislation Impacting on Charging	The Births and Deaths Registration Act 1953 and subsequent regulations, including The Registration of Births, Deaths, Marriages and Civil Partnerships (Fees) Regulations 2016 and The Registration of Births, Deaths, Marriages and Civil Partnerships (Fees) (Amendment) and Multilingual Standard Forms Regulations 2018					
Policy objective(s) linked to service	To provide statutory services for the registration of births and deaths, to carry out and register marriage and civil partnership ceremonies, to maintain historic records of past registrations and issue copies of these, and to carry out and administer citizenship ceremonies.					
Wider benefits of service	See above. Please note that the VAT status below is subject to confirmation.					
Director	Cecilie Booth					
Head of Service	Mark Sandu					
Service/Charge	Current Charge	Proposed Charge 01/04/24	VAT Status	Price Change (value)	Percentage Change	
Approved Premise Attendance (Monday-Friday)	£570.00	£575.00	Non-Business	£5.00	0.9%	
Approved Premise Attendance (Saturday)	£645.00	£645.00	Non-Business	-	-	
Approved Premise Attendance (Sunday)	£695.00	£695.00	Non-Business	-	-	
Approved Premise Licence	£3,000.00	£3,100.00	Out of scope	£100.00	3.3%	
Approved Premise discussion	£135.00	£135.00	Out of scope	-	-	
Ceremony - The Lawns (Friday & Saturday)	£400.00	£405.00	Non-Business	£5.00	1.3%	
Ceremony - The Lawns (Monday)	£290.00	£300.00	Non-Business	£10.00	3.4%	
Ceremony - The Thorpe (Friday & Saturday)	£190.00	£195.00	Non-Business	£5.00	2.6%	
Ceremony - The Thorpe (Monday)	£140.00	£145.00	Non-Business	£5.00	3.6%	
Ceremony arrangement discussion	£60.00	£60.00	Out of scope	-	-	
Passport form	£30.00	£30.00	Out of scope	-	-	
Private citizenship ceremonies (Monday to Friday)	£220.00	£220.00	Out of scope	-	-	
Private citizenship ceremonies (Saturday)	£280.00	£280.00	Out of scope	-	-	
Baby naming & renewal of vows (Friday & Saturday)	£400.00	£405.00	Standard	£5.00	1.3%	
Baby naming & renewal of vows (Monday-Thursday)	£290.00	£300.00	Standard	£10.00	3.4%	
Baby naming and renewal of vows (Sunday)	£450.00	£455.00	Standard	£5.00	1.1%	

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

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Appendix J - Dedicated Schools Grant and the Schools Budget 2024-25

Peterborough City Council

On 19th December 2023, the Department for Education (DfE) published the DSG allocations for 2024-25. Full details can be found on the DfE website at the following link -

[Dedicated schools grant \(DSG\): 2024 to 2025 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/dedicated-schools-grant-dsg-2024-to-2025)

The 2024-25 Dedicated Schools Grant (DSG)

The DSG announcement made by the DfE in December 2023 included the Schools Block, the Central Services Schools Block, the High Needs Block and Early Years Block (indicative). The actual amount to be received by the local authority during the 2024/25 financial years is subject to change and will be amended to reflect recoupment for academies. The current proposed 2024-25 allocations for Peterborough are set out in table on the following page, which also provides for comparison the 2023-24 allocations.

DSG Block	2023-24 Allocation £m	2024-25 Initial Allocation £m	Increase v 2023-24 Allocation £m
Schools Block (incl. Growth, NNDR & Mainstream Schools Additional Grant)	216.208	222.436	+6.228
High Needs Block	48.101	50.582	+2.481
Central Services Schools Block	1.647	1.664	+0.017
Early Years Block	18.235	28.515	+10.28
Total	284.191	303.197	19.006

+ The Schools Block figures above, and school level figures include estimates in respect of business rates which will not form part of the actual funding to be received as will be paid directly by the Education Skills Funding Agency (a part of the Department for Education) as part of the new centralised national process.

* Early Years Block indicative figures are currently based on January 2023 data. Adjustments expected to 2023/24 figures based on actual take-up.

The net increase in the Schools Block for 2024-25 totals approximately £6.2m or 2.9%. This uplift is because of a combination of the additional investment through the national funding formula and the net increase in pupils between October 2022 and October 2023 -

- Primary (Reception – Year 6) – net decrease of 68 pupils
- Secondary (Year 7 – Year 11) – net increase of 440 pupils

The High Needs Block, which funds support for all children with additional needs, has increased by £2.5m. The decision making for spend on high needs activities rests with the Local Authority and the final decisions will be made in February, following consultation with Schools Forum.

The Early Years Block indicative figures are currently based on January 2023 data and as such will be amended to reflect actual levels of take-up. Adjustments are also expected to 2023/24 figures based on receipt of the January 2024 census data.

Additional Education Funding – Teachers Pay Additional Grant

In the 2024 to 2025 financial year, schools will continue to receive the Teachers Pay additional grant which is to support schools with the September 2023 teachers' pay award.

Proposed 2024-25 Peterborough Schools Funding Formula

Part of the statutory role of the Local Authority is to propose each year a school budget. The role of Schools Forum is to be consulted on this budget proposal and the Local Authority is responsible for deciding the final overall schools' budget which includes the funding to be distributed to each mainstream school in Peterborough and an element which is retained by the Local Authority for schools' growth.

Following receipt of the revised datasets from the DfE on 19th December 2023 further budget modelling has been undertaken reflecting the approach agreed by Schools Forum during the autumn

- Align funding rates with the National Funding Formula (NFF) (excluding Area Cost Adjustment)
- Apply the maximum 0.5% Minimum Funding Guarantee
- Meet the minimum funding level requirement

After adjusting the Schools Block for £1.0m for the centrally retained growth fund (see later section), the total available for distribution (including business rates) is £221.4m.

Annex 1 shows a comparison between the current funding formula rates and the base NFF rates to be used to allocate the total Schools Block to primary and secondary schools for 2024-25. These unit values reflect the national funding formula rates, including the revised minimum per pupil levels (MPPL) - £4,610 for primary and £5,995 for secondary.

The proposed final budget allocation at school level can be seen in Annex 2.

In this settlement, the key points to note:

- The cost to meet the revised minimum per pupil level funding is c. £152k
- The cost to meet the 0.5% minimum funding guarantee is £303k.
- These figures are still illustrative at this stage and are subject to change as final data validation is undertaken.
- Published figures will include an allocation for business rates for 24/25. However, this is for information only and will not form part of the actual funding to be received as will be paid directly by the ESFA as part of the centralised process.
- Actual amounts to be received by academies will be notified directly by the ESFA for the 24/25 academic year and may differ due to pupil numbers and protections applied.

These proposals were presented to Schools Forum on the 15th January. We consult the forum on these proposals but the decision making remains with the Local Authority.

New Schools and Growth Funding

New Schools

No new school will be opening in September 2024. The table below outlines the new schools we have opened in recent years where we continue to provide additional funding to support their growth. The funding is allocated by variation to pupil numbers

Schools	Description
Hampton Lakes Primary School	New school still filling to capacity - to be funded via variation to pupil numbers for 24/25.
Manor Drive Primary	New school still filling to capacity - to be funded via variation to pupil numbers for 24/25.
Manor Drive Secondary	New school still filling to capacity - to be funded via variation to pupil numbers for 24/25.
St John Henry Newman	New school still filling to capacity - to be funded via variation to pupil numbers for 24/25.

Growth Fund

Schools will receive growth funding where they meet the following criteria:

- There has been a structural change to the school where the increased PAN (pupil admission number) is working its way through the school. Or;
- There is a future planned structural change to the school. Or;
- The projected increase in pupil numbers exceed 5% of the roll.

And:

- In every case the growth is resulting from basic need and has been agreed by the local authority.

There are no changes to approach for funding growth although it has been agreed with Schools' Forum to review the growth policy and to set up a group to review how growth is allocated to schools. The growth funding is allocated to meet additional revenue costs associated with significant growth between October 2023 and October 2024.

Funding will be allocated by applying the increase in pupil numbers between October 2022 and October 2023 to Peterborough's funding formula. The unit rates of funding will be reduced to 75% of those used in the funding formula to manage the cost of growth within the agreed resource available. Initial estimates will be provided when budgets are published but these will be revised in March 2024 for up-to-date admissions data. There will be no clawback of funding once allocations have been finalised in March 2023. This is to allow schools plan for the projected increase in pupil numbers.

Based on forecasts from place planning schools to be considered for growth funding:

School	Oct 22 Census	Oct 23 Forecast	Change	Change %	Comments
Oakdale Primary School	370.0	430.0	60	165	Growth funding in to support structural change working its way through the school
Various Secondary schools			162		Increase in year 7 places required discussions with secondary schools to confirm places from Sep-24

Applying the proposed 2024/25-unit values (at 75%) to the growth within these schools' results in an initial growth fund requirement of £640k. It is proposed to set the Growth Fund at £1.0m for 2024/25 to allow for changes in final admissions and to help fund the requirement for places especially in year 7. Schools Forum approved the Growth Fund at the meeting on the 15th January.

Central Schools Services Block

The Central Schools Service Block provides funding to the Local Authority for the responsibilities it retains for delivering Education within its area. The budget allocation is decided by Schools Forum based upon proposals made by the Local Authority. The proposal is outlined below -

Central Schools Services Block (CSSB)	2023/24	2024/25
	£	
Funding for Historic Commitments	164,800	164,800
Funding for Ongoing Commitments	1,440,801	1,499,423
Total CSSB to be received	1,605,601	1,664,223
Planned Expenditure		
A – Admissions	525,768	546,420
B – Copyright Subscription	213,826	213,826
C – Pension Liabilities	318,606	367,576
D – Retained Duties	537,592	526,592
E – Servicing Schools Forum	9,809	9,809
Total CSSB planned expenditure	1,605,601	1,664,223

The details of the planned expenditure areas are outlined below –

- A) Admissions – This top-slice meets the cost of our admissions function.
- B) Copyright Subscription – Since 2015-16 the Department for Education (DfE) has procured copyright licences for all state-maintained schools in England.
- C) Historic Schools Pension Liabilities – The local authority can retain funding with Schools Forum approval for historic pension liabilities. This top-slice represents historic pension liabilities arising from premature retirement costs following the closure of several schools.
- D) Retained Duties Funding – This covers costs incurred by the local for statutory duties it holds on behalf of maintained schools and academies.
- E) Servicing Schools Forum - This top-slice is made to meet the costs of facilitating Schools Forum i.e. cost of the venue, clerking, refreshments etc. No increases are allowed from previous years.

Early Years Block

Schools forum approved the following hourly rates at the meeting on the 15th January

Funding stream	Rate in April 2022	Rate in April 2023	Sept 2023 EYSG uplifted rate	April 2024 proposed rate	April 23 to April 24 increase	% passthrough (without contingency)
3 & 4 YO rate	£4.77	£5.05	£5.38	£5.41	£0.36	95.76%
2 YO rate	£5.40	£5.90	£7.86	£8.02	£2.12	95.00%
Under 2s rate	n/a	n/a	n/a	£10.96	£10.96	95.08%
Deprivation supplement (eligible to all)	£0.25	£0.25	£0.25	£0.25	£0	
Flexibility supplement (3&4 YO supplement only)	£0.49	£0.49	£0.49	£0.49	£0	

Local authorities are able to retain funding from the DSG Early Years Block to meet its early year's central functions. This remains at 5% for 2024/25 although DfE encourage local authorities to passport as much funding through to the sector as possible. The 95% includes the following budget lines for each of the above entitlements separately:

- base rate funding for all providers
- Supplements for all providers
- lump sum funding for MNS (this only applies to 3 and 4-year-olds Universal Hours)
- the funding paid directly to providers from the special educational needs inclusion fund (SENIF)
- contingency funding Remaining 5% expenditure

The remaining 5% expenditure could include the following:

- centrally retained funding (for central services or services in-kind, including special educational needs and disability (SEND) services)
- transfer of funding to any of the other early years entitlements
- any extra hours that local authorities choose to fund in addition to the government's entitlement hours
- any funding movement out of the early years block

High Needs Block

At the time of writing, the final budgets for High Needs are being finalised and will be considered by Schools Forum in February. The final decision over the high needs block rests with the Local Authority.

Annex 1 - Proposed 2024-25 funding formula factors and rates

							0.9916		
NFF Factor		Peterborough	National Funding	Minimum	Maximum	National Funding	£ Increase	% Increase	
		Unit Rates 2023-24	Formula (NFF) Unit Rates 2024-25	allowable values 2024-25	allowable values 2024-25	Formula (NFF) Unit Rates 2024-25 (Weighting Applied)			
		(£)	(£)	(£)	(£)	(£)	compared to 2023-24	compared to 2023-24	
Basic per pupil entitlement (AWPU)	AWPU: Primary	3,427	3,609	3,519	3,700	3,579	152	4.42%	
	AWPU: Secondary KS3	4,832	5,089	4,962	5,216	5,046	214	4.42%	
	AWPU: Secondary KS4	5,446	5,736	5,593	5,880	5,688	242	4.44%	
Deprivation (based on ever 6 free school meal numbers)	FSM current - Primary	485	497	484	509	492	8	1.57%	
	FSM current - Secondary	485	497	484	509	492	8	1.57%	
	Ever6 FSM - Primary	712	831	810	852	824	112	15.73%	
	Ever6 FSM - Secondary	1,040	1,216	1,186	1,246	1,206	166	15.92%	
	IDACI Band F: Primary	232	238	232	244	236	4	1.66%	
	IDACI Band E: Primary	283	289	282	296	286	4	1.27%	
	IDACI Band D: Primary	444	451	440	462	447	3	0.63%	
	IDACI Band C: Primary	485	491	479	504	487	3	0.53%	
	IDACI Band B: Primary	515	522	509	535	517	2	0.47%	
	IDACI Band A: Primary	677	689	672	706	683	7	0.98%	
	IDACI Band F: Secondary	338	345	336	353	342	3	0.98%	
	IDACI Band E: Secondary	449	456	445	467	452	3	0.61%	
	IDACI Band D: Secondary	626	638	622	654	633	7	1.10%	
	IDACI Band C: Secondary	687	699	682	717	693	7	0.96%	
IDACI Band B: Secondary	737	750	731	769	744	6	0.86%		
IDACI Band A: Secondary	939	958	934	982	950	10	1.10%		
Low Prior Attainment	Primary	1,166	1,186	1,156	1,215	1,176	9	0.79%	
	Secondary	1,767	1,799	1,754	1,844	1,783	16	0.92%	
English as an Additional Language	Primary	586	598	583	613	593	7	1.21%	
	Secondary	1,580	1,606	1,566	1,646	1,593	12	0.77%	
Pupil Mobility	Primary	954	973	948	997	965	10	1.08%	
	Secondary	1,373	1,398	1,363	1,433	1,387	13	0.96%	
Lump Sum	Primary	129,262	136,192	132,787	139,596	135,042	5,780	4.47%	
	Secondary	129,262	136,192	132,787	139,596	135,042	5,780	4.47%	
Sparsity	Primary	56,855	57,861	56,415	59,308	57,373	518	0.91%	
	Secondary	82,707	84,106	82,004	86,209	83,397	689	0.83%	
Split sites	Eligibility funding	0	54,416	53,055	55,776	53,957	53,957		
Split sites	Distance Funding	0	27,259	26,577	27,940	27,029	27,029		
Minimum per pupil funding Primary		4,405	4,610			4,610	Weighting not applied to MPPL		
Minimum per pupil funding Secondary (KS3 and KS4 combined)		5,715	5,995			5,995	Weighting not applied to MPPL		

Annex 2 – Provisional School by School Budget – 2024/25

Please note: These figures are still draft subject to further amendments and ESFA approval of the local formula

DfE No	School Name	Sector	Pupil numbers (including growth)	Pupil numbers (including growth)	Change in pupil numbers	2023-24 Final Baseline Budgets (excluding business rates)	2023-24 Final Mainstream Schools Additional Grant	2023-24 Final Baseline Budget (including additional grant)	Illustrative 2024-25 Budget (excluding business rates)	Illustrative Change compared to 2023/24 Baseline		Per Pupil Funding			
			2023/24	2024/25						£	%	2023/24	2024/25	%	
ALL	Total for LA Use only		36,830.42	37,174.20	343.78	£206,751,493	£7,027,138	£213,778,630	£219,402,918	5,624,288					
8742018	St John Henry Newman	Primary	138.50	294.00	155.50	£704,488	£23,389	£727,877	£1,416,975	£689,097	94.7%	£5,255	£4,819.64	-8.3%	
8742215	Old Fletton Primary School	Primary	407.00	409.00	2.00	£1,981,449	£69,108	£2,050,557	£2,109,671	£59,114	2.9%	£5,038	£5,158	2.4%	
8742223	Southfields Primary School	Primary	568.00	562.00	-6.00	£2,616,781	£92,833	£2,709,614	£2,717,393	£7,779	0.3%	£4,770	£4,835	1.4%	
8742244	The Duke of Bedford Primary School	Primary	214.00	212.00	-2.00	£1,017,721	£35,734	£1,053,455	£1,074,561	£21,106	2.0%	£4,923	£5,069	3.0%	
8742251	Oakdale Primary School	Primary	356.00	370.00	14.00	£1,595,648	£53,376	£1,649,023	£1,716,430	£67,406	4.1%	£4,632	£4,639	0.1%	
8742269	Brewster Avenue Infant School	Primary	169.00	165.00	-4.00	£892,565	£28,730	£921,295	£921,839	£544	0.1%	£5,451	£5,587	2.5%	
8742270	Queen's Drive Infant School	Primary	244.00	228.00	-16.00	£1,295,047	£39,771	£1,334,817	£1,288,996	-£45,821	-3.4%	£5,471	£5,653	3.3%	
8742295	Norwood Primary School	Primary	207.00	202.00	-5.00	£1,042,848	£35,206	£1,078,054	£1,080,522	£2,468	0.2%	£5,208	£5,349	2.7%	
8742307	Leighton Primary School	Primary	354.00	339.00	-15.00	£1,880,307	£62,826	£1,943,133	£1,904,933	-£38,200	-2.0%	£5,489	£5,619	2.4%	
8742313	Winyates Primary School	Primary	206.00	189.00	-17.00	£1,177,813	£41,616	£1,219,429	£1,134,915	-£84,514	-6.9%	£5,920	£6,005	1.4%	
8742325	The Beeches Primary School	Primary	617.00	624.00	7.00	£3,135,910	£100,213	£3,236,123	£3,395,156	£159,033	4.9%	£5,245	£5,441	3.7%	
8742449	Paston Ridings Primary School	Primary	426.00	422.00	-4.00	£2,301,097	£77,929	£2,379,026	£2,369,070	-£9,956	-0.4%	£5,585	£5,614	0.5%	

8742453	Heritage Park Primary School	Primary	212.00	211.00	-1.00	£1,019,159	£32,227	£1,051,386	£1,051,624	£238	0.0%	£4,959	£4,984	0.5%
8742456	Hampton Hargate Primary School	Primary	631.00	622.00	-9.00	£2,779,903	£92,842	£2,872,745	£2,867,420	£5,325	-0.2%	£4,553	£4,610	1.3%
8743077	Barnack CofE (Controlled) Primary School	Primary	168.00	164.00	-4.00	£768,366	£27,135	£795,500	£785,377	£10,123	-1.3%	£4,735	£4,789	1.1%
8743078	Castor CofE Primary School	Primary	195.00	167.00	-28.00	£890,458	£30,494	£920,952	£829,923	£91,030	-9.9%	£4,723	£4,970	5.2%
8743079	Eye CofE Primary School	Primary	454.00	445.00	-9.00	£2,058,566	£70,244	£2,128,810	£2,099,057	£29,753	-1.4%	£4,689	£4,717	0.6%
8743080	Newborough CofE Primary School	Primary	201.00	207.00	6.00	£976,911	£32,797	£1,009,709	£1,069,861	£60,152	6.0%	£5,023	£5,168	2.9%
8743374	Peakirk-Cum-Glinton CofE Primary School	Primary	196.00	194.00	-2.00	£920,077	£30,931	£951,008	£953,409	£2,401	0.3%	£4,852	£4,914	1.3%
8743376	All Saints' CofE (Aided) Primary School	Primary	416.00	416.00	0.00	£2,027,128	£64,294	£2,091,423	£2,128,908	£37,486	1.8%	£5,027	£5,118	1.8%
8743377	St Augustine's CofE (Voluntary Aided) Junior School	Primary	227.00	230.00	3.00	£1,138,420	£40,250	£1,178,670	£1,225,611	£46,942	4.0%	£5,192	£5,329	2.6%
8743380	St John's Church School	Primary	404.00	396.00	-8.00	£2,147,247	£71,802	£2,219,049	£2,187,995	£31,054	-1.4%	£5,493	£5,525	0.6%
8743386	Saint Michael CofE Primary School (Voluntary Aided)	Primary	417.00	412.00	-5.00	£1,879,312	£62,835	£1,942,146	£1,929,406	£12,741	-0.7%	£4,657	£4,683	0.5%
8745413	St John Fisher Catholic High School	Secondary	668.00	658.00	-10.00	£4,531,132	£154,293	£4,685,425	£4,639,717	£45,708	-1.0%	£7,014	£7,051	0.5%
8742000	Highlees Primary School	Primary	377.00	378.00	1.00	£2,038,154	£66,862	£2,105,016	£2,134,809	£29,794	1.4%	£5,584	£5,648	1.1%
8742001	Stanground St Johns CofE Primary School	Primary	206.00	203.00	-3.00	£1,070,600	£36,350	£1,106,949	£1,099,570	£7,380	-0.7%	£5,374	£5,417	0.8%
8742002	Welland Academy	Primary	409.00	416.00	7.00	£2,196,948	£75,459	£2,272,407	£2,348,891	£76,484	3.4%	£5,556	£5,646	1.6%
8742003	Ormiston Meadows Academy	Primary	188.00	198.00	10.00	£944,105	£32,811	£976,916	£1,029,513	£52,597	5.4%	£5,196	£5,200	0.1%
8742004	Newark Hill Academy	Primary	443.00	444.00	1.00	£2,086,764	£67,443	£2,154,207	£2,198,387	£44,180	2.1%	£4,863	£4,951	1.8%
8742005	West Town Primary Academy	Primary	390.00	418.00	28.00	£2,020,709	£63,794	£2,084,503	£2,251,569	£167,066	8.0%	£5,345	£5,387	0.8%
8742006	Dogsthorpe Academy	Primary	381.00	346.00	-35.00	£2,003,177	£69,767	£2,072,944	£1,903,721	£169,223	-8.2%	£5,441	£5,502	1.1%
8742007	Eyrescroft Primary School	Primary	263.00	260.00	-3.00	£1,392,408	£48,592	£1,441,000	£1,478,660	£37,660	2.6%	£5,479	£5,687	3.8%
8742008	Gladstone Primary Academy	Primary	502.00	475.00	-27.00	£2,831,072	£87,722	£2,918,793	£2,819,611	£99,182	-3.4%	£5,814	£5,936	2.1%

