

<b>CABINET</b>	<b>AGENDA ITEM No. 5</b>
<b>13 FEBRUARY 2023</b>	<b>PUBLIC REPORT</b>

<b>Report of:</b>	Executive Director of Corporate Services and S151 Officer
<b>Cabinet Member(s) responsible:</b>	Councillor Andy Coles, Cabinet Member for Finance and Corporate Governance
<b>Contact Officer(s):</b>	<div style="display: flex; justify-content: space-between;"> <span>Cecilie Booth, Executive Director of Corporate Services and S151 Officer Patricia Phillipson Interim Director: Financial Services &amp; DS151</span> <span>Tel. 452520</span> </div>

<b>FINAL BUDGET 2023/24 AND MEDIUM - TERM FINANCIAL STRATEGY 2023-2026</b>	
RECOMMENDATIONS	
<b>FROM: Cabinet Member for Finance and Corporate Governance</b>	<b>Deadline date: 13 January 2023</b>
<p>It is recommended that Cabinet reviews and recommends to Council for approval:</p> <ol style="list-style-type: none"> <li>1. The final Medium Term Financial Strategy 2023/26 outlined in Appendix A- Medium Term Financial Strategy 2023/2026 Final Settlement, which includes the key financial assumptions, strategic direction, and estimated budget gaps in future years.</li> <li>2. The proposed Final Budget for 2023/24, outlined in Appendix B- Revenue &amp; Capital Budget 2023/24 Final Settlement which includes: <ol style="list-style-type: none"> <li>a. Funding and Council Tax Summary, which includes a proposed Council Tax increase of 4.99% in 2023/24 and 2024/25.</li> <li>b. Detailed Revenue budgets and proposal detail</li> <li>c. Detailed Capital Budget (Programme)</li> <li>d. Section 25 robustness statement</li> </ol> </li> <li>3. The feedback from the budget consultation summarised in section 4 of this report and outlined in Appendix C- Budget Consultation Feedback</li> <li>4. The Reserves commitments outlined in section 2 of the draft budget report and the Reserves Strategy and Policy outlined in Appendix D- Reserves Strategy &amp; Policy which sets the future direction of travel and planned use of reserves.</li> <li>5. The Equality Impact Assessments outlined in Appendix E- Equality Impact Assessments, which have been completed for all major budget proposals</li> <li>6. The Carbon Impact Assessments outlined in Appendix F- Carbon Impact Assessments, which have been completed for all major budget proposals</li> <li>7. The Treasury Management Strategy outlined in Appendix G- Treasury Management Strategy, which has the fundamental roles of managing external investments, outlining the Prudential Indicators, ensuring debt is prudent and economic, and that decisions comply with regulations.</li> <li>8. The Capital and Investment Strategy outlined in Appendix H- Capital and Investment Strategy 2022-25, which manages its assets and investment resources to help achieve the strategic priorities of the Council.</li> </ol>	

9. The proposed Schools Budget as set out in Appendix I- The Schools Budget 2023/24
10. The outline Asset Management Plan (AMP) as set out in Appendix J- Asset Management Plan, which sets out principles for managing the Councils assets in the most efficient and effective manner and the direction of travel for future years while a more detailed and refreshed AMP is developed.
11. The Council Tax Resolution, 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 (new for 2023/24) is outlined in Appendix K- Council Tax Resolution 2023/24 Final Settlement.
12. The Budget Virement Rules Appendix L- Budget Virement rules which sets out the financial approval limits for transferring budgets between different cost codes and directorates.
13. Community Leadership Fund policy for 2023/24 as outlined in Appendix M- Community Leadership Fund, which outlines revised spending criteria and an allocation per Councillor of £3,000, (£180,000 in total).
14. The Councils response to the Budget Consultation feedback received from residents, businesses, and community groups, as set out in Appendix N- Response to the Budget Consultation

<b>1.0</b>	<b>ORIGIN OF REPORT</b>
1.1	This report comes to this Cabinet meeting as part of the Council's process for developing a Medium-Term Financial Strategy (MTFS) and budget setting process.
<b>2.0</b>	<b>PURPOSE AND REASON FOR REPORT</b>
2.1	<b>Purpose</b>  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 Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to delivery excellent services."
2.2	<b>Background</b>  The Budget for 2023/24, Medium Term Financial Strategy 2023/24-2025/26 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 2023/24, 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: <ul style="list-style-type: none"><li>• To ensure that effective financial planning and management contributes to the Council achieving the corporate priorities</li><li>• To ensure that the Council is financially resilient, stable, and sustainable for the future</li></ul>

- 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

The following diagram sets out the overall approach and translates this into tangible activity through a single Performance & Improvement Framework.



The [City Priorities](#) and new [Sustainable Future City Council](#) documents, both signed off by city council members, set out the proposed direction of travel for the council and how it will deliver long-term improvements and meet the changing needs of residents in the next three years.

2.3

### Overview- Future Sustainable Council

The financial landscape in which the council is operating has been constantly changing. Peterborough's rapidly rising population means that demand for services has increased faster than the average. The Covid-19 pandemic has had a lasting impact as significant spending pressures arising from built up demand and increased complexity of care packages came to fruition.

Added to this, there is an ongoing War in Ukraine, which has seen the Council and other local authorities step up to the mark to support refugees settle safely in the UK. Furthermore, the council now faces rising inflation, which is driving up the cost of delivering services. Like many households and businesses, the council faces increased energy costs and rising costs of pay for its own staff and those who deliver services on its behalf such as care workers. At the same time, the funding the council receives from Government and from Council Tax has not kept pace, with increasing demand for the services the council provides. All of these factors combined has created the perfect storm.

In July, Cabinet considered the council's forecast budget for 2023/24; this identified a forecast budget gap of approximately £9.5m, based on the latest funding and inflationary assumptions available at the time. However, since then the economic picture has vastly changed with inflation and interest rates continuing to grow. This meant in October, due to unprecedented levels of inflation, a nationally agreed pay award for staff creating at least an additional £2m pressure and the council expecting to receive less than originally anticipated from its membership of the Cambridgeshire Business Rates Pool, forecasts indicated that the council's financial challenge could be as high as £21.7m. 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 to meet the very steep challenge, this has included:

- Working closely with councillors as part of our cross-party Financial Sustainability Working Group, to develop budget saving ideas and explore ways to support the council to achieve financial sustainability.
- Working with the Independent Improvement and Assurance Panel, 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.
- Managing inflation has been a crucial part of our plan, and the Council has taken steps to ensure we maintain a tight grip on these pressures, by:
  - Insourcing the procurement team and using some additional external specialist procurement expertise.
  - Reviewing all contracts to ensure they reflect best value and meet established needs.
  - Reviewing all expenditure budgets, whilst at the same time maintaining a tight grip and control on expenditure.
  - Establishing an inflation reserve to mitigate and smooth any immediate pressures.

The Corporate Leadership Team have been working closely with cabinet and all members to identify ways that we can make savings and transform service delivery. This includes:

- Continuing to look for ways to reduce spend and get a better deal from those organisations relied on to provide services.
- Continuing to transform the way the Council delivers services, doing things differently in a way that improves outcomes, doing more for less or have somebody else doing it cheaper.
- Reducing the capital programme. The asset disposal programme has reduced the risk of future interest rates exposure and our cost of borrowing by selling surplus assets.
- Stopping 'non vital' services or charging more - as part of this The Council must consider its statutory obligations to those who need help and support the most.

Additionally, the Local Government Provisional Finance Settlement has confirmed additional funding for Adult Social Care, and the Council Tax referendum limits of 4.99% in 2023/24 and 2024/25. This report assumes the Council will set Council tax at the maximum referendum limit, in line with the budget principles approved, and set out within our consultation document.

These actions have enabled the Council to propose a balanced budget for 2023/24, with a gap of £0.5m in 2024/25 and £1.1m 2025/26 remaining.

The following table outlines at a high level the forecast budget gap over the life of the MTFs:

	2023/24	2024/25	2025/26
<b>People Services</b>	111,121	116,889	120,413
<b>Corporate Services</b>	67,724	74,337	76,195
<b>Place &amp; Economy</b>	24,093	26,048	27,211
<b>Public Health</b>	(304)	(332)	(332)
<b>Total Net Revenue Expenditure</b>	<b>202,634</b>	<b>216,943</b>	<b>223,487</b>
<b>Funding</b>	<b>(202,634)</b>	<b>(216,411)</b>	<b>(222,403)</b>
<b>Estimated Budget Gap</b>	<b>(0)</b>	<b>532</b>	<b>1,084</b>

It's important to remember that the financial operating context for the Council, like many other local authorities, remains challenging with uncertainties in the future relating to funding levels due to Adult Social Care and Funding reforms. Notwithstanding the following national issues, driving up the cost of services:

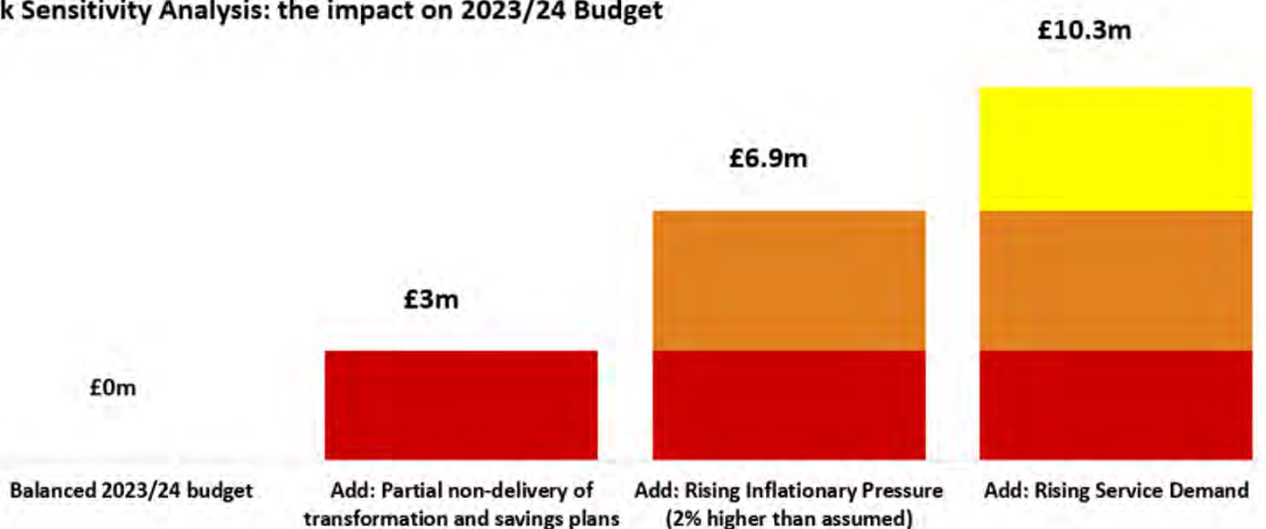
- The continuation of national strikes across a number of sectors and the knock-on impact on Council services.

- Rising rates of inflation and interest, and the effect this has on our cost of Services and borrowing.
- Increasing demand for Council services, resulting from a rising population, complexity of need, cost of living crisis and changes to policy and government direction, e.g., focus on hospital discharges.

Although the Council has a financial strategy which is close to a balanced position over the next three years, as outlined above there are still a number of risks to manage, some of which are externally driven and beyond the Councils control. There is a high dependency on the Council to continue with the significant financial improvements it has made this year and continue to manage 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.

The following chart demonstrates what the impact could be to the budget position as a result of these pressures becoming more challenging to manage, and how they could quickly compound and change the position if they are all effected.

#### Risk Sensitivity Analysis: the impact on 2023/24 Budget



2.

#### Dedicated Schools Grant and the Schools Budget 2023/24

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 £277m for 2023/24.

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. Briefings have also been held with Headteacher groups and information shared with Governors / Trusts. 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 18 January 2023 to consider these final budget proposals and agreed to them at this meeting.

The final budget requires formal council approval, and as such this will be included within the final budget report to Council on 22 February 2023, with Appendix I outlining the proposed deployment of the DSG.

3.

#### TIMESCALES

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	<b>13 February 2023</b>
Date for relevant Council meeting	<b>22 February 2023</b>	Date for submission to Government Dept.	<b>N/A</b>

The following timetable outlines the key meeting dates in relation to the MTFS and the Budget for 2023/24:

<b>Timescales</b>	<b>Update</b>
<b>11 July 2022- Cabinet</b>	MTFS Quarter 1 Update ✓
<b>17 October 2022- Cabinet</b>	MTFS Quarter 2 Update ✓
<b>5 December 2022 - Cabinet</b>	Budget Consultation Launch ✓
<b>23 January 2023 - Joint Scrutiny</b>	Draft Budget 2023/24 and MTFS 2023/2026 Report ✓
<b>13 February 2023 - Cabinet 23 February 2023 - Council</b>	<b>Final Budget and MTFS 2023/24 including the associated strategies (this report)</b> <ul style="list-style-type: none"> <li>• MTFS 2023/2026</li> <li>• Budget 2023/24, including: <ul style="list-style-type: none"> <li>○ Revenue Budget</li> <li>○ Capital Budget</li> <li>○ Section 25 (robustness) Statement</li> </ul> </li> <li>• Council Tax resolution</li> <li>• Reserves Strategy</li> <li>• Treasury Management</li> <li>• Capital Strategy</li> <li>• Asset Management Plan</li> </ul>

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

- **Budget- Corporate Leadership Team (CLT)**- made up of the council's corporate directors and finance officers as support.
- **Cabinet Policy Forum (CPF)**- informal meeting of Cabinet.
- **Financial Sustainability Working Group (FSWG)**- Cross-party working group focussed on supporting the delivery of financial sustainability for the council. During the year, this group has convened on a monthly basis to consider the Council's financial position and develop proposals to support the Council's budget position. The Budget which has been recommended within this report includes proposals put forward by members of the opposition and agreed collectively by this group. Including the following Proposals:
  - Charging for electric car points- implemented in November 2022 (Liberal Democrat proposal)
  - Delivering Revenue from Council buildings/assets- included as part of the property and Asset proposals (Liberal Democrat Proposal)
  - Focus on Procurement- generating procurement savings and buying local, with a procurement expert now working with the Council working on a strategy, having already insourced the Procurement team from 31 October 2022 (Labour Proposal)
  - Inclusion of Eco Homes as an invest to save bid in the Capital Programme (Green proposal)
  - Focus on planting wildflowers and biodiversity (Green Proposal)

There are some proposals which are still being developed with members, these include options to generate and store renewable energy and an option to introduce care farms.

	<ul style="list-style-type: none"> <li>• <b>Alternative Budget Working Group-</b> This was established during 2021, with the Chief Finance Officer meeting with the group leaders on a monthly basis to consider alternative budget proposals. Suggestions made by this group were subsequently recommended to FSWG, and these meetings have now stopped.</li> <li>• <b>Independent Improvement and Assurance Panel (IIAP)-</b> 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.</li> </ul>
	<b>CORPORATE PRIORITIES</b>
	<p>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 2023/24 to 2025/26.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>4.0</b>	<b>CONSULTATION</b>
<b>4.1</b>	<p><b>Budget Consultation</b></p> <p>On 5 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:</p> <ul style="list-style-type: none"> <li>• Web-based form on the council website, which included ten multiple choice and free text questions to gather the thoughts and views of readers.</li> <li>• Social media was used to reach out to as many people as possible, directing them to the details and web form.</li> <li>• Hard copies of the Budget Consultation could be requested.</li> <li>• Key stakeholders and community groups were contacted with the Budget Consultation details and were offered the opportunity to have a briefing.</li> </ul> <p><b>Feedback Received</b></p> <p>The Council received 50 responses to the online survey, in addition to receiving a separate submission from the interfaith Council. All responses have been included within Appendix C, with the following points summarising the feedback received:</p> <ul style="list-style-type: none"> <li>• Most submissions agree that there is a lack of information regarding fostering processes and benefits, with some suggesting online brochures, improved community outreach and communication and publishing anonymised case studies would help, in addition to emphasising the benefits for the children, foster families and the society. People also suggested increasing the pay would make fostering more attractive.</li> <li>• The most common suggestions on how to support residents to avoid them becoming homeless were: early interventions, cross referencing with schools and other services, information packages and boost Citizen Advice Bureau to provide more assistance.</li> <li>• In relation to the Community Hub services, the majority of respondents thought residents would benefit most from support with budgeting, market comparison (such as energy providers, insurances, phone, and mobile packages), information on types of help available for all classes (working age, children, students, unemployed, elderly, etc), job hunting, debt management and mental health.</li> <li>• In respect of the question around the Council achieving the zero-carbon target, the responses outlined a clear focus on wanting to see more and better cycling ways, as well as an improved bus service with more routes and running for extended hours, with some suggesting minibuses at reduced fare for routes avoiding the city centre.</li> </ul>



	<ul style="list-style-type: none"> <li>• The question about ideas to reduce the Council spending has attracted the most variety of responses, however the most common responses related to potholes and road maintenance being more efficient and causing less disruption, reducing expenditure on pavement cleaning and fly tipping collection by usage of community services, using voluntary services and looking at reducing senior posts within the council's workforce.</li> <li>• For ways to increase income the responses focussed on improvements to enforcement services (such as parking, litter, and pavement cycling), suggestions on an invest to save approach regarding the city centre and Queensgate to regain its attractiveness and increase tourism via publicity and sponsorships.</li> </ul> <p>More detailed analysis can be found in Appendix C, or by using the following link (<a href="#">survey form analysis</a>)</p> <p>This has been considered by the Joint Scrutiny Committee on 23 January 2023, and will be considered, alongside the Council's response to the feedback (as outlined in Appendix N) by the Cabinet at this meeting, before formally proposing a final budget for 2023/24 to Council on 22 February 2023.</p> <p><b>Budget Simulator</b></p> <p>Additionally, the Council launched a Budget Simulator tool on its website for a six-week period from 17 October to 28 November 2022. 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 185 responses, with the following key points being the key:</p> <ul style="list-style-type: none"> <li>• Of all the areas identified for savings and investment, education is the area that most respondents said they did not want to cut funding.</li> <li>• The average council tax rise agreed by residents was 5%.</li> <li>• More savings need to be found in adults and children's services.</li> <li>• Leave hedgerows and grass to grow longer.</li> <li>• Growing the economy is important to attract better paid jobs and more housing. Others said that too much growth can be damaging for the city.</li> <li>• We need to look at how much we spend on third parties.</li> <li>• It is difficult to balance the simulator because of the choices given which are not exhaustive – however this has been a useful tool to raise awareness of the pressures on the council and the difficulty of balancing the budget with the current service delivery.</li> </ul> <p>The Budget Simulator has been highly commended by the Council's Independent Improvement and Assurance Panel (IIAP) in its recent report. The following statement is an extract from that report;</p> <p><b><i>"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."</i></b></p>
<b>5.0</b>	<b>ANTICIPATED OUTCOMES OR IMPACT</b>
5.1	<p>The release of this final MTFS 2023/26 and budget 2023/24, outlines the proposed budget and strategic approach to addressing the financial gap in future years.</p> <p>Cabinet launched a budget consultation which closed on 8 January 2023. Partner organisations, businesses and other interested parties have been able to feedback which Council services matter most. Cabinet will review feedback from the consultation, alongside the Council's response, and the contents of this report at this meeting before making a final recommendation to Council on 22 February 2023.</p> <p>The Council must set a balanced budget for 2023/24 within the financial resources available.</p>



<b>6.0</b>	<b>REASON FOR THE RECOMMENDATION</b>
6.1	The Council must set a lawful and balanced budget. The approach outlined in this report work towards this requirement.
<b>7</b>	<b>ALTERNATIVE OPTIONS CONSIDERED</b>
7.1	No alternative option has been considered. 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.
<b>8.0</b>	<b>IMPLICATIONS</b>
	<b>Legal Implications</b>
8.3	In terms of the Council's executive arrangements, the adoption of the Council's Budget is a role shared between the Cabinet and the Council, whereby the Cabinet (Leader) is responsible for formulating the budget proposals and Full Council is responsible for then approving (or not) those proposals and setting the budget and council tax requirement.
8.4	For the remainder of the year, the principal purpose of the Budget is to set the upper limits of what the executive (Leader, Cabinet, or officer under delegated executive authority) may decide to spend the Council's resources on. The Council cannot, through the budget, overrule an executive decision as to how to spend money, but the Budget will require the Cabinet to exercise their responsibilities for decision making so as not to make a decision where they are 'minded to determine the matter contrary to, or not wholly in accordance with the authority's budget.' This means that a decision that leads to excess expenditure, a virement from one budget heading to another over the amount allowed by Council in the Budget Book, or expenditure of unexpected new money outside the Budget is required to have approval of the Council before the Leader and the Cabinet can make that decision.
8.5	When it comes to making its decision on 22 February 2023, 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 by 11 March annually.
8.6	The principle of fairness applies to consultation on the budget proposals, both consultations required under s65 of the Local Government Finance Act 1992 and more generally as proposed here, which operates as a set of rules of law. These rules are that: <ul style="list-style-type: none"> <li>• Consultation must be at a time when proposals are still at a formative stage;</li> <li>• The proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;</li> <li>• Adequate time must be given for consideration and response; and</li> <li>• The product of consultation must be conscientiously considered in finalising any statutory proposals.</li> </ul>
8.7	Added to which are two further principles that allow for variation in the form of consultation which are: <ul style="list-style-type: none"> <li>• The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and</li> <li>• The demands of fairness are likely to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare application for a future benefit.</li> </ul>
8.8	It should be noted that the consultation undertaken is on the Budget proposals, and consequently the Cabinet's general approach to balancing the budget, and not on the various decisions to take whatever actions that may be implicit in the proposals and later adoption of that budget, each of which may or may not require their own consultation process.
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.

	<p>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.</p> <p>Once a s114 notice has been served the council has 21 days to meet and consider the report. During these 21 days the council must not incur any new expenditure unless the CFO has specifically authorised the spend. This suspension of spending will trigger external scrutiny from the Council's auditors. However, failure to act, when necessary, could result in the Council losing its financial independence with its powers potentially passed to commissioners appointed by government.</p>
8.10	<p><b>Human Resources implications</b></p> <p>It is anticipated that there will be minimal staffing implications as part of these budget proposals as much of the management focus will be looking at transformation of our operating model aligning business areas to the requirements as set out within the newly adopted Corporate Plan. Outlined business cases have been developed which notes that there will be a reduction of 9 FTE posts. Although no further redundancies are anticipated as part of the budget proposals, as we progress through our transformation journey, we will have clearer visibility over any further impact on staffing.</p> <p>As always, it is the aim of the Council to try and minimise any compulsory redundancies and the resulting impact on 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 (<i>considering service delivery</i>), natural wastage / turnover and reducing or eliminating overtime (<i>providing service delivery is not compromised</i>). 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.</p>
8.11	<p><b>Equality Impact Assessments</b></p> <p>All budget proposals published in this budget process have been considered with regards to equalities issues, and where an Equality Impact Assessment (EIA), has been required these have been completed and compiled within Appendix E- Equality Impact Assessments</p>
8.12	<p><b>Carbon Impact Assessments</b></p> <p>All major budget proposals published in this budget process have been considered with regards to the carbon impact and where appropriate carbon impact assessments (CIA) have been completed. These have been outlined in Appendix F- Carbon Impact Assessments</p>
9.0	<p><b>BACKGROUND DOCUMENTS</b></p> <p><a href="#">Quarter 1 MTFS 2023-2026 report</a>  <a href="#">Quarter 2 MTFS 2023-2026 report</a>  <a href="#">Budget 2023/24 Consultation Document</a>  <a href="#">Report of the Independent Improvement and Assurance Panel- 7 December 2022 Council</a>  <a href="#">Peterborough Improvement Plan</a>  <a href="#">Sustainable Future City Council Strategy 2022-25</a> and <a href="#">Our City Priorities</a>  <a href="#">Draft Budget 2023/24 and MTFS 2023-2026 (Joint Scrutiny, Item 4)</a></p>
10.0	<p><b>APPENDICES</b></p>
11.1	<p>Appendix A- Medium Term Financial Strategy 2023/2026  Appendix B- Revenue and Capital Budget 2023/24  Appendix C- Budget Consultation Feedback  Appendix D- Reserves Strategy and Policy  Appendix E- Equality Impact Assessments  Appendix F- Carbon Impact Assessments  Appendix G- Treasury Management Strategy Statement (TMSS)  Appendix H- Capital and Investment Strategy 2022/25</p>

	<p>Appendix I- Schools Budget 2023/24</p> <p>Appendix J- Asset Management Plan</p> <p>Appendix K- Council Tax Resolution 2023/24</p> <p>Appendix L- Budget Virement Rules</p> <p>Appendix M- Community Leadership Fund</p> <p>Appendix N- Response to the Budget Consultation</p>
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# Peterborough City Council

## Appendix A – Final Medium Term Financial Strategy 2023 – 2026 (Q3 update)

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### 1. Executive Summary

The MTFS position is summarised in Table 1, outlining a breakdown of how the 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 will reduce accordingly.

<b>Table 1: Budget Gap</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
Funding	(181,603)	(202,634)	(216,411)	(222,403)
Net Revenue Expenditure (NRE)	181,603	202,634	216,943	223,487
<b>Budget Gap</b>	<b>-</b>	<b>-</b>	<b>532</b>	<b>1,084</b>

#### Key assumptions

- Pay award 3% pa
- Inflation in expenditure and Sales Fees and Charges income: 2023/24 – a baseline of 9%, 2024/25 – 2%, 2025/26 – 2%, has been factored into the budget, but then a detailed review of all expenditure and contracts has taken place to look at ways to minimise the exposure to this (see section 5 for more details)
- Demographic and Volumetric service demand – 3% pa
- NNDR – increases based on business growth and CPI as per legislation
- Revenue Support Grant – CPI
- Council Tax increases – 4.99% in 2023/24 and 2024/25, then 2.99% from 2025/26.
- Council Tax base - reduced in 2023/24 due to slower housing growth than expected, but then estimated growth of 1,000 homes pa from 2024/25 onwards
- New Homes Bonus – reducing
- Business Rate Pool – based on performance of the Local Authorities within the Cambridgeshire Business Rates Pool.
- Adult Social Care (ASC) Grants– increasing
- Transport Levy (Cambridgeshire and Peterborough Combined Authority)- 2%

These are outlined in more detail within the report.

### 2. The Financial Challenge

It is important to note that although the Council has presented a balanced budget, an underlying financial challenge still remains. PCC is not alone in facing such challenges, most other local authorities are also reporting significant budget pressures next year and into the future. The financial pressures can be divided into three core elements; revenue, reserves and capital. Each element has identified actions to improve the overall financial health of the Council over the life of the MTFS, which are summarised in the following sections.

## Revenue

**Aim:** Maintain revenue costs within the funding envelope.

**Challenge:** This has developed over the years due to underfunding, exposure to greater levels of demand and reliance on one-off solutions in order to set a balanced budget. The Council has made positive steps towards meeting this challenge over the last 12 months, leading to the proposed balanced budget for 2023/24. However, the key priority of driving forward long-term financial sustainability remains firm, and it doesn't come without some underlying challenges. These are summarised in the following points:

- Core Government grants increase much slower than demand and rates inflation.
- Uncertainty for the future in relation to funding levels-making it difficult to plan.
- Greater reliance placed on local taxation- 81% of the Council's core funding now comes from Council Tax and Business rates, with the Council carrying the risks associated with collection.
- Inflationary pressures; the Bank of England is forecasting the rate of CPI peaks at 10.9% in Q4 2022/23 and expecting it to drop mid 2023.
- **65%** of the Council's budget represents debt and social care costs:
  - Cost of debt financing equates to **15%** of NRE, with interest rates expecting to rise.
  - Adult Social Care and Children's Social Care represent **50%** of NRE.

## Capital

**Aim:** Reduce the level of debt on the Balance Sheet and the ongoing cost of borrowing

**Challenge:** The Council has an ambitious Capital Programme, but at the same time the Balance Sheet position is poor with borrowing totalling £441m at 31 December 2022. This puts significant pressure on the Council's revenue budget. The Council recognises the need to invest in the city to encourage economic development and provide vital services such as school places and infrastructure, but these demands must be prioritised within the context of the Council's financial position. The following points summarise the capital challenges:

- Every £10m borrowed to fund capital expenditure costs £0.8m per year in revenue.
- The MTFS assumes there will only be new borrowing where necessary over the next three years, except where there is a robust business case to do so. It is assumed that capital receipts and external grants will be used to fund the Capital Programme.

## Reserves

**Aim:** Increase reserves balances to improve financial resilience.

**Challenge:** The Council has been exposed to low financial resilience and greater levels of risk due to low reserves balances and limited ability to fund transformational change. It is recognised that for the Council to reach financial sustainability in the future it will have to increase reserves balances and invest to transform services, in particular in the following areas:

- Capacity to deliver
- External expertise and advice
- Feasibility
- Maximisation of technology
- Physical and economic development of the city

At the end of 2023/24 revenue reserves balances are forecast to be at £40.3m. But after accounting for commitments, ringfenced and risk related reserves and the General Fund reserve of £9.5m, only £10.2m of the Innovation Delivery Fund remains for investment in programmes to drive the change required to become financially sustainable.

The Council will ensure that financial decisions taken will strike a balance between investing wisely to maximise return, meeting its strategic priorities and seeking to improve its Balance Sheet health and resilience by replenishing balances. Guidelines are outlined within the Reserves Strategy and Policy set out in Appendix D to the main report.

### 3. Future Sustainable Council - Strategic Direction

In October 2022, PCC's members signed off a [Sustainable Future City Council](#) strategy which sets out how the Council will deliver long-term improvements and meet the changing needs of residents in the next three years. [Our City Priorities](#) document set out the proposed direction of travel for the Council to deliver the long-term vision and the four priority outcomes:

- **The Economy & Inclusive Growth** - maximising economic growth and prosperity for Peterborough as a city of opportunity in an inclusive and environmentally sustainable way, together with our partners and communities.
- **Our Places & Communities** – creating healthy and safe environments where people want to live, work, visit and play, enabled by effective community engagement and strong partnerships.
- **Prevention, Independence & Resilience** - help and support our residents early on in their lives and prevent them from slipping into crisis.
- **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.

From January 2023, detailed service delivery plans, backed by robust business cases, will be developed, with expertise and resources already secured to drive this transformation in line with the City Priorities. These will set out the milestones, desired outcomes, savings expected, and resources/investment required to ensure delivery. At the same time work will continue to deliver a balanced MTFs by:

- Continuing to look for ways to reduce spend and get a better deal from those organisations relied on to provide services.
- Continuing to transform the way the Council delivers services, doing things differently in a way that improves outcomes, doing more for less or have somebody else doing it cheaper.
- Reducing the Capital Programme. The asset disposal plan has reduced the risk of future interest rates exposure and cost of borrowing by selling surplus assets.
- Stopping 'non vital' services or charging more - as part of this the Council must consider its statutory obligations to those who need help and support the most, but also ensure that there is a robust charging strategy in place.

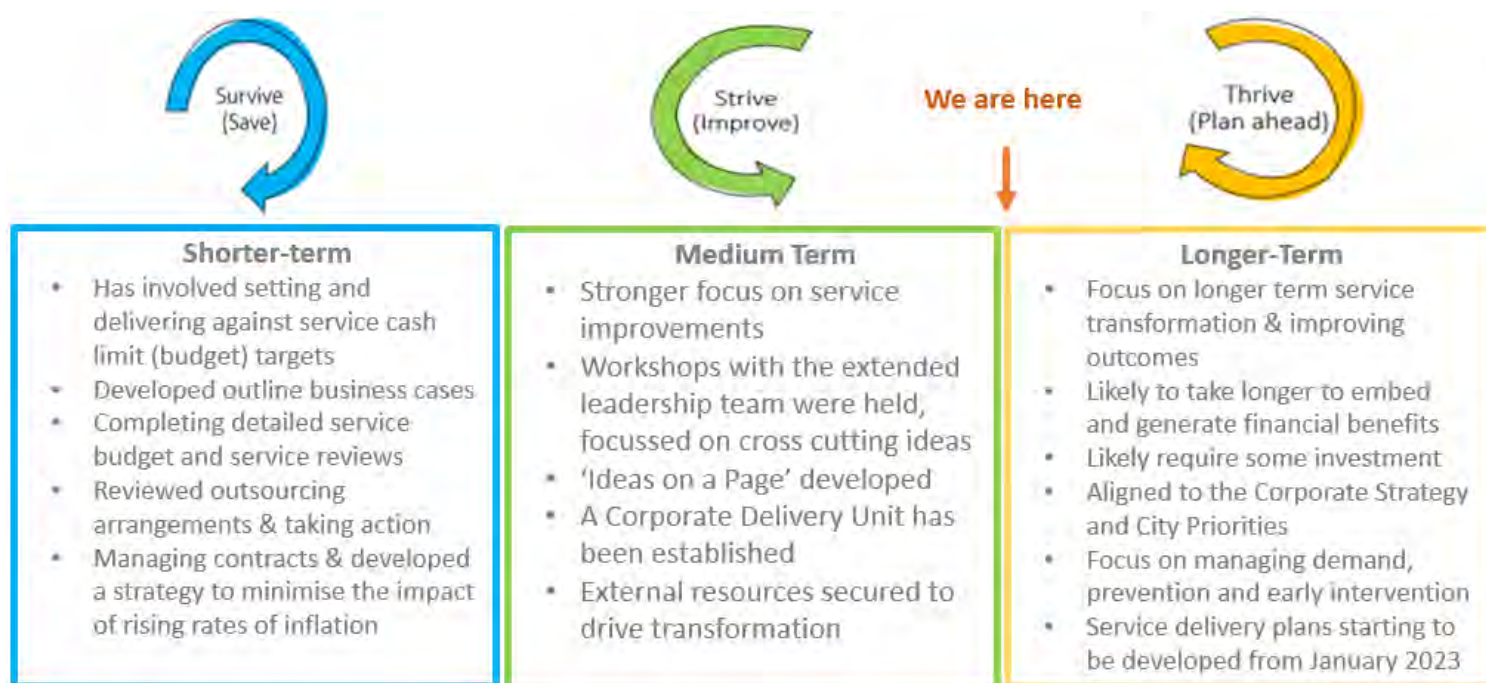
This is not only about money, our long-term financial resilience rests on our ability to **manage demand** and help and support people before they reach crisis point while finding ways to improve outcomes and to tackle inequality in our communities by maximising economic growth that benefits everyone.

The starting point for this has been identifying opportunities which will provide long term financial sustainability. This has meant balancing the identification of shorter-term savings which can be delivered at pace, whilst at the same time considering plans for the medium and longer term which will achieve



financial sustainability. Recognising these differing timescales, and the requirement to deliver a balanced budget for 2023/24, the Corporate Leadership Team (CLT), Cabinet and the Financial Sustainability Working Group have collectively been progressing plans to deliver this.

The following Diagram summarises the Councils journey so far through these stages:



### Longer- term (Thrive & Plan)

Setting all of this out in line with the Council's Performance and Improvement Framework will ensure that the MTFS outlines, in financial terms, how the service delivery plans will be delivered. This will be the golden thread between the Service Delivery Plans and the City Priorities. A key part of this next stage will involve developing the required workforce structure and embedding Workforce Planning, which will include building organisational resilience and succession planning. There will be specific programmes of transformation mapped out to deliver the City Priorities, this is already beginning to take shape with specific workstream including:

**Adult Social Care (ASC) Digitisation:** Removing avoidable contacts and demand management. Focussing on Digitally Enabled Social Care, Tec and Systems. The digitisation of ASC will provide efficiencies, cost and savings. This will include Online Financial Assessment, Care Assessment and a Customer Portal. We will also be Improving ASC data access and reporting.

### Culture and Leisure Services and Community Hubs:

- **Heritage:** Bringing together the operation of Flag Fen and the Museum as a single service.
- **Libraries and Community Hubs:** Reviewing our library service as it offers us great potential to focus our work on supporting households with the current cost of living challenges at a very local level. The model would be based on assembling officers and partners from different services, including housing, adult skills, and debt advice, to be based within our libraries or community centres, making access to help at the earliest possible opportunity as simple as possible.

- **Leisure:** Exploring delivery options for this service, including soft market testing, developing a refreshed service scope and carrying out a procurement exercise to ensure the service provides value for money and meets the needs of users.

**Children's Services Transformation programme:** This will include the four key pillars:

- **Workforce planning**, including a focus on development, recruitment and retention and strengthening pathways in the social care pathways.
- **Fostering and Adoption/Special Guardianship Orders (SGOs)**, Increasing in-house provision, more focused commercial approach underpinning delivery.
- **Children's Placement sufficiency:** Strategic commissioning to deliver the right mix of cost-efficient capacity to meet demand, including generating options and models (e.g. Clare Lodge)
- **Education and SEND**, including transformation of the Home to School Transport provision, education teams role and function in line with government reform and new duties of the local authority and maximising IT Systems, striving for digitalisation.

#### 4. National Context & Risks

Since the MTFS Quarter 2 report in October, the political landscape has changed significantly with the appointment of a new Prime Minister together and further cabinet changes, and a new Minister for the Department of Levelling up Housing and Communities (DLUHC).

##### Local Government Final Settlement and Autumn Statement

The Autumn Statement was issued on the 17 November 2022 and on the face of it the settlement for local government seemed fairly positive with additional council tax flexibility, additional support for households and businesses and additional Adult Social Care (ASC) funding.

The Local Government Final Settlement was published on 6 February 2022, confirming the final grant allocation. This was more or less as outlined in the provisional settlement in December with a minor (£0.067m) increase in the level of services grant.

Although there is additional ASC funding and council tax flexibility, other grants have been reduced or removed to fund the new 3% Funding Guarantee to ensure all local authorities received a 3% increase in core spending power. The key headlines (along with the impact on the Council's MTFS) include:

- Social Care Grants - to support rising adult's and children's social care, fair cost of care and hospital discharges (£7.4m additional funding)
- Revenue Support Grant (RSG) (increased by £1.3m) - but Local Council Tax Support Administration Subsidy (£0.2m) and Independent Living Fund (£0.1m) have been rolled into RSG.
- New Homes Bonus reduction due to the removal of legacy payments and slower housing growth (£0.7m reduction in grant)
- Removal of Lower-Level Services Grant (£0.3m reduction in grant)
- Council Tax core threshold will increase from 1.99% to 2.99% and the ASC precept will be 2% in both 2023/24 and 2024/25.
- 3% Funding Guarantee Grant - the Council will not receive this as overall Core Funding is over the 3% increase.
- Services Grant reduced to fund the reversal of the national insurance (NI) social care levy and support other grants (£1.2m reduction in grant)
- Business Rates:
  - confirmation that the multiplier will be frozen with local authorities receiving compensation based on Septembers CPI (10.1%).

- Further retail, leisure and hospitality relief for businesses
- 2023 valuation list released - with Peterborough seeing an increase in valuation from £243m to £269.2m (10.8%)

Ministers have “noted” that local authority reserves have increased significantly in recent years and made clear in the statement that they want local authorities to apply these to funding pressures. The Chief Financial Officer is required to report to the Council on the adequacy of the proposed financial reserves.

**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. However, no Business Rates Reset or review of Relative Need will take place in this Spending Review period. Although the Government remains committed, it will be in the next parliament (2025/26). 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%- with this growth 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 outline 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.

Whilst, following the Autumn Budget announcement, the reforms relating to the cap on care costs and changes in financial means testing have been delayed for two years, we still face challenges next year to implement non-delayed elements of the reforms, including the Fair Cost of Care and Care Quality Commission Assurance. These changes will be extremely challenging to deliver both in terms of complexity and cost.

With our local Fair Cost of Care, Market Sustainability Plan due to be formally published at the end of March 2023 in line with Government requirements, early indications are that this will present a pressure of circa £10.7m to the Council. With Government ‘Market Sustainability and Improvement’ funding expected to be in the region of £1.9m for 2023/24 and £2.8m for 2024/25, this presents a significant funding gap.

During 2021 the Government published Child Safeguarding Practice Review Panel Report: National Review into the murders of Arthur Labinjo-Hughes and Star Hobson and an Independent Review of Children’s Social Care. This will include several national recommendations which local authorities and other partners will be required to implement.

**Waste Strategy:** Several significant policy changes will impact on recycling and waste services. These are listed below with current proposed implementation dates:

1. Extended Producer Responsibility – 2025
2. Deposit Return Scheme (DRS) – 2025
3. Consistency in collections (& separate Food Waste) (Consistency) – 2025

4. Monitoring, Reporting & Verification (MRV) for ETS – 2025
5. Emissions Trading Scheme (ETS) - 2028

The specific financial implications of the combination of legislative instruments mentioned above are not fully understood at this time, however, there is a commitment from the government to publish their responses to the second round of consultations on DRS and Consistency early in 2023. As more information becomes available following this publication, this will be included in future iterations of the MTFS process.

All of these reforms and reports will bring significant financial and operational difficulties that Local Authorities nationally will have to work through.

### Risks

The Council assesses financial risks as part of its budget setting process and regular Budgetary Control Review. The Council also has a Risk Management Board, led by the Assistant Director, Customer & Digital Services 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:

- **Rising Inflation** including rising energy costs and the increasing cost of living. The Council is mitigating these by maintaining control of expenditure, reviewing all contracts and establishing an inflation reserve to deal with any immediate financial pressures.
- The impact of the Economy on the **Council's income streams** - Council Tax & NNDR, of which now equates to 81% of the Council's core funding.
- **Ukrainian War** and the wider impact on the economy, supply chains, energy and demand for services.
- **Increased service demand** - which could increase as a result of ASC reform, the cost of living crisis and rising complexity of need. The current drive from the Government to work with the NHS to speed up and increase the levels of hospital discharges will also have a long-term impact on our social care services.
- Implementation of recommendations outlined within the [Child Safeguarding Practice Review Panel Report & the Independent Review of Children's Social Care](#)
- **NHS integration**- Integrated Care System (ICS) - and the risk resulting from health also looking to make savings.
- **Brexit**- availability of workforce, supplies and services.
- **Climate Change**- balancing the need to reduce the Councils carbon footprint and deliver financial sustainability.

## 5. Detailed Assumptions

This section outlines the detailed assumptions incorporated within this MTFS update.

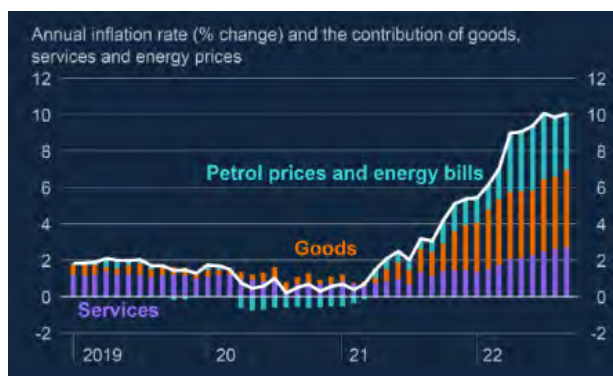
**Pay:** The employer's offer for the 2022/23 pay award, outlining a £1,925 increase to all NJC salary SCP's was approved at the end of 2022. The ongoing cost of this has been built into budget in addition to an assumption the annual pay award of 3% in the years 2023/24-2025/26.

**Savings delivery:** The 2022/23 budget incorporates £16.7m savings plans, and all but £0.5m have been or are on track to be delivered. A number of one-off mitigations have been identified to reach this position, therefore the assessed risk in 2023/24 is minimal.

**Inflation:** The Council has been keeping a keen eye on the regular releases of the Bank of England [monetary report](#) and using this to inform its MTFS assumptions on our expenditure (including supplies

and services, transport, agency third party costs and premises) and Sales, Fees and Charges income. Graph 2 highlights the forecast levels of CPI, demonstrating how the rates were expecting to peak at 10.9% in quarter 4 (2022), then drop sharply in 2023, with graph 1 demonstrating how fuel and energy prices are a significant driver for these increases.

**Graph 1: CPI breakdown**



**Graph 2: CPI forecast**



**Inflation Strategy:** mitigating the impact of inflationary increases has been a crucial part of the Council's financial strategy plan, with the following actions already taken as part of a Council wide **inflation strategy** to ensure we maintain a firm control on these pressures:

- Insourcing the procurement service and securing external procurement expertise.
- Reviewing all inflationary requirements and expenditure budgets as part of the cash limits work, whilst at the same time maintaining tight control of expenditure.
- Reviewing all contracts to ensure they reflect best value and meet established needs. Where the Council opens up negotiations or looks at de-specifying contracts, any significant financial risks will be considered before contract changes are approved.
- Developing a 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.
- Utilising the additional income generated from the Energy from Waste (EfW) facility to hedge the Council's rising energy costs.
- Establishment of an inflation reserve to mitigate and smooth any immediate inflationary pressures.

#### **Inflation Reserve and the EfW income:**

An Inflation Risk Reserve was established at the end of 2021/22 to respond to the financial risk from rapidly rising rates. The current balance of £4.7m. Income from the EfW facility is forecast to be £9.7m over budget, which is being added to the inflation reserve. The Council plans to utilise £6.9m, during 2022/23 to meet the immediate cost of rising energy prices, the pay award and rising adult's and children's social care provider contracts. This leaves a remaining balance of £7.5m to smooth the future years' impact of inflation, not already budgeted for. The energy market can be volatile, we will therefore closely monitor electricity expenditure and income generated from the EfW facility to ensure the Council is hedging the financial impact of rising prices. It should be noted that:

- Additional EfW 'windfall' income has been factored into the 2023/24 budget and it is planned that the inflation reserve will support the 2023/24 energy budgets.



- Beyond 2023/24 the EfW income budget has been reduced significantly, however, if this level of income continues, the additional income will be used to offset the corresponding pressure on expenditure budgets.

**Demographic and volumetric 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.

**Adults** -Based on 2021/22 data there has been an overall increase in demand of 3.3% which can be broken down into the following categories and age groups.

Age band	Demand Increase Bed Based	Demand Increase Community Based
18-24	(3.3%)	3%
25-64	3%	6%
65+	9.2%	(0.5%)

There is a high increase in demand for 65+ bed-based care which is largely due to a shift in hospital discharge pathways to the discharge to assess (D2A) model. This had led to a greater push to move people out of hospital earlier (particularly during the pandemic), often to bed based care as an interim arrangement until they are fully assessed in the community. In reality, once someone is in bed-based care it is very difficult to move away from this provision due to the level of dependency it develops. Alongside this, people present with higher levels of need. This is reflected in the increased number of referrals to the long term care team leading to assessment for older people, indicating increasing complexity. Based on analysis of future projections a rise in demand equivalent to c2.8% of the Adults Social Care net budgets has been included within the budget after taking account of using prevention and early intervention activity to support people remain independent for longer and reduce costs.

**Children's** – the majority of the expenditure from within children's is spent on supporting children in care (Looked after Children - LAC). During 2021 the Council had 352 LAC, 354 in 2022 and is forecasting to have 358 in 2023 and 353 from 2024 onwards. There is also a rise in demand across other children's services, including a 15% rise in the number of families accessing short breaks and a 25% increase in the use of homecare and direct payments. These factors combined equate to an overall increase in demand of approximately 3% of the Children's budgets in 2023/24.

**Capital Financing (cost of borrowing) and Capital Programme update** - The Capital and Investment Strategy 2023/24 - 2025/26 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 Improvement Plan.

The process for approval of capital projects over the MTFS period is linked to the Corporate Strategy and Priorities. Bids with outline business cases are presented to and assessed by the Operational Capital Board and recommendations made on which projects can be taken forward for full business case preparation to the Strategic Capital Board. Once approved by the Strategic Capital Board, recommendations are made for inclusion in the Capital Programme.

The Capital Strategy sets out the need to reduce external borrowing levels and that all capital expenditure should, as far as possible, be funded by third party contributions and capital receipts, or through invest to save schemes where the cost of borrowing could be funded from future income streams.

An Asset Management Plan has been prepared for consideration alongside the MTFS. The Asset Disposal Plan was approved by Cabinet in September 2022 [report](#).

**Pensions Contribution Rates** - The outcome of the latest tri-annual valuation carried out during 2022, covering the period 1 April 2023 to March 2026 is included within MTFS. The assumptions are based on a 17.4% contribution rate and an annual lump sum contribution of £2.2m in 2023/24, £2.0m in 2024/25 and £1.7m in 2025/26. This is an increase on the previous tri-annual valuation period where the lump sum contribution was set at £1.9m. Combined, these provide a primary contribution rate of 17.5%.

**Funding** - Table 3 outlines the Council's estimated core funding levels over the life of the MTFS:

Table 3: Funding	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000
NNDR	(54,038)	(67,823)	(68,807)	(70,382)
Revenue Support Grant	(10,794)	(12,117)	(13,014)	(13,014)
Council Tax	(91,593)	(95,440)	(103,707)	(108,125)
New Homes Bonus	(2,951)	(811)	(811)	(811)
Business Rate Pool	(2,541)	(2,070)	(2,070)	(2,070)
Services Grant	(2,896)	(1,699)	(1,699)	(1,699)
Improved Better Care Fund	(7,480)	(7,480)	(7,480)	(7,480)
Social Care Grant	(7,753)	(12,287)	(14,280)	(14,280)
ASC Market Sustainability and Improvement Fund	(535)	(1,858)	(2,794)	(2,794)
Discharge Support Grant ringfenced	-	(1,049)	(1,748)	(1,748)
Reserves	(720)	-	-	-
Lower Tier Services Grant	(302)	-	-	-
<b>Core Funding</b>	<b>(181,603)</b>	<b>(202,634)</b>	<b>(216,411)</b>	<b>(222,403)</b>

#### Council Tax:

- Assumed annual Council Tax increase of 4.99% in 2023/24 and 2024/25 and 2.99% from 2025/26 onwards.
- Band D rate will increase from £1,511.65 in 2022/23, to £1,587.08 in 2023/24, £1,666.27 in 2024/25 and finally to £1,716.09 in 2025/26**
- The Council Tax base for 2023/24 was set at 61,023.62, as outlined within a report to [Cabinet](#) on 19 December 2022 and forecast to increase by 1,000 homes each year from 2024/25, which equates to 780 Band D equivalents. This is based on historical local housing growth.

#### NNDR (Business Rates):

- The 2023 Rating Valuation (RV) list has been published which will come into effect in 2023/24, with Peterborough's total RV increasing by 10.8% to £269m.
- Business Rates Pool: Additional income of £2.1m assumed as a result of the continuation of the Business Rates pool arrangement with the other Cambridgeshire Local Authorities. This is lower than previously expected, which is the result of the dividend distribution methodology being reviewed as part of the 2023/24 pool application.
- Business Growth: This includes specific growth in business rates based on planning and economic development information, including Fletton Quays, Great Haddon (Roxhill) and Flagship Park (Fengate).
- The multiplier was frozen for businesses; however, local authorities will be compensated via section 31 grant based on an increase equivalent to the rate of CPI (September)



- Bad debt: A loss on non-collection equivalent to 1.2% of gross rates.
- Appeals: The appeals provision is forecast to equate to roughly 1.5% of the Councils total RV as per an assessment commissioned from advisors Wilks Head and Eve.

#### Grants:

Overall, it is difficult to foresee how Local Government Funding Reforms will change the distribution of funding across local government. There has been no further consultation and it is now highly likely to be postponed until at least 2025/26. At this stage it assumes that the grant funding in 2025/26 remains at the same levels of 2024/25, with the following assumptions being made for 2024/25:

- Revenue Support Grant- increasing in line with CPI
- Improved Better Care Fund- remains at the same level as per 2023/24 allocation.
- Social Care funding- increasing in line with the national totals confirmed in SR21.
- Services Grant: has been kept at the same level as it was reduced to fund other grants in 2023/24, so there is a risk this could happen again in the future.
- 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 years housing performance.

# Appendix B- Final Revenue & Capital Budget Report 2023/24

## Peterborough City Council

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## 1. Overview

As outlined in the main report, the Council has been able to propose balanced revenue budget for 2023/24. The following table summarising the revenue expenditure, funding and council tax requirement for 2023/24:

	Gross Expenditure Budget	Income Budget	Net Expenditure Budget
People Services	272,326	(161,204)	111,121
Corporate Services	119,934	(52,210)	67,724
Place & Economy	60,157	(36,064)	24,093
Public Health	11,500	(11,804)	(304)
<b>Total Service Expenditure</b>	<b>463,917</b>	<b>(261,283)</b>	<b>202,634</b>
<b>Core Funding</b>	<b>5,253</b>	<b>(207,887)</b>	<b>(202,634)</b>
<b>Net Budget Gap (Surplus)/Deficit</b>	<b>469,170</b>	<b>(469,170)</b>	<b>-</b>

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 are outlined in section 5.

### Key Revenue Pressures

In Addition to the proposals for savings and transformation, as outlined within this report, the Council has been proactive in developing actions and strategies to manage demand and Inflation. These are summarised below:

**Inflation:** Inflation has risen significantly over the last 18 months, having an impact on the Councils ongoing cost of salaries, and the salary costs of those who provide services on our behalf, contracts, supplies and services and a sharp rise in energy prices. The Council has taken actions to manage maintain control on this including:

- Insourcing the Procurement team and getting external procurement specialist to support this work.
- Reviewing all inflationary requirements and expenditure budgets as part of the cash limits work
- Maintaining a tight control on expenditure.
- Reviewing all contracts to ensure they reflect best value and meet established needs
- Developing a 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.
- Utilising the additional income generated from the Energy from Waste (EfW) facility to hedge the Council's rising energy costs and other inflationary pressures.
- Establishment of an inflation reserve to mitigate and smooth any immediate pressures.

**Demography & Service Pressures:** Over the past 12 months, services have continued to operate in a wider shifting context that has impacted on adults, children's and education services and presents ongoing pressures across these areas. We are seeing a more latent demand coming through and people having higher levels of need when they present. This is alongside a growing population of 17.5% in Peterborough since the 2011 Census.

The full extent of the impact is still not fully known, making it very hard to accurately forecast demand. Whilst significant steps in infection, prevention control and vaccination roll out have been made, we are still faced with the unknown impact of presentation of latent demand along with expected higher demand

during winter months and the NHS investment in catching up on elective care backlogs. We are also aware that as a result of the pandemic many people are looking for different types of care and are reluctant to go into a care home. This means that there is more demand on domiciliary care and individualised care solutions. We are seeing the demand for care slowly move back towards pre pandemic levels and are noticing that the patients we support on discharge from hospital have much higher levels of need than previously.

As part of the budget setting process a full detailed review of demand led service budgets has taken place, with the review focussed on using recent local demand data, available Census 2021 data and local knowledge to inform revised forecasts. In addition to taking account of ways the Council will minimise rising demand by continuing with successful programmes such as the Adults Positive Challenge, implementing family hubs and increasing the level of preventative and early intervention services. This approach has played a huge role in setting a balanced budget, and has been focussed on managing and reducing demand in the following areas:

- Children's- number of looked after children.
- Adult Social Care- numbers in long term bed-based care.
- Housing- number homelessness presentations.
- SEND & Home to School Transport- number of Children with Educational Health Care Plans (EHCP's), requiring transport to school.

### **Key Revenue Savings and Investment**

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

- Increasing the level of preventative and early intervention services to support even more people to remain independent for as long as possible, through technology enabled care and reablement services
- Driving forward the development of Family Hubs, using significant central government funding
- Transformation of Home to School Transport, with the aim of providing more cost-effective transport
- Building a systemic response to meaningful preventative work at the earliest opportunity to support households in economic difficulty or facing other challenges through our network of community hubs.
- Investment of £1.5m to create a Growth, Regeneration and Economic Development Service to drive forward at pace our ambitious plans to increase the number of homes, attract new businesses, create better jobs, and ensure that growth acts as a lever to address inequalities
- Investment in a range of measures to cut carbon across our buildings and drive energy efficiencies through increasing recycling
- Reducing our reliance on costly temporary accommodation for homeless households with, increased housing supply and meaningful preventative work at an earlier stage.
- Ensuring the Council has service best suited to support front line services by investing in our Human Resources department and restructuring the Finance department.
- Maximising the return from our assets by conducting a commercial review of leases, maximising rental income and selling surplus assets in line with the Asset Disposal Plan approved by Cabinet in September.
- Maximising investment income in line with a refreshed Treasury Management Strategy.
- Getting the best out of our contract arrangements, by opening negotiations with Serco and insourcing the contract for property services with NPS.