8742009	Lime Academy Abbotsmede	Primary	400.00	413.00	13.00	£2,205,024	£70,898	£2,275,922	£2,356,553	£80,631	3.5%	£5,690	£5,706	0.3%
8742010	Lime Academy Parnwell	Primary	337.00	354.00	17.00	£1,882,150	£64,885	£1,947,035	£2,081,001	£133,967	6.9%	£5,778	£5,879	1.7%
8742011	Lime Academy Watergall	Primary	355.00	344.00	-11.00	£1,832,895	£63,578	£1,896,473	£1,850,428	£-46,045	-2.4%	£5,342	£5,379	0.7%
8742012	Thorpe Primary School	Primary	489.00	482.00	-7.00	£2,362,804	£75,832	£2,438,635	£2,455,845	£17,210	0.7%	£4,987	£5,095	2.2%
8742013	Gunthorpe Primary School	Primary	390.00	373.00	-17.00	£1,930,474	£67,797	£1,998,271	£1,961,541	£-36,730	-1.8%	£5,124	£5,259	2.6%
8742014	Middleton Primary School	Primary	382.00	370.00	-12.00	£1,996,730	£67,043	£2,063,773	£2,013,974	£-49,800	-2.4%	£5,403	£5,443	0.8%
8742015	Hampton Vale Primary Academy	Primary	602.00	589.00	-13.00	£2,659,580	£89,768	£2,749,348	£2,745,446	£-3,902	-0.1%	£4,567	£4,661	2.1%
8742016	Hampton Lakes Primary School	Primary	302.50	308.70	6.20	£1,382,808	£45,759	£1,428,567	£1,524,262	£95,694	6.7%	£4,723	£4,938	4.6%
8742017	Manor Drive Primary Academy	Primary	67.25	105.00	37.75	£413,989	£14,757	£428,746	£659,527	£230,781	53.8%	£6,375	£6,281	-1.5%
8742225	Woodston Primary School	Primary	577.00	547.00	-30.00	£2,685,651	£90,863	£2,776,513	£2,707,723	£-68,790	-2.5%	£4,812	£4,950	2.9%
8742233	John Clare Primary School	Primary	136.00	133.00	-3.00	£653,740	£21,908	£675,649	£678,960	£3,312	0.5%	£4,968	£5,105	2.8%
8742234	Northborough Primary School	Primary	187.00	173.00	-14.00	£836,611	£28,477	£865,087	£831,570	£-33,517	-3.9%	£4,626	£4,807	3.9%
8742264	Dogsthorpe Infant School	Primary	255.00	243.00	-12.00	£1,390,419	£44,362	£1,434,781	£1,397,973	£-36,808	-2.6%	£5,627	£5,753	2.2%
8742288	Bishop Creighton Academy	Primary	205.00	207.00	2.00	£1,170,971	£38,125	£1,209,096	£1,237,952	£28,856	2.4%	£5,898	£5,980	1.4%
8742296	Braybrook Primary Academy	Primary	212.00	215.00	3.00	£1,128,790	£37,178	£1,165,968	£1,219,089	£53,121	4.6%	£5,500	£5,670	3.1%
8742297	Longthorpe Primary School	Primary	419.00	415.00	-4.00	£1,957,256	£58,757	£2,016,013	£2,056,165	£40,151	2.0%	£4,811	£4,955	3.0%
8742316	Welbourne Primary Academy	Primary	206.00	200.00	-6.00	£1,119,046	£37,192	£1,156,238	£1,154,861	£-1,376	-0.1%	£5,613	£5,774	2.9%
8742324	Wittering Primary School	Primary	320.00	284.00	-36.00	£1,444,618	£48,931	£1,493,549	£1,360,235	£-133,315	-8.9%	£4,667	£4,790	2.6%
8742330	Ravensthorpe Primary School	Primary	367.00	363.00	-4.00	£1,866,675	£61,864	£1,928,539	£1,970,430	£41,890	2.2%	£5,255	£5,428	3.3%
8742451	Werrington Primary School	Primary	409.00	414.00	5.00	£1,802,387	£60,606	£1,862,993	£1,908,540	£45,547	2.4%	£4,555	£4,610	1.2%
8742457	Nene Valley Primary School	Primary	318.00	314.00	-4.00	£1,409,937	£45,214	£1,455,151	£1,447,540	£-7,611	-0.5%	£4,576	£4,610	0.7%
8743076	St Botolph's Church of England Primary School	Primary	371.00	378.00	7.00	£1,638,982	£53,814	£1,692,796	£1,743,502	£50,706	3.0%	£4,563	£4,612	1.1%

8743378	St Thomas More Catholic Primary School	Primary	412.00	407.00	-5.00	£2,092,559	£67,920	£2,160,480	£2,145,903	-£14,576	-0.7%	£5,244	£5,272	0.5%
8743379	Sacred Heart Catholic Primary School	Primary	209.00	208.00	-1.00	£1,041,323	£33,130	£1,074,452	£1,078,125	£3,673	0.3%	£5,141	£5,183	0.8%
8743382	William Law CofE Primary School	Primary	576.00	550.00	-26.00	£2,545,408	£88,635	£2,634,043	£2,556,766	-£77,278	-2.9%	£4,573	£4,649	1.7%
8743384	Fulbridge Academy	Primary	866.00	871.00	5.00	£4,162,932	£134,123	£4,297,055	£4,476,774	£179,719	4.2%	£4,962	£5,140	3.6%
8743385	Discovery Primary Academy	Primary	542.00	503.00	-39.00	£2,704,851	£92,438	£2,797,288	£2,639,725	-£157,564	-5.6%	£5,161	£5,248	1.7%
8745205	Orton Wistow Primary School	Primary	392.00	398.00	6.00	£1,732,893	£56,240	£1,789,133	£1,834,780	£45,647	2.6%	£4,564	£4,610	1.0%
8744000	Nene Park Academy	Secondary	1,156.00	1,178.00	22.00	£7,216,280	£254,627	£7,470,907	£7,735,466	£264,560	3.5%	£6,463	£6,567	1.6%
8744002	Stanground Academy	Secondary	1,159.00	1,265.00	106.00	£7,543,725	£264,741	£7,808,466	£8,552,139	£743,673	9.5%	£6,737	£6,761	0.3%
8744003	City of Peterborough Academy	Secondary	837.00	854.00	17.00	£6,107,068	£212,784	£6,319,852	£6,606,897	£287,045	4.5%	£7,551	£7,736	2.5%
8744004	Greater Peterborough UTC	Secondary	362.00	412.00	50.00	£2,639,436	£88,629	£2,728,065	£3,100,973	£372,908	13.7%	£7,536	£7,527	-0.1%
8744005	Hampton Gardens Secondary School	Secondary	1,041.00	1,047.00	6.00	£6,416,703	£227,351	£6,644,054	£6,714,302	£70,249	1.1%	£6,382	£6,413	0.5%
8744006	Queen Katharine Academy	Secondary	1,250.00	1,312.00	62.00	£9,409,080	£319,227	£9,728,307	£10,254,479	£526,171	5.4%	£7,783	£7,816	0.4%
8744007	Manor Drive Secondary Academy	Secondary	180.17	371.50	191.33	£1,271,236	£44,791	£1,316,026	£2,585,341	£1,269,315	96.5%	£7,304	£6,959	-4.7%
8744081	Ken Stimpson Academy	Secondary	981.00	975.00	-6.00	£6,825,522	£234,738	£7,060,261	£7,052,319	-£7,942	-0.1%	£7,197	£7,233	0.5%
8745405	Jack Hunt School	Secondary	1,622.00	1,628.00	6.00	£11,367,862	£379,725	£11,747,587	£11,984,754	£237,167	2.0%	£7,243	£7,362	1.6%
8745417	Arthur Mellows Village College	Secondary	1,307.00	1,313.00	6.00	£7,799,622	£273,130	£8,072,751	£8,149,073	£76,322	0.9%	£6,177	£6,206	0.5%
8746906	Ormiston Bushfield Academy	Secondary	982.00	1,029.00	47.00	£6,381,293	£231,856	£6,613,149	£7,004,101	£390,952	5.9%	£6,734	£6,807	1.1%
8744082	Hampton College	All-through	1,446.00	1,445.00	-1.00	£8,250,514	£285,081	£8,535,594	£8,649,977	£114,382	1.3%	£5,903	£5,986	1.4%
8745404	The King's (The Cathedral) School	All-through	874.00	874.00	0.00	£5,017,275	£172,263	£5,189,538	£5,370,844	£181,305	3.5%	£5,938	£6,145	3.5%
8746905	Thomas Deacon Academy	All-through	2,075.00	2,033.00	-42.00	£13,092,086	£458,427	£13,550,514	£13,383,563	-£166,951	-1.2%	£6,530	£6,583	0.8%

Peterborough City Council

Appendix K- Council Tax Resolution 2024/25

Following consideration of the report to this Council on 21st February 2024 and the setting of the revenue budget for 2024/25, the Council is requested to pass the resolution below to set the council tax requirement.

RESOLVED

1. THAT the Revenue Budget in the sum of **£175,898,172 (being £287,535,035 less School Funding of £111,636,863** now presented be approved).

2. THAT it be noted that at its meeting on 18th December 2023 the Cabinet calculated the following amounts for the year 2024/25 in accordance with regulations made under Section 31B(3) of the Local Government Finance Act 1992 (the Act) (as amended) and that these were confirmed under delegated authority by the Corporate Director: Resources following decision on the Council Tax Support Scheme by Council on 6 March 2019:

(a) **62,103.69** being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended), as its council tax base for the year.

(b) Part of the Council's Area

Ailsworth	241.29
Bainton & Ashton	155.04
Barnack	482.80
Bretton	3,289.86
Castor	364.00
City (non-parished)	39,257.01
Deeping Gate	222.30
Etton	52.16
Eye	1,630.49
Glington	623.16
Hampton	3,898.80
Helpston	469.29
Marholm	82.13
Maxey	324.27
Newborough & Borough Fen	662.93
Northborough	500.96
Orton Longueville	3,260.56
Orton Waterville	3,725.06
Peakirk	187.88
Southorpe	72.76
Sutton	70.32
Thorney	992.59
Thornhaugh	94.16
Ufford	134.39
Wansford	250.99
Wittering	822.58
SUB TOTAL	61,867.78
The Council tax base total for areas of which no special items relate	235.91
TOTAL	62,103.69

being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which one or more special items relate.

3. THAT the following amounts be now calculated by the Council for the year 2024/25 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government and Finance Act 1992 (as amended):

(a) **£500,505,228** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act. (Gross expenditure including repayments of grants to government 31A (6) (a), Parish Precepts and Special Expenses 31A (6) (b))

(b) **£396,238,833** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act. (Revenue Income)

(c) **£104,266,395** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with section 31A (4) of the act as its council tax requirement for the year.

(d) **£1,678.91** being the amount at 3(c) above divided by the council tax base at 2(b) above in accordance with section 31B (1) of the Act, as the basic amount of its council tax requirement for the year

(e) **£784,880** being the aggregate amount of all special items referred to in Section 35 (1) of the Act. (Parish Precepts).

(f) **£1,666.27** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the amount at 2(a) above, calculated by the Council in accordance with section 34(2) of the Act, as the basic amount of its Council tax requirement for the year for dwellings in those parts of its area to which no special item relates

(g) Parts of Council's Area

Parish Of:	Band D	
Ailsworth		£1,701.44
Bainton & Ashton		£1,748.35
Barnack		£1,702.27
Bretton		£1,724.27
Castor		£1,747.27
Deeping Gate		£1,694.77
Etton		£1,711.80
Eye		£1,702.07
Glington		£1,709.77
Hampton		£1,690.38
Helpston		£1,692.78
Marholm		£1,683.92
Maxey		£1,701.50
Newborough & Borough Fen		£1,728.13
Northborough		£1,708.82
Orton Longueville		£1,677.19
Orton Waterville		£1,686.39
Peakirk		£1,716.36
Southorpe		£1,706.32
Sutton		£1,765.54
St. Martin's Without		£1,666.27
Thorney		£1,703.68
Thornhaugh		£1,728.90
Ufford		£1,732.68
Upton		£1,666.27
Wansford		£1,717.93

Wittering
Wothorpe

£1,733.59
£1,666.27

Being the amounts given by adding to the amount at 3(f) above the amounts of the special items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

(h) Part of the Council's Area								
	Valuation Bands							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Ailsworth	1,134.30	1,323.34	1,512.39	1,701.44	2,079.54	2,457.64	2,835.74	3,402.88
Bainton & Ashton	1,165.57	1,359.83	1,554.09	1,748.35	2,136.87	2,525.40	2,913.92	3,496.70
Barnack	1,134.85	1,323.99	1,513.13	1,702.27	2,080.55	2,458.84	2,837.12	3,404.54
Bretton	1,149.52	1,341.10	1,532.69	1,724.27	2,107.44	2,490.62	2,873.79	3,448.54
Castor	1,164.85	1,358.99	1,553.13	1,747.27	2,135.55	2,523.84	2,912.12	3,494.54
Deeping Gate	1,129.85	1,318.16	1,506.46	1,694.77	2,071.38	2,448.01	2,824.62	3,389.54
Etton	1,141.20	1,331.40	1,521.60	1,711.80	2,092.20	2,472.61	2,853.00	3,423.60
Eye	1,134.72	1,323.83	1,512.95	1,702.07	2,080.31	2,458.55	2,836.79	3,404.14
Glington	1,139.85	1,329.82	1,519.80	1,709.77	2,089.72	2,469.67	2,849.62	3,419.54
Hampton	1,126.92	1,314.74	1,502.56	1,690.38	2,066.02	2,441.67	2,817.30	3,380.76
Helpston	1,128.52	1,316.61	1,504.69	1,692.78	2,068.95	2,445.13	2,821.30	3,385.56
Marholm	1,122.62	1,309.72	1,496.82	1,683.92	2,058.12	2,432.33	2,806.54	3,367.84
Maxey	1,134.34	1,323.39	1,512.45	1,701.50	2,079.61	2,457.73	2,835.84	3,403.00
Newborough & Borough Fen	1,152.09	1,344.10	1,536.12	1,728.13	2,112.16	2,496.19	2,880.22	3,456.26
Northborough	1,139.22	1,329.08	1,518.95	1,708.82	2,088.56	2,468.30	2,848.04	3,417.64
Orton Longueville	1,118.13	1,304.48	1,490.84	1,677.19	2,049.90	2,422.61	2,795.32	3,354.38
Orton Waterville	1,124.26	1,311.64	1,499.01	1,686.39	2,061.14	2,435.90	2,810.65	3,372.78
Peakirk	1,144.24	1,334.95	1,525.65	1,716.36	2,097.77	2,479.19	2,860.60	3,432.72
Southorpe	1,137.55	1,327.14	1,516.73	1,706.32	2,085.50	2,464.69	2,843.87	3,412.64
Sutton	1,177.03	1,373.20	1,569.37	1,765.54	2,157.88	2,550.23	2,942.57	3,531.08
St. Martin's Without	1,110.85	1,295.99	1,481.13	1,666.27	2,036.55	2,406.84	2,777.12	3,332.54
Thorney	1,135.79	1,325.09	1,514.38	1,703.68	2,082.27	2,460.88	2,839.47	3,407.36
Thornhaugh	1,152.60	1,344.70	1,536.80	1,728.90	2,113.10	2,497.31	2,881.50	3,457.80
Ufford	1,155.12	1,347.64	1,540.16	1,732.68	2,117.72	2,502.77	2,887.80	3,465.36
Upton	1,110.85	1,295.99	1,481.13	1,666.27	2,036.55	2,406.84	2,777.12	3,332.54
Wansford	1,145.29	1,336.17	1,527.05	1,717.93	2,099.69	2,481.46	2,863.22	3,435.86
Wittering	1,155.73	1,348.35	1,540.97	1,733.59	2,118.83	2,504.08	2,889.32	3,467.18
Wothorpe	1,110.85	1,295.99	1,481.13	1,666.27	2,036.55	2,406.84	2,777.12	3,332.54
Total Non-Parished Areas	1,110.85	1,295.99	1,481.13	1,666.27	2,036.55	2,406.84	2,777.12	3,332.54

being the amounts given at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. THAT it be noted that for the year 2024/25 the Police and Crime Commissioner for Cambridgeshire, the Cambridgeshire & Peterborough Fire Authority and the Cambridgeshire & Peterborough Combined Authority have stated the following amounts in the precept issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

THAT the following amounts be now calculated by the Council for the year 2024/25 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government and Finance Act 1992 (as amended):

	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Police and Crime Commissioner for Cambridgeshire	190.32	222.04	253.76	285.48	348.92	412.36	475.80	570.96
Cambridgeshire & Peterborough Fire Authority*	54.84	63.98	73.12	82.26	100.54	118.82	137.10	164.52
Cambridgeshire & Peterborough Combined Authority	24.00	28.00	32.00	36.00	44.00	52.00	60.00	72.00
TOTAL	269.16	314.02	358.88	403.74	493.46	583.18	672.90	807.48

**Figures proposed, to be finalised on 15th February*

5. THAT having calculated the aggregate in each case of the amounts at 3 (h) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2024/25 for each of the categories of dwellings shown below:

	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Ailsworth	£1,403.46	£1,637.36	£1,871.27	£2,105.18	£2,573.00	£3,040.82	£3,508.64	£4,210.36
Bainton & Ashton	£1,434.73	£1,673.85	£1,912.97	£2,152.09	£2,630.33	£3,108.58	£3,586.82	£4,304.18
Barnack	£1,404.01	£1,638.01	£1,872.01	£2,106.01	£2,574.01	£3,042.02	£3,510.02	£4,212.02
Bretton	£1,418.68	£1,655.12	£1,891.57	£2,128.01	£2,600.90	£3,073.80	£3,546.69	£4,256.02
Castor	£1,434.01	£1,673.01	£1,912.01	£2,151.01	£2,629.01	£3,107.02	£3,585.02	£4,302.02
Deeping Gate	£1,399.01	£1,632.18	£1,865.34	£2,098.51	£2,564.84	£3,031.19	£3,497.52	£4,197.02
Etton	£1,410.36	£1,645.42	£1,880.48	£2,115.54	£2,585.66	£3,055.79	£3,525.90	£4,231.08
Eye	£1,403.88	£1,637.85	£1,871.83	£2,105.81	£2,573.77	£3,041.73	£3,509.69	£4,211.62
Glington	£1,409.01	£1,643.84	£1,878.68	£2,113.51	£2,583.18	£3,052.85	£3,522.52	£4,227.02
Hampton	£1,396.08	£1,628.76	£1,861.44	£2,094.12	£2,559.48	£3,024.85	£3,490.20	£4,188.24
Helpston	£1,397.68	£1,630.63	£1,863.57	£2,096.52	£2,562.41	£3,028.31	£3,494.20	£4,193.04
Marholm	£1,391.78	£1,623.74	£1,855.70	£2,087.66	£2,551.58	£3,015.51	£3,479.44	£4,175.32
Maxey	£1,403.50	£1,637.41	£1,871.33	2,105.24	£2,573.07	£3,040.91	£3,508.74	£4,210.48
Newborough & Borough Fen	£1,421.25	£1,658.12	£1,895.00	£2,131.87	£2,605.62	£3,079.37	£3,553.12	£4,263.74
Northborough	£1,408.38	£1,643.10	£1,877.83	£2,112.56	£2,582.02	£3,051.48	£3,520.94	£4,225.12
Orton Longueville	£1,387.29	£1,618.50	£1,849.72	£2,080.93	£2,543.36	£3,005.79	£3,468.22	£4,161.86
Orton Waterville	£1,393.42	£1,625.66	£1,857.89	£2,090.13	£2,554.60	£3,019.08	£3,483.55	£4,180.26
Peakirk	£1,413.40	£1,648.97	£1,884.53	£2,120.10	£2,591.23	£3,062.37	£3,533.50	£4,240.20
Southorpe	£1,406.71	£1,641.16	£1,875.61	£2,110.06	£2,578.96	£3,047.87	£3,516.77	£4,220.12
Sutton	£1,446.19	£1,687.22	£1,928.25	£2,169.28	£2,651.34	£3,133.41	£3,615.47	£4,338.56
St. Martin's Without	£1,380.01	£1,610.01	£1,840.01	£2,070.01	£2,530.01	£2,990.02	£3,450.02	£4,140.02
Thorney	£1,404.95	£1,639.11	£1,873.26	£2,107.42	£2,575.73	£3,044.06	£3,512.37	£4,214.84
Thornhaugh	£1,421.76	£1,658.72	£1,895.68	£2,132.64	£2,606.56	£3,080.49	£3,554.40	£4,265.28
Ufford	£1,424.28	£1,661.66	£1,899.04	£2,136.42	£2,611.18	£3,085.95	£3,560.70	£4,272.84
Upton	£1,380.01	£1,610.01	£1,840.01	£2,070.01	£2,530.01	£2,990.02	£3,450.02	£4,140.02
Wansford	£1,414.45	£1,650.19	£1,885.93	£2,121.67	£2,593.15	£3,064.64	£3,536.12	£4,243.34
Wittering	£1,424.89	£1,662.37	£1,899.85	£2,137.33	£2,612.29	£3,087.26	£3,562.22	£4,274.66

Wothorpe	£1,380.01	£1,610.01	£1,840.01	£2,070.01	£2,530.01	£2,990.02	£3,450.02	£4,140.02
Total Non-Parished Areas	£1,380.01	£1,610.01	£1,840.01	£2,070.01	£2,530.01	£2,990.02	£3,450.02	£4,140.02

Parish Precepts

The following parish precepts have been levied on Peterborough City Council (comparable figures are shown for 2023/24).

	2023/24 Precept £	2024/25 Precept £	2024/25 Council Tax Band D Equivalent £
Ailsworth	7,723	8,487	£35.17
Bainton & Ashton	12,005	12,725	£82.08
Barnack	16,593	17,381	£36.00
Bretton	165,445	190,805	£58.00
Castor	29,318	29,484	£81.00
Deeping Gate	5,649	6,336	£28.50
Etton	2,159	2,375	£45.53
Eye	56,375	58,375	£35.80
Glington	25,513	27,107	£43.50
Hampton	94,000	94,000	£24.11
Helpston	12,442	12,442	£26.51
Marholm	1,410	1,450	£17.65
Maxey	10,530	11,424	£35.23
Newborough & Borough Fen	38,375	41,009	£61.86
Northborough	25,830	21,314	£42.55
Orton Longueville	34,790	35,598	£10.92
Orton Waterville	59,267	74,965	£20.12
Peakirk	7,688	9,412	£50.09
Southorpe	2,610	2,914	£40.05
Sutton	5,075	6,980	£99.27
St. Martin's Without	-	-	-
Thorney	35,200	37,130	£37.41
Thornhaugh	5,563	5,897	£62.63
Ufford	8,820	8,925	£66.41
Upton	-	-	-
Wansford	12,348	12,965	£51.66
Wittering	50,771	55,380	£67.32
Wothorpe	-	-	-
Total	725,498	784,880	

6. The Council notes that, in accordance with the Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2024/25 is not excessive and that no referendum to approve the basic amount of Council Tax is required.

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Peterborough City Council

Appendix L- Budget Virement Limits

1. Budget Virement is the process of transferring budgeted funds from budget code to another, with the approval of the relevant Head of Service, Chief Finance Officer or elected members to enable budget managers to amend budgets in the light of experience or to reflect anticipated changes. The following rules have been established to ensure there is both flexibility and transparency.
2. The Council's Budget and Policy Framework, paragraph 4.9 enables the council to specify the extent of virements within the budget and degree of in-year changes to the Policy Framework, which may be undertaken by Cabinet. Virements allows the Council to move spend approved in the budget to another budget in accordance with Financial Regulations.
3. Having reviewed the existing framework and the council's Financial Regulations the principle remains that approved budget cannot be moved from one area of spend or project to another unless it meets Financial Regulations. This applies to both revenue and capital budgets.
4. **The virement limits for 2024/25 will be as follows:**
 - Directors, within their own area, can approve virements up to £500k
 - Virements required across departments can be approved by the relevant departments up to a limit of £250k, any virements in excess of this limit will require Cabinet approval
 - All budget virements in excess of £500k will require Cabinet approval
 - All budget virements in excess of £1m will require Council approval.
5. **The virement procedure rules will not apply in the following circumstances:**
 - a) Reflecting organisational structure changes e.g., changes in reporting line
 - b) Allocating corporate budgets or savings to departments agreed in the MTFS
 - c) Allocating budgets to individual schemes e.g., from school places capital programme or local transport plan projects.
6. **Part 13, section 3 of the constitution enables the Chief Executive to undertake certain action in an emergency:**
 - 3.13.2 The Chief Executive is authorised:
 - (d) to take any action, including the incurring of expenditure, where emergency action is required.
7. In the event that this applies to virements, it will be reported to the next relevant meeting in line with the limits in 3 above.

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APPENDIX M - Equality Impact Assessments

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Aragon

Initial assessment

What are the proposed outcomes of the policy?

This proposal includes the contractual inflation requirements alongside transformation and efficiencies across Aragon's waste and street scene services.

The inflation work is required as part of standard arrangements. Full details are not yet finalised detailing how the 'Aragon' transformation will be achieved therefore a revised EIA will be prepared in due course

Which individuals or groups are most likely to be affected?

Unknown at this stage

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Unknown at this stage
Disabled people	Unknown at this stage
Married couples or those entered into a civil partnership	Unknown at this stage
Pregnant women or women on maternity leave	Unknown at this stage
Particular ethnic groups	Unknown at this stage
Those of a particular religion or who hold a particular belief	Unknown at this stage
Male/Female	Unknown at this stage
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Unknown at this stage
Sexual orientation	Unknown at this stage

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Unknown at this stage

Has the policy been explained to those it might affect directly or indirectly?

Unknown at this stage

Can any differences be justified as appropriate or necessary?

Unknown at this stage

Are any remedial actions required?

Unknown at this stage

Once implemented, how will you monitor the actual impact?

Unknown at this stage

Policy review date	N/A
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/11/23
Signed by Head of Service	N/A

Building Control

Initial assessment

What are the proposed outcomes of the policy?

This proposal looks to increase the income generated by Building Control as well as improving the health and safety of people in and around buildings in the Peterborough area.

There will be no direct impact on equality groups.

We will look to put a robust marketing program in place to promote the service, target illegal works, increase the current customer base and awareness of Peterborough Building Control.

The department is looking at increasing capacity (recruitment) to accommodate the additional work.

Which individuals or groups are most likely to be affected?

No group will be adversely affected by this proposal

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The residents and users of buildings within the area of Peterborough and Building Control department.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?


N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will be monitored through the budgetary control process

Policy review date	N/A
Assessment completed by	John Stubley
Date Initial EqIA completed	29/01/24
Signed by Head of Service	

Cash Collection

Initial assessment

What are the proposed outcomes of the policy?

Reduce the amount spent on cash collections from pay and display ticket machines, by encouraging payment using different methods such as phone app and card.

Which individuals or groups are most likely to be affected?

Affects drivers using PCC car parks and on-street pay and display bays.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	29/1/2024
Signed by Head of Service	N/A

Citizens Advice

Initial assessment

What are the proposed outcomes of the policy?

This proposal relates to changes to the Citizens Advice grant set by the council and proposes a payment by results model whereby the council benefits from a reduction of demand to its services, due to the preventative engagement of the charity.
--

Which individuals or groups are most likely to be affected?

Neutral – no specific impacts identified at this stage
--

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Neutral – no specific impacts identified at this stage
Disabled people	Neutral – no specific impacts identified at this stage
Married couples or those entered into a civil partnership	Neutral – no specific impacts identified at this stage
Pregnant women or women on maternity leave	Neutral – no specific impacts identified at this stage
Particular ethnic groups	Neutral – no specific impacts identified at this stage
Those of a particular religion or who hold a particular belief	Neutral – no specific impacts identified at this stage
Male/Female	Neutral – no specific impacts identified at this stage
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral – no specific impacts identified at this stage
Sexual orientation	Neutral – no specific impacts identified at this stage

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Neutral – no specific impacts identified at this stage
--

Has the policy been explained to those it might affect directly or indirectly?

Neutral – no specific impacts identified at this stage
--

Can any differences be justified as appropriate or necessary?

Neutral – no specific impacts identified at this stage

Are any remedial actions required?

Neutral – no specific impacts identified at this stage

Once implemented, how will you monitor the actual impact?

Neutral – no specific impacts identified at this stage

Policy review date	N/A
Assessment completed by	Ian Phillips
Date Initial EqIA completed	26/1/24
Signed by Head of Service	N/A

City Enforcement Team

Initial assessment

What are the proposed outcomes of the policy?

Increase the number of officers in the city centre enforcement team, to increase coverage in the city centre

Which individuals or groups are most likely to be affected?

None – impacts will be positive due to more patrols taking place in the city centre, which will provide reassurance to residents, visitors and businesses.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Businesses, visitors, and residents of the city centre

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	06/12/23
Signed by Head of Service	N/A

City Centre Events and Lights

Initial assessment

What are the proposed outcomes of the policy?

To remove core revenue funding for city centre decorative lights, Christmas tree and switch on event in the city and to seek sponsorship to cover all costs

Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	06/12/23
Signed by Head of Service	N/A

Disability Related Expenditure Review

Initial assessment

What are the proposed outcomes of the policy?

Disability Related Expenditure review

The Council recently reviewed a specific aspect of its Adult Social Care charging policy to look for ways to raise revenue fairly and affordably from care charges to help to provide and pay for care and support services. Increased income from charges will help the council to protect, sustain, and extend the range of care services it offers to those that are assessed as needing them. Care charges are calculated by the completion of a financial assessment for the person receiving care, which considers their income, capital, and a range of other financial circumstances to ensure that the charge they are to pay is reasonable and affordable. Peterborough's charging policy complies with the statutory requirements of the Care Act 2014 and associated charging regulations and guidance and includes some discretionary elements which the Council has chosen to adopt.

Disability related expenses (DRE) are extra costs that a person may have to pay because of their disability or care need and are included as an element in their financial assessment calculation. Currently Peterborough's financial assessment calculation includes the provision of three standard DRE allowances of £10, £15, and £25 which are allocated to clients based upon the level of disability benefit they receive and an individual discussion of their actual disability related expenditure. If a person's actual expenditure is higher than their standard DRE allowance, then the level of DRE included in their assessment is increased to reflect this.

The review of this aspect of charging has highlighted that Peterborough is now in the minority of local authorities that allocates DRE payments in this way; therefore, it is proposed that from the 2025/26 year these standard allowances are removed, and disability related expenditure is calculated based only on an individual assessment of expenditure, with no lower limits to the allowance made for this in the financial assessment. This means that for some clients with very little or no disability related expenditure, their weekly care charge could increase.

If this proposal is approved for further consideration, an extensive consultation exercise will be required to obtain the views of a wide range of stakeholders before it can be considered for adoption as a formal change to the Council's care charging policy.

Which individuals or groups are most likely to be affected?

People who have eligible care needs and receive care and support services in the community that are subject to a means-tested charge payable from their own financial resources.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	<p>A greater proportion of care service users in Peterborough are over pension age (approximately 60% of people receiving care and support in the community are over pension age). Older people are clearly therefore the largest single group of care and support service users and are also more likely to have accumulated savings and investments in their lifetimes. The proposed changes that may increase some peoples care charges are therefore more likely to affect older people. Younger adults under pension age with a range of disabilities and care needs may also be affected by the charging policy changes that are proposed, although numbers will be proportionally lower than for people over pension age.</p> <p>Increasing the revenue from care charges will assist the council to maintain and extend the range of care and support services it provides to people in need and help people of all age groups to live safely and independently in their own communities for as long as possible. Only those who have the means to pay increased charges at an affordable rate will be affected by these changes.</p>
Disabled people	<p>All people eligible for Adult Social Care support will have some form of disability or long-term condition affecting their daily living that has been identified within their care assessment. The assessment is undertaken on an equitable and consistent basis across all client groups and compared uniformly against national eligibility criteria. Charges apply to all types of care services, irrespective of an individual's level of need, or type / severity of disability – and the financial assessment takes account of a person's finances and their individual level of disability related expenditure. Those with a higher level of disability that impacts on their personal expenditure will not therefore be financially disadvantaged by this in the calculation of their charge. Those with a lower level of disability related expenditure could however pay a higher charge if the proposal to abolish standard DRE allowances is adopted, however their charge will still be affordable as their remaining incomes will not fall below national minimum protected levels.</p>
Married couples or those entered into a civil partnership	<p>It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.</p>
Pregnant women or women on maternity leave	<p>It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.</p>
Particular ethnic groups	<p>It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.</p>
Those of a particular religion or who hold a particular belief	<p>Care and support services are universally available for all adults who have an identified assessed need for care – regardless of religious or other belief, and any personal requirements that may incur</p>

	additional costs, for example cultural needs or dietary requirements, are met at an individual, personalised level and considered and accounted for within both the care assessment and the financial assessment. It is not expected therefore that there will be any impact from the proposed charging policy changes on people with a particular religion, or those who hold a particular belief.
Male/Female	The charging policy and the changes proposed to it are gender-neutral, however a greater proportion of older people in receipt of care and support services are women because of the difference in life expectancy between men and women. For that reason only therefore, the changes proposed to the charging policy may disproportionately affect women.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Sexual orientation	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Increased revenue from care charges will help to ensure that the Council makes best use of its limited resources in a fair, equitable and consistent way, and will help to protect, sustain and extend the range of care services it offer to meet its statutory requirements.

Has the policy been explained to those it might affect directly or indirectly?

If the proposal is approved, an extensive consultation exercise will be required to explain the change and its impact and obtain the views of a wide range of stakeholders before it can be considered for adoption as a formal change to the Council's care charging policy.

Can any differences be justified as appropriate or necessary?

The revised charging policy will help to ensure that Adult Social Care services continue to be accessible to all sections of the local population, including those with fewer financial resources and lower incomes, but will be more consistent by treating service users with lower outgoings more equitably.

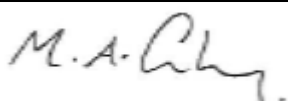
Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

The impact of any charging policy changes will be monitored through the financial assessment process for individuals, and by the monitoring of care activity and uptake within the information reporting of Peterborough's Adult Social Care service. It will also be monitored via feedback received from individuals affected by these changes.

Disability related expenditure operational guidance will be refreshed and updated – with close reference to the National Association of Financial Assessment Officers practice guides.

Policy review date	N/A
Assessment completed by	Mark Gedney
Date Initial EqIA completed	January 2024
Signed by Head of Service	

Disability Resource Centre

Initial assessment

What are the proposed outcomes of the policy?

Dementia Resource Centre

The Dementia Resource Centre (DRC) was first commissioned by Peterborough City Council in February 2014. The current service is provided by the Alzheimer's Society which delivers a specialist service supporting people living with dementia and their carers and families.

The aim of the service is to help to enable people living with dementia and their carers to have a good quality of life and live as independently as possible in the community. This includes the person diagnosed with dementia being able to function more effectively – emotionally, mentally and physically - and their carers and families having access to the information, advice and support they need to continue caring for as long as possible. This supports achievement of the key outcomes for people living with dementia and their carers, and prevents avoidable escalation of need reducing demand on health and social care services so that resources can be targeted at those who most need them.

The utilisation of Day Services is relatively poor and therefore does not offer value for money, consideration is given to removing the costs associated with delivering the Dementia Resource Centre through redesigning the way in which Day Services are provided in the City.

If this proposal is approved for further consideration, an extensive consultation exercise will be required to obtain the views of a wide range of stakeholders.

Which individuals or groups are most likely to be affected?

People living with pre and post diagnosed dementia and their carers.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Outright closure of the service may disproportionately impact older people, particularly those living with dementia, who heavily rely on the services provided by the resource centre. The impact on mental health and well-being must be carefully considered. However, the opportunity is ripe to consider alternative options to deliver a more efficient and effective service which provides a broader support through integration with other day services, this will provide opportunities for increased peer support groups for carers without causing disruption to routine for people with a pre or post dementia diagnosis.
Disabled people	It is not anticipated that the proposal will have a disproportionate negative or positive impact on this group.
Married couples or those entered into a civil partnership	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Pregnant women or women on maternity leave	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Particular ethnic groups	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Those of a particular religion or who hold a particular belief	Care and support services are universally available for all adults who have an identified assessed need for care – regardless of religious or other belief, and any personal requirements that may incur additional costs, for example cultural needs or dietary requirements, are met at an individual, personalised level and considered and accounted for within both the care assessment and the financial assessment. It is not expected therefore that there will be any impact on people with a particular religion, or those who hold a particular belief.
Male/Female	The proposal is gender neutral as such it is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.
Sexual orientation	It is not anticipated that the proposal will have a disproportionately negative or positive impact on this group.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

It's important to note that the closure of a dementia resource centre generally isn't framed as a measure that directly benefits specific individuals or groups. The decision to close is to financial constraints and changes in service delivery models rather than as a means of providing direct benefits.

However, there are plans in place for the reallocation of resources through the development of the day services offer, as well as partnerships with the ICB to address the pre and post diagnostic needs individuals from a health perspective. affected by the closure, those individuals could potentially benefit indirectly. For example:

1. Efficiency and Resource Reallocation: The closure allows the Council to reallocate resources more efficiently, leading to improved services in other areas or the development of new programs that can benefit a broader range of individuals.

2. Adaptation to Changing Needs: The closure might signal a shift in strategy to address evolving needs in dementia care. This could result in the development of innovative approaches or partnerships that benefit the community over the long term.

It's crucial to communicate transparently with stakeholders, including those directly affected by the closure, and to involve them in the planning process to ensure that any potential benefits are realised and that the impact on individuals with dementia and their carers is minimised.

Has the policy been explained to those it might affect directly or indirectly?

If the proposal is approved, an extensive consultation exercise will be required to explain the change and its impact and obtain the views of a wide range of stakeholders before it can be considered.

Can any differences be justified as appropriate or necessary?

The impact on older people will be considered as necessary in light of overarching review of day services and essentially delivery a more efficient and effective service.

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

The impact of any changes will be monitored through the annual review process for individuals, and by the monitoring of care activity and uptake within the information reporting of Peterborough's Adult Social Care service. It will also be monitored via feedback received from individuals affected by these changes.

Policy review date	N/A
Assessment completed by	Oliver Hayward
Date Initial EqlA completed	January 2024
Signed by Head of Service	

Energy Efficiency Programme

Initial assessment

What are the proposed outcomes of the policy?

To reduce the council's energy consumption (gas and electricity) across its portfolio of sites. This includes operational buildings such as Town Hall and Sand Martin House as well as sites used by the public including libraries, community centres and leisure assets such as the Regional Pool and Lido. Each site will be reviewed with a priority of identifying ways to reduce energy consumption ideally without the need for any capital outlay.

Which individuals or groups are most likely to be affected?

Operators and users of the sites including staff and members of the public.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	No disproportionate impact.
Disabled people	No disproportionate impact.
Married couples or those entered into a civil partnership	No disproportionate impact.
Pregnant women or women on maternity leave	No disproportionate impact.
Particular ethnic groups	No disproportionate impact.
Those of a particular religion or who hold a particular belief	No disproportionate impact.
Male/Female	No disproportionate impact.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No disproportionate impact.
Sexual orientation	No disproportionate impact.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The savings achieved will be used to support the councils MTFS objectives, therefore the beneficiaries will be the public in general.

Has the policy been explained to those it might affect directly or indirectly?

No

Can any differences be justified as appropriate or necessary?

The main change may be where sites have a change in service provision such as opening times and heating schedules.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

By reviewing revised energy usage against previous year to track benefits.

Policy review date	30/01/24
Assessment completed by	Simon Lewis
Date Initial EqIA completed	30/01/24
Signed by Head of Service	Simon Lewis

Fly Tipping Increase Income

Initial assessment

What are the proposed outcomes of the policy?

To increase number of FPNs issued for Environmental Crime, by using new technology and review of fine rates

Which individuals or groups are most likely to be affected?

None – only groups impacted will be those that offend.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	06/12/23
Signed by Head of Service	N/A

Gladstone

Initial assessment

What are the proposed outcomes of the policy?

This proposal seeks to transfer the management and operations of Gladstone Park Community Centre from the Council to a third-party organisation. It is expected that the centre will continue to operate as a community facility.

Which individuals or groups are most likely to be affected?

Users of the facility should not be affected by the change of management of the building.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Neutral – no specific impacts identified at this stage
Disabled people	Neutral – no specific impacts identified at this stage
Married couples or those entered into a civil partnership	Neutral – no specific impacts identified at this stage
Pregnant women or women on maternity leave	Neutral – no specific impacts identified at this stage
Particular ethnic groups	Neutral – no specific impacts identified at this stage
Those of a particular religion or who hold a particular belief	Neutral – no specific impacts identified at this stage
Male/Female	Neutral – no specific impacts identified at this stage
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral – no specific impacts identified at this stage
Sexual orientation	Neutral – no specific impacts identified at this stage

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Neutral – no specific impacts identified at this stage

Has the policy been explained to those it might affect directly or indirectly?

Unknown at this stage until an operator has been identified

Can any differences be justified as appropriate or necessary?

Unknown at this stage

Are any remedial actions required?

Unknown at this stage

Once implemented, how will you monitor the actual impact?

Unknown at this stage

Policy review date	N/A
Assessment completed by	Ian Phillips
Date Initial EqIA completed	26/1/24
Signed by Head of Service	N/A

Highways and Transport

Initial assessment

What are the proposed outcomes of the policy?

These proposals offer a range of savings relating to the Highways and Transport services, in the main it looks to maximise the contract we have with Milestone to increase the revenue rebate that can be achieved. Correctly apportioning salaries against capital projects and increasing the income target for the Development Control team in line with the Cities growth.

There will be a reduction in the Highways revenue budget which we will look to fill through efficiency works with Milestone and increased government funding from 'Network North'.

Finally, the policy looks at restructuring the Highways and Transport team including looking at the long-term future of school crossing patrollers, to ensure we operate in the most economical and efficient manner.

Which individuals or groups are most likely to be affected?

Mainly young children who utilise the school crossing patrollers.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Mainly young children who use the routes operated by the school crossing patrollers. If these were removed an adequate safe crossing would need to be implemented.
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

If the school crossing patrollers are removed safe replacement crossing such as zebra crossing will be installed.

Has the policy been explained to those it might affect directly or indirectly?

Not at this stage.

Can any differences be justified as appropriate or necessary?


We can still maintain safe access to schools by installing safe crossing locations.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Monitor through our transport team and liaison with schools.

Policy review date	N/A
Assessment completed by	James Collingridge
Date Initial EqIA completed	29/11/23
Signed by Head of Service	

Highways Inflation

Initial assessment

What are the proposed outcomes of the policy?

This proposal is necessary in order to fund the contractual inflation costs associated with the Highways contract operated by Milestone.
--

Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

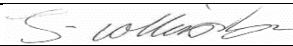
N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	James Collingridge
Date Initial EqIA completed	29/11/23
Signed by Head of Service	

HRC Permit Income

Initial assessment

What are the proposed outcomes of the policy?

This proposal will involve restricting access to the HRC to residents who live within Peterborough.

Which individuals or groups are most likely to be affected?

This will affect those living outside of Peterborough who chose to access the HRC currently.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

This will mean that the Council is not paying to treat waste arising outside of Peterborough and will ensure continuity of provision for Peterborough residents.

Has the policy been explained to those it might affect directly or indirectly?

We will work with colleagues in comms to do as much as possible to ensure people are aware of this change. In addition processes will be agreed at the HRC to turn people away who do not reside within Peterborough.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/11/23
Signed by Head of Service	N/A

HRS

Full assessment

Name/title of the policy area/strand or programme with which this assessment is concerned.

Reduction in Housing Related Support Grants to Providers.

Description/summary of the policy area/strand or programme

Peterborough City Council historically has granted funding to registered providers of accommodation to contribute toward the support within the setting in order to provide units of Temporary Accommodation and work with the council and wider system to prevent homelessness.

The providers work together as part of the supported housing pathway and provide housing options to the housing needs service where a more supported setting is preferable.

The partnership work together to provide support to residents to move on into more permanent accommodation and therefore support the Housing Needs Service to maintain flow through the homelessness system and discharge its statutory responsibilities.

The reduction of the budget in this area is set out as part savings plans and proposes to cease the current grant giving arrangements and replace this with a procurement exercise that although will be of lesser budget will look to focus the delivery to those that need it most.

The proposed reduction in the Housing Related Support Grant is £900k but the mitigation plan will see an amount of c.£493k reinvested into the procurement exercise mentioned in the previous paragraph.

The evidence base (list the principal sources of relevant evidence, both quantitative and qualitative.)

At time of writing the following numbers are residing in supported accommodation:

67 Young People aged between (16 – 24) in specific settings (Timestop and Foyer)

150 Adults in other provision at (New Haven, Fairview Court, Cresset and Mayors Walk)

Of those our data shows those with potential protected characteristics as:

Fig 1

Characteristic	Adult	Young Person	Total
Number of clients currently being supported who are/have experiencing difficulties with mental health	77	20	97
Number of clients currently being supported who are experiencing /have experienced domestic abuse	5	6	11
Number of clients currently being supported who are also being supported by Adult's Social Care	22		22
Number of clients currently being supported who are also being supported by Children's Social Care		16	16
Number of clients currently being supported who have a physical disability	13	6	19
Number of clients currently being supported who have a learning disability	11	4	15

Information taken from Quarterly Supported Accommodation Report (Q1+2)

For further information and context, the present delivery is set out in the table below: -

Fig 2

Setting	Provider	No of Units	Type of Client	Cost	Impact
New Haven	Longhurst	19	Single Adults – Short Stay – Ex-Rough sleepers	£113,520	Probable increase in Rough Sleepers and 80% return to service as Priority Need.
Mayors Walk	Futures	24	Single Adults	£67,589	Potential increase in Rough Sleepers and 80% return to service as Priority Need.
Timestop	YMCA	22	16 – 24yrs only – Young People – Short Stay – can take vulnerable young people.	£273,213	Potential risk of no accommodation for <u>16/17</u> year olds – if not commissioned - legally cant go in to B+B.
Cresset	YMCA	89	Single Adults		Potential increase in Rough Sleeping and 80% return to service as Priority Need
Foyer	Longhurst	56 (Including 7 self contained Young Parents Project)	18 – 24yrs only Vulnerable Young People	£291,918	Increase in YP who are homeless
Fairview Court	Longhurst	30 (13 in move on flats)	Vulnerable Single Adults Couples Provision		Potential increase in Rough Sleepers and 80% return to service as Priority Need.
Changemaker House (not specifically funded but accessible as part of the grants we give)	Longhurst	15 Self Contained Units	Vulnerable Single Adults Couples Provision	£151,362	Potential increase in Rough Sleepers and 80% return to service as Priority Need.