### **Capital & Transformation 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, it therefore has ambitions for a significant capital and transformation programme. 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 appropriate reserves will be used to fund the programme. New borrowing will only be used where absolutely necessary over next three years (other than refinancing of maturing loans).

Borrowing (at December 2022) totals £442m. With current market rates, every £10m borrowed costs approximately £800k per year, which is a revenue expense.

<b>Capital &amp; Transformational Bids 2023/24</b>		<b>£</b>
<b>Bids to date for 2023/24</b>		<b>82,541,324</b>
<b>Funded by:</b>		
<b>Third Party Funding</b>		63,473,441
<b>Corporate Resources</b>		13,432,446
<b>Transformation Funding - Reserve</b>		5,635,437
		<b>82,541,324</b>

A list of the capital and transformation bids for 2023/24 to 2025/26 can be seen in the Capital and Investment Strategy (Appendix H to the main report)

The Council has established a process for receiving and reviewing requests for funding and inclusion in the Capital and Transformation 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 Board. The Capital Board reviews each project to ensure that the business case is robust, the proposed scheme / project meets corporate objectives and funding is secured. Further prioritisation is undertaken to assess urgency as well as reprofiling of those schemes requiring corporate resource to minimise any borrowing requirement if in excess of capital receipts and third party funding.

There may be additional third-party funding available during the year, so the Capital Programme may be subject to further changes, subject to member approval. Any slippage from the 2022/23 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 within finalising the proposed budget.

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 years’ 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 2023/24 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 varies, 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 estimates included are realistic**, but not completely free from risk. There are a several risks and challenges which should be highlighted:

- **Funding:** Local Government has been one of the departments clearly prioritised by the Government alongside the NHS and Department for Education, resulting in a fairly positive settlement being confirmed for 2023/24. However, the Council is becoming increasingly reliant on local taxation, with Council Tax and NNDR now equating to 81% of the Council’s core funding. This means challenging economic times, where businesses and households are struggling with the cost of living, and the Council bears the greater risk of reduced income levels.
- **Uncertainties and Reforms:** The Council, along with the rest of the sector, is operating with uncertainty around the future funding levels. 2023/24 will be the 5<sup>th</sup> consecutive single year settlement, with the promise of a multi-year settlement pushed back to the next Spending Review in 2025/26. Adding to the challenge there are some fundamental reforms required to the Funding formula to provide a fairer Adult Social Care system, including better integration with health services. These has also been delayed to 2025/26 at the earliest.
- **Rising Service Demand:** Predicting demand pressures will always be a challenge, particularly when individual placements can be hugely expensive. Using historic trends, along with forecast population data, and intelligence from the Council’s own internal management information systems, would normally provide a reasonable estimate.
  - **Adult Social Care** takes up a significant proportion of the Council’s budgets, and there are multiple challenges in this area including:

- The difficulties in retaining and recruiting the social care workforce especially in the independent sector delivering home care and working in residential and nursing homes.
  - An aging population, meaning people are living until they are older and requiring support and care for longer, often with several health problems meaning their social care needs are also more complex and harder to meet
  - The need for national policy change and system reforms that will support the market, ensure people received the right level of care to meet their needs, but at the same time ensure local authorities are sufficiently funded to continue providing good quality care services. The Government's position on implementation of reforms is still unclear.
  - The interface with demand and need in the NHS and the need to continue to develop integrated approaches that help to keep people living independently at home and in the community and avoid hospital admission unless it is appropriate. The pressure to discharge people from hospital can drive people towards bed-based care when they could return home with the right level of community support and rehabilitation. Once someone has been moved from a hospital to a residential bed it can be difficult for them to return home to independence
- **Children's** also represents a significant proportion of the Council's budgets, with a number of challenges being faced including:
    - The workforce - with national shortages of social workers.
    - A rapidly growing local population, with significant increases in younger age groups.
    - Increasing complexity of need of young people coming into care.
    - Rising placement costs due to lack of local placement choice and inflationary pressures.
    - The highest rates of school admissions we have ever experienced, alongside significantly rising demand for Special Educational Needs (SEND) and rising inflation impacting on Home to School Transport costs.
    - The need for an ambitious transformation programme for children's social care to focus on key areas including our workforce development, fostering and adoption and replacing current systems.
- **Rates of Inflation:** For many years, inflation has been low and stable, but rates are now at their highest in over 30 years, with November's rate of CPI being confirmed by the [ONS](#) as 9.3%. The Council has taken measures to manage expenditure, mitigate the financial implications of inflation and have built assumptions into the budget based on the Bank of England forecast. However, predicting where these rates will go over the coming year is difficult, and if they continue at current rates, or increase, then the impact this may have on our costs (rising) and services (increasing demand).
  - **Deliverability and Capacity:** The Council's budget includes £12.1m of new savings and transformation plans. A savings board has been embedded over the past year in recognition that delivering savings can often be tricky and require close challenge and scrutiny to ensure delivery remains on track or mitigating actions are identified where savings are delayed or doubtful. Capacity and capability to deliver the savings and transformation programme has been addressed with an established Corporate Delivery Unit, which has been pump primed with external resource and expertise to drive progress at pace.

## Adequacy of Reserves

The level of reserves the Council holds is reviewed annually and guided by the Reserves Strategy and policy as outlined in Appendix D. 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 operating in. The Chartered Institute of Public Finance and Accountancy (CIPFA)



recommend that the following factors should be considered when considering the level of reserves and balances:

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

The assessment of the adequacy of reserves is subjective and a matter of judgement. 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 2023 are adequate for the year ahead.

### Reserves Balances

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

1. **A working balance to manage in year risks** – the General Fund Balance, is forecast to have a balance of £8.5m and is profiled to increase over the life of the MTFS to reach a target reflective of 5% of the Councils net revenue expenditure.

#### Earmarked Reserves broken down as follows:

2. **Ring Fenced Reserves** – to meet known or predicted requirements. Estimated to hold balances of £4.3m at the end of 2022/23, including £2m insurance reserve and £0.9m held on behalf of schools for future capital expenditure.
2. **Usable Reserves** – these are reserves for available for future commitments such as transformational investments and have been used to balance the budget. Further detail is provided in the following table:

Reserve	Description
Innovation Fund Reserve	For investment required to enable transformational change and implementation of the service saving proposals costs associated with delivering the savings and improvement plans. The cost of delivering the 2023/24 savings and transformation programme have been considered when determining the estimated balance on this reserve.
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 and are anticipated to reduce significantly during 2022/23. It is expected that a balance of £1.3m will remain, of which £0.5m relates to balances being held on behalf of Peterborough City College. The remaining £0.8m relates to the Ukrainian Refugee Grant. In 2023/24 the Council is planning to contribution some of the additional Adult Social Care Grant to reserves, this will be held while plans are developed to transform services, mitigate service demand and may be required to fund further inflationary pressures, in addition to the fair cost of care funding and inflationary increases already factored into the budget.

Reserve	Description
Local Tax Income Risk Reserve*	This reserve was created as a result of timing differences due to Section 31 grants and the Tax Income Guarantee scheme grant received in 2020/21. The balance remaining is now being held to mitigate future tax losses as a result of system changes and loss of collection due to the cost of living crisis.
Budget Risk Reserve	This reserve was created as part of the 2022/23 budget process to mitigate the risks associated with delivering the challenging savings programme. It is anticipated that this reserve will be fully utilised with £1.6m balancing the current years outturn and £0.4m will be transferred to the General Fund reserve.
Inflation Risk Reserve*	This reserve was created to mitigate some of the financial risk resulting from rising rates of inflation. It is anticipated that £6.9m will be used to meet the immediate cost of rising energy, pay and contract inflation. The Council operates an Energy Recovery Facility (ErF) which generates income from selling the electricity it generates. Due to the current energy market this income is forecast to be £9.7m in excess of budget, which will contribute to support the Council's inflation strategy by mitigating any unbudgeted further inflationary pressures.

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

The following table summarises the reserves balances:

	2022/23	2023/24	2024/25	2025/26
Summary of Reserves	Est Bal 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
<b>General Fund</b>	<b>8,506</b>	<b>9,506</b>	<b>10,506</b>	<b>11,106</b>
<b>Earmarked Reserves</b>				
Innovation Fund Reserve	21,617	10,188	10,188	10,188
Departmental & Grant Related Reserves	1,323	4,828	4,578	4,328
Local Tax Income Risk Reserve	7,636	6,636	6,636	6,636
Inflation Risk Reserve	7,510	5,370	5,370	5,370
Budget Risk Reserve	-	-	-	-
<b>Usable Reserves</b>	<b>38,086</b>	<b>27,023</b>	<b>26,773</b>	<b>26,523</b>
Insurance Reserve	2,416	2,416	2,416	2,416
Schools Capital Expenditure Reserve	868	868	868	868
Parish Council Burial Ground Reserve	59	59	59	59
Hackney Carriage Reserve	221	221	221	221
Public Health Reserve	757	246	10	10
<b>Ring-Fenced Reserves</b>	<b>4,321</b>	<b>3,810</b>	<b>3,573</b>	<b>3,573</b>
<b>Total Earmarked Reserves</b>	<b>42,407</b>	<b>30,833</b>	<b>30,346</b>	<b>30,096</b>
<b>TOTAL Earmarked and General Fund Balance</b>	<b>50,913</b>	<b>40,339</b>	<b>40,852</b>	<b>41,202</b>

### 3. Detailed Revenue Service Budgets Breakdown

	Base Budget 2023/24 £000	Pay £000	Inflation £000	Savings & Efficiencies* £000	Sales Fees & Charges £000	Service Demand £000	Cost of Borrowing changes £000	Cost & Income Pressures £000	Investment £000	Service Transformation £000	Income Generation £000	Budget Adjustments £000	Proposed Budget 2023/24 £000
<b>People Services</b>													
Director of People Services	823	-	15	-	-	-	-	-	-	-	-	38	875
Education	6,447	-	794	(25)	(4)	-	-	-	1,391	(350)	-	12	8,265
Adults - Commissioning	49,535	-	3,995	(18)	(5)	2,018	-	117	-	(363)	(40)	(414)	54,825
Adults - Operations	9,353	-	142	(52)	(1)	1	-	-	-	-	-	266	9,710
Children's - Operations	14,242	-	288	(394)	(44)	-	-	-	-	-	-	-	14,091
Children's Commissioning	18,097	-	1,648	872	(86)	1,179	-	-	-	-	-	83	21,793
Commissioning Team and Commercial Operations	1,415	-	110	-	9	-	-	-	-	-	-	28	1,563
<b>People Services Total</b>	<b>99,911</b>	<b>-</b>	<b>6,991</b>	<b>383</b>	<b>(131)</b>	<b>3,199</b>	<b>-</b>	<b>117</b>	<b>1,391</b>	<b>(713)</b>	<b>(40)</b>	<b>13</b>	<b>111,121</b>
<b>Corporate Services</b>													
HR & Workforce Development	1,242	-	4	(41)	-	-	-	103	-	237	-	1	1,546
Director of Corporate Services	239	-	1	(16)	-	-	-	-	-	-	-	31	254
Financial Services	2,370	-	(14)	-	-	-	-	-	-	(158)	-	1	2,199
Capital Financing	30,294	-	5	-	-	-	135	-	-	-	(1,000)	(5)	29,429
Corporate Items***	4,746	1,968	605	1,400	-	3,755	-	-	180	-	-	451	13,104
Peterborough Serco Strategic Partnership	6,225	-	439	-	-	-	-	228	-	(423)	-	127	6,596
Digital, Data & Technology Services	6,938	-	184	(334)	(15)	-	-	50	60	200	-	4	7,088
Cemeteries, Cremation & Registrars	(1,505)	-	130	(50)	(261)	-	-	-	-	-	-	-	(1,686)
Corporate Property	2,078	-	606	-	-	-	-	456	-	-	(920)	(163)	2,057
Marketing & Communications	498	-	9	-	-	-	-	31	-	-	-	(7)	530
Health & Safety	143	-	1	(10)	-	-	-	-	63	-	-	8	205
Internal Audit and Insurance	1,679	-	145	(124)	-	-	-	-	-	-	-	50	1,749
Chief Executive	341	-	3	(24)	-	-	-	-	-	-	-	4	325
Director of Legal & Governance	133	-	5	66	-	-	-	-	-	-	-	(37)	166
Legal Services	1,942	-	46	(248)	(67)	-	-	181	-	-	-	37	1,892
Information Governance	225	-	-	(31)	-	-	-	-	-	-	-	1	196

Constitutional Services	2,016	-	35	24	-	-	-	-	-	-	-	-	2,074
Corporate Services Total	59,605	1,968	2,201	613	(342)	3,755	135	1,049	303	(144)	(1,920)	502	67,724
Place & Economy													
Planning - Development Management & Building Control	60	-	22	-	(159)	-	-	-	-	-	-	155	78
Director Place & Economy	434	-	18	-	-	-	-	-	-	(261)	-	-	191
Highways and Transport	4,434	-	444	-	(64)	-	-	-	-	-	-	20	4,833
Planning - Policy and Strategy	1,447	-	64	-	-	-	-	-	-	-	-	455	1,966
Waste, Cleansing and Open Spaces	13,738	-	1,723	(1,945)	-	-	-	-	-	(3,557)	-	-	9,959
Climate Change & Energy Services	154	-	49	(150)	-	-	-	-	-	(156)	-	(20)	(123)
Westcombe Engineering	97	-	95	-	-	-	-	-	-	-	(156)	-	36
Growth & Regeneration	289	-	7	-	-	-	-	-	1,500	-	-	(610)	1,186
Housing and Homelessness	2,610	-	244	-	(37)	35	-	-	-	(39)	-	-	2,814
Communities	(59)	-	373	1,318	(359)	-	-	-	-	-	(176)	(20)	1,076
Regulatory Services	1,894	-	97	-	(73)	-	-	-	-	-	-	20	1,938
Emergency Resilience and Planning	137	-	1	-	-	-	-	-	-	-	-	-	138
Place & Economy Total	25,235	-	3,136	(777)	(692)	35	-	-	1,500	(4,013)	(332)	-	24,093
Public Health													
Public Health	(178)	-	(60)	(76)	-	10	-	-	-	-	-	-	(304)
Public Health Total	(178)	-	(60)	(76)	-	10	-	-	-	-	-	-	(304)
Total	184,574	1,968	12,268	143	(1,165)	6,999	135	1,166	3,194	(4,870)	(2,292)	515	202,634
Funding													(202,634)
Gap													-

\* Savings & Efficiencies also includes amendments to the 2022/23 savings plan.

\*\*Changes within the Investment, Cost and Income pressures, service transformation, income generation and savings and efficiencies are outlined in section 5.

\*\*\*Corporate Items includes a £3.6m contribution to Reserves from the Adult Social Care Grants

## 4. Funding & Council Tax Summary

### Council Tax

The 2023/24 settlement published on 19 December 2022 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 2023-24, 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 2022-23 to project growth in tax base for 2023-24; 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 2023-24. 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 by the Referendum limit.

Council Tax Summary	2023/24	2024/25	2025/26
Council Tax increase	2.99%	2.99%	2.99%
ASC precept increase	2.00%	2.00%	0.00%
<b>Total Increase %</b>	<b>4.99%</b>	<b>4.99%</b>	<b>2.99%</b>
Council Tax Band D	£1,587.08	£1,666.27	£1,716.09
Council Tax Base - Band Ds	61,023.62	61,803.62	62,583.62
<b>Council Tax Requirements (Band D x Council Tax Base)</b>	<b>96,849,367</b>	<b>102,981,517</b>	<b>107,399,124</b>
Parish Precept	725,498	725,498	725,498
<b>Total Council Tax Income</b>	<b>97,574,865</b>	<b>103,707,015</b>	<b>108,124,622</b>
Collection Fund Deficit	(2,135,220)	-	-
<b>Total Council Tax</b>	<b>95,439,645</b>	<b>103,707,015</b>	<b>108,124,622</b>

The following table 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:

	Gross Expenditure Budget £m	Income Budget £m	Net Expenditure Budget £m
<b>People Services</b>	272,326	(161,204)	111,121
<b>Corporate Services</b>	119,934	(52,210)	67,724
<b>Place &amp; Economy</b>	60,157	(36,064)	24,093
<b>Public Health</b>	11,500	(11,804)	(304)
<b>Total Service Expenditure</b>	<b>463,917</b>	<b>(261,283)</b>	<b>202,634</b>
<b>NNDR (including the Business rates Pool)</b>			(67,172)
<b>Core Grant Funding</b>			(37,302)
<b>Parish Precepts</b>			(725)
<b>Collection Fund Position</b>			(586)
<b>Council Tax Requirement (exc Parishes)</b>			<b>96,849</b>
<b>Council Tax base 2023/24</b>			61,023.62
<b>Council Tax Band D Rate</b>			<b>£1,587.08</b>
<b>(Council Tax requirements / Council Tax Base)</b>			

The council is continuing to support those most impacted by the national cost of living challenge in a number of ways, including through the council tax hardship and household support funds. Also following a suggestion from Green Councillor's to liaise with Lewes and Eastbourne councils to see if we can learn from anything they are doing, officers have spoken to counterparts at these councils and we are consequently also considering whether to procure an additional system that uses exiting data sets to better identify low-income households to help ensure we are targeting our resources to support those most in need.

### Core Funding

The following table summarises the Council's core funding. Further details around the key assumptions are outlined within Appendix A (Medium Term Financial Strategy update) to the main report.

Core Funding & Grants	2023/24 £000	2024/25 £000	2025/26 £000
<b>NNDR</b>	(67,823)	(68,807)	(70,382)
<b>Revenue Support Grant (RSG)</b>	(12,117)	(13,014)	(13,014)
<b>Council Tax</b>	(95,440)	(103,707)	(108,125)
<b>New Homes Bonus</b>	(811)	(811)	(811)
<b>Business Rates Pool</b>	(2,070)	(2,070)	(2,070)
<b>Services Grant</b>	(1,699)	(1,699)	(1,699)
<b>Improved Better Care Fund</b>	(7,480)	(7,480)	(7,480)
<b>Social Care Grant</b>	(12,287)	(14,280)	(14,280)
<b>ASC Market Sustainability and Improvement Fund</b>	(1,858)	(2,794)	(2,794)
<b>Discharge Support Grant ringfenced (AS22)</b>	(1,049)	(1,748)	(1,748)
<b>TOTAL CORPORATE FUNDING</b>	<b>(202,634)</b>	<b>(216,411)</b>	<b>(222,403)</b>

## 5. Service Budgets & Proposals

### Corporate Services

There are a number of essential professional support services the Council needs to keep operating effectively and they provide vital support to services across the Council, enabling these services to function effectively.

For example, the Council's finance team ensures there is an effective system of financial control to manage budgets, monitor spending and is responsible for ensuring the Council prepares statutory accounts. It also prepares the Medium Term Financial Strategy which sets out the Council's financial position over the next three years to deliver priorities set out in the Corporate Strategy.

The legal service provides legal advice to the Council's departments and to Councillors to support decision making, and represents the Council in court, as well as taking legal action, e.g. relating to trading standards and fly-tipping prosecutions.

The HR and Development function assists in delivering the corporate strategy and objectives by supporting change, effectively recruiting and developing people and managing their performance as well as ensuring our policies and processes are compliant with employment legislation, easy to understand and supportive. Health & Safety also sits within this function and provides an advisory service to the Chief Executive and all Council employees to ensure we are compliant.

We are in the process of redesigning the Finance, HR, and Legal teams to make sure they are fit for purpose and structured in a way that provides best value and are aligned to our new Corporate Strategy. HR is an area that has been cut too far in the past, so we will be investing in the service, including benchmarking and a review of the key areas requiring extra resource.

As part of our Improvement Plan a review of all the Council's contracts has taken place to ensure they are providing value for money and meeting the Council's needs. As a result, the procurement service moved back in house on 1 November. We have started to develop an Annual Procurement Plan which will provide a pro-active plan of all Council key areas of spend.

In addition, in June we gave notice on a 10-year joint venture agreement with NPS - Norfolk Property Services, which provided the Council with a range of property and asset related services. These services will be provided in-house from 1<sup>st</sup> February 2023, allowing us greater oversight of all aspects of the property service, including staff and a new Asset Management Plan, aligned to the Capital and Investment Strategy. This plan will formalise the approach we are now taking, which is to invest in assets which support our Corporate Priorities and dispose of those that don't, thereby reducing borrowing costs.

IT and Digital Services are largely invisible to members of the public, apart from the website. However, they are essential and underpin the delivery of all front-line services. Everything we do requires access to IT in a secure and compliant manner. In the coming year we will be refreshing our IT and Digital Strategy to ensure it is aligned with the Council's priorities.

Our Communications Team has been a shared service with Cambridgeshire County Council since January 2020. In July, the Council's Employment Committee agreed to appoint a dedicated Head of Communication for Peterborough and this officer is now in post. A redesign of the communications team will be needed so it can meet the needs of the organisation and align itself with the new corporate priorities, whilst looking for opportunities for continued joint working.



In addition, our Constitutional and Democratic Services team will continue to support the organisation of around 80 public meetings each year and the organisation of civic events such as Remembrance events and flag raising ceremonies. Our Electoral Services will be responsible for running the local elections in May which will include managing and publishing an up-to-date and accurate register of voters so anybody entitled to vote can do so.

### Corporate Services Proposed Budget

	2023/24	2024/25	2025/26
<b>Chief Executive</b>	325	319	315
<b>Director of Legal &amp; Governance</b>	166	167	168
<b>Legal Services</b>	1,892	1491	1622
<b>Information Governance</b>	196	196	196
<b>Constitutional Services</b>	2,074	2,000	1,817
<b>HR &amp; Workforce Development</b>	1,546	1,550	1,546
<b>Executive Director of Corporate Services</b>	254	250	247
<b>Financial Services</b>	2,199	2,157	2,124
<b>Capital Financing</b>	29,429	29,604	29,605
<b>Corporate Items*</b>	13,105	19,622	21,574
<b>Peterborough Serco Strategic Partnership</b>	6,596	6,702	6,780
<b>Digital, Data &amp; Technology Services</b>	7,088	7,501	7,578
<b>Cemeteries, Cremation &amp; Registrars</b>	(1,686)	(1,706)	(1,748)
<b>Corporate Property</b>	2,057	2,101	2,033
<b>Marketing &amp; Communications</b>	530	532	533
<b>Health &amp; Safety</b>	205	114	64
<b>Internal Audit and Insurance</b>	1,749	1,737	1,741
<b>Corporate Services Total</b>	<b>67,724</b>	<b>74,337</b>	<b>76,195</b>

*\*Includes a £3.6m contribution to Reserves from Adult Social Care Grants*

### Service & Budget Changes

Title	Description	2023/24	2024/25	2025/26
Additional Treasury Income & ESPO dividend	A more pro-active approach to Treasury Management, including working with our advisors to introduce a range of longer-term investments and reduce borrowing.	(1,000)	(1,000)	(1,000)
Constitutional Services - Elections	Additional budget of £80k is required to ensure that elections can be delivered with no financial pressure. Currently the Local Elections budget does not cover the costs to run elections in Peterborough. Savings will be made where elections are combined with other national or regional elections and when there is a 'fallow' year and no elections take place.	80	0	(190)
Corporate Property Savings Proposals	Insourcing of NPS services – due to be completed by February 2023. Savings through establishing an in-house property function, plus a review of property maintenance and commercial rental income. Asset rationalisation to divest of poorly performing assets, reduce operational costs and maintenance.	(920)	(1,030)	(1,190)
Corporate Property – Loss of	Loss of income rental income for Sand Martin House, however active marketing of space in SMH is taking	456	456	456

Title	Description	2023/24	2024/25	2025/26
rental income & Lease cost	place to mitigate the pressure. The Lease at SMH is also under review.			
Efficiency & Spend reductions (supplies & services etc)	Savings across the department generated through minor efficiencies and a reduction in the supplies and services budgets.	(83)	(97)	(109)
Financial Services Restructure	Restructure of Financial Services to improve resilience and accountability and deliver a saving.	(158)	(198)	(228)
Head of Comms & associated shared service savings	Investment is required following the shared service arrangement ceasing with Cambridgeshire County Council. Efficiency savings will ensue.	31	31	31
New Health & Safety Manager	The Health & Safety function currently has no recognised manager and this post is essential to maintain the continuation of the service to meet statutory requirements.	63	63	63
New Risk Manager Role	The Audit Committee has requested that Risk Management is separated from the Internal Audit function to ensure there is no conflict of interest. A new Risk Management post has been created, which will be part of the corporate management framework.	60	60	60
HR - Shared Service Arrangement & Apprenticeship Levy	The HR service is going through a restructure, which will lead to ceasing the Recruitment & Retention shared service arrangement with Cambridgeshire County Council and incorporating a new Recruitment & Retention function within PCC. Apprenticeship Levy Scheme adjustment to realign budget.	(63)	(63)	(63)
HR Restructure	The aim of this investment is to ensure that there is a sustainable HR function which is resourced appropriately to support the Council to deliver against its priorities, corporate plan, and improvement plan and streamline HR processes (Transformation)	300	300	300
LCTS Admin Subsidy Grant Rolled into RSG	LCTS Admin Subsidy Grant has been rolled into the Revenue Support Grant.	228	228	228
Review of employee Terms and Conditions and benefits	The non-contractual rewards and benefits are specific and are available to a reduced number of employees. Providing all employees with a reward package that will benefit them on a day to day basis, resulting in improved employee engagement and retention, whilst increasing savings (dependant on employee take-up) to NI and pension contributions. Savings could also be made from DBS checks and leave arrangement proposals.	(32)	(556)	(562)
Transparency Grant income	Confirmation has been received from DLUHC that we will continue to receive the Transparency grant for the foreseeable future.	(31)	(31)	(31)

Title	Description	2023/24	2024/25	2025/26
Legal Services Review	<p>The following savings have been identified: -</p> <ul style="list-style-type: none"> <li>Resourcing changes within legal services including reviewing an existing vacant post</li> <li>Alternative options for the Deputy Monitoring Officer role</li> <li>Increase income targets in leases and compensation</li> <li>Reduction of supplies and services and review of subscriptions</li> </ul> <p>In addition, proposals for a service review to commence following the appointment of the Director of Legal and Governance to identify efficiencies and/or transformation which can realise further savings.</p>	(214)	(611)	(476)
Insurance Savings	A number of savings are being proposed in relation to the insurance premium budget following tender, a review of the insurance reserve and a budget reduction to the insurance risk reduction fund.	(124)	(155)	(179)
IT & Digital Services- move to the cloud	Existing arrangement for Mosaic hosting charge to end, and this service will move to the cloud which will incur an additional fee however resulting benefits include resilience and security.	50	100	100
IT & Digital Services Savings	<p>The proposal covers 5 different areas</p> <ol style="list-style-type: none"> <li>Stopping legacy systems / Processes, for example faxes and cheques and moving to one forms solution instead of three</li> <li>Reducing Service Levels for system support and cutting down overtime</li> <li>Reassessing resilience levels for frequency and retention of system backups.</li> <li>System Changes</li> <li>Corporate re-alignment</li> </ol>	(334)	(370)	(370)
Legal Services- reduction in Land charges income	The centralisation of the LLC1 land charges and the Council no longer delivering legal work for Rutland Council has left a pressure on the income target.	181	181	181
Prior Year MTFS Restructure saving- Partially non-deliverable	This is the reversal of a prior year MTFS savings target which was built permanently into the budget from 2023/24. It was originally related to a revised Corporate leadership team structure. The proposed structure changes are now different meaning the saving is not fully delivered.	103	103	103
Peterborough Serco Strategic Partnership - Contract renegotiation	Further contractual discussions to transform services. The initial focus is around business support, and the Council is utilising experienced specialist external support in contract reshaping/ transformation to deliver this.	(223)	(286)	(291)

Title	Description	2023/24	2024/25	2025/26
Peterborough Serco Strategic Partnership - Procurement Transformation and further Procurement Savings	Insourcing of the Council's Procurement function – this is now complete, and the service transferred back to the Council on 1 <sup>st</sup> November 2022. The service will now be reviewed and redesigned to align with the Council's future procurement planning strategies. It is also hoped that the refreshed function will help deliver a further £200k procurement savings	(400)	(430)	(490)
Mausoleum sale income	Demand remains high for mausoleum and capital investment will generate further income.	(50)	(100)	(150)
VAT shelter income	This additional income is now built into the budget to more accurately reflect budget profile.	(100)	(100)	(100)
Community Leadership Fund	To introduce a revised Community Leadership Fund. This scheme proposes to: <ul style="list-style-type: none"> <li>Relax the spending restrictions, to allow both capital and revenue expenditure</li> <li>Increase the allowance from £1,000 per member to £3,000</li> <li>Allow balances to be pooled and carried forward into future years.</li> </ul> The full scheme is outlined in Appendix M to the main report.	180	180	180
Investing in Business Intelligence and data analytics	The Council has recognised it needs to invest in data insight to support delivery of the City Priorities in particular the prevention and early intervention agenda.	200	200	200

*Changes to service demand & inflationary assumptions are not included in the above. See detailed revenue service budgets tables for breakdown.*

## Place & Economy Services

### Safer and Stronger 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 are in the middle of a set of social and economic challenges and the increasing cost of living is making it harder for many people to make ends meet. In addition, we know there are groups of people who need our support more than ever. For example, the increasing number of people experiencing domestic abuse and our new residents and communities, including asylum seekers who have been placed in the city by the Home Office just recently, as well as refugees who have arrived from the Ukraine, Afghanistan and Syria in recent years. We are so grateful to our many voluntary, community and faith sector partners, without whom the level of practical help and support we'd be able to offer would be far less significant.