Through discussions with providers all have said that a reduction in the grants received may require them to reconsider the use of their settings as supported accommodation with options ranging from repurposing, closing, or seeking other funding streams.

It could be assumed that providers would continue to run settings and fund through supported exempt housing benefits payments, but they are unlikely to operate any schemes that are not financially viable.

What the evidence shows – keys facts

Through consultation with all providers as well as internal and external partners with knowledge of the supported accommodation delivery evidence shows that there could be an impact on key groups with protected characteristics which could be disproportionate if not managed through any procurement process that would be undertaken as part of moving away from a grant funded model.

Namely:

- Those with a physical or learning disability.
- Young People aged 16 – 24.

There is no data which evidences other impact on protected characteristics, although there are other impacts for people with other vulnerabilities.

Challenges and opportunities (indicate the policy's potential to reduce and remove existing inequalities)

The proposal to move to a fully procured model for Supported Accommodation in the future does give opportunities to ensure that specific client groups can be targeted and removes any ambiguity in this respect.

However, a reduction in the funding amount overall may mean that not all settings will remain accessible to homeless households through Peterborough City Council and there could be less flexibility, understanding and joint working with providers, and this could indirectly have an impact on those with protected characteristics.

Summary of Equality Impact Assessment

E - Adverse impact is probable or certain, since certain groups will be disadvantaged, either proportionately or absolutely, or both. Remedial action is therefore necessary.

Next steps

Remedial action needs to be put in place in respect of the key groups mentioned above. This can be done in the form of the tender process and specification for lots to be awarded as well as continued communication with key partners from Adults and Children's Social Care.

A procurement timescale, and report for CLT (Corporate Leadership Team) to be produced as well as information conversations with ASC and CSC directors.

Policy review date	29 th Jan 2024
Assessment completed by	Matt Oliver
Date Initial EqIA completed	29 th Jan 2024
Signed by Head of Service	

Locality Asset Review

Initial assessment

What are the proposed outcomes of the policy?

To propose the possible disposal, reinvestment, and redevelopment of Locality Sites as part of the Phase 1 investigations.

Which individuals or groups are most likely to be affected?

Both groups and individuals may be impacted by the removal of the services within the buildings. However, this will be mitigated by working with remaining centres for those groups and individuals to use alternative centres within the City.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	All age groups could be impacted however this will continue to be mitigated by the support of remaining centres. Where centres are identified for improvement, this will have a significant positive impact on the users.
Disabled people	Where possible, all remaining buildings will be reviewed to enable DDA access.
Married couples or those entered into a civil partnership	No impact – all users can continue to utilise remaining assets and where they are invested in this will be a positive impact.
Pregnant women or women on maternity leave	Any impact could be by any specific groups or individuals that support pregnant women or women on maternity leave but this will be mitigated by utilising alternative locations.
Particular ethnic groups	Any impact will be mitigated using retained assets and Officers continue to work with the committees etc of these assets to accommodate other users. It should be noted that the Community Assets and the recently updated Community Asset Transfer (CAT) Policy states that the buildings are for the benefit of the whole of the community.
Those of a particular religion or who hold a particular belief	Any impact will be mitigated using retained assets and Officers continue to work with the committees etc of these assets to accommodate other users. It should be noted that the Community Assets and the recently updated Community Asset Transfer (CAT) Policy states that the buildings are for the benefit of the whole of the community.
Male/Female	No impact – all users can continue to utilise remaining assets and where they are invested in this will be a positive impact.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No impact – all users can continue to utilise remaining assets and where they are invested in this will be a positive impact.
Sexual orientation	No impact – all users can continue to utilise remaining assets and where they are invested in this will be a positive impact.

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

All users of the facilities

Has the policy been explained to those it might affect directly or indirectly?

Yes as the process has been appropriately communicated to the wider public

Can any differences be justified as appropriate or necessary?

Yes

Are any remedial actions required?

Not currently

Once implemented, how will you monitor the actual impact?

Continue to work with the users and committees running these establishments

Policy review date	12 th February 2024
Assessment completed by	Felicity Paddick
Date Initial EqIA completed	12 th February 2024
Signed by Head of Service	Simon Lewis

Market Income

Initial assessment

What are the proposed outcomes of the policy?

Generate additional income by increasing/complementing current city market

Which individuals or groups are most likely to be affected?

N/A

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	29/1/2024
Signed by Head of Service	N/A

National Highways Cleansing

Initial assessment

What are the proposed outcomes of the policy?

This proposal involves allocating funding to enable planned cleansing of the National Highways network within Peterborough to take place, ensuring efficiencies from advanced programming can be secured.

Which individuals or groups are most likely to be affected?

This will affect anyone using this network which includes people living, working or travelling through Peterborough.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A – this will positively affect anyone living, working or travelling through Peterborough.

Has the policy been explained to those it might affect directly or indirectly?

N/A – this does not need further communication as the public would expect this work to take place. If any road closures or speed reduction measures are required advance notice would be given in line with standard practice.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/11/23
Signed by Head of Service	N/A

Parking Tariff Increases

Initial assessment

What are the proposed outcomes of the policy?

Increase a wide range of parking charges including PCC car parks, on street pay and display bays, residents bays and developing a number of dispensation schemes.

Which individuals or groups are most likely to be affected?

Impact all drivers using PCC car parks and on-street pay and display bays and residents in certain areas of the city who benefit from residents parking schemes.
--

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	Yes – although blue badge holders can still park for free on street, only impact will be when parking in pay and display car parks due to tariff increases.
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	06/12/23
Signed by Head of Service	N/A

RECAP Membership

Initial assessment

What are the proposed outcomes of the policy?

This proposal involves reviewing our RECAP membership which is a consortium of local councils who have historically agreed to work together to achieve best value across the area.

Which individuals or groups are most likely to be affected?

None – PCC will continue to ensure that it fulfils its statutory waste requirements.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A – conversations are ongoing with the lead officer for the RECAP partnership

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/11/23
Signed by Head of Service	N/A

Reduction in G&R Studies

Initial assessment

What are the proposed outcomes of the policy?

This relates to a budget reduction in G&R Studies for the G&R department. There is no direct impact on equality groups.

Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Growth & Regeneration Team.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	
Assessment completed by	Karen Lockwood
Date Initial EqIA completed	29/01/24
Signed by Head of Service	Karen Lockwood, Head of Regeneration

Reduction in Housing Needs Staffing

Initial assessment

What are the proposed outcomes of the policy?

Vacancy savings in Housing Needs Service to meet target. (Continue to transform services but delete 3 vacant posts from the establishment) retain the structure and increase efficiency.

Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Housing Needs Service

Has the policy been explained to those it might affect directly or indirectly?

Staff have been communicated with about the savings and impacts have been internally assessed with the management team

Can any differences be justified as appropriate or necessary?

Management will continue to monitor workloads as well as identify areas for efficiency improvement to mitigate the impacts.

Are any remedial actions required?

As above

Once implemented, how will you monitor the actual impact?

Through team and management meetings, KPIs and Audit.

Policy review date	29th Jan 2024
Assessment completed by	Matt Oliver
Date Initial EqIA completed	29 th Jan 2024
Signed by Head of Service	Matt Oliver

Refugee Resettlement

Initial assessment

What are the proposed outcomes of the policy?

This proposal relates to the reduction of grant income from Government within the Refugee Resettlement programme. It is not proposed that any service delivery is affected or changed.
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Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Neutral – no specific impacts identified at this stage
Disabled people	Neutral – no specific impacts identified at this stage
Married couples or those entered into a civil partnership	Neutral – no specific impacts identified at this stage
Pregnant women or women on maternity leave	Neutral – no specific impacts identified at this stage
Particular ethnic groups	Neutral – no specific impacts identified at this stage
Those of a particular religion or who hold a particular belief	Neutral – no specific impacts identified at this stage
Male/Female	Neutral – no specific impacts identified at this stage
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral – no specific impacts identified at this stage
Sexual orientation	Neutral – no specific impacts identified at this stage

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Neutral – no specific impacts identified at this stage
--

Has the policy been explained to those it might affect directly or indirectly?

Neutral – no specific impacts identified at this stage
--

Can any differences be justified as appropriate or necessary?

Neutral – no specific impacts identified at this stage

Are any remedial actions required?

Neutral – no specific impacts identified at this stage

Once implemented, how will you monitor the actual impact?

Neutral – no specific impacts identified at this stage

Policy review date	N/A
Assessment completed by	Ian Phillips
Date Initial EqIA completed	26/1/24
Signed by Head of Service	N/A

Regulatory Services

Initial assessment

What are the proposed outcomes of the policy?

The proposed outcome of the policy is to reduce service delivery costs through a package of measures, these including reduced expenditure, and raising additional revenue.

The measures proposed are as follows:

Reduced Expenditure

£31,600 Part Saving on Licensing Manager Post

Having become vacant, the management of the licensing function has been incorporated into existing roles within Regulatory Services, this enhancing collaboration across functions, and providing an efficiency that does not negatively impact on front line service delivery.

£28,000 Supplies and Services savings across Regulatory Services

A review of all Regulatory Service cost centres identified areas where savings could be made without impacting on planned service delivery arrangement, the totality of the savings equating to £28,000. This does however reduce contingency provision, should unexpected costs or service requirements emerge.

Increased Revenue

£33,000 new revenue streams

There are several areas which collectively should help achieve this additional revenue stream. This includes replacing the mandatory safeguarding training for taxi drivers provided by the college with inhouse delivery. Focusing on bringing unlicensed businesses into the licensing regime in respect to animal welfare, there are known to be businesses yet to become licenced, this being a statutory requirement. Thirdly, ensuring novel foods placed on the UK market are safe to consume, as required by legislation, and use of civil sanctions (penalty charge notices) to achieve compliance where appropriate.

£10,000 Primary Authority Income

This scheme covers national businesses that have set up arrangements with a local authority to receive paid for business advice. Regulatory Services has grown this work from approximately 100 businesses in recent years to 129, and following a benchmarking exercise against competitors fees are increasing for 2024/25. Though there may be some volume increase, the additional revenue is based on the existing volume and associated fee increase.

Which individuals or groups are most likely to be affected?

Reduced Expenditure

There are no service users impacted upon by the two areas of reduced expenditure outlined above.

Increased Revenue

The proposed delivery of safeguarding training is a change of provider and has no impact on the level or scope of service provision, and consequently there is no new impact either positively or negatively.

Ensuring businesses within scope of animal welfare licences are inspected and licenced in accordance with the national licensing provisions largely affects the animals themselves. The provisions are in place to ensure the appropriate welfare arrangements for the animals before a businesses can legally offer services such as animal boarding, riding establishments, dog breeders, or to operate as pet shops etc.

This proposal has no impact on existing licenced businesses, though will apply to those that Intelligence and subsequent investigations reveals are required to be licenced. The Service adopts a proportionate approach to achieving compliance and will assist businesses through advice and information to be able to become licenced. This proposal has no specific impact on any specific protected group either positively or negatively.

A focus on the regulation of novel foods to ensure food is safe to consume, and using the civil sanctions available to help achieve legislative compliance where necessary has no specific impact on protected groups.

The additional Primary Authority revenue is derived by existing national businesses paying more for the advice they receive, there is no specific impact resulting from this proposal either negatively or positively.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The proposals outlined in this document relate to a range of small measures designed collectively to support the corporate budget position, they do not relate to any significant policy change. The main beneficiary will be the public at large as the council works towards achieving a balanced budget, efficiencies helping ensure the council can fund its wider responsibilities.

Has the policy been explained to those it might affect directly or indirectly?

The measures will be communicated to those affected when appropriate, dependent on efficiencies having been adopted corporately, and the service ready to operationally implement them.

Can any differences be justified as appropriate or necessary?

No differences identified

Are any remedial actions required?

Non required

Once implemented, how will you monitor the actual impact?

Monthly reviews in line with BCR reporting.

Policy review date	27/11/2024
Assessment completed by	Peter Gell
Date Initial EqIA completed	28/11/2023
Signed by Head of Service	Peter Gell

Regulatory Services – Rutland County Council

Initial assessment

What are the proposed outcomes of the policy?

The proposed outcome is to ensure that Peterborough City Council (PCC) receives full cost recovery for the delivery of Regulatory Services for Rutland County Council (RCC) under a collaboration agreement.

The current collaboration agreement with RCC ends on the 31st of March 2024, and as part of the review of service provision, with a view to agreeing further collaboration the Service has reassessed service delivery costs using the costing tool developed by the consultant Ken Lyon.

Discussions are ongoing with ratification of final terms expected by Council at RCC in March 2024, and a Cabinet Member Decision Notice from PCC post that.

Which individuals or groups are most likely to be affected?

There is no impact of this proposal on residents living within the Peterborough City Council area, and no change to service delivery in Rutland resulting from this proposal.

There is no impact positively or negatively on protected groups.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The proposal benefits residents and businesses in Rutland in that RCC through collaboration with PCC will be able to fulfil its statutory responsibilities, it does not possess the resources to undertake the functions itself. In respect of PCC some of the revenue generated helps support the council achieve a balanced budget

Has the policy been explained to those it might affect directly or indirectly?

Discussions between councils are taking place weekly to develop proposals for a new agreement. Internal stakeholders from a Governance, Finance, and management perspective are party to developments, as are staff engaged in service delivery in Rutland.

Can any differences be justified as appropriate or necessary?

No differences identified

Are any remedial actions required?

Non required

Once implemented, how will you monitor the actual impact?

Monthly reviews in line with BCR reporting.

Policy review date	27/11/2024
Assessment completed by	Peter Gell
Date Initial EqIA completed	28/11/2023
Signed by Head of Service	Peter Gell

Removal of Fountain Budget

Initial assessment

What are the proposed outcomes of the policy?

Removal of revenue budget to fund city centre fountains

Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Clair George
Date Initial EqIA completed	06/12/23
Signed by Head of Service	N/A

Statutory Planning Fees

Initial assessment

What are the proposed outcomes of the policy?

The government increased the statutory planning fees for England and Wales on 6 December 2023. This means that major application fees have increased by 25% and non-major fees by 35%. The government's stated purpose for the increase in fees is to enable increased investment in Local Authority Planning Departments which is anticipated to lead to an increase in performance.

If the number and type of planning applications remain similar to the last 3 years, the fee increase will lead to an increase in statutory planning fee income for Peterborough City Council. The Council has decided to increase the base budget of the Development Management and Natural and Built Environment areas by £120k to provide for additional staff (additional Principal Planner and new Urban Designer).

Which individuals or groups are most likely to be affected?

Any individuals or groups who submit planning applications for new development. All residents residing close to new developments.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

All individuals and groups should benefit from the improvement in service that is anticipated by the fee increase. Those who submit major applications will benefit from the additional Principal Planner (who will deal with major applications). All residents living close to new major development will benefit from the appointment of an Urban Designer who will help to drive up the quality of new schemes. The Council will benefit from the increase in statutory planning fee revenue.

Has the policy been explained to those it might affect directly or indirectly?

The fee increase has been published on our website and on the Planning Portal via which the majority of planning applications are submitted. An Agents Forum is planned for Spring 2024 for local agents and architects where continuing improvements to the planning service will be explained.

Can any differences be justified as appropriate or necessary?


N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The government also intends to introduce a wider range of performance measures to monitor the impact of the increase in planning fees which will be a statutory requirement on the Council. The Development Management team will introduce improved performance management monitoring as part of the introduction of new planning IT software that is currently being procured as part of a separate project.

Policy review date	30 January 2025
Assessment completed by	Sylvia Bland
Date Initial EqlA completed	30 January 2024
Signed by Head of Service	

Tree Management Budget

Initial assessment

What are the proposed outcomes of the policy?

Reduction in the Tree Management Budget.

Which individuals or groups are most likely to be affected?

The proposals are considered to impact all groups and individuals within the community equally.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	No
Disabled people	No
Married couples or those entered into a civil partnership	No
Pregnant women or women on maternity leave	No
Particular ethnic groups	No
Those of a particular religion or who hold a particular belief	No
Male/Female	No
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No
Sexual orientation	No

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The City Council as it reduces revenue spend.

Has the policy been explained to those it might affect directly or indirectly?

The budget cuts will be explained within the budget briefing narrative.

Can any differences be justified as appropriate or necessary?


The reduction in revenue expenditure is justified in respect of the Councils financial challenges.

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

Via enquires and complaints received.

Policy review date	30.01.24
Assessment completed by	Darren Sharpe
Date Initial EqIA completed	30.01.24
Signed by Head of Service	

Waste Inflation

Initial assessment

What are the proposed outcomes of the policy?

This proposal is necessary in order to fund the contractual inflation costs associated with the Council's waste treatment contracts.
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Which individuals or groups are most likely to be affected?

None

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

N/A

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

N/A

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	N/A
Assessment completed by	Charlotte Palmer
Date Initial EqIA completed	27/11/23
Signed by Head of Service	N/A

Wellington Street Car Park

Initial assessment

What are the proposed outcomes of the policy?

The project is for approval of the disposal of Wellington Street Car Park to a developer.

The proposed development is expected to be for retail and residential housing. The development would be managed by a Developer and not the direct responsibility of PCC.

Which individuals or groups are most likely to be affected?

Communities of Peterborough and visitors to Peterborough City Centre.

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	Any impact would be known when the development use was planned.
Disabled people	Wellington Street has 2 disabled parking bays. The nearest alternative disabled parking would be on-street at Brook Street (290 yards walk on google maps) or Crawthorne Road (0.2 miles on google maps). There are also disabled bays on St Johns Street near Bishops Road.
Married couples or those entered into a civil partnership	N/A
Pregnant women or women on maternity leave	N/A
Particular ethnic groups	N/A
Those of a particular religion or who hold a particular belief	N/A
Male/Female	N/A
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	N/A
Sexual orientation	N/A

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

The policy is related to the disposal of car parks. Any future development would depend on planning application(s). Therefore, any future beneficiaries would depend on the future developments.

There is currently a car boot sale which occurs on the land under licence, that will cease with the sale of the land. PCC would seek to offer an alternative site for this.

Has the policy been explained to those it might affect directly or indirectly?

This is a project for the disposal of the car park. Any future developments would not be the direct responsibility of the council.

Can any differences be justified as appropriate or necessary?

N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

N/A

Policy review date	
Assessment completed by	Karen Lockwood
Date Initial EqIA completed	29/01/24
Signed by Head of Service	Karen Lockwood, Head of Regeneration

Westcombe

Initial assessment

What are the proposed outcomes of the policy?

This proposal looks to increase the income generated by Westcombe Engineering, at present the company does not promote or advertising their services and all work currently is through word of mouth.

We will look to put a robust marketing program in place to promote the company and increase the current customer base.

We have capacity within the current resource and schedules to accommodate this additional work.

Which individuals or groups are most likely to be affected?

No group will be adversely affected by this proposal

Now consider whether any of the following groups will be disproportionately affected:

Equality Group	Note any positive or negative effects
Particular age groups	None
Disabled people	None
Married couples or those entered into a civil partnership	None
Pregnant women or women on maternity leave	None
Particular ethnic groups	None
Those of a particular religion or who hold a particular belief	None
Male/Female	None
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	None
Sexual orientation	None

What information is available to help you understand the effect this will have on the groups identified above?

Who will be the beneficiaries of the policy?

Employees of the company, as increased income will help the company to have a long term robust operating model.

Has the policy been explained to those it might affect directly or indirectly?

N/A

Can any differences be justified as appropriate or necessary?


N/A

Are any remedial actions required?

No

Once implemented, how will you monitor the actual impact?

The impact will be monitored through the budgetary control process

Policy review date	N/A
Assessment completed by	James Collingridge
Date Initial EqIA completed	26/01/24
Signed by Head of Service	

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Appendix N- Carbon Impact Assessment

This could be either via the Council's own emissions or emissions from across the city

#	Proposal	CIA needed?	Electricity and Heating	Travel	Water Usage	Renewable energy	Carbon capture	Waste	Goods	Buildings	Other	Full CIA required prior to implementation?	
Adult Social Care	Adults care package inflation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Adults Placement demand	Yes	Increase	Increase	Neutral	Neutral	Neutral	Increase	Increase	Increase	N/A	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
	Adults Placements- Quality & Outcomes Panel for care planning	Yes	Reduce	Reduce	Neutral	Neutral	Neutral	Reduce	Reduce	Neutral	N/A	Yes - this project seeks to identify efficiencies and therefore a CIA should be undertaken as this project develops to ensure these opportunities are identified.	
	Adults Placements- Review High Cost Placements	Yes	Reduce	Reduce	Neutral	Neutral	Neutral	Reduce	Reduce	Neutral	N/A	Yes - this project seeks to identify efficiencies and therefore a CIA should be undertaken as this project develops to ensure these opportunities are identified.	
	Adults Placements- Review of Direct Payments	Yes	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	N/A	No - this saving is based on historic spend and therefore services are not expected to change.	
	Adults Placements- Transition case review	Yes	Reduce	Reduce	Neutral	Neutral	Neutral	Reduce	Reduce	Neutral	N/A	Yes - this project seeks to identify efficiencies and therefore a CIA should be undertaken as this project develops to ensure these opportunities are identified.	
	Redesign of Adult Day Services	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.
	Disability Related Expenditure review	Yes	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	N/A	No - this will not change service provision.
	Utilisation of grant funding	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision, it relates to a change of funding source.
Children and Young People	Attendance Service	Yes	Neutral	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - due to increase in demand there is likely to be increased need for travel to provide this service.	
	Children and Young People with Disabilities Inflation and Pressures	Yes	Neutral	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - due to increase in demand there is likely to be increased need for travel to provide this service.	
	Childrens Commissioning Universal Services	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Childrens Placements	Yes	Increase	Increase	Neutral	Neutral	Neutral	Increase	Increase	Increase	Neutral	Yes - whilst some elements of this proposal include continuation of existing provision some also include increased service demand (high level family support) which may increase emissions.	
	Childrens Transformation- in development	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.
	Direct Revenue Funding	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.
	Emergency Duty Service	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.
	Fostering Team	Yes	Increase	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - due to increase in demand there is likely to be increased need for travel and office based utility consumption to provide this service.
	Increased demand Home to School Transport	Yes	Neutral	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - increase in emissions from transport.

Appendix N- Carbon Impact Assessment

This could be either via the Council's own emissions or emissions from across the city

#	Proposal	CIA needed?	Electricity and Heating	Travel	Water Usage	Renewable energy	Carbon capture	Waste	Goods	Buildings	Other	Full CIA required prior to implementation?	
	Increased in service demand for statutory assessment	Yes	Increase	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - due to increase in demand there is likely to be increased need for travel and office based utility consumption to provide this service.	
	MASH and Complex Safeguarding	Yes	Increase	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - due to increase in demand there is likely to be increased need for travel and office based utility consumption to provide this service.	
	PFI Contract Inflation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Regional adoption agency service	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	School Infrastructure	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will lead to a small increase in primarily office based posts.	
Corporate Services	Additional Cost of Borrowing	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Corporate Property Income Generation and Asset Review	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - a full CIA will be completed as this project develops on a case-by-case basis to ensure the impact is understood and appropriately mitigated.	
	Cremation and Bereavement Services	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation of the mausoleum a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
	Drainage Board Levy increase	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Energy Efficiency Plan	Yes	Reduce	Neutral	Reduce	Increase	Neutral	Neutral	Increase	Reduce	tbc	Yes - a full CIA will be completed as this project develops on a case-by-case basis to ensure the impact is understood and appropriately mitigated.	
	Energy inflation- Council wide Impact	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision and opportunities to reduce consumption are covered above.	
	External Audit Fees Increase	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Health & Safety service	Yes	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - the extra officer capacity is unlikely to have a material effect on emissions.	
	HR Redesign	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - the extra officer capacity is unlikely to have a material effect on emissions.	
	Insurance Contract	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	IT & Digital Services	Yes	Reduce	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - further information is needed about this proposal to fully understand the impact which is expected to be positive overall.	
	Marketing & Communications	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Oxygen Finance- Early payment system	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Pay Award- Council Wide Impact	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Pension Costs	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Procurement Savings	Yes	Reduce	Reduce	Reduce	Reduce	Reduce	Reduce	Reduce	Reduce	Reduce	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.
	Removal of prior year Terms and Conditions saving	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.
Serco Contract Termination	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision from an emissions perspective.	
Treasury Management Investment Income	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
Election costs	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	

Appendix N- Carbon Impact Assessment

This could be either via the Council's own emissions or emissions from across the city

#	Proposal	CIA needed?	Electricity and Heating	Travel	Water Usage	Renewable energy	Carbon capture	Waste	Goods	Buildings	Other	Full CIA required prior to implementation?	
	Legal and Governance Services- Staffing investment	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
Place & Economy	Aragon Direct Services (Peterborough Ltd) contract inflation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Peterborough Ltd	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
	Buidling Control Additional Income Generation	Yes	Neutral	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - additional work is likely to result in increased travel requirements and therefore a CIA will be undertaken to identify opportunities to minimise additional travel.	
	Cathedral Square Fountains	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.	
	City Centre Events and Lights	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.	
	Citizens advice bureau	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.	
	City Centre Enforcement	Yes	Neutral	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - additional work is likely to result in increased travel requirements.	
	Fly tipping- Fixed Penalty Notices	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Gladstone Park Community Asset Transfer	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Highways Contract inflation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.	
	Highways Services savings	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
	Household Recycling Centre - permit income	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.	
	Housing Needs Service Redesign	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.	
	Housing related support	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.
	Increased Parking Charges	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Market Income	Yes	Increase	Increase	Increase	Neutral	Neutral	Neutral	Increase	Increase	Increase	Neutral	Yes - prior to implementation a full CIA is required to allow opportunities to avoid additional emissions to be identified and mitigated.
	National Highway cleansing	Yes	Neutral	Increase	Increase	Neutral	Neutral	Neutral	Increase	Neutral	Neutral	Neutral	Yes - expected increase in emissions from travel, waste and potentially water.
	Opportunity Peterborough	Yes	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Yes - the proposed savings could align with a reduction in emissions and this will be assessed prior to implementation.
	Parking Services- Cash Collection service	Yes	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Planning Services	Yes	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
Recap membership	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not materially affect emissions.	
Reduction in budget for studies (G&R)	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this represents a small reduction in budget unlikely to result in a notable emissions change.	

Appendix N- Carbon Impact Assessment			This could be either via the Council's own emissions or emissions from across the city									
#	Proposal	CIA needed?	Electricity and Heating	Travel	Water Usage	Renewable energy	Carbon capture	Waste	Goods	Buildings	Other	Full CIA required prior to implementation?
	Refugee grant funding	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Reduction in tree maintenance	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - this will not change service provision.
	Regulatory Services	Yes	Increase	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Yes - additional work is likely to result in increased travel and potentially electricity requirements.
	Sale of Wellington Street Car Park	No	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - it is anticipated that people will choose to park (and thus travel) to similar locations not materially effecting transport emissions
	School Crossing Patrols	Yes	Neutral	tbc	Neutral	Neutral	Neutral	Neutral	tbc	Neutral	Neutral	Yes - a full CIA is required in order to assess the impact from alternative service provision.
	Waste management charge increases	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.
	Waste Treatment Inflation	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No - this will not change service provision.
	Westcombe Engineering	No	Increase	Increase	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	No - because whilst utilities and travel may increase this will be minimal as other work is planned that will result in a small reduction in emissions.

Peterborough City Council

Appendix O- Response to the Budget Consultation

We would like to thank everyone that took the time to complete our online budget consultation survey. After last year's success in the introduction of a budget simulator and new style consultation document we decided to keep using this approach, with additional emphasis placed on our methods of engagement such as adding videos online explaining services and impact, going out to visit community groups and parish councils and increased social media coverage.

The media coverage and commentary prior to Christmas, as well as the responses to the budget simulator, confirmed that this approach had again raised greater awareness of the challenges faced when setting a balanced budget. There was an appreciation of the difficult decisions required as part of this process, for example, when considering continuing to provide services such as social care to a rising population and raising council tax during a cost-of-living crisis. There was also a greater understanding of the breadth of services the council provides and how a large proportion of the budget is spent on providing statutory services.

This year we have received 132 responses to the Budget Consultation, which is almost a 200% increase compared to previous year (50 responses). Although the response has been greater than in previous years it still only represents 0.1% of our population. We will commit again to building on the positive steps made this year and we'll look at what other local authorities do to identify what works well.

The following sections provide a response to the feedback received as part of this consultation.

- 1. The council is meeting its budget challenge in a variety of different ways as outlined below. Place in order of priority (1-6) the measures outlined below. 1 being the most important and 6 being the least important.**

The results from this question outlined that residents would rather the Council look to generate additional income or charge for some services, before looking to increase Council Tax or reduce services. In the 2024/25 budget the Council has invested in vital services such as Childrens and has increased income generation in a number of areas such as Sales Fees and Charges, Treasury Management (Investment) and Property income. The Council also sets its budget by operating within a set of principles, which are available for residents to view on our website: [Our budget principles - Peterborough City Council](#). These Principles echo the feedback received by residents and outline that, where possible, we will protect services that support the city's most vulnerable, including adults and children's social care services.

- 2. The council is maximising its use of technology and digitalisation and transforming working practises to make the council more efficient. To what extent do you agree with this approach?**

It is welcoming again to see that residents are keen for us to maximise the use of technology and digitalisation to become more efficient. Over 73% agreed or strongly agreed with our approach to this. This is one of our aims outlined within our corporate strategy and the Sustainable Future City Council board is overseeing the delivery of this programme. This will see us look at how we get the

most out of our systems, maximise the use of data to inform decision making and create efficiencies in our processes so your assured we're making the most of our resources.

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

65% of respondents agreed with this approach, which also reflects the feedback we received as part of the budget simulator exercise in Autumn. The budget proposed aims to protect these services as far as possible, in line with our budget principles. As already mentioned there is investment into a range of services, particularly within Childrens Social Care. with Appendix J setting out the schools budget for 2024/25, which highlights an additional £19m of funding to provide education across the city. This is in addition to investment within the capital programme to improve our schools and build a new school at Great Haddon.

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

Understandably the response to this question was varied with 59% of people disagreeing with the maximum council tax increase. The budget proposed within this report does include a 4.99% increase in Council Tax, which is in line with the expectations set out by the Government. We know that residents are also facing their own financial challenges, but we cannot deliver a balanced budget and continue to provide the services that people want and need without doing so. By not increasing Council Tax this would also have a detrimental impact in our future years funding position, especially when the band D rate of Council tax in Peterborough is already one of the lowest in the country.

5. The council works hard to recruit foster carers but with the number of children needing placements being greater than our number of carers, we have to use private fostering agencies, placing children away from the local area. What could the council do to make fostering a more attractive offer for residents?

Some of the feedback from this question highlighted that people thought the process was onerous and could be reviewed. There could be more work around the promotion and advertisement of fostering to raise awareness and attract new carers. A review of the foster service is underway and this feedback will be considered as part of this review.

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

The responses to this question were varied and covered a wide range of services and ideas. Some of the topics raised include:

- Doing more to boost tourism in the city
- Pay scales (set nationally) and councillor Allowances (independently reviewed)
- Reducing Council Tax

- Ideas for savings or efficiencies across a number of services
- Areas where residents feel services are valued or should be prioritised.
- Use of Council assets

All of these responses will be reviewed in detailed and considered as part of ongoing discussions around transformation and the Medium-Term Financial Strategy.

A number of the responses have reflected that residents want transparency, published performance data and delivery of value for money services. These are all things the council is working hard to improve and deliver. Transparency and honesty have continued to be a key focus for the council this year, with the additional quarterly Medium Term Financial Strategy (MTFS) updates being published, reports from the Independent Improvement and Assurance Panel providing external assurance on the council's progress and the additional scrutiny taking place in our Audit Committee.

We Corporate Strategy, which sets out four key City Priorities, which we have been reporting against on a quarterly basis, to demonstrate to members and the public that we are delivering against our targets.

Lastly in terms of value for money, the council has conducted a thorough review of its budgets, contracts, and outsourcing arrangements over the course of this year, some of which is still ongoing. Where identified we have actioned recommendations to ensure we are providing services which reflect value for money for the taxpayer and deliver the best services and outcomes for residents. We have also reviewed the DLUHC Best Value framework which was consulted on in 2023. We have worked with officers from across the Council and members to raise awareness of this and embed this and start embedding this framework within our council practises.

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Peterborough City Council Discretionary Rates Relief Policy

Effective from 1st April 2024

Author(s):	Alistair Townsend & Charlotte Hay
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1. Introduction

- 1.1. Peterborough City Council (PCC) is committed to correctly administering the award of Discretionary Rate Relief (DRR) to organisations within the Peterborough City area.
- 1.2. Under the Local Government Finance Act 1988 (as amended) (LGFA) and Non Domestic Rating (Unoccupied Property) (England) Regulations 2008 SI 2008/386, there are 5 areas of discretionary rate reliefs available to Peterborough City Rate Payers. These are:-
 - a) Discretionary Rate Relief (Charities and Not for Profit Organisations);
 - b) Relief for Partly occupied premises.
 - c) Reductions/Remissions on the grounds of Hardship
 - d) Relief to support Localism
 - e) Other uses of discretionary powers under s47 of the LGFA 1988
- 1.3. Whilst every application will be considered on its own merits, the Council will from time to time produce guidelines to assist ratepayers.

2. Statement of Objectives

- 2.1. The guidelines have the following objectives:
 - To make the application process simple for organisations and give the clearest possible guidance as to what will be considered with regard to an application.
 - To consider each application on its merits.
 - To be equitable and fair and balance the wider interests of the community within the resources made available arising from Business Rates Baseline funding.
 - To make decisions based on objective criteria and organisations' suitability for Discretionary Rate Relief
 - To ensure officers give due time and attention to processing applications which is proportionate to the complexity and level of relief.
 - To ensure that the process and decision making is as efficient as possible.
 - To have regard to the relevant Central Government guidance when making decisions.
 - To have regard to the restrictions applicable in terms of State Aid/Subsidy Control limitations
 - To consider how the applicant's activities supplement or advance the Council's Corporate

3. Reliefs

Discretionary Rate Relief [Charities and Not for Profit organisations] (DRR)

- 3.1. The conditions to be satisfied before PCC can consider an application for this relief are detailed in the LGFA 1988 under s47 and relevant Schedules. These are either of the following:-
 - a) The rate payer is a charity or trustees of a charity, **and** the property is wholly or mainly used for charitable purposes; or
 - b) The hereditament (property) is not an excepted hereditament (i.e. the rate payer is not the billing authority or precepting authority) and all or part of the property is occupied for the purposes of one or more institutions none of which is established or conducted for profit **and** each of whose main objects are charitable or are otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts.
- 3.2. For each of the above the Council may make the decision only if it is satisfied that it would be reasonable to do so having regard to the interests of PCC council taxpayers.
- 3.3. The detailed guidelines (annex A) to assist with applying for DRR will remain published on the Council's website.

Relief for partly occupied premises (S44A Relief)

- 3.4. S44A of the LGFA enables PCC to grant relief on a hereditament that is partly unoccupied or not fully occupied for a temporary period only.
- 3.5. The granting of this relief is entirely under the discretion of PCC and each case will be considered on its merits and be referenced to the interests of Peterborough City Council tax payers.
- 3.6. The amount of reduction in rates is determined by statute and is calculated by reference to the rateable value ascribed to the unoccupied area by the Valuation Office Agency.
- 3.7. Applications will only be considered in respect of unoccupied parts of a property that can be clearly defined and are reasonably segregated from the occupied part of the property.
- 3.8. The detailed guidelines to assist with applying for S44A relief will remain published on the Council's website.

Reductions/Remissions on the grounds of Hardship

- 3.9. The conditions to be satisfied before PCC can consider an application for this relief are detailed in the LGFA under s49. These are that:-
 - a) The rate payer would sustain hardship if the Authority did not do so, and
 - b) It is reasonable for the Authority to do so, having regard to the interest of persons subject to its council tax.

- 3.10. Since hardship relief is at least partially funded by the Council Tax payers, the interests of these Council tax payers will be paramount in making a determination. It is therefore expected that such awards will be only considered appropriate in exceptional situations.

Relief to promote localism

- 3.11. S47 of the LGFA allows the Authority to offer business rate discounts to help attract firms, investment and jobs to the local area. Each case will be considered on its merits and be referenced to the interests of Peterborough City Council Tax payers.
- 3.12. Such relief will only be awarded in highly exceptional circumstances, where the benefit to PCC and the community are significant.

Other uses of discretionary powers under S47 LGFA 1988

- 3.13. From time to time, additional measures are proposed by the Chancellor of the Exchequer / Secretary of State to provide assistance to business. These can be either national schemes or locally defined schemes which are drawn up by PCC. They are provided under s47 of the LGFA 1988.
- 3.14. Where the Government puts in place a scheme whereby the Council will be fully compensated for the loss of rates yield arising from an award of discretionary rate relief, awards of relief shall be made in accordance with the Council's interpretation of the guidance associated with the scheme unless there is a decision of the Council to the contrary.
- 3.15. Detailed guidance will be produced for any such schemes and made available on the Council's website.

4. Length of award

Discretionary Rate Relief (Charities and other Organisations)

- 4.1. All awards of Discretionary Rate Relief (Charities and other Organisations) will be granted on an annual basis.
- 4.2. Where relevant and wherever practicable, PCC will attempt to notify each current ratepayer in receipt of DRR reminding them of the need to apply for the coming financial year.

Hardship Relief

- 4.3. All awards for remission/reduction on the grounds of hardship are granted for short, fixed periods and for no longer than the period where there is clear evidence of hardship.

Partly Occupied properties

- 4.4. All awards for relief due to partly occupied premises will be given for a short time only and only

where there is clear evidence of partial occupation. Awards of Section 44a relief shall end at the earliest occurrence of one of the following:

- a) The end of the statutory period for which relief may be allowed;
- b) The end of the financial year;
- c) All or part of the unoccupied area becoming occupied;
- d) The whole of the property becoming unoccupied;
- e) The ratepayer ceasing to be the person or organisation liable to pay non-domestic rates in respect of the property;
- f) Where all or part of the unoccupied area has remained unoccupied for one year;
- g) The commencement of a further award in respect of the property;
- h) The Council is unable to verify, following reasonable notice, that the area remains unoccupied.

Other Discretionary reliefs under s47

- 4.5. Any other awards using s47 powers will be up to the maximum period of time stipulated by central government or the locally defined scheme.

5. State Aid / Subsidy Control

- 5.1. Discretionary rate relief shall not be awarded in any circumstances where it appears that an award will result in the rate payer receiving state aid / subsidy that is above the current de minimis level.
- 5.2. It is the duty of the applicant to notify the Council if it believes an award will breach the State Aid / Subsidy Control limits.

6. Application process

Discretionary Rate Relief (Charities and other Organisations)

- 6.1. Where required, each applicant will complete an application form, which has questions designed to assess the benefit of granting relief to Peterborough City Council Tax payers. This in turn will aid determination of the level of award to be granted.

Hardship Relief / Partly Occupied premises / Relief to promote localism

- 6.2. Application should be made in writing to the Business Rates section of PCC. The details contained with each application will be set out in guidance, which will be made available on PCCS website.

Other awards under s47

- 6.3. Application should be made in accordance with the guidance provided by central government at the time or in line with the locally defined application procedures, which will be made available on PCCs website.

7. Delegation, Determination & Award

- 7.1. The Cabinet Member for Finance has delegated responsibility for determining decisions in relation to Discretionary Rates Relief. With the consent of the leader this responsibility can be delegated to an Officer of the Council. If such delegation occurs, the Officer of the Council will be the Executive Director of Corporate Services (Section 151 Officer) or the Service Director (Deputy S151 Officer).
- 7.2. For all reliefs, PCC reserves the right to refuse an application if all information requested has not been submitted. This may include full financial information.
- 7.3. Applicants will be notified, either by receiving a revised demand showing the reliefs awarded, or in writing detailing reasons for non-awards.
- 7.4. Unless otherwise agreed, ratepayers are required to continue to pay, in accordance with the latest demand notice, pending the outcome of an application.

8. Awards for retrospective periods.

- 8.1. From 1 April 2024 there is no restriction in legislation on the backdating of relief following an application for 2024/25 onwards. However, applications for periods beyond six months after the year to which they relate will only be considered where the Council considers there to have been exceptional circumstances, and where the ratepayer can demonstrate good cause for not submitting the application earlier; such as where the hereditament did not exist in the list but is retrospectively added, creating a back-dated liability.
- 8.2. Additionally, applications for other reliefs awarded using s47 powers may be considered where the ratepayer meets the relevant criteria.
- 8.3. Where the application is on the grounds of hardship an award may be made for a respective period where it is considered that the business suffered hardship during that period, but consideration will be given to the effort made by the ratepayer to pay during that period.
- 8.4. No consideration shall be given to an award for a retrospective period where PCC is not able to verify to its satisfaction that the circumstances giving rise to the application pertained for that period.

9. Appeals

- 9.1. There is no statutory right of appeal against the refusal to award relief.
- 9.2. An applicant may request a review of the decision but only where either:
- Additional information that is relevant to the application and was not available at the time the decision was made becomes available; or

- There are good grounds to believe the application or supporting information was not interpreted correctly at the time the decision was made. A request for a review must be made within 28 days of notification of the decision and must set out the reasons for the request and any supporting information.

10. Monitoring

- 10.1. Awards of Discretionary Rate Relief will be monitored to ensure that the guidelines have been followed and that awards are made within the guideline's objectives. PCC will monitor the financial implications of awarding relief.

Annex A- Discretionary Rate Relief Guidelines

1. Introduction

- 1.1. The following are guidelines used by Peterborough City Council (PCC) when assessing individual applications for discretionary rate relief (including applications from Charities, Community Amateur Sports Clubs (CASC's), Non-Profit Making Organisations and other businesses situated within Peterborough.
- 1.2. The PCC Discretionary Rate Relief Policy has regard to:
 - The use to which business premises are put, and in particular the contribution that businesses seeking rate relief make to local communities.
 - The financial cost to council taxpayers.
 - How the applicant's activities supplement or advance the Council's Strategic Objectives
- 1.3. It should be noted that these are only guidelines and other areas may be considered in the determination of whether or not to grant discretionary rate relief and the level of any relief for each individual application. These guidelines are intended to assist ratepayers in making applications to understand the basis of PCCs considerations and each application will always be considered on its individual merits.
- 1.4. As with all discretionary reliefs, there is no guarantee that the application will be approved. Therefore, you **must not** withhold any payments due for your Business Rates pending the outcome of your application, and should continue to pay in accordance with your most recent notice, including any costs incurred. Failure to do so will result in recovery action being taken against you.
- 1.5. If an award is made on an account where payments have been made, any subsequent credit that occurs will be refunded to the ratepayer or transferred to cover other outstanding liabilities as appropriate. Costs will not be cancelled or refunded, except in exceptional circumstances.
- 1.6. From 1 April 2024 there is no restriction in legislation on the backdating of relief following an application relating to the 2024/25 charge period onwards. Whilst all applications will be considered, awards for periods beyond six months after the year to which they relate will only be considered where the Council considers there to have been exceptional circumstances, and where the ratepayer can demonstrate good cause for not submitting the application earlier, such as where the hereditament did not exist in the list but is retrospectively added after six months beyond the year to which it relates, creating a back-dated liability.
- 1.7. For clarity, it is unlikely that a delay to obtain advice / representation, delayed awareness of the existence of the relief or administrative delays by the ratepayer would be considered 'exceptional circumstances'.
- 1.8. In the last two quarters prior to issuing Annual Demand Notices for the next financial year, the Council will review current awards on a risk basis. For the vast majority of applicants, a desktop only exercise will be undertaken. Others will be contacted to provide confirmation of the current situation, and some will be required to submit a

fresh application. Which situation applies will be based on assessment of risk by the Council.

2. General criteria relevant to all applications

2.1. The Council will consider all applications in relation to how the organisations supplement or advance the Council's Strategic Objectives, which are:

- **Drive growth, regeneration and economic development**
 - *To bring new investment and jobs*
 - *To support people into work and off benefits*
 - *To boost the city's economy and the wellbeing of all people*
- **Improve educational attainment and skills**
 - *To allow people to seize opportunities of new jobs and university provision*
 - *To keep talent and skills in the city's economy*
- **Safeguard vulnerable children and adults**
- **Implement the Environment Capital agenda**
 - *To position Peterborough as a leading city in environmental matters*
 - *To reduce the city's carbon footprint*
- **Support Peterborough's culture and leisure trust Vivacity**
 - *To deliver arts and culture to all people*
- **Keep all our communities safe, cohesive and healthy**
- **Achieve the best health and wellbeing for the city**

2.2. National or large-scale organisations already receiving 80% mandatory relief are likely to only receive discretionary relief top up where:

- The Council considers that the value of the service to residents of the council and local communities exceeds the amount of the discretionary relief requested, and
- The work undertaken from the property named in the application for relief directly caters for the needs of residents of the council and benefits local communities and;
 - it provides a valuable service to the community which is complimentary to those services provided by the council or;
 - the service it provides relieves the council of the need to provide that service.

2.3. Applications are unlikely to be successful where the Council considers that the organisation has a significant level of unrestricted reserves proportionate to the level of relief being sought.

2.4. Applications are unlikely to be successful where the Council considers that the organisation has a significant level of income proportionate to the level of relief being sought.

2.5. Applications are unlikely to be successful where the Council considers that the organisation competes with commercially operated ratepayers (i.e. charity shops / gyms etc.).

2.6. Applications are unlikely to be successful where the Council considers that the organisation is already substantially publicly funded (i.e. Housing Associations and or voluntary schools or colleges etc).

- 2.7. Applications are unlikely to be successful where it appears to the Council that a major factor leading to the ratepayer's occupation is at least partially related to avoidance of National Non-Domestic Rates by the ratepayer or the landlord of the hereditament.
- 2.8. For all organisations consideration will be given to the extent that granting relief will help to preserve facilities that would otherwise be lost to the community.
- 2.9. If the discretionary relief is being fully funded by Government, the Council will award it in accordance with the Council's interpretation of any relevant statutory provisions and guidance, where possible without the need for ratepayers to apply.