Therefore, we continue to do all we can to help people who are struggling the most, including issuing grants via the Government's Household Support Fund to those in greatest need and to families to support with the cost of food during the school holidays.

In the coming year we plan to further this work by locating small teams of officers including housing, social care, adult skills, and others in community buildings to target support at people long before they reach crisis point. We know that if we can help people sooner it is better for them, and it reduces demand on council services.

Requests for help from people in housing crisis are rising because of the difficult economic climate, with national data suggesting there will be a 25% increase in the number of people coming to us at risk of becoming homeless. In the coming year we will 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 also have a legal duty to ensure the safety of all privately rented housing in our city and are planning to increase our support for the private rented sector, which is a vital part of the city's housing stock. We cannot control the level of rental charged for such properties, but we can ensure the safety of properties and the quality of new builds. Therefore, we want to introduce a stronger regime to regulate the standards of private rented housing, through additional licensing requirements, taking enforcement action where necessary. In addition, we will increase our support for landlords and offer advice, particularly around managing difficult tenants.

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. As part of this we will increase our efforts to make sure it is clean and attractive and will work with our partners, including the police, to continue tackling anti-social behaviour. We will make sure we are using our assets, such as Cathedral Square and the museum, in the best way possible.

Our focus will not just be on the city centre though; we plan to work closer with our partners to better solve neighbourhood problems. These are the issues that affect people's quality of life, and we will be looking at how we can work smarter to find solutions to issues.

Through Peterborough Limited, a company wholly owned by the council, we collect 7.15 million wheeled bins each year, and currently recycle or compost around 41% of the city's waste – or 18,000 tonnes. 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 2,000 requests for litter/dog foul clearance or bin emptying.

Like any organisation, Peterborough Limited is facing significant financial pressures because of rises in inflation and nationally agreed pay increases. To meet this increase, in the region of £1m, we plan to make savings where we can, for example reducing cleaning in council buildings. We also plan to review the structural arrangements of the council-owned company to make savings by, for example, reducing back-office functions where there is duplication with the council.

### **Place and Prosperity**

The past few years have been challenging for all towns and cities in the UK – the pandemic, followed by rising costs and inflation, have hit everyone hard.

Growing the city creates opportunities for residents including better jobs, higher salaries, a better mix of housing and less deprivation. For the council it means more investment through business rates and council tax to fund services for residents.

In our Budget Simulator you told us that growing the economy is important to attract better paid jobs and more housing, however growth needs to be controlled and carefully managed.

In the coming year we plan to invest £1.5million to create a growth, regeneration, and economic development service to drive forward at pace our ambitious plans to increase the number of homes in our city, attract new businesses, create better jobs, and ensure that growth acts as a lever to address our inequalities.

It is also vital to the success of our economic growth and development that we have a directly managed adult skills service wholly focused on providing opportunities for people to enter the workforce or to increase their earnings through better employment. Our adult education service is currently delivered by City College Peterborough, a department of the council. We plan to review the way we deliver adult skills services in the city, exploring options for working differently through City College Peterborough and also Opportunity Peterborough, our economic regeneration arm, to produce a refreshed adult skills service.

From 1 February 2023, Opportunity Peterborough will transfer to the council. This will further enhance its focus locally and nationally to attract new businesses and developers to invest in the city, thereby generating employment opportunities, as well as the work with businesses to support them to succeed and expand.

A good mix of housing is essential for a growing city and therefore we will continue to plan for the city's housing needs to ensure there is the supply needed now and into the future.

We will continue to support public sector grant funding and loan opportunities which support major projects in the city. For example, through the Government's Towns Fund, Peterborough is set to receive £22.9m which will create additional leisure and educational opportunities for residents and pay for new infrastructure including a pedestrian bridge connecting the Embankment with Fletton Quays. It has also been announced that £48m investment as part of the Government's Levelling Up Fund has been awarded to the city to develop a new station quarter.

The Council's culture and leisure services (gyms, swimming pools, libraries, the museum, and Flag Fen) are currently delivered by Peterborough Limited. Although leisure performance is improving following the pandemic, it remains a challenging landscape and at best we expect services to be cost neutral. Therefore, we are exploring a range of options to deliver our culture and leisure portfolio.

### **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 operate school crossing patrols, promote cycling and walking and deal with issues such as speeding and parking problems where needed.

Our highways services are provided by Milestone, and we will be reviewing this contract to make sure it is delivering the services we need in the most cost-effective way. This is part of a wider piece of work to ensure all council contracts are providing best value for residents.

We will also use new powers to tackle parking offences such as driving in a pedestrianised area and driving through a no entry sign, in selected areas of the city, with the potential to increase the number of areas if successful. Previously moving traffic offences could only be enforced by the police, but in May 2022 the government enacted part 6 of the Traffic Management Act 2004 which allows local authorities in England (outside London) to apply for powers to enforce moving traffic offences for the first time.

We will look to use automatic number plate recognition cameras in council car parks; based on other areas of the country, we are predicting an increase in car park income of at least 15%. This will also free up enforcement officer time to focus on other areas of the city and its neighbourhoods.

Reducing our carbon emissions will bring a number of vital benefits for our city including reducing fuel poverty, improving physical and mental health, improving air quality, stimulating our economy, and providing jobs to the local area. To make our city net-zero carbon every community group, business and resident has an essential role to play, and we are in the process of developing a Peterborough-wide Climate Change Action Plan. This work will continue into 2023/24.

We will also invest in a range of measures to improve energy efficiency and cut carbon across our buildings, such as installing more solar panels, and increasing take-up of solar and other technologies across communities, for example, through group buying schemes to enable mass roll-out of solar and other technologies in communities.

Every 1% increase in recycling achieves a £66k benefit to the council. Evidence from across the country shows that targeted education in areas where recycling rates are poor, or where there are high levels of waste cross-contamination, leads to direct increases in recycling rates.

There are also a number of areas where the council expects to increase its income, which can be used to provide services. This includes Westcombe Engineering, the council service providing employment to people with learning or physical disabilities, and the Energy Recovery Facility operated by Viridor.

## Place & Economy Proposed Budget

	2023/24	2024/25	2025/26
<b>Planning - Development Management &amp; Building Control</b>	78	53	25
<b>Director Place &amp; Economy</b>	191	192	193
<b>Highways and Transport</b>	4,833	4,899	4,971
<b>Planning - Policy and Strategy</b>	1,966	1,978	1,991
<b>Waste, Cleansing and Open Spaces*</b>	9,959	12,284	13,402
<b>Climate Change &amp; Energy Services</b>	(123)	(148)	(158)
<b>Westcombe Engineering</b>	36	14	(9)
<b>Growth &amp; Regeneration</b>	1,186	1,188	1,189
<b>Housing and Homelessness</b>	2,813	2,574	2,610
<b>Communities</b>	1,076	936	911
<b>Regulatory Services</b>	1,938	1,943	1,948
<b>Emergency Resilience and Planning</b>	138	138	138
<b>Place &amp; Economy Total</b>	<b>24,093</b>	<b>26,048</b>	<b>27,211</b>

\*Significant change relates to reducing the income target relating to the Energy Recovery Facility while we review the future energy prices. This is inline with our inflation strategy as set out in the MTFS (Appendix A to the main report)

## Service & Budget Changes

Title	Description	2023/24	2024/25	2025/26
Growth, Regeneration and Economic Development	We need to build a new team to drive forward at pace our ambitious growth and regeneration plans, to increase the number of homes in our city, attract new businesses, create better jobs, and ensure that growth acts as a lever to address our inequalities.	1,500	1,500	1,500
Westcombe Engineering	Westcombe Engineering is a council service providing employment to people with learning or physical disabilities. Under new leadership, the financial performance of the service has significantly improved in recent months, and we are identifying new markets within which to trade. We are therefore predicting an increase in net income over the next three years.	(156)	(196)	(238)
Peterborough Ltd (Aragon Direct Services) – Pay Inflation	Salary inflation and pay increases have resulted in a pressure of £869k in Aragon and this cost needs to be fully mitigated through a combination of savings and transformation activity.	869	1,194	1,519
Peterborough Ltd (Aragon Direct Services) – Service Reductions & Transformation	£33k can be saved by reducing the cleaning specification for council buildings. We are targeting a further saving of £250k by transforming the way the council and Peterborough Ltd work together, removing any structural or organisational barriers that prevent our ability to maximise value for money. We will explore, for example, sharing senior roles across both organisations and combining back-office functions where there is duplication.	(283)	(333)	(333)



Title	Description	2023/24	2024/25	2025/26
Energy Recovery Facility – increase on base income levels	<p>The council has a contract with Viridor for the operation of the Energy Recovery Facility. The contract provides the council with a level of income that is built into our core budgets. In recent months, and due to the strength of international energy markets, the levels of income generated through the contract have far exceeded previous income levels, and this is likely to continue for some time. This surplus, as well as future surpluses, are being treated as windfall income and being transferred to corporate balances / supporting the overall budget to support increased energy costs across our services. We anticipate this windfall being £3.2m in 2023/24 (and reducing thereafter).</p> <p>However, the core income level has not been reviewed since it was set some years ago, and the effects of inflation over those years means that we can also increase that core income level by the values set out above.</p>	(1,844)	(1,773)	(1,701)
Moving Traffic Enforcement	<p>We will use new powers to enforce against moving traffic offences for the first time. Previously moving traffic offences could only be enforced by the police. We will be applying to use these powers where there are known issues with vehicles causing moving traffic offences, initially targeting 6 locations to begin with:</p> <ul style="list-style-type: none"> <li>• Long Causeway (at the Midgate/Broadway entrance)</li> <li>• Westgate (at the no entry point at the Midgate/Broadway junction)</li> <li>• Church Street (at the no entry point on Cowgate)</li> <li>• Stanground South (at the new bus gate)</li> <li>• Park Farm (at the new bus gate)</li> <li>• Queens Drive West (at the Safer Streets pedestrianised area)</li> </ul> <p>Offenders will be issued with a Penalty Charge Notice of £70, reduced to £35 if paid within 14 days. We are required to operate a 6-month warning period, hence the reduced income in the first year.</p>	(60)	(138)	(138)
Automatic Number Plate Recognition in Car Parks	<p>At present, users of our car parks pay in advance via ticket machines or via an app for the amount of time they think they will remain in the car park. Automatic Number Plate Recognition (ANPR) technology, widely used across the UK, provides a different approach where drivers pay when they leave the car park based on the amount of time they've actually spent there. We are predicting an increase in car park income of at least</p>	(229)	(272)	(272)

Title	Description	2023/24	2024/25	2025/26
	<p>15% (based on research into other areas where this technology is used).</p> <p>This proposal has the added benefit of freeing up enforcement officer time to focus on other areas of the city and its neighbourhoods.</p>			
Increased Recycling Rates	<p>This proposal seeks to invest in a dedicated education resource to significantly improve our recycling rates. Every 1% increase in recycling achieves a £66k benefit to the council. Evidence from across the country shows that targeted education in areas where recycling rates are poor, or where there are high levels of waste cross-contamination, leads to direct increases in recycling rates. We are proposing increases of 6% in year 1, 8% in year 2, and 12% in year 3.</p>	(146)	(273)	(532)
Energy, Environment and Climate Change – energy measures	<p>This proposal provides investment in a range of measures to improve energy efficiency across our buildings and increase take-up of solar and other technologies across communities, leading to a net financial benefit as set out above. These measures include investing in LED lighting in council buildings, analysing council energy bills, implementing basic energy management techniques in council buildings, and joining group buying schemes to enable mass roll-out of solar and other technologies in communities.</p>	(306)	(340)	(360)
Energy Recovery Facility – additional income projection	<p>The figures above also include the windfall income forecast from the Energy Recovery Facility, referred to earlier.</p>	(3,229)	(1,276)	(469)
Housing Management Functions	<p>As part of our strategy to tackle homelessness, the council has previously acquired a small number of properties from the open market which are used for either temporary accommodation or as a permanent housing solution.</p> <p>We are also transferring the property functions currently delivered via our arrangements with NPS into the council. This provides a perfect opportunity to merge housing and property related functions for a more joined up service.</p>	(50)	(50)	(50)
Culture and Leisure	<p>The council's culture and leisure services (gyms, swimming pools, libraries, the museum, and Flag Fen) are currently delivered by Peterborough Ltd, the council's trading company. Although leisure performance is improving, it is likely that, unlike in previous years, it will achieve cost neutrality at best rather than generating a surplus to be invested in</p>	0	0	0

Title	Description	2023/24	2024/25	2025/26
	<p>cultural services. Libraries provide a statutory service, but our library service has not been reviewed for many years and the service feels outdated, with the same being true of the museum. Flag Fen costs the council around £250k per annum to deliver, and the potential to generate significant income has never been realised.</p> <p>There is already an existing saving built into our budget based on transforming services to be delivered within a new net budget envelope of £1.4m compared to the current net cost to deliver the service of more than £3m.</p> <p>This proposal therefore seeks to review the delivery arrangements of our culture and leisure portfolio, considering a range of options for service delivery that are sustainable for the future.</p> <p>We are developing proposals to bring together the operation of Flag Fen and the Museum as a single service. We are also reviewing our library service as it offers us great potential to focus our work on supporting households with the current cost of living challenges at a very local level. The model would be based on assembling officers and partners from different services, including housing, adult skills, and debt advice, to be based within our libraries or community centres, making access to help at the earliest possible opportunity as simple as possible.</p> <p>Part of this work will involve reviewing, and possibly consolidating, our libraries and community buildings to maximise their efficient use and to make them available for longer periods than at present.</p> <p>Any changes will be the subject of an intensive transformation programme and extensive community engagement.</p>			
Cost of Living Hubs	<p>We have already established a number of measures to support households struggling financially as a result of the national and international economic conditions. We anticipate the impacts of this, along with the ongoing impacts from Covid and the existing inequalities in our city, to continue for some time, and so are proposing the development of a new model of providing direct support at the earliest possible opportunity from within community settings.</p> <p>Co-locating a small team of housing, social care, adult skills, and other officers in a community building such</p>	0	0	0

Title	Description	2023/24	2024/25	2025/26
	<p>as a library will provide far greater opportunities for local data and intelligence to be used to target support at people before real need or crisis develops.</p> <p>Although no savings are identified at this stage, we are piloting this approach for a short period to identify cashable savings across council budgets as a consequence of the approach reducing demand for costly statutory interventions, such as care packages.</p>			
Adult Skills / City College Peterborough	<p>City College Peterborough is a department of the council primarily responsible for delivering adult skills training and development. Although the college operates very successfully, this proposal seeks to ensure we maximise value for money as well as drive economic growth by reviewing the operational and governance structures of the College.</p> <p>The proposed saving is an estimate of the value of efficiencies that should be achieved through the review.</p> <p>The College provides additional services, including Day Opportunities provision for people with learning disabilities. These fall outside the scope of this review, and will be considered as part of the review of adult social care instead.</p>	(250)	(250)	(250)
Housing and Homelessness	<p>The council needs to transform the way we support households who are at risk of becoming homeless. At the moment, the service is highly reactive and often engages with a household too late in their homelessness journey. We need to change this so that we are engaging far earlier with households who may be at risk of becoming homeless.</p> <p>This proposal includes a range of measures that shifts our focus more on earlier preventative work, as well as building a portfolio of housing options which we can use instead of inappropriate and very costly bed and breakfast accommodation.</p>	(101)	(135)	(167)
Private Sector Housing Standards	<p>The council has a legal duty to ensure the safety of all privately rented housing in our city. There are a range of interventions that can be deployed by council officers to ensure that privately rented housing is as the required standard, including legal powers set out in housing legislation, the introduction of local licensing schemes to better regulate quality in both specific geographical areas and for different types of property, and the use of civil enforcement activity.</p> <p>This proposal will see the full transformation of our housing enforcement service to become a housing</p>	112	(166)	(175)

Title	Description	2023/24	2024/25	2025/26
	<p>standards service, implementing a suite of interventions including:</p> <ul style="list-style-type: none"> <li>• Mandatory licensing for formal Houses in Multiple Occupation (five or more persons from two or more households)</li> <li>• Selective Licensing, which would require privately rented housing in identified areas to be licensed with the council</li> <li>• Additional Licensing, which would require HMOs not covered by the mandatory licensing rules to be licensed with the council</li> </ul> <p>The introduction of the second and third schemes is subject to consultation and formal approval.</p> <p>Additionally, the Housing Act provides us with the ability to use civil enforcement powers as a mechanism for improving the quality of privately rented housing where necessary. This is a tool widely used across the country, but which hasn't been used significantly in Peterborough.</p> <p>Alongside these measures, we will also introduce schemes that provide direct support and advice to landlords, particularly for example where they are facing legitimate challenges with their tenants.</p> <p>Selective and Additional Licensing schemes will be delivered by an external specialist organisation, and the figures quoted above include both staff savings and increased income, as well as unachievable income targets previously written into budgets.</p>			
Directorate Efficiencies	Minor spend reductions and efficiencies across the directorate, primarily to supplies and services.	(11)	(13)	(16)

*Changes to service demand & inflationary assumptions are not included in the above. See detailed revenue service budgets tables for breakdown*

## Peoples Services (including Public Health)

### 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 by 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 improves outcomes 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 232 safeguarding concerns each month.
- Supporting people to meet care and support needs 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 175 discharges from hospital each month.

Adult services face challenges including rising inflation, population growth and the ongoing impacts of the pandemic. This means we are seeing more demand on services and people having higher levels of need when they come to us for help. This year, we have received an average of 3,414 contacts per month to our adult early help team, a 4% increase on last year.

We also support 52 people a month with short term reablement to recover from a hospital stay or illness for up to 6 weeks and are currently supporting 2,031 people with long term packages of care.

Our focus in future years is to embed further opportunities to deliver more prevention and intervention through the following areas:

- Increased Technology Enabled Care: TEC involves using equipment 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.
- 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.
- Direct Payments: These enable people to plan and pay for their care and support directly, with a financial contribution from the council. Reviewing processes and enhancing the range of options available for people to access Direct Payments will enable them to benefit from greater choice at more affordable costs.

## **Children's Services**

We have a statutory duty to support vulnerable young people and their families across Peterborough with the key aim of helping children to meet their development goals and supporting their mental health and emotional needs.

The service has faced several challenges in recent years, particularly because of Covid-19 and most recently the cost-of-living crisis. As a result, demand for our services has risen and we expect this trend to continue.

We provide an extensive fostering service across Peterborough, helping young people who are in vital need of support to find loving homes and the best opportunities to develop. Like many fostering agencies, we have experienced a decrease in public interest in fostering since March 2022, despite the need to find homes for local children and young people remaining high.

We 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 are currently appealing for new foster carers to come forward and will also be reviewing our service offer to foster carers. Changes might include helping foster carers to work more flexibly and providing them with additional support.

There is a continuing commitment to protect and promote services for children and families, and we will also benefit from the significant central government grants being offered to promote the development of Family Hubs and drug and alcohol treatment services over the next three financial years.

We have recently reviewed our family safeguarding structure and deleted existing vacancies. We have embedded a new operating model in Peterborough, resulting in low numbers of children subject to child protection planning and low numbers of children being placed into care.

In the coming year we want to continue with our commitment to reunite children in care with their birth families, where it is safe to do so, in a more-timely way.

We operate a positive behaviour service which works with children who have complex additional needs and disabilities, as well as prevention and early help services, providing advice and support to children and families to help keep children at home in a safe, loving family environment. This includes support to children with additional needs such as autism or ADHD and young people at risk of sexual or criminal exploitation or becoming homeless. In the coming year we plan to increase income for some services for children with complex needs.

We will continue to focus on improving the recruitment and retention of staff, including strengthening pathways into social care as a profession. A review of the management structure in Children's Services is also underway to ensure we have the right skills in the right place.

Over the next three years an ambitious transformation programme for children's social care will be developed, focussing on key areas including our workforce development, fostering and adoption and replacing current systems.



## Education

We have a statutory responsibility to provide education for every young person in schools, colleges, and further education locally, and our key aim is supporting them to achieve expected national standards. Our Budget Simulator challenge told us that Education is the area you least want to see funding reduce.

There are currently 63 primary schools within the authority area, along with 15 secondary, eight special schools and three further education colleges. As of May 2022, there were a total of 40,166 pupils in education locally. Our education service has faced some unprecedented challenges in recent times, most notably working to support schools and colleges throughout the Covid-19 pandemic, which stretched resources to the very maximum.

A key challenge remains, providing places for pupils in light of Peterborough's rapid population growth. Three new schools were opened for the current academic year, but it is likely that additional places will have to be found in future. Secondary and Special Educational Needs (SEND) numbers are expected to increase for the next five years, whilst there has been a fall in the number of annual births, which is resulting in a lower demand for early years and younger primary school places.

The cost-of-living crisis and austerity in national funding is likely to be a huge issue moving forward. Next year, 2023-24 is the final year of a three-year settlement and whilst it has an increase in funding, it is not reflecting the cost pressures of the sector. We are currently waiting for the October School Census, and we have been building budgets throughout November.

Despite these challenges, we are seeing some very 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 the 151 local authorities, this places Peterborough as 38<sup>th</sup> nationally, up from 107 previously.

We have built strong relationships with all our schools and colleges, proactively setting up head teacher groups to ensure regular dialogue and effective problem solving. Moving forwards, we are working on several measures to help drive financial efficiencies and manage increasing demand.

A transformation programme of work for the Home to School Transport service is being developed, with the aim of providing more cost-effective transport. This will include a review of our transport routes, sourcing volunteer drivers and developing independent travel training along with other strategies to manage this significant area of pressure.

Meanwhile, our school improvement services has been streamlined, including a removal of school intervention funding.

Following the national reorganisation of secondary schools in 2007, the council has a historic legacy pension liability for teachers' dependents. Due to the passage of time, the number of eligible dependents has decreased meaning the financial liability to the council has reduced.

There has also been investment in the Statutory Assessment Team (SAMS) and Educational Psychology Team (EPS) to ensure capacity to respond to significant increases in demand.

The department's current IT system will be replaced, maximising opportunities for digitalisation to deliver leaner process efficiencies.

## People Services Proposed Budget

	2023/24	2024/25	2025/26
<b>Director of People Services</b>	875	2,326	2,326
<b>Education</b>	8,265	8,271	8,278
<b>Adults - Commissioning</b>	54,825	59,604	63,040
<b>Adults - Operations</b>	9,710	9,723	9,738
<b>Children's - Operations</b>	14,091	14,090	14,086
<b>Children's Commissioning</b>	21,793	21,310	21,376
<b>Commissioning Team and Commercial Operations</b>	1,563	1,566	1,569
<b>People Services Total</b>	<b>111,121</b>	<b>116,889</b>	<b>120,413</b>

## Service & Budget Changes

Title	Description	2023/24	2024/25	2025/26
Adults Services - Administration charges for Self-Funders	Where people pay for the full cost of their care, we charge a monthly administration fee to cover the cost of arranging care for them. We expect to see an increased number of people being charged this administration fee due to increased demand for the service.	(40)	(40)	(40)
Adults Services - Direct Payments	Direct Payments enable people to plan and pay for their care and support directly, with a financial contribution from the council. Reviewing processes and enhancing the range of Direct Payment options available for people to access will enable them to benefit from greater choice at more affordable costs.	(100)	(100)	(100)
Adults Services - Increased Reablement-Demand Prevention	Reablement delivers short term, goal-oriented support for up to six weeks to help people regain their independence when they have been in hospital. By increasing reablement capacity, recruiting to existing vacancies in the team, we can expand the service to support more people in their own homes, preventing the escalation of need for long-term care which is more costly.	(200)	(200)	(200)
Adults Services - Increased Tech Enabled Care-Demand Prevention	Technology enable care (TEC) involves using equipment to support people with their care and support needs. This could be things such as Lifeline alarms, medication reminders and fall sensors. TEC can be put in place either alongside other care and support provision, or as an alternative depending on individual circumstances. By increasing the use of TEC, through both increasing the range of TEC available and ensuring practitioners are skilled in identifying where TEC would be of benefit, we can increase people's confidence to live independently, and the confidence of their families or family carers and delay the need for more costly long-term provision of care.	(100)	(100)	(100)
Adults Services – Workforce	Reablement delivers short term, goal-oriented support for up to six weeks to help people regain their	(363)	(363)	(363)

Title	Description	2023/24	2024/25	2025/26
retention and recruitment - increased reablement	independence when they have been in hospital. Through improved recruitment and retention, we can expand the service to support more people in their own homes, preventing the escalation of need for long-term care which is more costly. Many people want to remain living in their own home.			
Public health substitution for Handyperson Scheme in ASC	This service supports older people to remain independent and well in their own homes. A proportion of the programme is focused upon falls prevention which falls into one of the Public Health Ringfenced Grant categories. Consequently, we will substitute Public Health Grant funding for the Falls Prevention element of this work.	(52)	(52)	(52)
Public health substitution for Infection Control Nurse	The COVID-19 pandemic had a huge impact on Care Homes in terms of morbidity and mortality. The infection risks remain, and the coming winter brings the double risk of both COVID-19 and Flu. The Infection Control Nurse post will work with care homes and social care staff to mitigate the risks. Consequently, we will substitute Public Health grant funding for this post.	(18)	(18)	(18)
Increased demand Home to School Transport	The Home to School transport service has seen a continued increase in demand, which is reflective of school admissions numbers being at their highest rates. This investment is needed to ensure that we can support children to access their school placement.	1,200	1,200	1,200
Increased demand in Educational Psychology Service and Statutory Assessment and Monitoring Service	Demand for the Educational Psychology Service (EPS) service and the Statutory Assessment and Monitoring Service, which is responsible for the assessment and review of Education Health and Care Plans (EHCP) has been increasing year on year. This investment will ensure we have capacity in the team to respond to demand.	191	191	191
School Improvement Service Redesign	It is well recognised that the school improvement service offers challenge, support and guidance to schools across Peterborough. In light of the changing Education legislation, we will review the responsibilities and associated processes of the team.	(150)	(150)	(150)
Home to School Transport Restructure and Transformation	Implementation of the Home to School Transport strategy via a number of transformation workstreams, focusing on greater efficiencies in route planning, procurement processes and more effective modes of transport.	(200)	(200)	(200)
Family safeguarding team (remove vacancies)	Since the implementation of the family safeguarding model of intervention and support to children and families in 2019. We have successfully reduced the number of children with child protection plans and the	(394)	(394)	(394)

Title	Description	2023/24	2024/25	2025/26
	number of children being placed into care. This means that we are able to meet demand currently with slightly tapered resources.			
Pre 1998 Pension Strain	Due to the reorganisation of secondary schools in 2007, the Council has a historic legacy pension liability for teachers' dependents. Due to the passage of time, the number of eligible dependents has decreased and the financial liability to the Council has reduced.	(25)	(25)	(25)
People & Communities Restructure	Creation of separate leadership structure and commissioning directorate for the Council which is sustainable and will equip Peterborough to face future challenges and the National Reform Agenda and responding to the needs of Peterborough residents (Employee Committee paper dated 1st December 2022) This will be met from the innovation fund during 2023/24, during the period of transformation.	0	1,450	1,450
Independent Living Fund	Independent Living Fund Grant has been rolled into the Social Care Grant	117	117	117

*Changes to service demand and inflationary assumptions are not included in the above. See detailed revenue service budgets tables for breakdown*

## 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 commission services 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 8,000 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 to our Healthy Child Programme (0-19) duty desk in 2021/22.
- Help to stop smoking – we helped 432 people quit smoking last year.
- Improving sexual and reproductive health through information and support – in 2021/22, there were a total of 8,899 sexual health clinic attendances.
- Reducing drug and alcohol misuse – There were a total of 1,522 adults and 136 young people aged 12-18 who used services during 2021/22.
- NHS health checks – for people aged between 40 and 74 which look at 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. 2,481 health checks were completed in 21/22
- Weight management – 273 people lost 5% or more of their weight through a Tier 2 Adult Weight management course last year

It is also important to keep investing in public health as it not only provides health benefits to those who engage with us, but this in turn reduces pressure on other public services and saves money in the long term. This is especially important as Peterborough gets 39% less funding per head for public health services than comparable areas (£54 per head compared to £75 per head).

Many of our residents – across all ages, but particularly in deprived areas – benefit from these public health services and which will be needed even more in the future due to an increase in our population. 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.

Importantly, Peterborough has been identified as one of 75 local authorities to receive funding for Family Hubs which support families from conception, through the child's early years, to later childhood, up to the age of 19 (or 25 for young people with special educational needs and disabilities). This is a real opportunity for Peterborough as Family Hubs provide support services early and in a joined up-way (with the NHS and voluntary sector), when families need them. They can support *all* families, but they are designed to be particularly accessible to families from lower socio-economic groups, families who have special education needs or a disability, or those from minority groups who are experiencing exclusion.

We are all dealing with the impact that Covid had on health, especially on long term conditions and mental wellbeing. However, we also learnt a lot during the Covid pandemic. We are taking that learning and making sure we continue to work differently both with the council and with partners - keeping the focus on prevention and early intervention despite financial challenges and using data, evidence and intelligence (international, national and local) in a more proactive way to improve people's health.

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 will be delivered through working with partners and co-production which is where we deliver solutions alongside those we are trying to help.

#### Public Health Proposed Budget

	2023/24	2024/25	2025/26
<b>Public Health</b>	11,341	11,311	11,309
<b>Public Health Grant</b>	(11,645)	(11,643)	(11,641)
<b>Public Health Total</b>	<b>(304)</b>	<b>(332)</b>	<b>(332)</b>

#### Service & Budget Changes

Title	Description	2023/24	2024/25	2025/26
Breast feeding support contract	This is a small contract to provide breastfeeding peer support in order to improve breastfeeding rates. There are other support opportunities which could develop and strengthen the offer especially with the current work on Family Hubs.	(12)	(25)	(25)
Communications Materials	There is a small communications budget in Public Health which is to support campaign work. This has been under spent for several years as a lot of communication activities use social media platforms which are very cost-effective or use national templates for the campaign imagery.	(3)	(3)	(3)
Healthy Behaviour Consumables	The Healthy Behaviours Service (Healthy You) provides Stop Smoking Services across Peterborough in the community and in GP practices. This is purchased by the provider from the NHS at its tariff, however, if supplied by a non-NHS supplier the cost is reduced considerably.	(30)	(30)	(30)
Suicide Prevention Training	The STOP Suicide Campaign and Suicide Prevention Training are designed to equip members of the community to have conversations about suicide. The rationale for this saving is to adopt a more strategic approach to funding the training. NHS England also funds this training through the Wave 4 suicide prevention work in Peterborough and Cambridgeshire and the Integrated Care Board will be part of the development of the strategic approach.	(10)	(10)	(10)
Workplace health contract	This five-year contract ending on May 31 2023 provides support to employers for improving the working environment of their employees to prevent ill health and the associated absenteeism and presenteeism. The low value of the contract in relation to the large number of workplaces in Peterborough means it has limited traction and it is proposed not to renew the contract when it ends.	(21)	(25)	(25)

*Changes to service demand & inflationary assumptions are not included in the above. See detailed revenue service budgets tables for breakdown*

## **Peterborough City Council**

### **Appendix C- Budget Consultation Feedback**





**We had a total of 50 submissions to the Budget Consultation.**

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

### Question 1

Our Sustainable Future City Council document sets out our priorities for the next three years.

To what extent do you agree with this approach?

 Strongly agree	3
 Agree	16
 Not sure	16
 Slightly disagree	8
 Strongly disagree	7





### Question 2

One of the options to help us protect and invest in services is to increase Council Tax.

To what extent do you agree or disagree that we should increase Council Tax?

Strongly agree	7
Agree	10
Not sure	2
Slightly disagree	12
Strongly disagree	19



### Question 3

**We spend half our net budget on adult and children's social care services.**

Children' social care services support children in the greatest need – children who are disabled, who have to be protected from harm or need to be looked after in residential or foster placements. Adult social care provides support to older people, and to adults with either physical or learning disabilities, or physical or mental illnesses.

**How important is it to you that we continue to prioritise spending in these areas?**

Very important	22
Fairly important	21
Not very important	2
Not important at all	4
Don't know	1



#### Question 4

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

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

No	Answer
1	Don't know
2	Surely using private fostering agencies is a more expensive option? Can't this money, or a large proportion of it, be spent within the city to support carers and education of youngsters who are possibly having children they are unable to support hence the need for foster care? Direct more funding to the source of why so many foster carers are needed. If this means more funding at school sex-education levels, so be it!
3	Publicise what it means to be a fosterer
4	The process is very invasive. It's also most like you don't want people to be foster carers. I know that you have to be very careful who you place children with, but.
5	Stronger awareness. Showcase excellence delivery and why important not to be removing children's opportunities to grow up within the Peterborough community and family.
6	Find people who want to foster to help children and not just to line their pockets. Make the help and support for foster carers more real. Reply to people who contact you to offer to foster. I know many people who have never had a reply
7	make it higher profile and a greater awareness. Make the fostering system quicker and simpler.
8	No views.
9	Provide better support.
10	You can't during the financial crisis
11	Offer great incentives such as a good allowance.
12	Increase payments.
13	Better incentives
14	GIVE MORE REALISTIC SUPPORT

15	?
16	Not sure
17	Pay them more
18	Pay more
19	Cutting back on red tape and having a good support system in place
20	Build and maintain hostels to provide care at affordable rate
21	<p>As a foster carer I find Fostering Services very supportive of me and professional. I think they can improve their comms and community outreach, for example reaching ethnic minority communities. The concept of fostering is poorly understood in Eastern European communities, for example. Maybe taking a more targeted, intelligence-led approach, e.g., approaching sixth forms to reach parents experiencing 'empty nest syndrome', and faith communities (who are likely to be more open to fostering).</p> <p>With reference to the question, sometimes it is in the child's best interest to move them out of the local area!</p>
22	Provide anonymised case studies to show people the benefits to the children supported and to the host family
23	Publicise schemes more, making clear the positive benefits to society and prospective foster carers. Send this out with every council tax demand. Suspect many people are out of the loop.
24	Decent wages as it is after all a job
25	make a more assessable to become a foster parent.
26	Sack the current executive leadership team- clearly failing at the jobs, hugely overspending, and providing little in return.
27	online fostering brochure so you know what you're getting into publish list of Kids available for fostering with what they need.
28	Better communication from social workers with foster carers, I know someone who left the LA foster career after poor communication from the social workers. More trauma informed support for children being placed with foster carers, more peer support, better pay, often private foster carers pay more.
29	I have no idea.
30	Better support, improved training,
31	Offer better money and support
32	Perhaps make it less difficult to Foster. Increase payments as regards fostering.
33	Better marketing, social media presence, attending churches and religious institutes where societal obligations are strongest, encourage people not to have children if they can't look after them, stop being as picky over who they are placed with.
34	Provide clear details on the process and benefits of becoming a foster carer, from looking at the Councils current resources, this isn't clear at all.
35	Aside from the usual financial incentives, maybe provide breaks for the foster parents to get away for a weekend or a week.

36	Advertise benefits and support to foster
37	Increase financial allowances.
38	Free parking, help with domestic bills
39	Easily accessible support for foster carers with local community groups in local centres (e.g., libraries and children's centres).
40	I'm really unclear as to what the benefits are, this could be made more clear.
41	Provide more information that is clear to the process of fostering, what's involved and the benefits.
42	As ever, provide decent incentives to encourage local people to foster children. The reason PCC so often gets things wrong is because city leaders consistently fail to understand the role of positive incentives to encourage changes in behaviour- both at individual and community level. As ever, a local timebank would be a superb idea!
43	Ensure the package is similar or better than fostering agencies offer
44	Make it easier for people who would love to foster but have no space to get housing to give them that option.
45	Show residents how it can be done, even in f/t work
46	Make it easier
47	Non
48	Is the reduction in foster carers temporary? was it precipitated by the scheme to provide homes to Ukrainian refugees? Are fosterers stopping fostering? (What do their exit interviews say? do they have enough support?) Are we being inclusive enough in engaging with potential carers e.g., LGBTQ+, single people, different communities
49	The reduction could be because of people providing homes for Ukrainian refugees? And increased training and support for fosterers, from a diverse range of backgrounds, to reflect the diverse range of kids who need fostering
50	Enhanced support through signposting to the voluntary sector partners that could support this well. Good, clear communication and smaller funding allocations to either convert to improve existing homes. Working with housing associations who have direct contact with clients and would be willing to support this  Early help services for families: helping to keep children at home in a safe, loving family environment through promoting family-based physical activities [probably more can be done here by targeting our families work at at-risk families].

### Question 5

National data suggests that there could be a 25% increase in the number of people at risk of becoming homeless.

Do you have ideas as to how the council could better support residents to avoid them becoming homeless?

No	Answer
1	Support people at risk of homelessness and give them somewhere
2	Be more visible & vocal about the housing crisis in Peterborough so the public have a clearer understanding of the dire situation. A society mind shift needs supporting as affordability is rarely truly considered, people financially overstretch themselves so educate more clearly. Plan more efficiently that developers MUST provide more affordable housing. Work with mortgage providers, landlords, medical services to be more aware earlier in the process maybe of someone becoming homeless?
3	Build more social housing or require it with new development....and don't back down when developers push back!!
4	Build council homes
5	Again, more awareness of help and support at the earliest stages. For some reason trying to find information isn't straightforward. Walk in residents' shoes and look at your Google profile, search engine key words to take straight to council information. More direct involvement in community, through all touch points, from officers to ward councillors' communication and surgery offering with support professionals.
6	Stop filling the city help the people already here.
7	Firstly, lets have affordable council tax so people can pay their bills as at the moment we are struggling. Bring into use housing that is not occupied and identify places that could be utilised
8	Tighten criteria for accepting household as homeless so fewer household are placed in temporary accommodation.
9	Take the salary of the highest paid and use some of that money to fund food banks/shelters
10	Stop cutting support systems for addicts and prevent companies making people redundant
11	Pay should be paid and not to be a nuisance.
12	A freeze on Council Tax for people who can prove they are financially struggling.
13	Helping them financially. Surely that is why they become homeless
14	HAVE MORE SOCIAL HOUSING BUT NOT IN HUGE ESTATES AND ALSO DO NOT ENCOURAGE PRIVATE LANDLORDS
15	Give grant aid to homeless charity "Hope into Action"

16	Set a rent cap for private landlords
17	Build more council housing
18	Fund the building of more social housing. Incentivise existing social housing providers to better use their stock, e.g., moving single adults out of family homes to more appropriate properties; Incentivise existing social housing providers to move those that can clearly afford private rents to move out of social housing stock.
19	Retaining ST Michaels Gate might have helped
20	Encourage people to work reduce benefits so people will be motivated to find work
21	I think this is a national, societal trend towards an entitlement mentality and people expecting the council/government to meet their needs. The key is fostering personal responsibility, and the responsibility of families and personal social networks to support people in situations of need, rather than an expectation of recourse to the council. So stronger messaging that the council is there as a last resort. And more support for family and community initiatives - building stronger bonds between people through sport, culture, and recreational activities.
22	Fund the voluntary sector to provide advice and support prior to the council's statutory duty to resolve housing problems at a very early stage and save costs to the council and stress to individuals and families
23	Support local charities, e.g., Citizen's Advice Peterborough, to extend their debt counselling and housing support services. They have a lot of the infrastructure to do so, but not the advisors.
24	Get a better handle on sky high private sector rents. Build more social housing rather than letting developers get away with not sticking to targets for social housing. Have accommodation where people can take dogs.
25	more support with mental health
26	Charge less!!
27	Fund bespoke hostel accommodation
28	Earlier interventions, better information sharing with agencies like schools, more internal information sharing within PCC departments, often departments work in silo, there is a focus on early intervention, but departments don't work together to help prevent. Having more community support advocacy to support families prior to eviction notices.
29	Weed out the unscrupulous landlords. Empty house should be seized or an order set in place to make them available. Having houses lying empty for long periods is a disgrace. Perhaps landlords should be "encouraged" to turn them round, charge full Council Tax at all times.
30	Increase social care, health care and support addictions.

31	Don't increase bills such as council tax. Use councillors wage increases to help people in financial difficulties
32	Be more flexible and look at the cost of not making people homeless.
33	Yeah, stop raising costs for a start and wasting taxpayers money. Invest in pods for people to stay in and stop failing people in schools so they have the skills to find jobs. Build more homes so they aren't unaffordable for people. But for those who have slipped through the net, invest in training and support to get them into work and temp accommodation instead of just sustaining them living on the streets.
34	Housing Needs to be reviewed, the service needs a new fresh approach from someone that can take the service forward.
35	Cost of living and rising prices are a main contributor. Council tax can be up to 10% of a minimum wage earner outgoing. Worth bearing in mind for single persons with no children.
36	Financial education to better manage Crisis support for those most in need financially
37	Increase the availability of temporary accommodation using purpose built or acquired properties and/or hostels in appropriate locations.
38	Purchase hostel with associated services for assistance, giving support to voluntary groups to the project.
39	Address the root causes of homelessness: drug and alcohol support, support for disadvantaged families.
40	No.
41	N
42	Ensure better joined up working with local mental health services to prevent at least some people from encountering such problems. Local mental health services are truly dire, and this is a big part of the problem- overall a lack of professionalism and genuine support.
43	Early intervention encouraging those at risk of becoming homeless to ask for help asap. More small properties are required. How about modular quick build buildings as temporary accommodation?
44	More help with council tax, maintaining homes to keep alongside tenancy even when there is now less help with repairs to help keep homes to a standard.
45	Reach out to those groups at ground level - they have the intel and relationships with those most at risk
46	Sort out the houses that are empty so people could use them
47	Better provision of social housing designed as interim housing for those made homeless. These are best provided by housing associations accessing Homes England funding, but more importantly it needs Peterborough Council to identify land that can be freed up quickly on brownfield or infill land packets owned by them or commercial concerns. How many empty pubs sit empty?



- 48 Presume this will be higher in Peterborough because at 48%, we already have the highest level of in-work Universal Credit claimants nationally and twice the comparable national rate of people being evicted from rented housing.  
Increase the provision of affordable homes (fewer big homes in the proposed mix) and ensure they are well-insulated so cheaper to run  
Increase selective licensing to all landlords (and include insulation requirements e.g., EPC level D), and support tenants with template agreements that protect them better
- 49 More cheap, affordable homes (social housing), (well insulated)  
increase selective licensing (including higher environmental EPC standards) to all landlords so safer homes and fewer forced evictions,  
higher universal credit for people (by having higher council tax etc. and redistributing money to the poorest and most in need in society),  
more mental health support,  
more skills training and higher paid jobs (new green jobs)
- 50 Working with organisations such as Living Sport (the local delivery arm of Sport England) to support health, well-being, and avoiding isolation. In turn a more proactive relationship with landlords to ensure they work positively with tenants and understand where to signpost them to in times of challenge. Working with the Active Charter for GPs surgeries and taking preventative measures to ensure that homelessness or those at risk of it are supported and engaged with positively.  
Support to understand what benefits and resource they could be accessing e.g., Citizens Advice, food banks  
Producing print and information in multiple languages to ensure wider groups are reached  
Be mindful of the important contribution of sport and physical activity to public health (another statutory role for PCC), in particular the role SPA plays in:  
obesity – high levels of obesity in Peterborough  
mental health and wellbeing extremely high

### Question 6

The council has launched a network of community hubs to help those who are struggling with the cost-of-living crisis.

What services would you benefit from being able to access at these hubs?

No	Answer
1	Pet food and sanitary products as well as food.
2	Financial advice, including affordability of running a home based on bedroom size versus average city-wide salaries, and what financial support might be available to help. Mental health services. Suggestions on how to save spending on groceries (bulk-meal planning maybe?) How to look for genuine better deals on energy providers / mobile phone provider / tv packages (Sky tv isn't a necessity!) Provide clearer visibility of PCC spend so the public have a better view of where funds are being spent.
3	Not sure
4	How to budget
5	None. I am not in need.
6	People who work need help too. The hubs are all set up to help and support people who don't work. K
7	none
8	Reduce expenditure on such hubs.
9	Ones that actually help people that are not on benefits or have a tonne of children.
10	Free hot food
11	Good library facilities.
12	None
13	Just sitting there and talking to someone is no good it needs action and incentives
14	NONE
15	Library services
16	not sure
17	N/A

18	None
19	Financial advisors would be a welcome asset. Sometimes it is about budgeting not just about food and cash help
20	No
21	Support should always focus on fostering self-reliance. Too many initiatives perpetuate dependence, e.g., food banks. Community hubs funded by the council are buying food from Booker and distributing it. How is that a sustainable solution? The most appropriate support is one-to-one support such as job hunting and debt management. Job clubs and charities like Christians Against Poverty are truly empowering people to take control of their own lives and live in dignity.
22	Housing Advice Benefits Advice Debt Advice Income maximisation Help with relationship problems
23	Basic advice provision on debt, housing, food provision, relationship breakdown, domestic abuse. Assistance to apply for and secure all benefits accessible to those in need. Good links to mental health provision.
24	Social Care advice for families and older people. Provide similar to sure start centres. Meals and activities to counter loneliness
25	food and help pay gas
26	Na
27	none
28	Employment and benefit advice, universal health support, children centres, food bank and clothing, hot meals, cooking clubs on a budget.
29	Unclear
30	Food, shelter, warmth, hot drinks, activities.
31	Knowing where the hubs are
32	None at the moment.
33	None. You need to redefine the criteria for poverty - can't heat or eat, that's a problem, can't eat or heat, but can afford a nice new iPhone and sky, then it's not the taxpayers or councils' problem. Encourage better financial management.
34	Open a hub in Bridge Street.
35	Somewhere to donate house items to.
36	Warm areas Companionship

37	None
38	Food banks, support network
39	Health services. Employment services.
40	Reopen Bridge Street.
41	Why close Bridge Street? It has excluded vulnerable people from being able to access support.
42	A truly effective City Council whose officials treated me as a citizen and NOT a customer!!! Such language reflects how the 'suits' within the Town Hall truly view local people- as passive consumers of ever-worsening services and not as individuals with intelligence and insight into their personal situations.
43	Benefit and housing signposting and money saving advice concerning fuel and food whilst wasting less.
44	More help with access to food, painting/decorating supplies and help with decorators. Courses to help with ideas like bulk cooking.
45	Mental health support Support with school issues Support with rents/accommodation Get a CAB worker in each of the hubs, even if only once a week.
46	Not need this
47	No
48	Need to ensure they don't compete to maximise the funding pots they can access and are sustainable for volunteers e.g., different days of the week for hubs, keep Light Project separate for homeless. Advice on housing, energy use, healthy eating etc (as proposed in the Climate Change Consultation following the discussion) Can we make more use of libraries for these? - because they can also provide space for studying, internet access, books etc to facilitate educational attainment (otherwise children may be squeezed further down the league table) Mental health/ addiction/ exploitation support.
49	They could be at libraries? so that people can access the internet to do work/schoolwork/looking for jobs as well as engaging with others over a hot drink/meal. Mental health support, financial advice, healthy eating (Like at Garden House run by the Light Project) they should all be in collaboration inc the light project, so they don't take resources/money away from each other
50	Healthy active activities such as walking, engagement in physical activity,



### Question 7

We are committed to helping Peterborough become a net zero carbon city over the next few years and will be launching an action plan to help us get there. We can't deliver this on our own though - everyone needs to play their part.

What ideas do you have for things you and your community can do differently to help achieve this target?

What support do you think you would need from the council?

No	Answer
1	None
2	I can't afford to swap my older second-hand car for a newer more energy-efficient model - suggestions on how do I make my transport more carbon neutral would be great as surely with older vehicles on the roads, carbon levels will increase not decrease? Log burners - as so many of us are switching to burning fuels rather than putting expensive heating systems on, what affect is this having on carbon levels across the city?
3	Stop spending so much on facilitating car transport in the city. Redirect road funds to public transport and cycle infrastructure
4	Better bus services, e.g., not go through Queensgate to get to other side of city. I can get into town, park and be back home, by the time a one-way journey into town would take on the bus. Plus, as I get free parking due to job, the £4.50 return on the bus is way more than I spend going in the car.
5	As yet no realistic bus and transport policy in place be it through Peterborough and Cambridge Authorities. So where is this? The leader was critical of the mayor, (ask the leader November 2022) yet sitting on the combined authority. So, needs to speak up and keep doing so or you can't deliver. There is no park and ride. tram system. Yet been talked about for years.
6	Improve roads and public transport
7	Bring back free brown bin collections. Also why are teams of tree cutters sent out and only do a fraction of what needs doing. The job as a whole needs doing and in one go rather than multiple visits.
8	Make it more difficult for parents to pollute the environment by driving their children to school, often very short distances. Use buses rather than taxis for home to school transport.
9	Actually, upholding this. Not making schools based on religion instead of catchment area. Not making more houses for roads that cannot handle the volume of traffic.
10	More electric charging points that are cheaper to use. Better public transport - buses that run into the night.
11	Street lighting is not that bright.

12	Get schools, colleges, universities, and government offices to turn off all electrical equipment including lights, tv screens, monitors and printers in evening weekends and holidays.
13	Firstly, make the whole city centre pedestrian. Only delivery and Disabled Vehicles are allowed.
14	THE ONE THING THAT WE COULD ALL DO IS TO ENCOURAGE BUS TRANSPORT HOWEVER OUR VILLAGE AND SURROUNDING VILLAGES HAVE NO TRANSPORT THIS MAKES A MOCKERY OF TRYING TO REDUCE AS WE ALL HAVE TO USE CARS. WHEN WITH A GOOD BUSSERVICE IT IS A REALISTIC GOAL FROM YOUNG TO ELDERLEY
15	Introduce a congestion charge, upgrade the cycleway network
16	Ban parking within half a mile of schools to stop parents driving children to school
17	Bring in more traffic calming
18	This is a fool's errand when we effectively have no money. Just don't do it.
19	We looked at an electric car but given where we live, we would not be able to charge the car at home opening us to charges being levied by those supplying charging points.
20	Well council needs to understand needs vs luxury net zero is an aspiration and can wait Countries like UK will have nominal impact even if we get to net zero so prioritise funds to spend on tax papers and work providing priority service in NHS and education for high payer tax papers
21	Encourage people to use shops and the city centre, rather than ordering on Amazon etc, to reduce traffic on the roads. Losing John Lewis was a massive setback for the city. Promoting retail should be a high priority, for environmental reasons, but also for social reasons (giving life to our city centre, bringing people together, making the city centre safer...)
22	Not too sure
23	Small electric buses/minibuses to link up from new estates to the city centre, to avoid car use. More electric charging points to encourage move to electric cars. More assistance for householders and private landlords to install air source heat pumps. Currently the government scheme is installer led (problematical) and only covers £5K of cost, so not a great incentive. Set up local information sessions to publicise the options.... put the idea into people's head's, currently only the proactive residents pursue options to improve their properties.
24	More recycling which may need better education leaflets about what can't go in green bin as some bins don't get emptied. More insulation in homes. Decent bus service so people don't need cars
25	information translated to different languages and work closely with local communities where is the trust
26	Give up - let's concentrate on the basics first, like a decent service which offers value for money!

27	Insist on solar panels on all new builds build decent segregated cycle ways on all main roads
28	More electricity Charging points for cars throughout the city. Advice for improving homes that target everyone not just people on benefits or low-income families
29	Net zero is a myth. You need to explain to the communities exactly what you mean as I doubt many people have a clue what it is. The community on its own can do very little. Reduce emissions, how? Need mass insulation of housing. Council needs to step up and be more proactive, start knocking on doors rather than people having to go thru going to you.
30	Not a priority right no
31	No idea
32	Sensible action plan is all important.
33	Apart from planting more trees around the city don't do anything. It's an arbitrary target without any cost analysis, in the middle of an energy crisis. There's no mandate for this. People don't want to play a part, or invest in expensive electric cars, boiler systems or solar panels. Stop controlling people's lives and trying to fix everything for us.
34	Link up with local businesses to get their views and experience in this area.
35	Reinstate the bus service. Less roadworks that causes pollution.
36	Park and ride Cheaper bus fares
37	Subsidised renewable energy for homes (solar, battery energy storage etc).
38	Community refuse recycling skips, to save carbon from individual travel journeys to recycling centre to help prevent fly tipping.
39	Easier recycling scheme, like Leicester City's orange bags, especially for the pe1 area.  Bus routes running up to 2300, so residents don't choose to travel by car. Bus routes which connect the city with all major shopping areas around Pboro.
40	None.
41	None.
42	As ever, encourage pro-community behaviour (e.g., such as the excellent work by Peterborough Litter Wombles) by establishing a local time bank. In this way the community and voluntary efforts of local residents will be supported and a virtuous circle of greater levels of community participation can be created. I first suggested this idea in 2007 and have been ignored ever since! Therefore, if PCC 'suits' are serious about achieving this aim it must actually listen to those on whose behalf it claims to work. Stop making empty promises- if any promises at all- and treat those who are your collective boss with greater respect. Simples!!!
43	Increase recycling by way of better education. Fix the footpaths and cycleways to encourage their use, push the CA for a working bus strategy but please lay off the punishing the private car driver. Encourage them, don't punish them.