3. Membership Organisations.

- 3.1. The level of membership by residents from the PCC area will be considered. Applications are unlikely to be successful where the Council considers that membership of the club is not sufficiently comprised of residents from the PCC area.
- 3.2. Membership of any organisation making application for relief should be open to all sections of the community and the organisation must demonstrate that the way in which it operates does not discriminate against any section of the community. This excludes membership that by its very nature is limited to certain groups, such as age (i.e. scouts, brownies) or disability etc.
- 3.3. The organisation should not operate a system whereby membership is determined by votes of existing members.
- 3.4. Any membership fees or subscriptions must not be set at a level that the Council considers excludes the general community; consideration will also be given to the following:
 - Reductions in fees offered for certain groups e.g. elderly, disabled
 - Where membership is encouraged from particular groups such as young people, persons with disabilities, ethnic minorities or older age groups.
 - Facilities are available for people other than members e.g. schools, public sessions.
 - Any membership selection criteria that requires applicants to have reached a certain standard before membership will be granted.
- 3.5. If the organisation/club has a licensed bar this will not prohibit an application for relief, but it must be evidenced that the bar is not the main use / function.

4. Hardship.

- 4.1. The Council is only able to consider an application for hardship relief where it is satisfied that:
 - a. the ratepayer would sustain hardship if the authority did not do so, *and*;
 - b. it is reasonable for the authority to do so, having regard to the interests of persons liable to pay council tax set by it.
- 4.2. We will consider written applications for hardship relief from ratepayers whose business, if it were to cease trading, would have a significant detrimental effect on the local community, including, but not limited to, local employment.

- 4.3. Every case will be considered on its own merits, and we will have particular regard to evidence of exceptional or unforeseen circumstances to justify reduction.
- 4.4. Applications will need to be supported by:
- Details of the reason for an application, including evidence of any exceptional or unforeseen circumstances
 - Details of the business and its importance to the local community
 - Copies of the last 2 years audited accounts
 - Nature of the hardship
 - Other evidence that the rate payer feels supports their application
 - Details of the number of people who are employed by the business who reside in Peterborough.
- 4.5. Due to the cost to the Council Tax payer and the Council more generally, any award of hardship relief will be exceptional, and will be time-limited. Any reduction will be short term assistance and should not be considered to be a means of reducing rates liability in the longer term.
- 4.6. An award of hardship relief will usually only be made in order to provide short term assistance to businesses that are suffering unexpected and exceptional hardship, arising from circumstances beyond the business's control and outside of the normal risk associated with running a business of that type, to the extent that the viability of the business would be threatened if an award were not made.
- 4.7. Hardship Relief will normally only be considered where the ratepayer is able to demonstrate a causal link between the hardship and the requirement to pay the rates.
- 4.8. No award shall be made where it appears to the Council that the proprietor of the business has failed to exercise due diligence or anticipate circumstances that may give rise to hardship, financial; or otherwise, and/or to put in place measures to prevent or mitigate the circumstances.

5. Relief to promote localism.

- 5.1. Due to the cost to the Council Tax payer and the Council more generally, any award of localism relief will be highly exceptional, and will be time-limited. Any reduction will be short term assistance and should not be considered to be a means of reducing rates liability in the longer term.
- 5.2. Whilst it is not possible to define the criteria of this relief, it will generally only be considered appropriate for large scale employers relocating to the PCC area, bringing substantial amounts of local employment and/or substantially reducing unemployment on the PCC area.

6. Relief for partly occupied premises (S44A Relief).

- 6.1. A ratepayer making an application under section 44a shall provide a plan of the property showing the dimensions of the occupied and unoccupied area of suitable quality to enable the Valuation Office Agency to apportion the rateable value of the property between the occupied and unoccupied areas. Applications will not be considered until

such time as the plan is provided.

- 6.2. The ratepayer must allow a Council Officer access to the property by appointment during normal working hours in order to verify the occupation of the property.
- 6.3. Further access may be required on at least one occasion each month, during normal office hours, during the period for which relief is being awarded. In order to enable verification, access to the unoccupied area may be requested immediately without advanced notice. In the event that access is not allowed promptly without good cause the award of Section 44a relief may be withdrawn
- 6.4. The granting of this relief is entirely under the discretion of PCC and each case will be considered on its merits and be referenced to the interests of Peterborough City Council tax payers.
- 6.5. Applications will only be considered in respect of unoccupied parts of a property that can be clearly defined and are reasonably segregated from the occupied part of the property.
- 6.6. For the purposes of these guidelines a period of up to 12 calendar months will generally be considered to be temporary and longer periods shall not be considered to be temporary.
- 6.7. No award shall be made where it appears to the Council that the reason that part of the property is unoccupied is wholly or mainly for the purposes of applying for S44A relief.
- 6.8. S44A relief will not normally be awarded in respect of different operative periods that contain the same area of unoccupied property that existed in preceding operative periods.
- 6.9. Rate relief under this section will not usually be awarded where the partial occupation may be considered to arise due to the ordinary day to day nature of the business (for example the operation of a warehouse).

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CABINET	AGENDA ITEM No. 10
12 FEBRUARY 2024	PUBLIC REPORT

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

BUDGET CONTROL REPORT DECEMBER 2023 - QUARTER 3

RECOMMENDATIONS	
FROM: Executive Director of Corporate Services and S151 Officer	Deadline date: N/A

It is recommended that the Cabinet notes:

1. The budgetary control position for 2023/24 as at 31 December 2023 which outlines a forecast overspend of £2.1m.
2. The key variance analysis and explanations are contained in section 4.2 and Appendix A to the report.
3. The Council's Capital Programme performance as outlined in section 4.6.
4. The Council's performance with respect to Business Rates (NDR) and Council Tax Collection, as outlined within Appendix B to the report.

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet to provide an update on the Councils forecast Outturn Position for 2023/24, following review and consideration from the Corporate Leadership Team.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Cabinet with an overview of the Councils forecast outturn for 2023/24, as at 31 December 2023.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.12, *'To be responsible for the Council's overall budget and determine action required to ensure that the overall budget remains within the total cash limit'*.

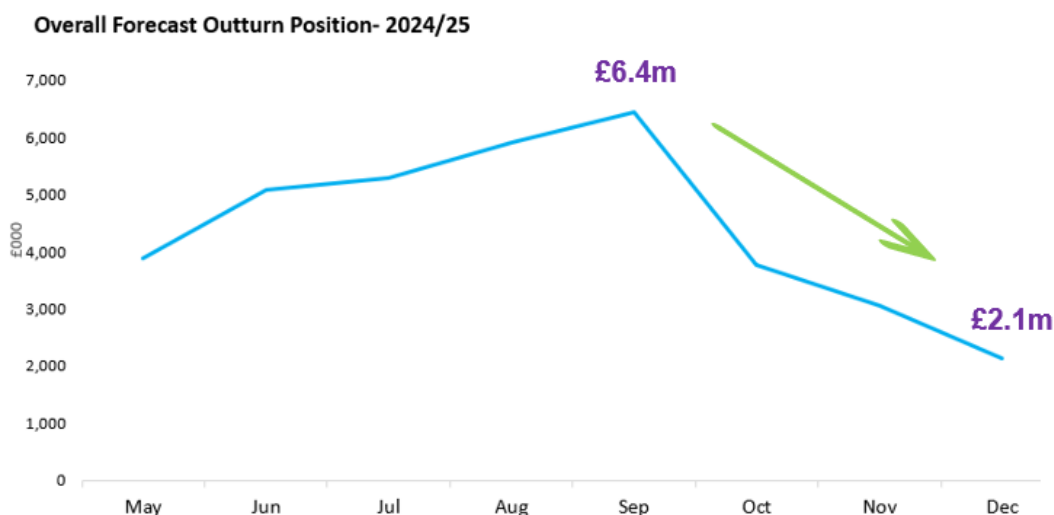
3. TIMESCALES

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 Revenue Summary

At the end of quarter 3, the forecast outturn position for 2023/24 is showing a projected overspend of £2.1m, which is an improved position in comparison to the previous quarter's forecast (£6.4m). The improvement in position is demonstrated in the graph below and has been the result of significant organisational emphasis being placed on reducing the overspend as far as possible by year end. With a key focus on protecting our reserves balances. This has included reviewing the use of agency staff, only spending where essential, driving up the level of income delivered via our sales fees and charges, properties or treasury investments or driving down the cost of borrowing by reducing capital expenditure.



The key pressure and leading to the projected overspend, are the same pressures other Local Authorities are also reporting. This includes:

- A rise in the number of families and single people requiring temporary accommodation,
- An increase in the number and rising complexity of placements within Childrens Services,
- An increase in the number of routes required for Home to School Transport.

Although progress has been made there are still a number of budgetary risks (covered in section 4.4), which require close management. These are being closely monitored, with mitigation plans in place to reduce the financial risk as far as possible.

Inflation remains higher than in previous years at 4% and continues to put pressure on the Councils costs. The inflation reserve will be used to smooth the impact of any immediate and unavoidable inflationary pressure, while plans for the longer-term are developed as part of the budget setting process.

The Council is now in the final stages of setting its budget for 2024/25. As part of developing this, all budgetary assumptions have been reviewed, savings and transformation plans developed and ongoing pressures where, unavoidable accounted for. Even with going through this detailed review process a moderate degree of risk remains, which reflects the risks we are seeing in the current year. These are also similar to those being highlighted by other Local Authorities and includes the cost of meeting the rising demand for services such as housing, children's and adults social care and inflation.

Revised Budget 2023/24

The revenue budget for 2023/24, agreed at Full Council on 22nd February 2023, was approved at £202.6m. The following table outlines the changes which have been made to the budget to arrive at the revised budget of £212.7m. The changes below are where reserves have been drawn down to fund planned expenditure or manage risk, inline with the reserve purpose.

Table 1: Revised Budget Position 2023/24

Approved Budget 2023/24	202,634
Departmental and Grant Funded Reserves	1,125
Transformation Reserve	4,719
Risk related and other reserves	3,854
Public Health	348
Revised Budget 2023/24	212,680

The following table below sets out the Council's Forecasted Position by expenditure type:

Table 2: 2023/24 Forecast Position- Subjective Analysis Excluding DSG

Subjective (excluding DSG)	Budget £000	Actual £000	Forecast £000	Variance £000
Employees	77,147	53,550	74,217	(2,930)
Premises	19,721	12,539	18,778	(944)
Transport	7,052	5,254	8,671	1,619
Supplies and Services	116,879	81,526	120,515	3,636
Third Party Payments	56,235	39,905	55,271	(964)
Transfer Payments	71,360	60,497	76,119	4,758
Income	(169,746)	(133,376)	(172,083)	(2,337)
Financing Capital Expenditure	34,031	12,177	33,631	(400)
Total	212,680	132,072	215,118	2,439
Financing	(212,680)	(203,496)	(212,980)	(300)
Net	(0)	(71,424)	2,139	2,139

- **Employees:** This includes agency and salary costs and is currently underspending by £2.9m due to a number of restructures and vacancies across the organisation
- **Premises:** largely relates to a reduction in utility costs as a result of PFI school arrangements. There is a corresponding reduction in income which offsets this variance.
- **Transport:** mainly relates to home to school transport mainly due to increase in demand.
- **Supplies and Services:** spread across all directorates with the main areas being from additional expenditure on refugee support and relocation and Adult Social Care, independent sector providers (care).
- **Third Party Payments:** This underspend mainly relates to Adult Social Care due to a change in the planned use of grant.
- **Transfer Payments:** mainly relates to the pressure reported for Children's Social Care Placements.
- **Income:** Mainly due to additional grant for refuge support, additional rent subsidy allowance and additional income generated across a number of services.

4.2 DIRECTORATE SUMMARY

The following table summarises the forecast outturn position by directorate:

Table 3: 2023/24 Forecast Position- Directorate Analysis

Directorate	Budget £000	Actual £000	Forecast £000	Projected Variance £000	Overall Status
Place & Economy	26,367	14,956	26,264	(103)	Underspend
Children and Young People	49,442	(12,877)	54,533	5,091	Overspend
Adult Social Care	66,191	46,099	65,165	(1,025)	Underspend
Public Health	(57)	(3,114)	(57)	0	On Budget
Corporate Services	37,601	25,201	36,822	(779)	Underspend
Capital Financing	33,136	11,395	32,391	(745)	Underspend
Total Expenditure	212,680	81,660	215,119	2,439	Overspend
Financing	(212,680)	(203,496)	(212,980)	(300)	Underspend
Net	(0)	(121,836)	2,139	2,139	Overspend

The following section summarises the key variances (see Appendix A for a further breakdown):

Adult Social Care

Pressures:

There is additional demand (£0.9m) on accommodated and community-based care packages across most client groups, which has been fully mitigated by utilisation of several grants, therefore having a net nil impact on the position.

Favourable:

- The favourable position in this area is largely attributable to staffing costs due difficulties in recruiting to posts and the shared service arrangements due to end.
- There are few other smaller favourable items that contribute to the actual position, such as: change in utilisation of grants; slippage on the Improved Better Care Fund and Discharge Fund commitments ; section 12 doctors.

Children and Young People

Pressures:

- Within Children's Commissioning there is a £3.6m pressure mainly due to a rise in Children's Social Care Placements. A shortage of foster carers is resulting in an increased demand on Residential placements.
- £0.1m due to the increased cost of the Emergency Duty Team contract.
- Schools Direct Revenue Financing £0.3m. due to a change in approach, to reduce borrowing costs, in line with the Capital Strategy. This has been reflected in the proposed draft budget for 2024/25 as an ongoing change.
- Home to School and Children Social Care Transport is overspending by £1.3m due to a number of factors, including a shortage of SEND Placements within the city leading to an increase in the number of children placed in out of city, a rise in the SEND placements transported to in city provision as equally faced a significant increase and the shortage of mainstream places also leading to additional transport routes.

Favourable:

- A £0.3m favourable position due to an insurance rebate in relation to the Council's PFI.

Corporate Services

Pressures:

- Legal Services, £0.3m pressure principally due to the additional costs of an Interim Head of Legal Services role and an increase in the use of external solicitors due to staff shortages in certain areas.

Favourable:

- Digital, Data & Technology Services, £0.2m additional income generation within IT and Digital Services, along with staffing savings within the Business Intelligence service.
- Corporate Items, £0.8m due to the Councils share of an investment pot clawback in relation to a contract for the rollout of Superfast Broadband (SFBB). Take up of SFBB services exceeded the initial modelling and so this rebate is in respect of additional benefit remaining in the joint investment pot following further extension of SFBB coverage. The contract is now in its closedown phase.

Capital Financing

Favourable: Investment Income £0.7m This underspend relates to an over achievement of investment income, due to the continuing proactive approach taken by the Treasury Management team and continued higher than expected return on investments due to current favourable market conditions, and lower than expected cost of borrowing.

Place & Economy

Pressures:

- The Council continues to face higher demand and complexity in Housing Needs. A pressure in the Temporary Accommodation budget has been identified for some time, and the measures to mitigate this are set out in the risks section of this and previous report. The projection based on the forecast demand and the mitigation plan is that there will be a residual pressure of around £0.7m.
- Culture and Leisure, £0.4m pressure caused by the unexpected closure of the Regional Pool and delays in establishing the subsidiary company which will run leisure, libraries and heritage services.
- Safer Communities, £0.5m pressure mainly due to reduced income in on-street parking fees and pedestrian area trading due to a government enforced flat rate. On-street parking fee increases are expected to be implemented in January 2024.
- £0.2m pressure relating to Employee costs across Stronger Communities.

Favourable:

- Safer Communities, £1m benefit due to an NNDR rates refund of previous years Car Park (£0.9m), Environmental Enforcement vacant posts and other small savings (£0.1m)
- Growth & Regeneration, £0.3m due to staffing vacancies and other small savings across Planning & Building Control.
- Infrastructure & Environment, £0.1m relating to an additional New Roads & Street Works Act Income ; £0.2m relating to Waste Management Team employee cost savings; £0.1m other net savings across Regulatory Services.

Public Health

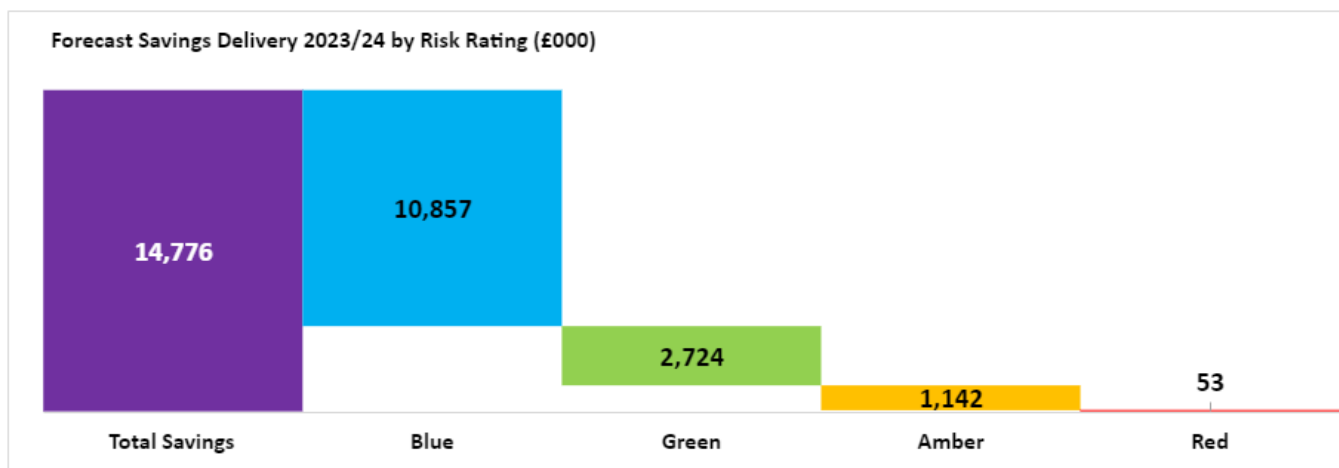
- Public Health is forecast to be on budget, which includes a reserves contribution £0.2m.
- This contribution is possible mainly due to delayed contract start for Child Weight Management, staff vacancies across the shared service and slightly lower demand in 2 prescribed functions services.

4.3 SAVINGS PROGRAMME

The savings programme is being monitored by the Capital and Invest to Save Board to review, challenge and provide support to each directorate, to ensure the Council's £14.8m savings plan is being delivered.

The following chart summarises the current RAG status of the 2023/24 Savings Plans, outlining:

- 92% are categorised as blue (realised) and green (low risk to achievability in year)
- 8% as amber (moderate risk to achievability in year)
- 0% as red (high risk to achievability in year)



At the end of quarter 3 there is a high degree of confidence in the delivery of the full programme by the end of the year. We will continue to use the RAG rating to identify where additional oversight and support needs to be focussed. The following section outlines the only high-risk savings item:

- **Home to School Transport Restructure and Transformation (£0.053m)** – A combination of factors have made this saving difficult to deliver. The factors impacting this include an Increase in number of transport applications, appeals due to lack of school spaces and Increased transport issues due to relatively new operators on DPS, complexities of students and travelling further distances.

4.4 KEY RISKS

Table 4 outlines the Council’s current budgetary high rated risks. These have not been fully incorporated within the forecast outturn position as the anticipated pressure has not yet materialised. The strategic direction and approach to mitigating these risks are considered and implemented.

The savings and transformation programme was previously included as a high risk due to a higher proportion of the programme being reported as an amber or red risk. The position has much improved since the Q2 BCR report, and so this risk has now been down rated.

Table 4: High Rated Budgetary Risks at 31 December

Key Risk	Value	Risk Description	Mitigating Action
Culture & Leisure Services	£1.2m	<p>There is a risk that service reorganisation will not sufficiently reduce costs to offset expenditure pressures and meet the saving target.</p> <p>The Regional pool has been closed since September 2023 following the discovery of RAAC in the roof structure (Reinforced Autoclave Concrete Use). This increases risk around income delivery without mitigations.</p>	<p>Proposals are being progressed with Peterborough Ltd to achieve savings by providing services through a subsidiary in line with the cabinet decisions of 23 March and 18 September. The new subsidiary (PCHLL) was formally established in December 2023 allowing financial benefits to be obtained from January 2024.</p> <p>A pressure of £0.6m is identified for 2024/25 in Heritage services – proposals to mitigate this are underway as part of the budget planning process. The impact of the pool is integral to this financial pressure, because if mitigated it will allow whole service cost to be offset. A structural survey has now been completed and a decision will be made in Cabinet in March regarding how this is addressed.</p>
Housing	£1-2m	Risk of pressure on temporary housing accommodation budget.	<p>A taskforce has been working towards reducing or eliminating the use of B&B accommodation, with key performance indicators that continue to focus on increased supply of alternative temporary accommodation through private sector leasing, increase of "move on" accommodation through increased incentivisation, and relationships with private rental sector as well as demand management activity. These actions are expected to mitigate the risk down to the residual £0.680m pressure reported in the forecast outturn.</p>
Children's Social Care High-Cost Placements & Short Breaks for Children with disabilities. - specific case	£0.2m	Potential new case to 0-25 Team, which is likely to result in a financial pressure.	Continuing Health Care Assessment will be submitted to the Integrated Care Board (ICB), which if successful will partially mitigate the pressure.
Children's Social Care High-Cost Placements & Short Breaks for Children with disabilities. - general risk	unknown	<p>The current level of high-cost complex placements within this area means that the Council is carrying a significant pressure. As noted above, placement searches are ongoing to identify more suitable placements for these young people.</p> <p>There are more children presenting for short breaks or support from the children with disabilities team with multiple and complex needs.</p>	<p>Development of a Childrens Transformation Programme underway.</p> <p>Commissioners are working with providers regarding group provision and to encourage more providers into the market.</p>
Inflation	£8.2m	<p>Inflation rates have remained high, with the latest ONS forecast rates of 4% (CPI). This is impacting the cost to the Council for providing services. Particularly on the following budgets:</p> <ul style="list-style-type: none"> • Electricity and Gas (inc. Street Lighting)- £3m • Energy Income (ERF)- £4m • Pay award - £1.2m 	<p>In addition to the Inflation reserve which is in place to mitigate any immediate inflationary pressures. the Council is where possible putting mitigations in place to reduce the risk.</p> <p>For example officers have developed an energy reduction strategy which over the next 12 months will deliver £1m of energy efficiencies.</p>

Savings Plan Delivery	£0.053m - £1.142m	The Council set a budget for 2023/24, which included a £14.8m transformation and savings programme. There is currently £0.053m of the plan identified as High (red) risk and £1.142m as moderate (amber) risk.	Officers and members are committed to the delivery of the savings. Where there are delays in delivery against the plans mitigating savings are being put in place. This is being monitored in a monthly Capital and Savings board attended by the Corporate Leadership Team. The Position has improved of the course of the year
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4.5 RESERVES

The following section and table summarise the current forecast reserves position:

- General Fund stands at £10.3m, with £0.4m being moved to this reserve in line with the Council reserves strategy.
- The Innovation Fund is used to fund the current overspend which at present is £2.1m and the cost of transformation and the improvement plan.
- Departmental & Grant related reserves are usually grant funds which have been received in advance for specific projects covering multiple years.
- Ring-Fenced Reserves are held for a specific purpose. These include Insurance, Schools Capital Expenditure, Parish Council Burial Ground, Hackney Carriage and Public Health reserves.
- Inflation Reserve was established to provide the Council with a safety blanket to mitigate the financial impact of any immediate inflation related financial pressures.
- Local Taxation Risk Reserve is being used to mitigate pressures from the Business Rates Pool Forecast, which has arisen due to a change in the pool levy rate following the 2023 revaluation list.