- |    |   |
|----|---|
| 44 | More solar panels, due to errors on councils part only half the street got there's done in my area and have heard this is the case in many areas. |
| 45 | Make it mandatory that everyone recycles and uses their food caddy. We've halved our general waste by using the food caddy and better recycling.  |
| 46 | Make the garden waste bin free again. Make the cycle paths more accessible so people can actually use them  |

- 47 Drop the ill-conceived Net zero Carbon policy. There is no peer-reviewed article in a scientific journal that documents man-made climate change after the release of CO<sub>2</sub>. Moreover, Net Zero policy is based upon the UN IPCC AR6 Report which has the same issue, BUT the “Summary for Policymakers” is written by economists and politicians and not scientists. It does not summarise the scientific papers in the UN IPCC AR6 Report.
- The climate case is based on a hypothesis that has not been tested against observations.
- The climate is a chaotic system, the future climate cannot be predicted or projected. The climate models are thus projections based on scenarios. This is a game with numbers.
- It is clear that natural CO<sub>2</sub> emissions far outweigh those from human activities and that natural emissions are caused mainly by global warming, principally due to the Sun.
- Rises in global temperature lead (and cause) those natural CO<sub>2</sub> increases - not the other way around.
- In 2020 global CO<sub>2</sub> levels increased by 2.5ppm - 54% up from the 60-year average of 1.6ppm and over 5,000 times the average annual UK emissions (at 1% of 3% of 1.6ppm) over 60 years to 2020.
- That rise in 2020 had nothing to do with human emissions - which FELL during that year - and we will achieve little by trying to emulate King Canute.
- The cost of de-carbonising the U.K. grid at £3 trillion (£120,000 per household) will be carried by us - not by the solar and wind farm owners - who have had £100s millions in taxpayer subsidies. The cost of de-carbonising transport and industry will likely take the total up to around £5 trillion, or £200,000 per household.
- The cost of energy storage needed to keep the lights on - when there is little sun or wind - will be enormous. So please, do let's start dealing with the whole truth. If anyone claims that solar and wind power is cheap, then they are lying.
- The resulting escalation in the cost of energy will further raise the running costs of EVs and Heat Pumps and will make our industry less competitive - leading more U.K. businesses will move overseas – causing more CO<sub>2</sub> emissions than before?
- The cost of raw materials is already escalating and around 1,400,000,000 cars have to be produced globally. it will take many hundreds of years at the current rate, to mine the materials needed for net zero.
- Before responding, please try to grasp that: I) that the sun is the primary driver of climate, II) that there is no global warming model which factors in all drivers and feedback loops III) that natural CO<sub>2</sub> levels follow global temperature and v) that water vapour has a bigger greenhouse impact than CO<sub>2</sub>.
- Then consider that IPCC models don't appear to allow for the following:
- a) the self-correcting feedback loop whereby increased global temperature increases global greening, which absorbs CO<sub>2</sub>.
  - b) the effect of water vapour in the atmosphere - their models assume that the atmosphere is dry air!
  - c) the effect of variations in the Earth's orbit and solar activity, including warming due to solar windstorms.
  - d) the fact that the GHG effect of CO<sub>2</sub> is not linear with the % of the gas in the atmosphere.
  - e) the fact that natural CO<sub>2</sub> emissions follow global temperature - not the other way around.
- Surely anyone can grasp that the net increase in CO<sub>2</sub> levels in 2020 rose by 2.5ppm - over 5,000 times the U.K.s average annual emissions over the previous 60 years - making the UK's contribution irrelevant.
- In 12 days, China emits the same amount of CO<sub>2</sub> as the UK does in a year and UK emissions have halved since 1990. But it should be abundantly clear that that increases in natural emissions far outweighed the human contribution.
- Importing oil and gas from abroad via CO<sub>2</sub> emitting tankers - as we drive more business overseas, where they will cause more emissions than before - is about as

dumb as it gets.

Then consider that it will take hundreds of years - at the current rate of mining - to produce the materials needed to achieve net zero.

Please try to be serious

- 48 Consistency between strategies - and action plans that will actually deliver outcomes!  
Investment in zero carbon is investment in sustainable council finances!  
Budget consultation & strategy still say Net Zero by 2030 and are very weak on actions - zero carbon should drive all investment e.g., better jobs, better housing (insulation, solar panels, wind turbines), better education and health (to adopt lower meat diet and more exercise), more active transport.
- Particularly important is better infrastructure for more active transport e.g. my community need the Council to listen to the consultation responses we make and implement the PCC's own strategies e.g.
- \* City Centre: removing scruffy carparks and inserting as a minimum nice public square with trees, seating, sculptures, children's play equipment - to help attract better jobs;
  - \* Lincoln Road/ Alma Road scheme should focus on cycling connectivity, not obstructing bikes with car parking;
  - \* Make bus and cycle lanes and junction priorities to create faster, safer through routes and enforce bans on cars e.g., the part of Westgate Lincoln Rd to Broadway
  - \* Residential streets e.g., Taverners Road should be made pedestrian/ cycle only, as part of one-way routes to and from Bourges Boulevard to create better safer environments to live in - and increase appallingly low rates of cycling commuting, benefitting physical and mental health too.
- PCC's recent Climate Change debate consultation and Local Area Energy Plan (page 5) was clear that we should do all of the above - and still the earliest plausible net zero city will be 2040. And more should be done.
- 49 I'm confused because in the Local Area Energy Plan it says the earliest feasible net zero target is 2040? not 2030 as stated in the Budget Consultation?? although I think that this target should be set as early as possible in order to drive action and stop some of the worst effects of climate change  
The Council should listen to the Climate Change debate consultation and Local Area Energy Plan and act on it:  
New builds should have higher EPC ratings, insulation and solar panels/wind turbines  
EVs shouldn't be prioritised over public transport and active travel because of lithium in batteries, tyre particulates, energy generation etc.  
Instead, there should be more safe, connected cycle routes because nearly all junctions are very dangerous at the moment without proper cycling prioritisation. Currently, its particularly bad to and from the train station, so this should be fixed, and the Lincoln/Alma Road scheme should prioritise bike routes not car  
There should be a Park and ride scheme with a congestion zone, more pedestrianisation and fewer car parks in the city (instead green spaces/parks with benches etc.)
- 50 Reasonable targets and a range of initiatives that identify multiple outcomes at the same time e.g., planting schemes to reduce and target emissions but also to increase participation and healthy active lifestyles

### Question 8

What ideas do you have for how the council could reduce spending?

No	Answer
1	Cut the mayor's car and all the councillors and MPs expenses
2	<p>Reverse the annual ward elections decision! Appalling that after public consultation recently where the public agreed less elections would save money, the Council ignored the public opinion &amp; decided annual ward elections are value for money! Whilst we are in financial crisis as a city/country, stop frivolous spending on services such as the pop-up ice rink in cathedral square that opened then closed because the freezers didn't work, so no doubt emergency engineers &amp; freezers were brought in at extra cost to get it actually working?! Also, the ridiculous fountains in cathedral square that have rarely worked since installation - what a waste of money! These things are nice-to-haves if in a financial position to provide, but the city &amp; council is in financial crisis so seems baffling these decisions are being taken to waste this money that could be spent on keeping libraries open as warm hubs for vulnerable elderly &amp; those with young children. The city can afford to put a pop-up ice rink &amp; fountains that don't work in the city centre, yet can't provide emergency housing for rough sleepers or homeless? The financial control of the council needs investigation and accountability.</p> <p>Agency staff - apparently many departments across the council are agency or contracted staff? This is not value for money!</p> <p>Councillor salaries &amp; expenses should be capped in line with the average annual salary for a 25yr old. How can councillors understand what pressures the average resident is experiencing when they are not subject to those same pressures?</p> <p>More efficient parking meters! It is rare for all the car parking pay stations in the city centre (not Queensgate) to be working! If they were maintained more often, maybe more people would visit the town centre and spend money in the city rather than go elsewhere?</p>
3	Cut the roads budget and just undertake maintenance only for 2 years.
4	No
5	<p>Work with companies such and Clear Channel who have taken over bus shelters in a number of Cities. The reasons given in past when raised is its Clear Channel who make based on marketing opportunities. Offer them the whole of Peterborough City post codes and it makes it easier for them to market to companies, bigger audience figures. They also introduced bee shelters. greener and sustainability. No cost then to tax payee and clean. Repair, help fight against graffiti. Costing the council this year more than in previous years. CEO when at Barnsley was part of a campaign and simply reward scheme lending to conviction. Put in place a scheme along these lines, and as in other places, offenders have to clean up. I hope this message gets through as it's been put forward but no real feedback. Response to action.</p>
6	Reduce the number of senior leaders, they seemingly do very little and receive the biggest pay.

7	Do the jobs that need doing right and first time. E.g. grass and shrub/ tree works. Potholes.
8	Cut strategic posts and concentrate on posts that have most interaction with residents. Reduce salaries of senior management as these seem very generous when compared to the size of the authority. Do not provide any support for asylum seekers places in the area by government, let central government pick up these costs. Accept fewer household as homeless by taking a more robust approach to accepting claims.
9	Reduce the wages and "spending money" of the council to use that money in better areas. Dentists are seriously hard to come by so put money in that.
10	Stop wasting money on the city centre/business enticement schemes. Cut pay for the top earners at the council and halve councillors' expenses
11	Control on street parking.
12	Reduce social care for drug users and alcoholics.
13	Stop wasting money. You cut £50,000 from looking after Plants but spent £52,000 on a survey for the bus depot
14	REALLY THINK ABOUT WHAT SCHEMES LONG TERM ARE WORTH SPENDING ON AND STOPP SHORT TERM GAIN THINKING WHICH WASTES MONEY
15	Do not outsource services to private companies
16	Do not employ expensive consultants
17	Reduce top Executives pay
18	Immediate expenses cut for all councillors. Immediate pay reduction for all staff earning over £35K. Immediate reduction is pensions contributions to all staff earning over 35K.
19	I am sure there are lots of areas you can trim expenses within the Council. Community workers could be used more i.e., for street cleaning
20	Encourage people fine work

21	<p>Support for SEN children and children in care is extremely expensive and, in some areas, (e.g., running children's homes), it's been found that contracted companies offer terrible value for money and are a racket. Any attempt to reduce spending in this area will no doubt provoke a clamour of noise on social media, but the council needs to have the backbone to stand up to Facebook criticism.</p> <p>Public health spending isn't very effective. There's duplication with central government, charities, etc. Campaigns on obesity, smoking cessation etc are less important these days - everyone knows about these issues.</p> <p>PCC salaries could be looked at - paying high salaries to attract the best people do NOT always work. The council should aim to attract people with a passion for Peterborough, not people who are chasing a big pay check. There are some fantastic people delivering great work in the charity sector earning a fraction of some PCC staff.</p>
22	Reduce Councillors allowances and expenses
23	No new ideas, but thoroughly support the focus on recycling promotion and education.
24	Stop daft vanity projects which will go nowhere. Stop employing agency staff and consultants who cost more and don't have any real commitment to the city. Scrap mayor's car. Reduce business rates so we have no empty shops as reduced income is better than none.
25	n/a
26	Sack to top floor - clearly failed in their roles - more streamlining is needed
27	Reduce Adult Social care expenditure
28	Stop paying consultants to review things, reduce agency social workers and agency senior managers, increase staff retention. Use community payback to do jobs like cutting hedges, grass in public places.
29	<p>Carrot and stick. The new camera system proposed for traffic offences is a good start. Some means of residents in Parking zones to know which vehicles are legally parked and if not being able to submit photographic evidence for enforcement action to follow. Expand the camera system for traffic offenses. Actually, start tonight enforcement action in the city centre.</p> <p>Stop using consultants, stop spending money on frivolous projects, Stanley Park springs to mind.</p>
30	Improved processes/systems, get rid of highly paid management who do not do much.
31	<p>Stop employing consultation companies to tell you where you have spent your money.</p> <p>Stop giving councillors huge paradises</p> <p>Fix the roads properly the first time</p>
32	With 50% of the budget spent on Social Care this needs to be looked at as a 5% saving would have an impact.

33	Start with the appalling road repair/improvement management. Do you ever do a cost analysis on how much the traffic hurts our city from poor planning on roadway improvements? People gridlocked, the CO2 being pumped into air from cars stuck in traffic because you closed 3 major roads for repairs at the SAME TIME and it takes people hours to get home. That bridge near the hospital for instance why not just put in a metal one that's quicker to install, or even better - don't replace it because there's already like 2-3 other bridges on that stretch and maybe question why it takes 6 months to do when every time, I drive past there's no workmen about. Maybe incentive them to complete faster by punishing delays with less money. Maybe think about all the work that needs doing to minimise disruption instead of shutting the same roads every 6 month. Stop spending £12m on pointless fountains that are rarely ever on and add nothing to the city. Stop overcharging business council rates so they leave, the high street is dying because of you. Maybe use your brains and think, should a small block of toilets in a car park really cost £500k when you could build a house for less.
34	Continue with essential spending only that is carefully monitored.
35	Look at all non-Essential costs within actual council service, do we need certain positions to provide a service as opposed to a tick box exercise. Get rid of all the red tape, free up workers to do things smarter.
36	Stop spending on leisure items and invest in what is really needed. Peterborough has enough for now. A year of cuts on this front would mitigate significant council tax increases and assist the deficit
37	None - just ensure that all services deliver value for money and ensure that the Council is able to demonstrate this through the publication of relevant performance indicators and financial benchmarking/comparative data.
38	Using cooperation with voluntary groups to support council services
39	?
40	Stop wasting money on all things that are non-essential.
41	Stop wasting money and focus on statutory services and the services that matter the most, Street cleaning, litter management and fly tipping.
42	Stop paying senior PCC executives utterly unsustainable salaries! Again, another idea I've suggested many times which is never taken on board!
43	Show that you understand the pressures of the cost-of-living crisis residents are suffering and reduce councillors' allowances across the board by 10% and resist any recommendation for an increase by the independent panel. Stop lending any money until the budget position is looking healthier.
44	Better bus routes that are more reliable rather than spending money on a service that doesn't work
45	Too many chiefs and not enough Indians! Far too many people still working from home, not doing what they should be doing, whilst front facing workers are drowning.



46	<p>Not give themselves a pay rise</p> <p>Look at the buses four number 2 buses you see together</p> <p>Look at how you actually waste in the council office</p>
47	<p>Consider how realistic it is to have £7.3m cash reserve.</p> <p>Review printing costs, are all leaflets being distributed really necessary?</p> <p>Review all non-statutory required services and prioritise those that are truly necessary.</p>
48	<p>Invest in zero carbon. Disingenuous to say climate targets are costly (strategy page 2) - investment in non-car infrastructure and affordable energy facilitates financial sustainability too! Focus effort on acquiring grants for widely beneficial zero carbon initiatives, especially in active transport (not £22m on a footbridge to Fletton Quays). Installing insulation and renewables will reduce long term spending.</p> <p>Don't continue to hire consultants to devise plans for the football stadium on the embankment that will reduce green space, remove public sports facilities, block the view of the Cathedral and deliver huge pollution, congestion, disruption and distraction to the city - not even POSH want it!</p> <p>Don't cut adult or child social care/ services, don't cut preventive measures.</p> <p>Fundamentally, generate income instead of focusing on reducing spending that's already pared down.</p>
49	<p>Invest more in preventative health and social care so less emergency large spending in the long term</p> <p>E.g., banning fast food advertising in the city, cycle routes etc.</p> <p>But they shouldn't cut spending to any key essential services (adult/ child social care services etc.) because they're very important and preventative</p> <p>Don't build a new football stadium - it will destroy green space, cost lots of money and release lots of greenhouse gases (congestion etc) - and isn't needed or wanted!</p>
50	<p>Focusing on multi-agency collaboration, an important element of saving money is the contribution of the council in the role of their convening discussions/relationships. Accepting and enabling organisations working local may be better placed to secure better value for money and achieve better outcomes from the available resources</p>

### Question 9

What ideas do you have for how the council could generate income?

No	Answer
1	Auctions online, fun activities in every area,
2	<p>The city centre is not comparable for shopping to our neighbours Milton Keynes &amp; Cambridge - Queensgate has not been an attractive shopping centre for years. The rest of the city centre shopping is run down &amp; not an attractive place to visit. Closing Peterborough Showground for events/concerts seems counter-intuitive as only the New Theatre with large capacity, yet that side of town is very unattractive &amp; parking is appalling. Blue-chip corporations do not seem to invest in bringing staff to Pboro, there are only a few on business parks on the fringes. I think investment should be sought from those who have the finance available, not from city residents who are already struggling financially with what are basic needs.</p> <p>Reduce councillor salaries &amp; expenses. Maintain car parking meters &amp; the car parks - many have ridiculous potholes!</p>
3	Put up car park charges and require dog owners to get a £20 annual per dog license with the revenue used to fund bin collections and environmental enhancements
4	Fining cyclists for cycling on pavements etc. Fine for litter dropping. Fine for spitting in the city centre. More fines for bad parking.
5	The Council in the past, keeps talking about Tourism, yet no evidence or real data shown. Footfalls are based on the car parks being full.... never seen any data Footfalls have increased sales. Where is the marketing platform for tourism? The city has still a number of fine examples, yet the story isn't told through and no one communicating with merchants to be part off. The City Christmas is dreadful, tick box, supply, and no storytelling to make it destination. Everyone not working together and create a unique Peterborough storyline for everyone in business to join in.
6	Get the people on benefits to do street cleaning and cleaning of communal areas. Save on the wage bill. Reduce spend on top level managers within council. Multi use council spaces across the area to create income.
7	<p><b>ENFORCEMENT!</b></p> <p>Illegal car parking all through the city centre plus cowgate etc</p> <p>Fining fly tippers (it's become the fly tipping capital)</p> <p>Invest in a proper city market not just a row of a few wooden huts as there is no character or market feel at all.</p>
8	Charge for translating.
9	As above, take money away from the councillors who have definitively not earned the money they are earning!

10	Increase business rates/rents
11	Council doesn't need to make more income.
12	Ensure parking charges are paid for the weekly car meet.
13	Sponsorship!! Get more sponsors. EG. The Christmas tree could have sponsors around the green board.
14	SENSIBLE PLANNING AND SPENDING
15	Lobby central government more vigorously for funding
16	Don't know
17	No idea
18	Working place parking levy.
19	I would like to see us go back to marshals fining people for cycling offences, electric scooter offenses etc. It seems you start these schemes and when people continue to break the rules you change the rules to accommodate them. Cutting back on immigrant support would also help. Peterborough does more than enough in that area.
20	Increase charges for social housing
21	Don't sell off the family silver. Promote Peterborough as a destination for leisure, culture, sport, etc. Strengthening the brand will have both short and long-term benefits. But who can deliver this? Vivacity and City Culture are barely fit for purpose.
22	Sell land, farmland and buildings including the Town Hall
23	Partner with the larger business organisations located in and around the city to form consultation on this. This could generate some good ideas.
24	As above re business rates. If there were a vibrant shopping offer people would come into the city more. If there were a better cultural offer people would be attracted to the city. You need a physical tourist info shop in the city centre. Peterborough should celebrate what it has with better publicity.
25	n/a
26	It gets enough income revenue- spend it better!
27	Create a 'voluntary fund' for free school meals and cycle way provision
28	Increase annual street permit costs, attract more big events to the city increasing more being spent in the area.
29	See above
30	Engaging with community, especially SEN. More cost effectiveness needed. Increase capacity at city college 16+ provision to include Level3 qualifications, tech suite and provide education for intelligent young people with SEND.
31	Too late you have sold almost everything off

32	Maybe run a lottery for Peterborough only.
33	Maybe charge for people to access stopping smoking, or losing weight schemes, why should the taxpayers pay for someone making poor life choices. It's not the council's job to fix that. Materials and help are available through the NHS. Maybe analyse how much money could be made if everyone used their brown bins and if you offered that for free. Stop paying your senior staff obscene amounts. Stop thinking that building a school (TDA) for £48million improved education - spoilers, it hasn't, it got worse. Or spending many millions on a hospital building that's barely staffed improves the cities health.
34	Closer scrutiny/oversight by experienced Council Officers of collection and debt management functions provided by Serco, ensuring that the Council are getting the best service from them.
35	Instead of selling all the flats being built, rent them out, long term income and easy win. Lower business rates to attract new and better investment in the high street. Think like a business, employ a proper successful businessperson to identify areas and services that can be sold for revenue.
36	None
37	Sale of surplus assets, increase fees and charges (parking charges, brown bins etc), improve debt recovery.
38	Owning property/flats to rent to students for further education/university. Peterborough city discount card/app subscription for services, retail/travel/hospitality
39	Markets and events at the city centre are fab. They should occur often.
40	Rather than increase Council Tax, do more to collect it and pursue those that don't pay - there's millions outstanding.
41	tackle those that don't pay or need more support as opposed to just increasing taxes for people that do!!!!
42	Go back to Whitehall and put forward a plan for relaxation of the current and ridiculous- laws on illegal drugs. Request that Peterborough becomes a pilot area for this project, thereby - and hopefully- generating additional tax revenue that may then be re-invested locally. Again, this is a very sensible idea- therefore it will doubtlessly be ignored. If the 'drugs idea' doesn't work then propose a new tax on wealth rather than income or abolish Council Tax and replace it and National Insurance with a new tax, - called 'Community Insurance'. This could be both collected and re-distributed by a new- and very large - HMRC office in Peterborough, thereby creating new employment opportunities and finally scrapping the ridiculous Council Tax and saving PCC money.
43	Growth, but not at the expense of principles. Respect the local plan/s. Build an anaerobic plant well away from residential properties that has good road links to generate our own gas and electric using brown bin as well as food waste.
44	Better larger waste collection. People will pay however for many items it's unavailable.
45	More traffic wardens around schools. You'd make so much money!
46	Make Peterborough a better place for people to come to the town is disgusting it looks like a rubbish dump in some places

47	No
48	<p>Increase Council tax - 4.99% only delivers £4.6m, so increase to cover the current £2.6m shortfall. Hold a referendum as required to do this, say suggesting 8% total increase.</p> <p>Create a congestion charging zone to fund better bus routes, implement park and ride.</p> <p>Increase the charges for Selective Licencing (whilst widening the scheme to all landlords)</p> <p>Increase car park charging - automation is a good idea for better collection already in the plan (page 15)</p>
49	<p>Raise more council tax to effectively redistribute the money to the poorest in society.</p> <p>Implement a congestion zone to charge pollution cars in the city centre, reducing greenhouse gas emissions and air pollution, while raising money. Higher car parking charges.</p> <p>Selective licensing for all landlords (see above)</p>
50	<p>Industrial Strategy and approach - measure and harness economic impact:</p> <ul style="list-style-type: none"> <li>■ People at the centre of growth, creating more an inclusive economy in the city</li> <li>■ Go beyond traditional income measurements - measuring the impact on 'well-being',</li> <li>● Community Wealth Building: <ul style="list-style-type: none"> <li>■ Understanding and harnessing existing wealth for the benefit of local economies and communities</li> <li>■ Be at the forefront of progressive procurement policy and practice</li> <li>■ Achieve greater economic, social and environmental benefits for local places and people</li> <li>■ Further embed social value focused contract management - robust delivery</li> <li>■ LA's role as a place shaper - Thinking beyond narrow definitions of Social Value</li> <li>■ Role of anchor institutions in harnessing community wealth</li> </ul> </li> <li>● Community-led commissioning: <ul style="list-style-type: none"> <li>■ Builds on emerging evidence from democratic models led directly by people bringing better outcomes</li> </ul> </li> </ul>

### Question 10

Do you have any other comments to make about the council's priorities or any other aspect of the council's spending, service delivery or this Budget Consultation?

No	Answer
1	No
2	Focus on providing the basics for residents first as value for money before looking at the more attractive wider picture. That annual ward elections are considered value for money is unbelievable yet highlights the vast gap between the average working person in the city and those in these elected positions. The council should put current residents, and staff, as the priority with housing, education, employment opportunities. Fix the basics to retain people and their spending, then it will attract investment from others.
3	Should have put up Council tax several years ago rather than keeping increases down. Don't make the same mistake again
4	no
5	The CEO said in meeting about improvement of KPIs across all settings. Shocking not been doing for years. Every quarter...everything should be on the table and in public domain of performance, targeting and how to do better.
6	The council social services teams are an absolute joke. Having contacted them about issues little to nothing is ever done. They put the onus back on to members of the public and the police. Having met a few local social workers, I worry about those needing help. Most social workers appear to need a social worker themselves.
7	Maintain the city's trees as they are in areas an almighty mess. Wistow Way in particular
8	The greatest priority should be to retain Council Tax at current levels and not overburden residents with additional taxes when we are experiencing a cost-of-living crisis.
9	To be honest, you won't listen to the Peterborough public, you never do so I will be super surprised if you even take any of this feedback on board.
10	The council needs to be honest and admit the current situation is of its own making and stop punishing residents for its mistakes.
11	Continue to provide good facilities, public conveniences, great plans for a new library are going to happen.
12	N
13	Really is get your act together: I know you will all disagree; But show the city that we are united. Take the first step and have a 10% Pay cut to show the city that we are all in this together,

14	PUT THOUGHT INTO SCHEMES TO MAKE PETERBOROUGH ATTRACTIVE AGAIN TO SHOPPERAS AT THE MOMENT IT ATTRACTS VERY FEW YET OTHER CITIES STILL HAVE VIBRANT SHOPPPING CENTRES
15	Do not agree with proposals to stop planting in parks and green spaces Attempt to stop closure of Beales Department Store in city centre by reducing rates bill
16	Do not close any libraries or leisure centres
17	Get rid of Tory councillors and replace with Labour or Lib Dems
18	Your fixation with "sustainability" whilst laudable to some extent is a folly when we are facing budgetary issues. Your priority should be to ensure that services are available not to become a "net zero carbon city" as this is frankly laughable. Sure, there is plenty you could do such as encouraging use of public transport by making journeys faster through bus lanes and getting Stagecoach to run more routes with fewer stops but you're so blind to these "lo hanging fruit" solutions that nothing will ever happen.
19	Care has to take priority especially were getting patients back home from hospital to free up beds for those that need them. The NHS is in crisis and needs all the support it can get as do the people caught up in it.
20	Due to current cost of living crisis council need to learn to work within budget. Increasing council tax is an easy option to take but it will have domino effect and fires back many struggling to food on table and pay for bills now increasing tax will end up more people coming up for benefits so increase not going to help
21	Core to preventative work is taking a community and hyper-local focus. Work closely with community groups and parish councils who generally have a genuine passion for their community and can deliver (but also have stricter monitoring in place to ensure impact - there's also a lot of unprofessionalism in some community orgs). More focus on building a sense of place - increasing events and cultural offers that genuinely interest Peterborians - involving ethnic minorities but also ordinary, lower-income white British people who can feel left behind. Bring back the Willow Festival! And supporting events like the Great Eastern Run - ironing out the many problems that affected this year! Improve sports facilities! Non-vital activities such as culture, sport and events are NOT expendable - they create a mood and environment of people appreciating Peterborough, maybe appreciating PCC a bit more (seeing that it's not just there to collect the rubbish but it does fun things too), and maybe more inclined to pay their council tax!
22	All make sense in the current climate
23	Good proposal, quite refreshing in many ways. Not sure that I saw much evidence of how PCC will partner with ARU for growth and educational provision etc.
24	I would like to see greater cooperation between the political parties on the council. I think the leader of the council should consult more rather than just deciding.

25	n/a
26	Defo the worst performing council I have known.
27	Improve road maintenance Fund school meals for all kids in full time education
28	Reduce the number of leisure centres, get schools to take on responsibility for leisure centres themselves which are attached to them or close them.
29	No
30	City College 16 + provision could be revenue generator for city council. Open new building/extend old one within 3 years and provide additional capacity for L3 qualifications for those with SEN who can't cope at PRC/sixth form. Real gap in market here.
31	As above
32	The Council need to make everybody feel included. I contribute £185 per month and feel everything is concentrated on Social Care and all I get is the bins emptied.
33	Yes. Stop wasting money. Stop rushing to Net Zero in the middle of an economic and energy crisis. Recognise it's not your responsibility to fix EVERYTHING. Stop spending obscene amounts on things that can be done way cheaper. Stop ripping off constituents by charging them more every year for a crappier service because of your financial mismanagement.
34	With the current cost of living situation, whilst a council are facing increased financial pressures and an increase in Council Tax is needed, now is not the right time to just increase Council Tax to the maximum threshold, any increase should be fair, balanced, and proportionate and also reflects the financial difficulties that people/families are having to deal with.
35	Provide the basic services the residents want and pay for. Anything else can be chargeable. Speed up the council administration, for instance a 6 week wait for a reply to emails from certain departments is just not value for money.
36	Just remember cost of living impacts the middle earners to who get no support.
37	Invest more in revitalisation of the town centre (reduce the number of homeless people and beggars, improved street cleaning, reduce empty retail premises etc). Seek to develop and improve the local economy through the attraction of businesses that provide high skilled, high paid jobs for young people instead of the current low skilled, low paid jobs that predominate in Peterborough.
38	Request the government to increase its budget to the council for increase in inflation costs. Giving more help to voluntary groups both financial and commercial services. Purchase property and run care homes/adult social service rather than agency. This will free up beds in hospitals in joint venture with NHS/partners.
39	Areas around the city centre (Lincoln Road, outside the library) feels unkempt, dirty, and unsafe. This needs to be addressed.



40	If Fenland Council are able to freeze Council Tax for a fifth year, it's beggars' belief that PCC want to increase it by the maximum amount despite all the financial pressures that people are experiencing during this cost-of-living crisis.
41	No.
42	I have many things I could say but what would be the point?
43	No
44	Buses aren't efficient enough, yet prices are going up, I've had appointments missed and often end up late taking kids to school/nursery just because they always get cancelled on busiest routes.
45	Stop paying out on consultancy and start using the workforce you've invested in. Really look at roles - cut dead wood.
46	Not give yourselves a pay rise
47	No
48	Equality Impact Assessment and Carbon Impact Assessment are mentioned in principle (page 9) - but where are they? what do they say? Much net zero and cheaper homes to run could be delivered by raising standards rather than spending Council money e.g., planning requirements for low carbon housing - we can't afford to be in a race to the bottom on volumes of low skilled jobs (retail, call centre, warehousing) with low wages and providing poor housing quality
49	Focus on the net zero target and reducing carbon emissions and increasing quality of life in Peterborough - these drives everything else from reducing poverty, increasing health, reducing greenhouse gas emissions etc. And it is affordable e.g., insulation/solar panels pay for themselves in the long run What are the results of the equality impact assessment and carbon impact assessment? They should be published, and action should be taken based on them. And actually, take action!
50	Transparency of decision making, bold that moves beyond politics and the safety of "seats"

## Feedback from key stakeholder groups

### Interfaith Support Group

- Like the others, I really enjoyed reading the consultation document as it shows a great understanding of the challenges and also the opportunities Peterborough faces. I wear (at least) three hats – as an individual I've already made an online submission. As a member of a faith community (Oundle Road Baptist) I'll promote this and encourage other members to contribute. And as an employee of Living Sport, we plan to make an organisational submission on the place of sport and physical activity in future plans for Peterborough.
- Very happy that you mentioned school transport as an issue needing fixing – aside from the cost to the council of using taxis, there's also the issue that almost the entire fleet of Peterborough's taxis becomes tied up morning and afternoon during the school run, which can create a gross inconvenience to other people who use taxis. For example, I don't drive and yesterday I nearly got stranded in Bretton with my foster-lad after his dentist's appointment. A colleague of mine whose husband is visually impaired and doesn't drive also said it's extremely difficult for him to get around at certain times of day. So great news that this issue is on the council's radar.
- Slight concern that the council plans to 'stop non-vital services or charge more' – maybe inevitable, but also the value of non-vital things like events (e.g., Christmas lights switch-on), sports, festivals, flowerbeds, etc needs to be recognised – to make Peterborough the kind of place people are happy to live in and visit, and to win hearts and minds of council taxpayers so they are more inclined to pay their tax and collaborate with the council (rather than rant on Facebook!), etc.

### Joint Mosques Group

- We are pleased to note a much better position than last year with a balancing Budget.
- We will be grateful if you will look at the public health surplus and reassure us that enough is being spent on addressing health inequalities issues that we have been flagging for a number of years.
- We also hope that you are able to effectively look at social care issues to ensure that it is functional and able to relieve the hospital pressures.
- Your aim to look at corporate services to ensure smarter working and drilling efficiencies is commendable.

## Appendix D- Reserves Strategy & Policy 2023/24

### 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 q 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 over many years has been to allow for 5% of Net Revenue Expenditure. Due to the current position of the Council's finances, the S151 Officer is recommending an increase in the General Reserve over the next three years. To reach this target, with a risk assessment completed alongside this to ensure the reserves balances are at an appropriate level to mitigate the financial impact of any future risks coming to fruition. This assessment is outlined in Appendix Three- Risk Based Assessment of Risk Reserve Balances.
- 2.3. 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
- 2.4. Each Council must make their own decisions about the level of reserves they hold, taking into account all of the issues referred to above. The level of the general fund reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. A risk assessment of the General Fund will be made each year and will consider the budget assumptions outlined in point 2.2 This assessment is outlined in Appendix Three- Risk Based Assessment of Risk Reserve Balances
- 2.5. The level will be expressed as a cash sum over the period of the medium-term financial strategy (MTFS). The level will also be 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 Council's Net Revenue Expenditure, by no later than 1 April 2026.
- 2.6. On 1 April 2022, the Council holds £7.3m in General Fund. The forecast profile of achieving the target balance is set out in the following points:

Year	Forecast Contribution	Forecast balance	Forecast NRE	Reserve to NRE %
2022/23	£1.2m	£8.5m	£186m	4.6%
2023/24	£1.0m	£9.5m	£203m	4.7%
2024/25	£1.0m*	£10.5m	£216m	4.9%
2025/26	£0.6m*	£11.1m	£222m	5.0%

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

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

### 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 Delivery Fund was created as part of the 2021/22 Outturn process to fund such activity. In the 2023/24 budget and beyond the balance on the innovation delivery fund will be maintained in the region of £10-£15m, which will be drawn-down on the basis of business cases that either pay back the contribution, result in significant service improvements or significantly reduced costs compared to the 'do-nothing' option. The process for drawing down against this reserve has been developed and is outlined in Appendix Four- Innovation Fund (invest to Save process).
- 3.3. Innovation and transformation need to be a constant and therefore any opportunity to replenish this reserve should 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 Deliver Fund unless exceptional circumstances require alternative use.
- 3.4. The Council is in receipt of interest earned through investments of our cash balances to support its general spending plans and is avoiding interest payments on borrowing by effectively internalising that borrowing requirement by use of cash balances, including sums held in reserves and general positive cash flows. Therefore, the balances held in reserves will help reduce on-going revenue costs.
- 3.5. 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. For each of earmarked reserve held (excluding the innovation fund that has a separate process as outlined in Appendix four) there will be a 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 Corporate Finance for review and will be approved by the S151 Officer, the Corporate Leadership Team (CLT), and by the Cabinet Member for Finance. 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 through Audit Committee.

## 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.
- 5.4. In summary:

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

## **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"> <li>• Risks which exceed the other specific risk reserves (budget, inflation, and local taxation reserves)</li> <li>• The capacity to manage in-year budget pressures in relation to demand led service delivery</li> <li>• 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"> <li>○ Rising demand for Services</li> <li>○ A reduction in income generation</li> <li>○ Impact on Commercial and Property activities</li> <li>○ Exposure to rising Inflation and interest rates</li> <li>○ Ability to generate planned Capital receipts</li> </ul> </li> <li>• Financial risks arising as a result of new government legislation or new burdens</li> </ul>
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	These have been identified by Cabinet or Corporate Management Team and are incorporated within the Medium-Term Financial Strategy for Departmental use.
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 as a result of timing differences due to Section 31 grants and the Tax Income Guarantee scheme grant received in 2020/21. The balance remaining is now being held to mitigate future tax losses as a result of system changes and loss of collection due to the cost-of-living crisis.
Budget Risk Reserve*	This reserve was created as part of the 2022/23 budget process to mitigate the risks associated with delivering the challenging savings programme. The remaining balance after balancing the current year outturn position will be subsumed within the general fund.
Inflation Risk Reserve*	This reserve was created to mitigate some of the financial risk resulting from rising rates of inflation in the 2022/23 financial year, but due to the continuing uncertainty with inflation this will continue to be maintained and utilised accordingly.
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.

Risks	Budget /Target £000	Likely %	Calculated Risks		
			General Fund £000	Inflation Reserve £000	Local Tax Income Reserve £000
Inflation					
Energy costs	3,577	50%		1,789	
Staff Pay	71,232	1%		712	
Expenditure (excluding energy costs)	208,374	2%		4,167	
Demand for Services					
Adult Social Care	64,683	3%	1,940		
Children’s Social Care	37,336	3%	1,120		
Income Generation / Collection					
Income Generation (Other income & Sales, Fees, and Charges)	70,742	2%	1,415		
Council Tax	97,575	2%			1,952
Business Rates	65,102	2%			1,302
Other					
Savings Delivery	12,141	20%	2,428		
Interest Rates (loans to be refinanced in 2023/24)	50,000	2%	1,000		-
Total Risk			7,904	6,668	4,254
Reserve available 2023/24			8,506	7,510	7,336

## **Appendix Four- Invest to Save (innovation Fund)**

### **1. Introduction**

- 1.1. The Medium-term Financial Strategy (MTFS) has highlighted that the Council is required to make significant financial savings from 2023/24 onwards.
- 1.2. To do so, the Council need to invest in a range of innovative and transformational activities to change how it works, serves, and enables. Consequently, an Innovation delivery [Invest to Save (ITS)] Fund was created as part of the 2021/22 Outturn process to fund these activities.
- 1.3. To that end, having implemented cash limits and strategic budget reviews across the Council, Members, and the Corporate Leadership Team (CLT) have invited cross-cutting transformation proposals, aligned to Council priorities.
- 1.4. Investments will be provided on a discretionary basis, typically covering project and programme implementation costs, but it may also support preliminary work e.g., costs associated with discovery, research, feasibility, scoping, pilots, business case preparation, and other professional support.

### **2. Criteria to Use the Fund**

- 2.1. The criteria to be met to for investment projects to draw down from the ITS fund will include the following:
  - 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 (preferably not exceeding 5 years)
- 2.2. The ITS fund is NOT intended to:
  - Substitute existing funding-streams
  - Meet on-going revenue needs,
  - Provide financial support for capital works
- 2.3. All savings arising from ITS funded projects will be set against project savings targets in the MTFS.
- 2.4. All significant investment allocations will be required to report through the Corporate Delivery Unit (CDU) and will be required to utilise CDU processes, templates, and tools.
- 2.5. All funding requests must be reviewed and signed off by a Corporate Finance-led, Invest to Save Group (ITSG) (see Section 4).

### **3. Allocations from the Fund**

- 3.1. Project proposals over £500k will require cabinet reports, in line with Council approval threshold. Such projects will require Finance and Legal approvals to provide assurance that all internal procedures have been followed.
- 3.2. Allocations from the fund will be linked to projects, authorised via Performance CLT (PCLT), or its delegated authority / board, supported by the ITSG.
- 3.3. At project initiation, proposals should indicate if costs are likely to be incurred to deliver savings that cannot be met from other sources of funding. Thereafter, project business cases, scaled according to value, scope and complexity, should then provide, as a minimum, details of:

- Project outcomes
  - Degree of strategic alignment
  - Costs to be incurred
  - Purpose for which costs will be incurred
  - Timing of payments
  - “Pay-back period” (over which project savings will recover costs)
- 3.4. Sponsors applying for funds should liaise with the CDU when developing bids to ensure that they will meet the required criteria.
  - 3.5. The CDU will review all applications, and subsequent business cases, with the Invest to Save Group to ensure that delivery is aligned with priorities, benefits, and costs, and to ensure CDU buy-in to projects it oversees.
  - 3.6. Decisions to allocate from the ITS Fund will be taken by PCLT unless it must be decided by Members. The CDU, in liaison with Corporate Finance, will determine the level of Member approval required, if any, and advise PCLT accordingly.

#### **4. Invest to Save Group**

- 4.1. The Invest to Save Group (ITSG), will be chaired by the Executive Director, Resources. It will comprise members of Corporate Finance, the CDU and, potentially, rotating Directorate membership. The purpose of the ITSG will be to filter bids submitted to the Corporate Change Board and approve bids up to an agreed threshold. For purposes of agility, the group can meet virtually.
- 4.2. If a feasibility study, funded by the ITS fund, or otherwise, has been completed, the applicant will present study findings to the group to inform the decision to pursue or reject the opportunity. This will bring added confidence to the applicant and to the Council that the project is worthy of investment.
- 4.3. The governance route for funding requests will depend on the approval thresholds (see section 10). ITSG will determine if investments should follow a different route based on non-financial factors e.g., if a lower-level bid should be treated as a higher-level bid on the basis of its political sensitivities.

#### **5. Application Timings**

- 5.1. The ITS fund is a revolving fund, payable throughout the year; it will not be the subject of a once-for-all annual exercise.
- 5.2. The ITS group will meet regularly, nominally monthly, or as required on an agile basis, to assess funding applications.

#### **6. Governance**

- 6.1. The ITSG will recommend projects for approval by PCLT. Project approvals and funding allocations will reside with PCLT.
- 6.2. Corporate Finance will manage fund allocation and financial control. Project Sponsors will be responsible for the delivery of projects and programmes.
- 6.3. The CDU will be responsible for ensuring that exposure to project delivery and benefits realisation risks are minimised by overseeing delivery and providing independent delivery assurance directly to PCLT.

- 6.4. Delivery progress and spend will be monitored using the CDU progress reporting tool. The CDU will report slippages to PCLT, and Corporate Finance, who in turn will advise on actions required if projects overspend.

## 7. Feasibility Studies

- 7.1. Any idea, whether improvement, savings or transformation progresses to implementation must meet agreed business case due diligence requirements. Proceeding to implementation without doing so would be to invite a much higher than usual risk of failure. To obviate that risk, an early discovery stage is used to identify information and / or supporting evidence to underpin the business case.
- 7.2. In some circumstances, feasibility studies may be required prior to determine if a proposed project will be worthwhile. In such cases, applicants may request a start-up “advance” from the ITS fund to resource this activity.
- 7.3. Where feasibility studies are required, officers must complete the “Invest to Save Start Up Resources Form”. This must be approved by the Invest to Save Group, and PCLT if part of a programme is PCLT governed.
- 7.4. To ensure that processes to identify and fund feasibility studies are robust, ITSG will establish pre-requisite criteria at an initial application meeting, including that applicants must present baseline data / draft empirical analysis of potential savings.
- 7.5. Feasibility allocations will normally not exceed £100,000, and business cases will be required providing information on the:
- Costs to be incurred
  - Purpose for which costs will be incurred
  - Precise learning expected from the study
  - Criteria by which approval decisions will be taken
  - Likelihood of study findings resulting in the project not being undertaken
- 7.6. Where feasibility studies do not progress to full project delivery, ITSG will bear the associated risk as a sunk cost.

## 8. Project Codes & Accounting

- 8.1. Projects and programmes must account for all delivery costs i.e., follow (to be agreed) methods that will enable the Council to account for the full costs of implementation and, where appropriate, reimburse directorates for staff allocated to transformation activities.

**Note:** it is not unusual for primarily revenue-based transformation projects to also have capital elements, e.g., replacement of computer systems, or external specialist resources to configure or reconfigure key line of business systems. A timely mechanism needs to be established to approve and account for such elements.

- 8.2. Project accounting codes should be established for each project and linked with the Delivery Unit’s project cost forecasting model in an agreed manner to provide greater visibility and more accurate costing of each funded initiative. The council should operate a “*No Project Code = No Initiation*” policy to avoid unaccounted for costs, and to enforce a formal gateway review before projects are initiated.

## 9. Savings Targets

- 9.1. ITS funding allocations will only be agreed on the basis of an agreed payback period and / or return savings, depending on project size and complexity). The payback period will be part of the project proposal assessment undertaken by PCLT, given the imperative to deliver 'real' cashable savings for the authority, in line with the MTFs.
- 9.2. All savings arising from ITS funded projects will contribute to Directorate savings targets as identified in the MTFs, unless there is good reason not to do so.
- 9.3. All business cases must include a mechanism to ensure that benefits are realised, including savings capture. This will include a tracking tool to monitor benefits and avoid double counting of savings.

## **10. The ITS Process**

- 10.1. The ITSG allows applicants to pitch ideas, explain how and when ITS funding can be paid back, and respond to any ITSG challenges around apparent discrepancies or other concerns arising.
- 10.2. There are two strands to the governance of invest to save bids:
  - Investments programmes governed by PCLT
  - Investments not under PCLT governance
- 10.3. Investments that are part of PCLT governed programmes require PCLT approval, irrespective of value. The types of documentation required by PCLT are summarised below:
  - Up to £0.5m: Invest to Save Bid Form
  - £0.5m to £1.5m: Invest to Save Bid Form
  - £1.5m to £10m: Business Justification Case
  - Over £10m: Full Business Case
- 10.4. Investments outside PCLT governance must follow the governance process outlined below.
  - 10.4.1. Investments below £0.5m
    - Requires an Invest to Save bid form.
    - Bid forms require project managers to self-score each section before moderation by the CDU and approval by ITSG.
    - These bids are presented to PCLT for visibility and information, but not for approval, unless they are part of a programme governed by that board.
  - 10.4.2. Investments between £0.5m to £1.5m
    - Requires an Invest to Save bid form.
    - Bid forms require project managers to self-score each section before moderation by the CDU. They are initially approved by ITSG, before formal approval by PCLT.
    - Bid forms have the following categories:
      - Strategic fit: investment alignment with Council priorities and objectives?
      - Financial: financial benefits of the investment?
      - External Factors: e.g., the project meets statutory, legislative, or operational requirements, or it is needed because of another saving or capital project?
      - Risk: extent to which project success depends on mitigating high associated risks?
  - 10.4.3. Investments between £1.5m and £10m
    - Requires a Business Justification Case.
    - The justification case is in line with the HM Treasury business case guidance and is a one-stage process with the following five cases considered:
      - Strategic Case
      - Economic Case

- Commercial Case
- Financial Case
- Management Case
- These bids must be approved by ITSG and PCLT.

#### 10.4.4. Investments over £10m

- Requires the full business case (as per HMT guidance).
- Officers will be required to outline how much funding will be needed for each business case stage and confirm the outputs achieved at each stage to justify further investment.
  - Strategic Outline Case
  - Outline Business Case
  - Full Business Case
- These bids must be approval by ITSG and PCLT.

### **11. Review and Evaluation of Bids**

- 11.1. Bid reviews, and draw-down of funds, will be approved by the Invest to Save Review Group and Performance CLT, as previously outlined above.
- 11.2. Each project will be assessed on a case-by-case basis
- 11.3. The level of funding required will not be the sole consideration in determining the governance route. Other considerations may include:
  - The level of resident engagement that may be required
  - Issues that may give rise to sensitivities
  - Other matters that are major strategic aims of the Council
  - The carrying of major risk
  - The historical context of investments



# Appendix E Equality Impact Assessments

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## ASC Savings

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### Initial assessment

#### What are the proposed outcomes of the policy?

The enhanced cost avoidance and savings relating to adult social care practice are not new policy changes but further enhancements to and targeting of the work already introduced within the Council's Adult Positive Challenge programme.

The cost avoidance and savings will be delivered through focusing on areas of practice where strengths- based conversations and practice can further enhance outcomes and productivity. These areas include.

- **Adult Social Care Reablement:** Reablement delivers short term, goal-oriented support for up to six weeks to help people regain their independence when they have been in hospital. By increasing reablement capacity we can increase the number of people who are offered this important service. We will do this by investing in more frontline works to deliver the service. This capacity 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.
- **Adult Social Care Increased Technology enabled care:** Technology enabled care (TEC) involves using equipment to support people with their care and support needs. This could be things such as Lifeline alarms, medication reminders and fall sensors. TEC can be put in place either alongside other care and support provision, or as an alternative depending on individual circumstances. By increasing the use of TEC, through both increasing the range of TEC available and ensuring practitioners are skilled in identifying where TEC would be of benefit, we can increase people's confidence to live independently and delay the need for more costly long-term provision of care.
- **Adult Social Care Direct Payments:** Direct Payments enable people to plan and pay for their care and support directly, with a financial contribution from the council. Reviewing processes and enhancing the range of options available for people to access with Direct Payments will enable them to benefit from greater choice at more affordable costs.
- **Administration Charges for Self-Funders:** we currently charge £10/month administration fee to full costers where we arrange their care in a care home. Based on forecast projections of demand, we anticipate an additional c. 80-85 people where we will charge this administration fee. This represents an additional income per annum.

#### Which individuals or groups are most likely to be affected?

Older people with physical support needs/ dementia / comorbidities and their carers. Younger adults with disabilities or long-term conditions 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	<p>Predominantly those over the age of 65 will be disproportionately affected, as they form the largest user groups from care and support services. However, there would also be an impact on adults of working age who are carers or who have disabilities / long term conditions. However, the existing Adults Positive Challenge Programme has evidence that these ways of working generally deliver better outcomes for individuals, and therefore the impact is not anticipated to be negative.</p> <p>A positive impact is intended and very likely</p>

Disabled people	<p>Yes, as this is the key user group for the service area. However, the existing Adults Positive Challenge Programme has evidence that these ways of working generally deliver better outcomes for individuals, and therefore the impact is not anticipated to be negative</p> <p>A positive impact is intended and very likely</p>
Married couples or those entered into a civil partnership	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Pregnant women or women on maternity leave	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Particular ethnic groups	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Those of a particular religion or who hold a particular belief	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Male/Female	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.
Sexual orientation	An adverse impact is unlikely. On the contrary the Adult Positive Challenge approach on which we are building has the potential reduce barriers and inequalities that currently exist.' There is insufficient evidence, however, for this assessment to be made with as much confidence as is desirable.

**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?**

These changes build upon the successful outcomes already delivered by our existing Adult Positive Challenge programme and can be seen within the reporting metrics, impact logs and case studies we have collected during the period of the programme.

Working in this way has been evidenced to benefit those with emerging care and support needs, or likely future care support needs, long term service users and the Council's adult social care workforce.

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

The prevention and early intervention approach implemented as part of Adults Positive Challenge programme has been embedded with staff and widely reported on within public meetings, with health partners and with our Partnership Boards.

**Can any differences be justified as appropriate or necessary?**


There are no significant differences to policy but rather an expansion of existing practices to maximise the positive impacts.

**Are any remedial actions required?**

None

**Once implemented, how will you monitor the actual impact?**

The outcomes and financial delivery will continue to be tracked in the ways already proven to be successful previously within the Adult Positive Challenge programme, in a mix of data trajectory tracking and gather user experience and case studies, in addition to practice audits.

<b>Policy review date</b>	<b>5/12/2023</b>
<b>Assessment completed by</b>	<b>Caroline Townsend</b>
<b>Date Initial EqIA completed</b>	<b>5/12/2022</b>
<b>Signed by Head of Service</b>	

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## Private Sector Enforcement

### Initial assessment

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#### What are the proposed outcomes of the policy?

The proposed outcomes of the policy are to provide a financially sustainable private sector housing compliance service while improving outcomes in terms of better housing standards across the city through a blend of licensing schemes and targeted compliance activity tackling rogue landlords.

Though there are well maintained properties in the city, offering good living conditions, there are also properties in need of improvement to bring them up to acceptable standards.

Revenue from the licensing schemes will fund the compliance inspections driving improved housing conditions. Revenue from enforcement sanctions will fund the enforcement activity targeted at those landlords that will not voluntarily comply with housing condition standards.

Local Authorities have a statutory responsibility under the Housing Act 2004 to administer a Mandatory Licensing Scheme to regulate houses in multiple occupancy containing 5 or more occupants, sharing amenities. There are approximately 500 of these in Peterborough licenced under the scheme.

In addition to the Mandatory Licensing Scheme, the council had a Selective Licensing Scheme (SLS) in a designated part of the city which expired in 2021. Under the scheme all private rented accommodation was required to be licenced. Consultation on a new SLS largely covering the previous designated area has taken place. The intention of the council is to seek approval from Government for a new SLS based on the designated area consulted upon. In addition to this the council intends to develop proposals to introduce an Additional Licensing Scheme in parts of the city where further regulation is needed to improve housing conditions, but the localities would not meet the threshold to become a Selective Licensing Area. An Additional Licensing Scheme would require all 3 and 4 bed HMOs with shared amenities to be licenced.

#### Which individuals or groups are most likely to be affected?

People living in the rented housing sector, and landlords and agents of rented property.

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

Equality Group	Note any positive or negative effects
Particular age groups	Younger households are more likely to live in the private rented sector than older households according to ONS data, the largest age group being 25-34. Any improved standards will benefit all those in rented accommodation, slightly more so those in the 25-34 age group as the biggest age grouping, though not disproportionately.
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 beneficiaries of this policy will be people who live in rented accommodation in that poor housing condition standards where they exist will be raised following compliance inspections and subsequent interventions where necessary. Much of the rented sector will align to areas of deprivation and health inequalities. Poor housing standards are known to have a significant detrimental impact on someone's health, so improvements help contribute towards achieving better health outcomes. Due to high inflation, and heating costs some tenants will be experiencing extreme hardship, compliance checks therefore provide an opportunity to put people in touch with available support.

Good responsible landlords will benefit as they can invest in providing good quality accommodation knowing it is a level playing field, as rogue landlords will not be able to cut corners.

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

Only parts of the policy (licensing schemes) will introduce something that is not currently in place, and public consultation proceeds implementation. Further communications will follow explaining in detail requirements before implementation.

**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?**

Regular system reports following site inspections will provide evidence of compliance rates in relation to housing standards, as well as progress towards compliance where interventions are required.

<b>Policy review date</b>	<b>11/11/2023</b>
<b>Assessment completed by</b>	
<b>Date Initial EqIA completed</b>	<b>11/11/2022</b>
<b>Signed by Head of Service</b>	<b>P Gell</b>

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## Aragon Direct Services Savings

### Initial assessment

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#### What are the proposed outcomes of the policy?

Reduction in current standards of Building Cleaning in the Town Hall and Sand Martin House, also optimising workforce and structures between PCC and Peterborough Limited.
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#### Which individuals or groups are most likely to be affected?

PCC staff working in Sand Martin House and Town Hall and staff within Peterborough Limited around workforce optimisation and structures.
--

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

Equality Group	Note any positive or negative effects
Particular age groups	Neutral
Disabled people	Neutral
Married couples or those entered into a civil partnership	Neutral
Pregnant women or women on maternity leave	Neutral
Particular ethnic groups	Neutral
Those of a particular religion or who hold a particular belief	Neutral
Male/Female	Neutral
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral
Sexual orientation	Neutral

#### 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?

PCC and Peterborough Limited staff
------------------------------------

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

N/A
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**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?**

Through cleaning standards and operational delivery of Peterborough Limited Services

<b>Policy review date</b>	<b>25/11/2023</b>
<b>Assessment completed by</b>	<b>James Collingridge</b>
<b>Date Initial EqIA completed</b>	<b>25/11/22</b>
<b>Signed by Head of Service</b>	

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## Westcombe Engineering

### Initial assessment

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**What are the proposed outcomes of the policy?**

Increased sales and income in to Westcombe Engineering.

**Which individuals or groups are most likely to be affected?**

Staff working for Westcombe Engineering will see processes improved and further works obtained to increase income, we will look to increase employees in line with growth.

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

Equality Group	Note any positive or negative effects
Particular age groups	Neutral
Disabled people	Neutral
Married couples or those entered into a civil partnership	Neutral
Pregnant women or women on maternity leave	Neutral
Particular ethnic groups	Neutral
Those of a particular religion or who hold a particular belief	Neutral
Male/Female	Neutral
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral
Sexual orientation	Neutral

**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?**

Staff working for PCC and Westcombe Engineering

**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?**

The impact will be monitored through regular staff meetings with employees of Westcombe Engineering.

<b>Policy review date</b>	<b>25/11/2023</b>
<b>Assessment completed by</b>	<b>James Collingridge</b>
<b>Date Initial EqIA completed</b>	<b>25/11/22</b>
<b>Signed by Head of Service</b>	

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## HR Review benefits offering 2022

### Initial assessment

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**What are the proposed outcomes of the policy?**

To provide all employees with a reward package that will truly benefit them on a day-to-day basis, resulting in improved employee engagement and retention, whilst increasing savings (dependant on employee take-up) to NI and pension contributions

**Which individuals or groups are most likely to be affected?**

All staff

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

Equality Group	Note any positive or negative effects
Particular age groups	No negative effects as this will be offered to all staff regardless of age group
Disabled people	No negative effects as this will be offered to all staff regardless of disability. The benefits platform has been built with full accessibility
Married couples or those entered into a civil partnership	No negative effects as this will be offered to all staff regardless of marriage status
Pregnant women or women on maternity leave	No negative effects as this will be offered to all staff via an app that can be accessed outside of the councils IT systems via smart phone
Particular ethnic groups	No negative effects as this will be offered to all staff regardless of ethnicity
Those of a particular religion or who hold a particular belief	No negative effects as this will be offered to all staff regardless of religion or belief
Male/Female	No negative effects as this will be offered to all staff regardless of sex
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No negative effects as this will be offered to all staff regardless of gender
Sexual orientation	No negative effects as this will be offered to all staff regardless of sexual orientation

**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 staff will benefit from the introduction of this benefits platform

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

Full communication will take place prior to and during implementation and regularly thereafter.