Table 5: Reserves Position

	Balance at 31.03.23	Est Bal at 31.03.24	Est Bal at 31.03.25	Est Bal at 31.03.26
	£000	£000	£000	£000
General Fund	9,942	10,342	10,742	11,492
Departmental & Grant Related Reserve	10,300	6,778	4,994	3,304
Innovation Fund Reserve	23,784	8,949	6,190	5,878
Local Taxation Risk Reserve	9,555	7,191	2,323	2,323
Inflation Risk Reserve	11,532	3,357	2,357	2,357
Ring-Fenced Reserves	4,883	4,710	4,094	3,988
Total Earmarked and General Fund Balance	69,996	41,327	30,699	29,341

Inflation Reserve - Created to mitigate the financial risk resulting from the high rates of inflation. At the end of 2022/23 the Council had £11.5m, but in line with intended use some inflationary risks have been identified for the current year including energy costs, energy income from the Energy Recovery Facility (ERF) and the pay award. To be prudent we have assumed £8.2m (as outlined in table 3) of the reserve may be required in 2024/25 to mitigate the financial impact during this year, but this will be monitoring this closely and all options are being reviewed as part of the budget and MTFS process.

This reserve was increased by £10m during 2022/23 due to the favourable energy pricing achieved from the sale of electricity generated at ERF. The budget for this year was adjusted to reflect more favourable income generation as a result of this. However, during the year the pricing has unexpectedly and significantly reduced, driven by less energy usage across the UK and a rise in energy being generated by solar PV. It is likely that the energy income will now remain at a lower rate, during 2024/25 the budget reduces as it was expected pricing would gradually drop, but a further £1m pressure will be mitigated via the inflation reserve. There has been an

awareness of volatile nature of energy pricing and for that reason the inflation reserve was bolstered with the additional income in 2022/23. We will continue to monitor the market closely and look at future fixing options to ensure we are obtaining the best pricing.

Innovation Fund - This reserve is held to fund one-off type expenditure, such as service transformation, which will improve the longer-term financial position of the Council as contained in the MTFs. The commitments during 2023/24 cover a range of activity including transformation, phasing the separation of Social Care from their shared services arrangements between Peterborough City Council and Cambridgeshire County Council, the implementation of a refreshed Culture and Leisure service and the start of the local plan development.

4.6 CAPITAL PROGRAMME

Overview

The Council's Capital Programme is set at £156.9m. As at the end of quarter 3 the Council is forecasting to spend £129m, 82% of the total programme. At this point £94.1m (60%) has been spent or committed.

The Council's capital strategy is to reduce borrowing and maximise third party grants for capital spend. Given the increase in interest rates and the pressures on the revenue budget it's important that new borrowing is kept to a minimum. Therefore, this will remain under close review over the course of the financial year, and where possible and appropriate schemes will be re-profiled or paused, in order to contribute towards delivering a balanced budget for 2023/24.

Table 6 summarises the Capital Programme, with table 7 providing the performance at directorate level.

Table 6: Capital Programme Actual Performance

	£m
Capital Programme agreed at Council on 22 Feb 23	82.5
Slippage from 2022/23	14.1
New Scheme- grant funded & Sand Martin House Purchase*	60.3
Total Capital Programme	156.9
Funded by:	
Corporate Resources**	78.8
Third Party and Grant Funding	78.1
	156.9

*as per [report](#) approved at Council on 22 May 2023.

**Includes Borrowing and use of Capital Receipts

Table 7: Capital Programme Spend and forecast by directorate

Directorate	Budget £000	Actual Spend & Commitments £000	% Spent	Forecast Spend £000	Projected Variance £000
Corporate Services	58,851	53,044	90%	57,553	(1,297)
Children and Young People	7,819	879	11%	5,072	(2,747)
Adult Social Care	4,915	2,480	50%	3,965	(950)
Public Health	30	-	0%	30	-
Place & Economy	85,284	37,695	44%	62,390	(22,894)
Total	156,899	94,097	60%	129,010	(27,888)

Total (Excluding SMH purchase)	106,503	43,775	41%	78,614	(27,888)
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The following section provides an overview of the scheme progress

Place & Economy

The Growth & Regeneration capital programme budget includes £14m in 2023/24 for the University and £4.3m for the Station Quarter projects, supported by Levelling Up Funding (LUF); and £9.8m for the Towns Fund projects for which grant has been secured. These projects remain on track for delivery within the timeframe for overall completion - there will be some re-profiling of funds to later years for Station Quarter and Towns Fund, to reflect the spend plans developed through the detailed business cases.

The Housing and Homelessness programmes include external funding for the Local Authority Housing Fund (LAHF) and Single Homelessness Accommodation Programme (SHAP) schemes. Delivery is planned to be completed by March 2024 for the LAHF, with 25 house purchases completed as at December 2023. SHAP will extend into 2024/25.

Peterborough Highway Services projects include major works to Nene Parkway (near Serpentine Green), and various access points around the Eastern industrial area (Oxney Road, Eye Road). These works are funded through grant from CPCA and are progressing well and due for completion in Spring 2024. The DfT funded Local Transport Plan of Integrated Transport Improvements; Highway Improvements; Pothole Prevention; Street Lighting & Bridge works are on track for completion in March 2024. Some grant funding for Active Travel will be re-programmed to 2024/25 due to an extension of the scheme. Additional grant funding of £0.5m in 2023/24 and £0.5m in 2024/25 has been awarded to address potholes and support maintaining the safe condition of the highway network.

Peoples Services (Adults and Childrens)

The Childrens and Young People capital programme includes £1m in 2023/24 for the feasibility and planning stages of the building of a new primary school in the Great Haddon area and for the extension of an existing primary school. These projects are in the early stages of feasibility and there may be some reprofiling of this spend into next financial year depending on the progress. £0.5m of the High Needs capital allocation is being used to convert the former St Georges Hydro Pool into teaching space for children at Heltwate school, £0.4m of this budget will be profiled into 2024/25 as work is expected to start on site in April 24. The remaining £8.3m of this grant will be used over the next 3 years to provide additional SEND pupil places. The programme also includes £2.2m of schools' condition grant which is being used to improve the condition of maintained schools and any health and safety works required.

The Adults capital programme includes £3m for Disabled Facilities Grant (DFG) projects, all fully grant funded and expected to be spent during 2023/24. There is also a £1.1m scheme for the adaptations to a house purchased for Vulnerable people and for the purchase of another property. £0.8m being used to secure suitable accommodation for a young person with complex needs, a property search is underway with a forecast spend of late March or early 2024/25.

Corporate Services

The ICT Capital programme of work for 2023/24 includes the following key projects, along with the current status:

- Improvements for Finance, HR & Payroll, and Procurement systems. This programme started in July 2023, and is progressing well with the 1st major milestone being the migration to the cloud being completed on 12 January.
- Core Education system procurement has been delayed as a retender exercise had to be undertaken.
- A review of the customer journey in a number of departments is being undertaken to ensure that the most efficient touch points for customers.
- The Mosaic system (Adult Social Care) is being migrated to Cloud which improves the resilience of the system for service users.
- Secure Web Gateway implementation has been completed which ensures greater cyber security for the organisation, especially when working out of the office.

As aforementioned the Council also acquired Sand Martin House in May, which it previously leased from Legal and General. Although this purchase has increased the Capital programme by £50.4m, the business case outlined a significant financial benefit over the remaining 20-year lease.

Table 8: Forecast Capital Programme

Schemes	Budget £000	Forecast £000	Projected Variance £000
Corporate Services			
Crematoria/Cemeteries Development	553	553	-
Hilton Hotel Loan	120	120	-
ICT Projects	4,227	3,691	(536)
Installing Solar Photovoltaic Capability on Council Buildings	220	-	(220)
Leisure Trust - Property	438	438	-
North Westgate Development	9	9	-
Property Acquisitions	50,596	50,596	-
Strategic Property Portfolio Asset Management Plan	2,688	2,147	(541)
Place & Economy			
A1260 Nene Parkway Improvements	11,115	9,415	(1,699)
A14 Cambridge to Huntingdon Improvement Scheme	60	60	-
A16 Norwood Dualling	1,229	675	(554)
A47/A15 Lincoln Road Junction 18 Improvements	2	2	-
Active Travel Funding 4	425	262	(164)
Allotments & Neighbourhood Parks (Phase 1)	31	-	(31)
Aragon Fleet Replacement Programme	3,632	2,812	(821)
CCTV	101	101	-
City Centre Counter Terrorism Improvement Works	240	40	(200)
Communities - Other Infrastructure	508	508	-
Eastern Industries Access	7,085	4,400	(2,685)
Emergency Active Travel (Grant)	945	945	-
Extreme Weather Network Improvements	1,000	1,000	-
Green Wheel Improvements	775	775	-
Highways and Transport minor schemes	106	91	(15)
Housing (including LAHF and SHAP)	16,325	10,915	(5,410)
Leisure Equipment (VPF Gym refurb- Hampton)	400	472	72
Local Authority Treescape Fund - Forestry Commission	115	223	108
LTP - Bridges & Structures Improvements	895	895	-
LTP - Highway Improvements	1,234	1,234	-

LTP - Integrated Transport Improvements	1,298	1,298	-
LTP - Pothole Prevention Improvements	1,921	1,921	-
LTP - Street Lighting Improvements	500	520	20
LUF - Station Quarter	4,300	1,575	(2,725)
LUF - University	14,091	14,091	-
Parking	1,087	975	(112)
Peterborough Builds Back Better/Cafe Culture project	45	30	(16)
Peterborough University Access	1,284	836	(447)
Play Area Improvement Programme	927	697	(230)
Regeneration Masterplan	550	18	(532)
Renewable Energy Projects (PCC)	714	314	(400)
Safety Fencing Network	750	675	(75)
Structural Bridge Works	783	783	-
The Boardwalks Local Nature Reserve Enhancements	120	-	(120)
Towns Fund	9,820	3,145	(6,675)
Towns Fund - Accelerated Fund	309	163	(146)
Traffic Signals - Lincoln Road/Taverners Road junction (J19J) Improvement Scheme	345	345	-
Public Health			
Public Health Project	30	30	-
Children and Young People			
Capital Maintenance On Schools	2,227	1,000	(1,227)
Eye Green Traffic Mitigation Scheme	400	400	-
Heltwate School	1,964	1,050	(914)
Marshfields	6	6	-
Mobiles Purchase/Lease	450	450	-
New School Places	1,140	1,140	-
Oakdale Primary 1 FE Expansion	18	18	-
Other Schools	578	578	-
Paston Reserve School	270	45	(225)
PFI Condition Works	344	344	-
Second extension to Heltwate Special School	380	-	(380)
Transformation	41	41	-
Adult Social Care			
Aids And Adaptations	825	825	-
Disables Facilities Grant	2,715	2,515	(200)
Housing for Vulnerable People	1,055	305	(750)
Repair Assistance	320	320	-
Total	156,899	129,010	(27,888)

5. CORPORATE PRIORITIES

- 5.1 Monitoring the Councils in year forecast outturn is a key part of the Council's performance and improvement framework and aims to demonstrate how the Council manages its finances and expenditure throughout the year. This therefore supports all the council's priorities, but it is strongly geared towards enabling the Council to deliver on the following priority:

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

6. CONSULTATION

- 6.1 Not Applicable - Performance report, item for information

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 For Cabinet to review and note the Councils current year forecast Outturn Position for 2023/24.

8. REASON FOR THE RECOMMENDATION

8.1 To ensure members of the Cabinet are abreast of the Councils current year forecast Outturn Position for 2023/24.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Not Applicable - Performance report, item for information.

10. IMPLICATIONS

Financial Implications

10.1 Not Applicable - Performance report, item for information.

Legal Implications

10.2 There are no legal implications in respect of what is proposed in the report which is a performance report.

Equalities Implications

10.3 Not Applicable - Performance report, item for information

11. BACKGROUND DOCUMENTS

[Q1 BCR Report- June 2023](#)

[Q2 BCR Report – September 2023](#)

12. APPENDICES

- 12.1
- Appendix A – Departmental Variances
 - Appendix B – Council Tax and Business Rates Performance

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Appendix A – Departmental Variances

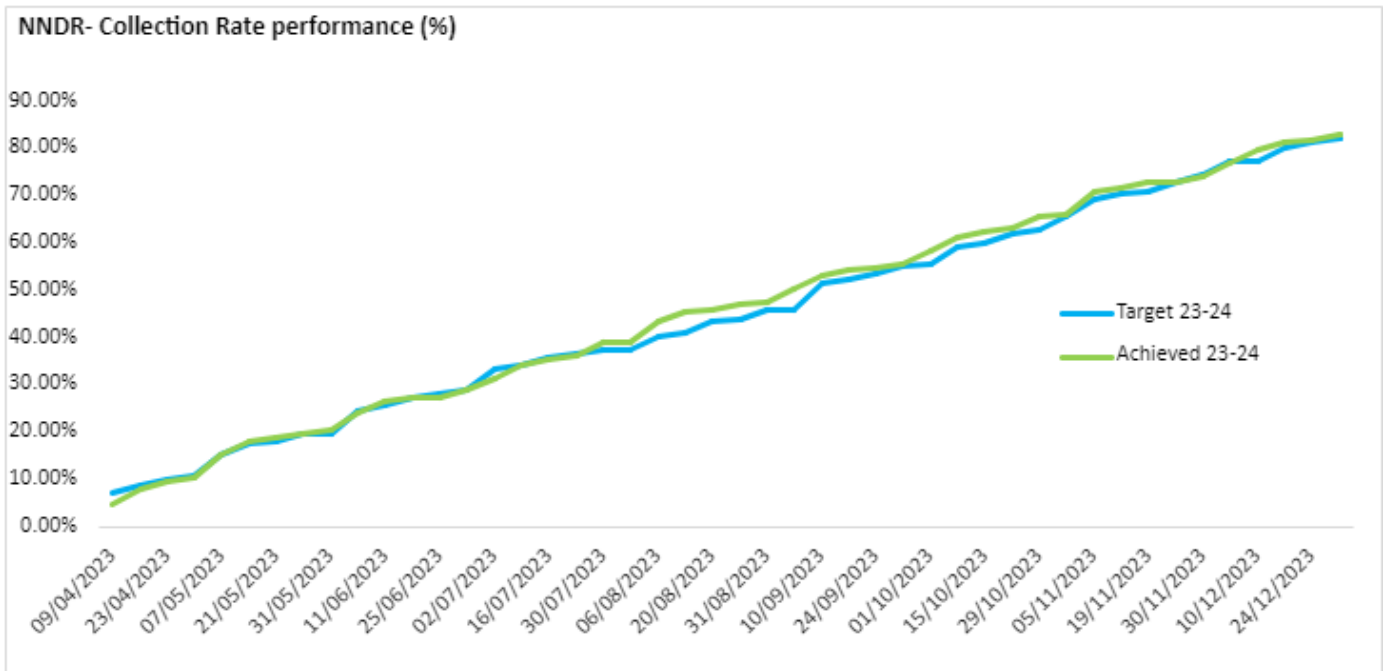
Budget Group	Budget £000	Actual £000	Forecast Spend £000	Projected Variance £000	Overall Status
Director Place & Economy	384	260	343	(41)	Underspend
Infrastructure & Environment - Highways & Transport	5,607	2,284	5,521	(87)	Underspend
Growth & Regeneration - Planning & Building Control	2,156	946	1,827	(329)	Underspend
Infrastructure & Environment - Environment & Climate Change	8,913	6,351	8,899	(14)	Underspend
Infrastructure & Environment - Westcombe Engineering	111	190	168	57	Overspend
Housing & Communities - Domestic Abuse Partnership	120	(435)	120	(0)	On Budget
Growth & Regeneration - Growth & Economic Development	98	553	56	(43)	Underspend
Housing & Communities - Stronger Communities	7,370	5,293	8,387	1,018	Overspend
Housing & Communities - Safer Communities	(886)	(1,532)	(1,480)	(594)	Underspend
Infrastructure & Environment - Regulatory Services	2,351	953	2,273	(78)	Underspend
Housing & Communities - Emergency Planning	143	95	150	8	Overspend
Total Place & Economy	26,367	14,956	26,264	(103)	Underspend
Adults - Commissioning	54,921	38,952	54,828	(93)	Underspend
Adults and Safeguarding	9,790	6,591	9,024	(766)	Underspend
Executive Director Adult Social Care	1,100	426	1,012	(88)	Underspend
Performance & Strategic Development	170	101	155	(15)	Underspend
Principal Social Worker	209	30	146	(63)	Underspend
Total Adult Social Care	66,191	46,099	65,165	(1,025)	Underspend
Executive Director of Children's Services	477	48	849	373	Overspend
Education	9,193	12,047	10,486	1,294	Overspend
Children's - Operations	16,831	6,919	16,811	(19)	Underspend
Children's Commissioning	22,175	18,278	25,820	3,645	Overspend
Commercial Operations	767	259	566	(201)	Underspend
Total Childrens and Young People	49,442	37,552	54,533	5,091	Overspend
Children 0-5 Health Visitors	3,778	2,890	3,778	0	On Budget
Children 5-19 Health Programmes	1,001	816	1,001	-	On Budget
Sexual Health	2,167	1,485	2,152	(15)	Underspend
Substance Misuse	2,407	1,173	2,407	-	On Budget
Substance Misuse Grants Expenditure	2,067	650	2,111	44	Overspend
Smoking and Tobacco	268	135	238	(30)	Underspend
Contain Outbreak Management Fund Expenditure	1,299	164	1,299	-	On Budget
DPH Office & Intelligence Team and Projects	1,505	1,016	1,621	116	Contribution to reserve
Health Check Services	155	48	145	(10)	Underspend
Healthy Lifestyles & Publicity	278	206	273	(5)	Underspend
Public Mental Health	10	10	10	(0)	On Budget
Weight Management and Obesity	321	197	265	(56)	Underspend

COMF Grant	(1,299)	(1,299)	(1,299)	-	On Budget
Substance Misuse Grants	(2,067)	(1,629)	(2,111)	(44)	Underspend
Public Health Grant	(11,946)	(8,977)	(11,946)	-	On Budget
Total Public Health	(57)	(3,114)	(57)	0	On Budget
Director of Corporate Services	311	228	304	(7)	Underspend
HR & Workforce Development	1,614	1,261	1,579	(35)	Underspend
Financial Services	2,668	1,761	2,668	-	On Budget
Corporate Items	10,615	791	9,889	(726)	Underspend
Peterborough Serco Strategic Partnership	7,754	8,664	7,740	(14)	Underspend
Digital, Data & Technology Services	7,295	5,331	7,093	(202)	Underspend
Cemeteries, Cremation & Registrars	(1,491)	(950)	(1,532)	(41)	Underspend
Corporate Property	1,457	1,732	1,407	(50)	Underspend
Marketing & Communications	577	510	580	2	Overspend
Health & Safety	204	138	211	6	Overspend
Internal Audit and Insurance	1,739	1,680	1,713	(26)	Underspend
Chief Executive	336	266	338	3	Overspend
Director of Legal & Governance	231	184	302	70	Overspend
Legal Services	1,942	1,730	2,233	291	Overspend
Information Governance	208	179	227	19	Overspend
Constitutional Services	2,140	1,698	2,071	(69)	Underspend
Total Corporate Services	37,601	25,201	36,822	(779)	Underspend
Capital Financing - MRP	17,696	-	17,696	-	On Budget
Capital Financing - Interest Payable	16,335	10,796	15,935	(400)	Underspend
Capital Financing - Interest Receivable	(955)	(355)	(1,300)	(345)	Underspend
Capital Financing - Other	50	(100)	50	(0)	On Budget
Total Capital Financing	33,126	10,341	32,381	(745)	Underspend
Total Expenditure	212,669	131,035	215,109	2,439	Overspend
Funding	(212,680)	(203,496)	(212,980)	(300)	Underspend
Net	(10)	(72,461)	2,129	2,139	Overspend

Appendix B – Council Tax and Business Rates Performance

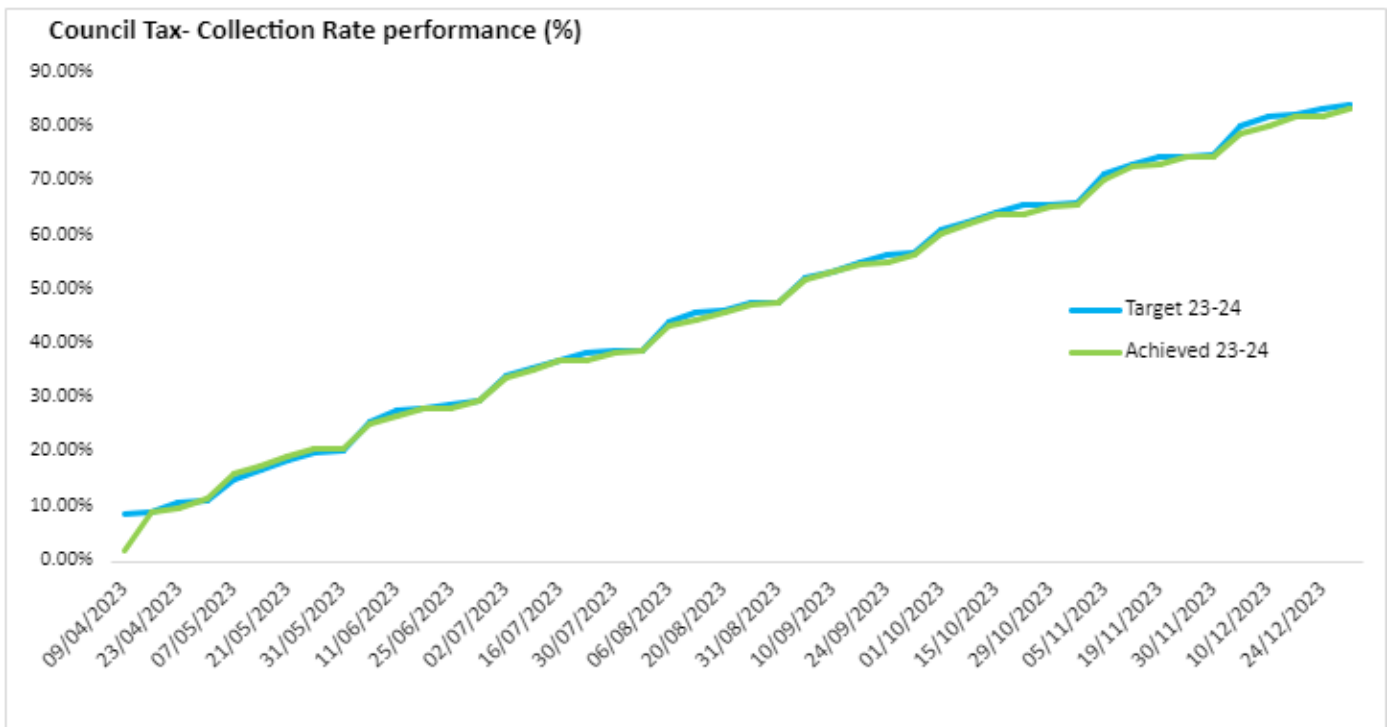
Business Rates

The Council's collection rate for Business Rates income is 0.78% ahead of target for 2023/24



Council Tax

Collection rate for Council Tax income collection is 0.58% behind target. This performance will remain under close observation throughout 2023/24 especially in light of the current economic climate.



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CABINET	AGENDA ITEM No. 11
12 FEBRUARY 2024	PUBLIC REPORT

Report of:	Matthew Gladstone, Chief Executive	
Cabinet Member(s) responsible:	Cllr Mohammed Farooq, Leader of the Council	
Contact Officer(s):	Matthew Gladstone, Chief Executive	Tel. 01733 863607

PCC RESPONSE TO THE FOURTH INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL REPORT

RECOMMENDATIONS	
FROM: Matthew Gladstone	Deadline date: N/A
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Considers the fourth report of the Independent Improvement and Assurance Panel and agrees with the action to be taken as a result. 2. Endorses the report, PCC's response to it and the progress being made with the delivery of the Improvement Plan. 	

1. PURPOSE AND REASON FOR REPORT

1.1 This report is submitted to Cabinet following Full Council on 6 December 2023 and Growth & Resources Committee on 30 January 2024.

1.2 Improvement Panel Comments:

The Council established the Peterborough City Council Independent Improvement and Assurance Panel (PCCIAP) on 16 December 2021, and updated the terms of reference of the panel to report to the Council on a six-monthly basis. This report provides the Panel's fourth 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.

In accordance with the decisions taken in 2021 this fourth report would be the final report of the PCCIAP. In the current political position and at this point in the budget cycle, this would not be ideal. It is therefore recommended that a fifth report of the PCCIAP be received by Council at the March 2024 meeting to provide an updated overview on the budget process and the political landscape. At the meeting on 6 December Council agreed, to extend the work of the PCCIAP for a further year.

PCC Response:

The Council welcomes the panel's offer to extend support for a further year.

2. BACKGROUND AND KEY ISSUES

2.1 Improvement Panel Comments:

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

2.2 Improvement Panel Comments:

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

3. INDEPENDENT IMPROVEMENT AND ASSURANCE PANEL

3.1 Improvement Panel Comments:

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

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

3.2 Improvement Panel Comments:

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

3.3 Improvement Panel Comments:

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

- "Theme 1: Financial Sustainability. The recovery and improvement of Peterborough relies on us setting a balanced budget in 2022/23, delivering on our savings and transformation plans, delivering sharper focus on collective and individual fiscal responsibility and accountability ensuring that we deliver on our priorities. This will mean taking bold decisions to turn off the things that are no longer "core/can't afford" as we constantly challenge ourselves on how we spend every penny of the Council's money.
- Theme 2: Service Reviews. The Council has initiated a series of service deep dives starting in Adult's and Children's Services and Housing, we will continue this programme of review into mid-2023. The reviews will generate options and recommendations for

doing things differently. We will manage these reviews using an agile approach so that we can agree and deliver changes as new opportunities and alternative ways of working present themselves. The Council has to have the ability to make change happen more rapidly.

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

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

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

4.1 THEME ONE: Financial Sustainability

4.1.1 Improvement Panel Comments:

2023/24 Revenue Budget

This is the first opportunity that the panel has had this financial year to formally comment on the Council's in year financial performance. The latest report to the 13th November Cabinet showed that, as at the end of September, there was a forecast overspend of £6.4 million, largely but not totally due to Children's social care placements. In addition, in-year savings were reported as 41% (or some £6 million) being at either moderate or high risk of not being achieved. Although there is a degree of confidence from the Officer team that the overspend will be managed and savings targets will be achieved there needs to be a degree of urgency in ensuring that this happens without having a detrimental effect on plans for transformative change in future years which should assist in reducing future spending pressures.

PCC Response:

The Budgetary Control Report (BCR) up to the end of October 2023 shows that the year-end forecast has reduced to £3.8m, with plans to reduce this forecast further in the November and December BCRs. All budget holders have been requested to reduce expenditure to come in within budgets, and directorate moratoriums have been implemented in some areas. A full review of the Capital Financing Requirement (CFR) and capital financing costs is in progress; it should be noted that actual borrowing is £6m lower than at the same time last year, despite a £50m increase in the CFR from the acquisition of Sand Martin House. This has been achieved from prudent financial management and improved Treasury Management practice, in addition to additional investment income generated in this high interest environment. Further savings have been found across all services, and the in-year savings plan is now substantially delivered. Only 9% remains at moderate and 1% as high risk of not being achieved. A Council wide moratorium may be introduced in the final quarter of the financial year; however, it is important that Executive Directors and budget holders take full responsibility and ownership of their budgets, and central control will be a last resort which should ideally be avoided.

4.1.2 Improvement Panel Comments:

2024/25 and future years

The Council reports quarterly on the updated Medium Term Financial Strategy (MTFS). The latest report in November 2023 showed a budget gap of £6.2 million in 2024/25 rising to £13.8 million by 2026/27. At the time of writing, it is understood that officers have identified potential savings of £3.4 million towards the 2024/25 budget gap, but this still needs to be verified and those savings will then need to be agreed by elected members. Any shortfall together with any overspend by the end of the financial year 2023/24 will need to be a call on reserves.

The transformation workstreams identified in the MTFS paper will need to produce future long term cost reductions through new ways of working and be adequately financed whilst they are being implemented. Greater clarity is needed on both the likely costs and outcomes from these workstreams which need to be reflected in the MTFS going forward. At present the required level of clarity is not in the MTFS.

PCC Response:

Significant work has been undertaken to tackle the MTFS budget gaps, and as at 6th December, the 2024/25 budget gap has been reduced to £270k, the 25/26 gap is £3m and the 26/27 gap is now £7.5m. Detailed and robust savings plans are being prepared, these plans are subject to challenge from the finance team and comprehensive consultation with members and local tax payers.

As always, it is anticipated that any in-year budgetary overspends will have to be funded from reserves. The plan is to minimise such overspends, as set out above, or to eliminate altogether. It is a high priority for the Council to preserve and enhance levels of reserves.

The October BCR indicates that the year-end Transformation Reserve balance will be £7.6m, which at this stage is assuming the £3.8m projected overspend is funded from this reserve, i.e. worst case scenario. Plans are in place to reduce this pressure on reserves to Nil to preserve the reserve. Transformational savings will continue to be factored into the MTFS as the benefits become clearer, for example, savings from the Serco contract.

4.1.3 Improvement Panel Comments:

Capital Spend

As at the end of September the Capital programme was showing an underspend of £18 million against a programme of £149.5 million. This is a significant improvement on previous years although assisted by the one-off purchase of Sand Martin House. The future years programme is based upon external funding and capital receipts to avoid borrowing costs. The reasoning behind this is supported by the panel as the Council continues to have a high level of debt financing costs to expenditure.

It is likely that the transformation programme will identify areas where Capital expenditure will be needed to produce service improvements and revenue cost reductions. To maximise cost reductions the Council will need to continue with its asset disposal programme at a pace that maximises sales proceeds to provide income to fund the required capital works and avoid borrowing. The Capital programme needs to reflect clearly the requirements of the transformation programme.

PCC Response:

Oversight and management of the Capital Programme remains a high priority for the Council. As set out above, actual borrowing is currently £6m lower than at this time last year, despite a £50m increase in the CFR.

The Capital Programme for 2024/25 and beyond has nearly been completed and virtually all schemes and projects are self-financing or funded from third party contributions. Only £2m will be funded from capital receipts or borrowing, such items include IT and adaptations. There are no capital transformation bids at this stage, only revenue.

4.1.4 Improvement Panel Comments:

Reserves

During the current financial year, the Council is forecast to reduce the level of usable revenue reserves from just £55 million to £25 million, largely from the innovation fund reserve (£19m) and the inflation risk reserve (£7m). With the balance of the former now forecast to be below £5m. It is noted that this forecast is potentially a worst-case scenario. However, the Council will need to consider how the remainder of the transformation programme can be financed should the forecast be correct.

PCC Response:

As set out above, the forecast overspend has reduced and plans are in place to eliminate it altogether by the end of the financial year. It is also anticipated that both the General Fund Reserve and the Transformation Reserve will be replenished from transformational initiatives in due course.

4.1.5 Improvement Panel Comments:

Accounts.

The panel has noted that the 2020/21 accounts have not yet been finalised which has had a knock-on effect on the signing off on the subsequent years' accounts. However, on the understanding that the matter at issue on the 2020/21 accounts does not impact usable reserves, then the Panel is now of the view that officer time should not be disproportionately spent on historic matters when there are a range of other current financial issues that need to be addressed.

PCC Response:

It has been confirmed with panel members that the impact of the 2020/21 accounts relating to Empower has been accounted for in the 2021/22 accounts and there will be no further call on useable reserves.

4.1.6 Improvement Panel Comments:

Revenue Controls

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 continue to take root and grow within the Council.

PCC Response:

Agreed, and as set out above.

4.2 **THEME TWO: Service and External Reviews (Medium to Long Term Sustainability)**

4.2.1 Improvement Panel Comments:

Transformation

Peterborough colleagues recognise that the first actions in their transformation programme are drawing to a close and work is now ongoing to discern a second stage plan that consciously connects the Council's transformation ambition with the MTFs and wider city strategy ambitions. Work is in hand to do this. It is vital that the next stage of the development of the programme delivers the connection through to the MTFs both in terms of investment and return.

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 in the reliance on external consultants and higher paid interims, another is the growth in confidence among senior officers that has a beneficial effect on the whole workforce. As the team settles in and as the requirements of the second stage transformation programme become clearer the Council will need to remain agile in its approach to resourcing the programme. While preferable to deliver as much work as possible through employees the Council must also ensure that it retains the right balance of in house and external support so that it has access to the right capability and capacity to both design and deliver the programme.

There is a great deal of positive and important work in flight to develop and mobilise the individual parts of the next stage programme. It will be important that these individual strands come together to form an overall portfolio of change that can be communicated as a whole. A portfolio view will also allow dependencies to be tracked and enable financial assessments such as ROI to be established. This begs the question about the leadership of the transformation programme. A transformation director or equivalent that can be across the whole portfolio as opposed to a programme manager who can develop and produce the dashboard reports - they are different but equally necessary roles. The Council is alive to this challenge and is exploring a number of options to close this particular capability gap.

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 straightforward 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 ongoing focus on transformation capability alongside the development of the performance data and risk teams are all positive developments.

PCC Response:

Additional resources have been allocated to the transformation team (Corporate Delivery Unit – CDU), such resources have been created by transferring existing resources, mainly vacant posts, from other directorates. However, it is accepted that some consultancy resources will continue to be required to support the in-house team, and arrangements have been put in place with Red Quadrant to provide this support.

4.2.2 Improvement Panel Comments:

Companies, Contracts and Assets

Progress continues to be made on the Shareholder Cabinet Committee (SCC) which now has a forward work programme and continues to understand its role and the proper approach to the shareholder role overseeing the Council's interests in companies. The June meeting of the SCC helpfully considered its remit and role which will help it to form a meaningful part of the overall governance of the council. Some impetus was lost whilst issues remained ongoing with the previous Monitoring Officer and the pace now needs to pick up again under the new MO.

Whilst still in its earlier stage of development, the SCC is not yet exerting true 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 SCC also needs to develop a risk-assessed Commercial Strategy against which current and future ventures can be tested and a statement on the overall aims and objectives of its Local Authority Trading Company (LATCO) portfolio to avoid mistakes of the past being repeated.

The insourcing of the property-based work previously carried out by NPS was completed in January 2023 and the development of the 'Corporate Landlord' model is progressing.

However, The Council's approach towards managing its assets and making strategic decisions on their future is only now beginning to gather momentum and this pace will need to increase substantially to fully integrate the impact of decisions on assets into the 2024/25 MTFS.

Two years on, there remains no approved overarching Asset Management Plan around the component elements of the operational, service and commercial portfolios and its rural estate or evidence of a 'controlling mind' over the Councils long and short-term approach to its property.

Some of the challenges highlighted in the last report remain, including:

- Maximising the utilisation (and minimising the costs) of the operational estate,
- Developing a locality-based approach to service properties to provide more integrated services at lower costs,
- Reviewing the rural farms estate and generating capital receipts.
- Resolving the clienting function in relation to FM provision through Peterborough Limited.

In addition, a number of actions and decisions on important issues remain to be resolved, including the following:

- In spite of an ambitious transformation programme beginning to emerge, the resourcing strategy is not clear and consideration should be given to developing a case for the 'Flexible Use of Capital Receipts' to help fund the change programme – a permitted approach used by many local authorities throughout the country. This includes funding investment in modern IT systems related to building compliance.
- Within the Peterborough Investment Partnership (PIP), the Fletton Quays SPV remains to be resolved but members are no longer on the company board, and it remains the intention to dissolve the PIP once this work is completed. This work now needs to be brought to a swift conclusion.
- Progress has been made on determining an appropriate housing strategy, building a robust relationship with Medesham Homes and the Council's partnership with Cross Keys Housing. The SCC considered this at its September meeting although it is

disappointing that whilst the issues were considered, no action plan for resolution was agreed.

- 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 still needs to be accelerated.
- Empower Peterborough CIC is now 8 months late in filing its accounts (for the period ending 31 March 2022) and a proposal by Companies House to forcibly strike off the company was 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. No progress appears to have been made since the last IIAB report and the Council risks reputation damage and possibly penalties if this is not addressed.
- Peterborough Ltd (trading as Aragon for Waste Collection, Building Cleaning etc and as Vivacity for Culture and Leisure) is active and no longer has Members on the Board. The role of this company needs urgent clarification especially in relation to property matters, which still appears fragmented. The September meeting of the SCC considered the prospects for the 2024/25 business plan but did not appear to consider the future strategic aims of the company in relation to its role in property and the Council's museums and Leisure Centres. This needs to be revisited prior to considering another business plan.
- Opportunity Peterborough remains active, but its future intentions are not immediately apparent, and the Shareholder Committee should consider this company and its future urgently.
- Work has accelerated considerably in determining the SERCO contract with a number of high-level meetings have taken place, as yet without agreement. However, it is welcome that the Council is taking a positive lead but it should ensure that its strategic options and the risks associated with the termination of this contract are fully understood by members and management.

PCC Response:

The property team was in-sourced from NPS in February 2023, and an enhanced in-house team is now in place. It has taken some time to embed the new in-house service, and to gain full oversight of the Council's asset portfolio, but good progress has been made to date. A new AMP has been drafted, consultation has commenced and it will form part of the Budget Setting report to Council in March 2024. The Locality Asset Review (community assets) is progressing well and the first phase is on target; capital receipts and revenue implications have been incorporated in the MTFs. A wider disposal programme is also in place, flowing from the Capital Strategy which states that we should invest in the assets that support our corporate priorities and dispose of those that don't. Capital receipts will be utilised to fund the small un-funded items in the Capital Programme and repay borrowing.

There are no plans to apply for 'Flexible Use of Capital Receipts', the intention is to address revenue pressures as set out above.

The Shareholder Cabinet Committee has been further strengthened by changes to the terms of reference which will ensure that this becomes cross party ensuring greater oversight by all groups in the Council.

Training by an external provider is due to take place in January with all members of the committee so that they are clear about what their roles and responsibilities are in respect of the Shareholder Committee.

The first meeting of the new committee will take place in January 24 where reports will be presented to members on all companies with recommendations on next steps for each of the companies covering amongst other things the items referenced by the IAAP against each of the companies. Work on the governance of each company continues.

4.3 **THEME THREE: Governance and Culture**

4.3.1 Improvement Panel Comments:

The overall governance of the City Council has been a matter of concern to the Secretary of State since 2021. Whilst the Council has implemented a series of recommendations to improve its governance recent developments have introduced risks and issues which are significant. These require careful attention by all members of the Council.

PCC Response:

Agreed, and this work is in progress.

4.3.2 Improvement Panel Comments:

No Overall Control

The approval of a vote no confidence in the former Leader of the Council and the election by the Council of a new Leader at its meeting on 1 November means the Council is being led by Peterborough First administration supported by a political group with only 11 members in a Council chamber of 60. The Conservative group, with 23 members, is now the principal opposition group. Simple arithmetic indicates that for the administration to win any vote in the Council chamber it has to be supported by at least twenty members from other political groups. This is in a context where there is no formal agreement from the other opposition groups (Labour, Liberal Democrat and Green) to support the administration.

The build-up to this caused political uncertainty in the Council and its direction of travel for several months. More positively, relationships between councillors have, for the most part, remained civil. During this period the Chief Executive and the Senior Management team had to give an unusually large amount of attention in providing advice, guidance and support to all groups. This was a diversion from the focus on strategic planning and transformation work intended to put the Council on a sound footing in the medium and long term. Significant MTFP and short-term budget work remain high priorities.

The new administration now needs a high degree of support from officers to ensure it can lead the Council to operate with confidence and stability through to the local elections in May 2024. It is now vital that:

- The new Leader and Cabinet finds ways to work well with and win the support of the opposition groups especially in relation to key decisions;
- The new Portfolio Holders get on top of their briefs and resolve the strategic, financial and policy issues requiring decisions;
- Sufficient members of the opposition groups support decisions that close the MTFP and budget gaps so a balanced budget and Council Tax for 2024/25 can be set in February 2024;
- Sufficient and suitable mentor and training support is delivered (via officers and the LGA) to the Leader and all group leaders;
- Any challenges arising from the inspections by Ofsted and the Care Quality Commission (which are expected soon) are both managed and responded to well;
- All members and especially the Leader, Cabinet and Group Leaders focus on long term strategies and transformation which are essential for the Council to operate on a stable and sustainable financial footing and to enable it to improve its leadership and delivery for this important city.

The smaller size of the administration increases what was already a high degree of uncertainty about decision making in the Council chamber as reported to the Council in our third report in

July 2023. 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 recent Council meetings has been reassuring, for the most part, in this regard. This is especially challenging when there are so many difficult issues for the Council to address in the years ahead.

The Panel repeats what it said in its last report, that in the political context of Peterborough City Council 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.

The Panel asks all members, including the Cabinet and the relevant Overview and Scrutiny Committee, to consider the priorities set out above as well as the risks and issues which will arise if they are not attended to.

PCC Response:

The Council's corporate leadership team is providing significant support to the new political administration which is being well received. The advice from the statutory officers in particular is being requested and listened to on a number of matters, such as the composition of committees and the need for further training and development. The first full council meeting after the change in administration was managed effectively by the mayor and the level of debate and questioning was in line with a good well-run authority. This meeting was also observed by the improvement panel chair.

Additional briefings and support has been put in place for all political groups and the financial sustainability working group remains the main forum for collaboration around the finances, governance and improvement more broadly.

The Council is aware of the risks around financial sustainability and the senior team and finance/legal officers are providing additional briefings and advice for all councillors around the changes and this includes adopting the government Best Value standards and self-assessing against these standards. This self-assessment will be an annual process to help identify strengths and areas for improvement.

4.3.3 Improvement Panel Comments:

Electoral Arrangements

At a previous Council meeting it was agreed to retain the current electoral arrangements but to consider again, within 18 months, the move to all out elections. The rationale for considering all out elections was to create conditions which can drive the development and delivery by the Council of longer-term strategies for the benefit of the city and all its communities. In the light of the continuing instability in the leadership of the Council and the risk of decision-making being dominated by short term and parochial concerns, the Panel asks that the Council does reconsider this after the local elections in May 2024.

PCC Response:

Agreed, and as set out above and will re-visit this following local elections in May 2024.

4.3.4 Improvement Panel Comments:

Management Structures and Systems

The Chief Executive has managed some important changes in the senior management team over the last six months. The Monitoring Officer, as was, has been dismissed by the Council and an interim officer has been appointed. The interim Section 151 Officer and Finance Director has been appointed on a permanent basis. It's fair to say this has been a very demanding period for all members of the team, several of whom are still relatively new in post. The senior team is, for now, stable and well placed to support the Council, lead transformation and manage service delivery over the coming months.

PCC Response:

Agreed and accepted.

4.3.5 Improvement Panel Comments:

Resourcing Change

The Panel is pleased to note that the Chief Executive is increasing the leadership and management capacity and capability in the Corporate Delivery Unit which plays a key role in driving the transformation agenda for the Council.

PCC Response:

Agreed, and as set out above.

4.3.6 Improvement Panel Comments:

LGA Training and Support for Members

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 the 2023/24 budget being approved and 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 with some changes to mentees and mentors following changes in group leadership 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. Following a change in the leadership of the Council in November 2023, the LGA sought to provide a new peer mentor for the new leader to support him in his new role. Additionally, a meeting with all peers and the officer leadership of PCC and some members of the Improvement Panel will take place on 6th December 2023 to update on the current position and the ongoing support required.

The LGA has also contributed ten days of consultancy for the Centre for Governance and Scrutiny (CfGS) to undertake a governance review. The findings were presented to the Constitution and Ethics Committee on 31st October. In addition, PCC has instructed the LGA to run an employee survey which will enable national benchmarking.

PCC Response:

Agreed and accepted.

4.4 **Conclusion**

4.4.1 Improvement Panel Comments:

The Panel concludes that Members and Officers alike continue to work extremely hard on the issues facing the City Council. However, we said in our last report that the six-month period that has just elapsed would be critical in proving whether the new foundations were solid enough to weather the continuing financial challenges along with demonstrating what the portfolio boards could achieve for a genuine improvement in the lives and prospects of the communities of Peterborough. Progress has been slower than anyone would have wanted. We also said that in the political context of a minority administration 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. We pointed out that continuity in this commitment by all groups and all members was very important for the sound governance of the council. The events of last month mean that this advice needs to be reiterated most strongly and we will be keeping a keen eye on any detrimental impact on political collaboration which has been a very positive part of Peterborough's approach to date.

The Council continues to demonstrate ambition and commitment, and the governance and financial management of the Council has certainly improved, against a backdrop that is increasingly challenging. However, budget management and financial planning still need to improve further. There is still too much reliance on mitigation and falling back on reserves and not enough progress on agreeing and implementing the actions required to reduce costs. The portfolio boards are at a critical stage of determining the real change that would contribute to financial sustainability whilst improving the Council into the future and it is vital that the resulting transformation work is impactful, well-resourced and well managed. This will need a step change in their operation and pace.

At this point, and with the Council considering whether to extend the work of the Panel, we would respectfully remind the Council of some key elements of the three improvement themes.

- We will take the 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.
- We will 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.
- We will change the organisation if we are clear on what has to change, by when and to what standard.”

The effort and the progress over the last two years has been commendable, but the challenges are still immense. The collaborative approach – across political groups and between member and officers - has been at the heart of what has been achieved to date and will continue to be vital for the future if the City Council is to achieve its ultimate aspiration of excellence for the people of Peterborough. It is vital that Peterborough continues in its collegiate and collaborative vein to ensure the gains of the last two years are not lost.

The Panel would be pleased to continue in its role providing constructive support and challenge to the Council as it works hard over the coming year to resolve the issues ahead and to serve the community in Peterborough.

PCC Response:

The Council welcomes the continued support of the Improvement Panel.

4. CONSULTATION

4.1 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 There are no legal implications in respect of what is proposed which is an update to the information previously provided and where needed legal advice should be sought in respect of implementation of any proposal.

Equalities Implications

5.3 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

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

7. APPENDICES

7.1 *None.*

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