**Can any differences be justified as appropriate or necessary?**

There are no differences identified

**Are any remedial actions required?**

There is no clear evidence that the policy overall could be disproportionately applied to a particular group and therefore progression to a Full Equality Impact Assessment is not required.

**Once implemented, how will you monitor the actual impact?**

We shall be provided with reports on a regular basis to understand the take-up of each offering.  
A staff survey will take place after 3 months so it can be understood if staff are accessing the benefits and what is important to them, and then regularly thereafter

<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Lisa Brightey</b>
<b>Date Initial EqIA completed</b>	<b>22 November 2022</b>
<b>Signed by Head of Service</b>	

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## Moving Traffic Offences

### Initial assessment

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#### What are the proposed outcomes of the policy?

Proposal / policy is to apply for moving enforcement powers and use them at 6 locations across the city as below:

- Long Causeway – entrance into pedestrian area
- Westgate – entrance from Midgate/Broadway into pedestrian area
- Church Street – no entry from Cowgate
- Stanground South – new bus gate
- Park Farm – new bus gate
- Queens Drive West – School Safer Streets pedestrian area.

The council will be able to capture moving traffic offences by camera and issue penalty charge notices in the post to the registered vehicle keepers

Outcomes will be

- Safer city centre pedestrian areas with less vehicle traffic – creating a better environment.
- Safer school streets without the need for volunteers to man road closures – likely to lead to a greater uptake of the scheme as well from other schools
- Improved bus service via opened bus gates.
- Less parking enforcement requirement in moving traffic enforcement areas – vehicles can be dealt with via camera for the moving offence, freeing officers up to patrol elsewhere.

#### Which individuals or groups are most likely to be affected?

The only individuals likely to be negatively affected are those who are already committing moving traffic offences but are currently getting away with it. Other individuals/groups may be positively affected in the sense that robust enforcement of pedestrian areas and school streets will create safer spaces for pedestrians, cyclists and children using these spaces. Equally public transport users – bus and taxi passengers will be positively affected by improved journey times and less congestion.

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

Equality Group	Note any positive or negative effects
Particular age groups	N/A
Disabled people	Disabled blue badge holders are already permitted access to the city centre pedestrian area outside of the core hours of 1030am-430pm weekdays and 9am-5pm weekends for drop off and collection. Parking spaces are available for them around the city centre outside of the pedestrian area to give them priority parking. Disabled persons requiring access to school safer streets will be granted it, so they do not have to walk greater distances to drop or collect children.
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?**

Pedestrians, schools and school children, public transport companies and their customers.

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

6-week public consultation is being conducted to explain the proposal, and members of the public are welcomed to submit feedback

**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?**

Public feedback, appeals and communication with those issued PCNs

<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Adam Payton</b>
<b>Date Initial EqIA completed</b>	<b>24/11/2022</b>
<b>Signed by Head of Service</b>	<b>Rob Hill</b>

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## ANPR CAR PARKS

### Initial assessment

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#### What are the proposed outcomes of the policy?

Proposal / policy is to replace pay and display tickets machines with ANPR cameras in city centre car parks in line with the parking strategy. Initial sites to be consider

- Car Haven
- Riverside
- Pleasure Fair
- Brook Street
- Wellington Street

Replacement of ticket machines will result ensuring everyone has to pay for parking outside enforcement hours and allow visitors to spend longer in the city centre without have to rush back to vehicle in fear of a Penalty Charge Notice.

Outcomes will be

- Safer city centre pedestrian areas with less vehicle traffic – creating a better environment.
- More enforcement in hot spot locations creating a safer road network for vulnerable road users.
- Increase in parking income ensuring all drivers pays a parking fee.

#### Which individuals or groups are most likely to be affected?

The only individuals likely to be negatively affected are those who are currently parking and not paying. Other individuals/groups may be positively affected with more enforcement at hot spot locations will create safer road network.

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

Equality Group	Note any positive or negative effects
Particular age groups	N/A
Disabled people	N/A
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?**

N/A
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**Has the policy been explained to those it might affect directly or indirectly?**

As the project progresses when individual car parks assessments are undertaken – key groups will be updated.
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**Can any differences be justified as appropriate or necessary?**

N/A
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**Are any remedial actions required?**

NO
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**Once implemented, how will you monitor the actual impact?**

Public feedback, income generation, and enforcement patrols in other locations.
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<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Clair George</b>
<b>Date Initial EqIA completed</b>	<b>2911/2022</b>
<b>Signed by Director</b>	<b>Rob Hill</b>

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## Energy, Environment, Climate Change

### Initial assessment

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#### What are the proposed outcomes of the policy?

This proposal seeks to drive forward action in line with the Council's declaration of a climate emergency by focussing on activities to reduce both organisational and citywide carbon emissions. The proposal includes identifying options to bring council wide resources together into a single delivery unit, securing capital investment to generate and save energy; generate a pipeline of invest ready projects; improve energy management and billing; transition the fleet to net-zero; maximise income from the ERF; support the roll out of residential PV; citywide EV charging infrastructure; and low carbon fuel options.

#### Which individuals or groups are most likely to be affected?

There are no specific individuals or groups likely to be affected.

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

Equality Group	Note any positive or negative effects
Particular age groups	It is not anticipated that there will be any positive or negative effects.
Disabled people	It is not anticipated that there will be any positive or negative effects.
Married couples or those entered into a civil partnership	It is not anticipated that there will be any positive or negative effects.
Pregnant women or women on maternity leave	It is not anticipated that there will be any positive or negative effects.
Particular ethnic groups	It is not anticipated that there will be any positive or negative effects.
Those of a particular religion or who hold a particular belief	It is not anticipated that there will be any positive or negative effects.
Male/Female	It is not anticipated that there will be any positive or negative effects.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	It is not anticipated that there will be any positive or negative effects.
Sexual orientation	It is not anticipated that there will be any positive or negative effects.

#### 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 population of Peterborough will benefit because proposals to reduce carbon emissions will enable the Council to operate more efficiently and deliver against its commitments which is beneficial to the wider population.

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

The specific proposal has not been discussed but the council are currently conducting a series of Climate Debates which asks people for their views on what decarbonisation projects they would support. This will inform the development of the project pipeline.

**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?**

The project team understand the EIA process and will ensure ongoing monitoring is undertaken as part of the project management process.

<b>Policy review date</b>	N/A
<b>Assessment completed by</b>	Charlotte Palmer
<b>Date Initial EqIA completed</b>	04/12/2022
<b>Signed by Head of Service</b>	N/A

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## ITDS Savings Plan

### Initial assessment

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#### What are the proposed outcomes of the policy?

The proposal covers 6 different areas:

1. Stopping legacy systems / Processes
2. Reducing Service Levels
3. Reassessing resilience levels
4. Reassessing Inflation assumptions
5. System Changes
6. Corporate re-alignment

The impact will be determined by the area being put forward

1. Stopping legacy systems / Processes
  - a. The turning off faxes and cheques, which are legacy systems but are still used within the council these will require a change to policy and with cheques may have a political implication.
  - b. Further system savings are proposed by moving to one form solution (there are currently 3), will require investment to move from the current platforms
2. Reducing Service Levels
  - a. One of the service's highest costs is the support of our social care systems by reducing the service levels, this will impact social carers' ability to deliver as calls will take longer to resolve, it may also mean that systems aren't used properly, or shadow IT is introduced which could result in failures of inspections from the likes of OFSTED.
  - b. Whilst overtime and standby are necessary to ensure that there is minimal impact on staff during standard working hours; a reconfiguration of this could reduce the cost whilst maintaining a certain level. However, the risk of staff not being able to use systems does increase, we are also increasingly being asked to do out of hours especially with the heightened risk of cyber and the potential power issues we are facing.
3. Reassessing resilience levels
  - a. Reassessing our frequency and retention of backups and system snapshots will reduce our cost base but could leave us vulnerable to potentially losing data if we had an outage especially from a successful ransomware attack
  - b. We have in place disaster recovery for a large number of our systems – however not all of these systems are business critical. The impact would be that those systems in which DR is removed, if there is an outage then it could take up to 2 weeks to recover the systems
4. Reassessing Inflation assumptions – As we have secured some multi-year contracts for some of our support services, we can look to re-baseline our requirement. This creates a risk from uncertainty within the current economic climate therefore could create a pressure next year if inflation increases further than assumptions and/or the £ weakens further against the \$.

#### Which individuals or groups are most likely to be affected?

This is just a Savings Plan but projects that come from it will affect all staff across the council and partner organisations that use legacy systems and processes.

#### 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?**

Conversations with the Heads of Service within ITDS.  
Once the projects commence, conversations will be held with the managers and staff within the affected services.

**Who will be the beneficiaries of the policy?**

This is just a Savings Plan but projects that come from it will affect all staff across the council and partner organisations that use legacy systems and processes.

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

Not yet

**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

<b>Policy review date</b>	<b>31/03/2023</b>
<b>Assessment completed by</b>	<b>Peter Wilson</b>
<b>Date Initial EqIA completed</b>	<b>29/11/2022</b>
<b>Signed by Head of Service</b>	

## HR Restructure

### Initial assessment

#### What are the proposed outcomes of the policy?

The aim of change is to:

Ensure that there is a sustainable HR function which is resourced appropriately to support the Council to deliver against its priorities, corporate plan and improvement plan noting that some of this can be transformational, but the core HR team needs to be sustainable.

Further opportunities present to streamline HR processes including recruitment, retention (currently shared with CCC) and L & D focussing on the whole council and not just social care.

#### Which individuals or groups are most likely to be affected?

This will affect the immediate HR and Development Team directly, and the recruitment team that is shared with CCC.

Potential changes to the recruitment team will also impact on the Serco HR Support Team.

There should be a positive impact for the organisation due to having an appropriately resourced function.

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

Equality Group	Note any positive or negative effects
Particular age groups	No effects as this will be applied to all staff regardless of age group
Disabled people	No effects as this will be applied to all staff regardless of disability
Married couples or those entered into a civil partnership	No effects as this will be applied to all staff regardless of marital status
Pregnant women or women on maternity leave	The function does not have any staff that are pregnant as of the writing of this EqIA. However, should a staff member be pregnant then they will be included in all consultations whether on maternity leave or not.
Particular ethnic groups	No effects as this will be applied to all staff regardless of ethnicity
Those of a particular religion or who hold a particular belief	No effects as this will be applied to all staff regardless of religion
Male/Female	No effects as this will be applied to all staff regardless of sex
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No effects as this will be applied to all staff regardless of gender reassignment
Sexual orientation	No effects as this will be applied to all staff regardless of orientation

**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?**

There should be a positive impact for the organisation due to having an appropriately resourced function.

Other benefits:

- Fit for purpose; evidenced based HR structure to support the Corporate Plan delivery
- Clear strategic approach in place with lines of accountability in place
- Improved staff retention
- Increase in employee engagement
- Effective and efficient managers
- Skilled, qualified & healthy workforce
- Being an employer of choice, therefore attracting the best candidates
- Employee development ready for next steps/promotion

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

The HR DMT have been involved in the redesign of the HR Function. The wider team have been informed and will have the appropriate consultation.

**Can any differences be justified as appropriate or necessary?**

There are no differences identified

**Are any remedial actions required?**

There is no clear evidence that the policy overall could be disproportionately applied to a particular group and therefore progression to a Full Equality Impact Assessment is not required.

**Once implemented, how will you monitor the actual impact?**

Through feedback from the HR Function; management and CLT and staff

<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Lisa Brightey</b>
<b>Date Initial EqIA completed</b>	<b>22/11/2022</b>
<b>Signed by Head of Service</b>	



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## HR Terms and Conditions review 2022 Christmas Shutdown proposal

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### Initial assessment

#### What are the proposed outcomes of the policy?

As part of the budget preparations in January 2022, it was agreed that a report would be produced outlining what further savings (if any) could be made from pay and terms and conditions of employment.

The proposed change currently being considered is:

1. Change the Christmas leave arrangements to Unpaid leave for all staff from December 2024. Deductions from pay would start in May 2024.

#### Which individuals or groups are most likely to be affected?

All directly employed council staff on Chief Officers, NJC Single Status, Soulbury, and JNC Youth Workers terms and conditions, all staff seconded to other partner organisations who remain on a PCC contract who are on grades 11 and below (or equivalent).

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

Equality Group	Note any positive or negative effects
Particular age groups	The council does not currently collect data on age by grade. However, there should be consistent application of the scheme irrespective of age.
Disabled people	The equality data report from March 2022 shows that there were 19 staff in G1-9 roles and 679 staff with no declared disability. Therefore, this group should not be disproportionately affected.
Married couples or those entered into a civil partnership	The procedure focuses on consistent and fair treatment irrespective of status. We are not currently collecting data on civil partnership but may extend our monitoring to this group at a later date.
Pregnant women or women on maternity leave	Deductions have not historically been taken from staff who are on maternity leave during the Christmas Shutdown. It is proposed that this will continue. Therefore, this group should not be disproportionately affected
Particular ethnic groups	The equality data report from March 2022 shows that there were 89 staff who declared they are from a minority and mixed origin group in grades 1-9 versus 459 who declared they were from white origin groups. Therefore, this group should not be disproportionately affected
Those of a particular religion or who hold a particular belief	The procedure focuses on consistent and fair treatment irrespective of religion. Therefore, this group should not be disproportionately affected
Male/Female	The equality data report from March 2022 shows that there were 480 female staff in G1-9 roles and 199 males. Therefore, there is a minor impact on women, however, there should be consistent application of the scheme irrespective of sex.

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	The council does not currently collect data on gender reassignment but is considering whether to extend our monitoring to this group at a later date.
Sexual orientation	The council does not currently collect data on sexual orientation but is considering whether to extend our monitoring to this group at a later date.

**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 is expected that the saving would reduce the salaries budget, which would go towards the budget savings.

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

The unions have been briefed of these proposals

**Can any differences be justified as appropriate or necessary?**

There are no differences identified

**Are any remedial actions required?**

There is no clear evidence that the policy overall could be disproportionately applied to a particular group and therefore progression to a Full Equality Impact Assessment is not required.

**Once implemented, how will you monitor the actual impact?**

Monitoring will take place through the HR Resource Link System and through feedback from employees, trade unions and senior managers across the organisation plus HR team members.

<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Lisa Brightey</b>
<b>Date Initial EqIA completed</b>	<b>22 November 2022</b>
<b>Signed by Head of Service</b>	

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# HR Terms and Conditions review 2022 DBS Annual leave proposals

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## Initial assessment

### What are the proposed outcomes of the policy?

As part of the budget preparations in January 2022, it was agreed that a report would be produced outlining what further savings (if any) could be made from pay and terms and conditions of employment.

The proposed changes currently being considered are:

1. Change the Purchase of annual leave scheme from maximum of 5 days to 20 days
2. Leavers only paid for untaken annual leave in exceptional circumstances with effect from 01 April 2024.
3. Increase the period between DBS re-checks from 3 years to 5 years
4. Introduce the DBS Update service either for those who are already subscribed or for all re-checks

### Which individuals or groups are most likely to be affected?

Staff who will be affected by these proposals are:

- For proposals 1 & 2: those staff that leave the council regardless of terms of employment
- For proposals 3 & 4: those staff that require a DBS check for their role

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

Equality Group	Note any positive or negative effects
Particular age groups	No negative effects as this will be applicable to all staff regardless of age group
Disabled people	No negative effects as this will be applicable to all staff regardless of disability
Married couples or those entered into a civil partnership	No negative effects as this will be applicable to all staff regardless of marriage status
Pregnant women or women on maternity leave	No negative effects as this will be applicable to all staff and will not impact on our legal obligations to those returning from maternity leave
Particular ethnic groups	No negative effects as this will be applicable to all staff regardless of ethnicity
Those of a particular religion or who hold a particular belief	No negative effects as this will be applicable to all staff regardless of religion or belief
Male/Female	No negative effects as this will be applicable to all staff regardless of sex
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No negative effects as this will be applicable to all staff regardless of gender
Sexual orientation	No negative effects as this will be applicable to all staff regardless of sexual orientation

**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 is expected that the saving would reduce the salaries budget, which would go towards the budget savings.

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

The unions have been briefed of these proposals

**Can any differences be justified as appropriate or necessary?**

There are no differences identified

**Are any remedial actions required?**

There is no clear evidence that the policy overall could be disproportionately applied to a particular group and therefore progression to a Full Equality Impact Assessment is not required.

**Once implemented, how will you monitor the actual impact?**

We shall be provided with reports on a regular basis to understand the take-up of the purchase of additional leave and costs associated with paying leavers for untaken annual leave and will monitor the DBS costs.

<b>Policy review date</b>	
<b>Assessment completed by</b>	<b>Lisa Brightey</b>
<b>Date Initial EqIA completed</b>	<b>22 November 2022</b>
<b>Signed by Head of Service</b>	

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## City Centre Transport

### Initial assessment

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#### What are the proposed outcomes of the policy?

The city centre is entering a new and exciting phase in its development, a phase that will deliver significant levels of growth and development. It is essential that work is undertaken now to understand the future transport requirements to ensure growth is enabled and carefully curated to enable the city to maximise its potential. To date, initial high-level work has been undertaken to produce a draft City Centre Transport Vision which aims to embrace emerging technologies and achieve a shift in travel behaviour. The vision details the opportunity to develop multi-functional transport hubs on the periphery of the city centre which will: replace the majority of city centre car parking (private and public); serve as transition points for public transport as well as goods and last mile deliveries destined for the city centre; reduce through trips; and enable the reallocation of road space for public realm corridors with high quality active travel infrastructure.

Further work now needs to be undertaken to finalise a viable vision. This includes assessing the feasibility of broader options including workplace parking levies and congestion zone charging and quantifying what that means in terms of the infrastructure that will need to be delivered and by when. The funding requested in this proposal will allow this work to be undertaken and put the Council in a strong position secure Strategic Outline Business Case (SOBC) funding from the CPCA, DfT or other partners. "

#### Which individuals or groups are most likely to be affected?

There are no specific individuals or groups likely to be affected.

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

Equality Group	Note any positive or negative effects
Particular age groups	It is not anticipated that there will be any positive or negative effects.
Disabled people	It is not anticipated that there will be any positive or negative effects.
Married couples or those entered into a civil partnership	It is not anticipated that there will be any positive or negative effects.
Pregnant women or women on maternity leave	It is not anticipated that there will be any positive or negative effects.
Particular ethnic groups	It is not anticipated that there will be any positive or negative effects.
Those of a particular religion or who hold a particular belief	It is not anticipated that there will be any positive or negative effects.
Male/Female	It is not anticipated that there will be any positive or negative effects.
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	It is not anticipated that there will be any positive or negative effects.
Sexual orientation	It is not anticipated that there will be any positive or negative effects.

**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 population of Peterborough will ultimately benefit if the project progresses to construction.

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

N/A at this stage

**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?**

The project team understand the EIA process and will ensure ongoing monitoring is undertaken as part of the project management process.

<b>Policy review date</b>	N/A
<b>Assessment completed by</b>	Charlotte Palmer
<b>Date Initial EqIA completed</b>	05/12/2022
<b>Signed by Head of Service</b>	N/A

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## Recycling Education

### Initial assessment

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#### What are the proposed outcomes of the policy?

To improve residents' awareness of and engagement with existing recycling collections through education events, doorstep engagement, social media, and related activities.

#### Which individuals or groups are most likely to be affected?

Ideally to most affected groups are residents who do not engage effectively in recycling and food collection schemes; however, messages are likely to be received by a wider group of residents

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

Equality Group	Note any positive or negative effects
Particular age groups	Neutral
Disabled people	Neutral
Married couples or those entered into a civil partnership	Neutral
Pregnant women or women on maternity leave	Neutral
Particular ethnic groups	Neutral
Those of a particular religion or who hold a particular belief	Neutral
Male/Female	Neutral
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Neutral
Sexual orientation	Neutral

#### 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?

Residents who do not participate in the existing recycling service who may be members of any one or none of the protected categories mentioned above.

#### 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?**

Through measurement of the quality and quantity of recycling collected across the city and in those areas specifically recently subject to the engagement activities.

<b>Policy review date</b>	<b>11/11/2022</b>
<b>Assessment completed by</b>	<b>R Pearn</b>
<b>Date Initial EqIA completed</b>	
<b>Signed by Head of Service</b>	



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## **New Temporary Accommodation Provisions**

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### **Initial assessment**

#### **What are the proposed outcomes of the policy?**

As levels of homelessness remain high and show little signs of reducing as we enter a cost of living crisis the ongoing need for suitable temporary accommodation for homeless households will continue.

The proposed policy in relation to procurement of temporary accommodation will reduce/eliminate the current reliance on B&B type accommodation, which is both costly for the Council and often inappropriate accommodation for households while their homelessness is being resolved.

By increasing the supply of self-contained accommodation by lease from private providers or by acquisition, we expect to see improved outcomes for households affected by homelessness and resultant reduced demand on other public services that poor homelessness experiences can have.

#### **Which individuals or groups are most likely to be affected?**

As the availability of self contained accommodation increases we expect that all clients who would have previously been accommodated in B&B type accommodation will be positively impacted as their home life will more settled.

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

<b>Equality Group</b>	<b>Note any positive or negative effects</b>
Particular age groups	Not disproportionately affected
Disabled people	Not disproportionately affected
Married couples or those entered into a civil partnership	Not disproportionately affected
Pregnant women or women on maternity leave	Not disproportionately affected
Particular ethnic groups	Not disproportionately affected
Those of a particular religion or who hold a particular belief	Not disproportionately affected
Male/Female	Not disproportionately affected
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	Not disproportionately affected
Sexual orientation	Not disproportionately affected

**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?**

Although none of the above groups will be disproportionately affected it is anticipated that all groups will be beneficiaries of the change where B&B accommodation is not required.

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

No, as those affected by the policy change will be currently unknown.

**Can any differences be justified as appropriate or necessary?**


Yes, significant evidence exists to show how homelessness and inappropriate accommodation provision can impact outcomes for homeless households.

**Are any remedial actions required?**

None

**Once implemented, how will you monitor the actual impact?**

Impacts will be monitored through regular monitoring of financial impact of temporary accommodation through financial BCR process. Weekly updates to CLT and cabinet members and future customer feedback.

<b>Policy review date</b>	<b>04/01/2023</b>
<b>Assessment completed by</b>	<b>Sean Evans</b>
<b>Date Initial EqlA completed</b>	<b>04/01/2023</b>
<b>Signed by Head of Service</b>	

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## Children's

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### Initial assessment

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#### What are the proposed outcomes of the policy?

The savings / policy change pertinent to this EIA are outlined below:

##### Family Safeguarding restructure

Peterborough Children's Services launched the Family Safeguarding model of intervention and support to children and families in 2019. Since implementation of the model, we have sustained a number of social work vacancies. We have been unable to recruit to these posts due to market climate.

We have worked hard to embed the model in Peterborough, which has resulted in low numbers of children subject to child protection planning and low numbers of children being placed into care by the local authority. Therefore, the vacancies are no longer required, as such, a saving has been identified in Children's Services for 2023/24.

##### Increased income – partial delivery of 2022/23

A secondary element in assessment is the continued shared funding arrangements for 0-25 placements that include an element of health and education.

#### Which individuals or groups are most likely to be affected?

Peterborough children, young people, and their families are most likely to be affected by this policy. Often, but not exclusively, Children's Social Care works with low-income families living in areas of high deprivation.

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

Equality Group	Note any positive or negative effects
Particular age groups	<p>Predominantly the Family Safeguarding model supports children up to the age of 11 and their families. However, this proposed change is about reducing unrequired capacity and therefore children and families will still be able to receive services from the structure that remains.</p> <p>Families will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>
Disabled people	<p>Disabled people will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>

Married couples or those entered into a civil partnership	<p>An adverse impact is unlikely.</p> <p>Married couples and those entering into civil partnerships will continue to be supported by existing services, therefore, a positive impact is intended and is very likely.</p>
Pregnant women or women on maternity leave	<p>An adverse impact is unlikely.</p> <p>Pregnant people will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>
Particular ethnic groups	<p>An adverse impact is unlikely.</p> <p>Particular ethnic groups will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>
Those of a particular religion or who hold a particular belief	<p>An adverse impact is unlikely.</p> <p>Religious people will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>
Male/Female	<p>An adverse impact is unlikely.</p> <p>Male and Females will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	<p>An adverse impact is unlikely.</p> <p>People undergoing gender reassignment will continue to be supported by existing services, therefore, a positive impact is intended and is very likely.</p>
Sexual orientation	<p>An adverse impact is unlikely.</p> <p>People of different sexual orientations will continue to be supported by existing services; therefore, a positive impact is intended and is very likely.</p>

**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 Peterborough residents benefit from this policy change as services will be better value for money.

A review of the existing social worker vacancies concludes family safeguarding can reduce the current team structure equating to financial savings.

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

Managers have been consulted. A review considered the current average case load per worker, scrutiny of threshold from Assessment Service to ensure the right children receive the right service at the right time. Referrals from Assessment Service to Family Safeguarding have remained consistent. Predicated on consistent referrals from the Assessment Service Family Safeguarding are confident we can operate a service to meet the needs of children and families.

**Can any differences be justified as appropriate or necessary?**

There are no significant differences to policy but rather, the Team structure will remain the same, with the saving coming from existing vacancies across Cambridgeshire.

**Are any remedial actions required?**

None

**Once implemented, how will you monitor the actual impact?**

The outcomes and financial delivery will continue to be tracked via a mix of data trajectory tracking and gather user experience and case studies, in addition to practice audits.

<b>Policy review date</b>	<b>December 2023</b>
<b>Assessment completed by</b>	<b>Simon Green</b>
<b>Date Initial EqIA completed</b>	<b>07/12/2022</b>
<b>Signed by Head of Service</b>	<b>Simon Green</b>

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## Education Restructure

### Initial assessment

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#### What are the proposed outcomes of the policy?

The savings / policy change pertinent to this EIA are outlined below:

##### Education Restructure

It is well recognized that the school improvement service offers challenge, support and guidance to schools across Peterborough. However, there is also a need to consider potential ways of making budget savings. We are reviewing where we have most impact and the sustainability of funding and we believe we can deliver the same outcomes with a streamlined team.

#### Which individuals or groups are most likely to be affected?

Peterborough children, young people, and their families are most likely to be affected by this policy.

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

Equality Group	Note any positive or negative effects
Particular age groups	The school improvement team supports children and young people of school age. However, this proposed change is about reducing capacity and therefore children and families will still be able to receive services from the structure that remains. Services are delivered at a leadership level, so children and young people are unaffected.
Disabled people	People with a disability will continue to be supported by existing services; therefore, a negative impact is not likely.
Married couples or those entered into a civil partnership	An adverse impact is unlikely.  Married couples and those entering into civil partnerships will continue to be supported by existing services; therefore, a negative impact is not likely.
Pregnant women or women on maternity leave	An adverse impact is unlikely.  Pregnant people will continue to be supported by existing services; therefore, a negative impact is not likely.
Particular ethnic groups	An adverse impact is unlikely.  Particular ethnic groups will continue to be supported by existing services; therefore, a negative impact is not likely.
Those of a particular religion or who hold a particular belief	An adverse impact is unlikely.  Religious people will continue to be supported by existing services; therefore, a negative impact is not likely.

Male/Female	<p>An adverse impact is unlikely.</p> <p>Male and Females will continue to be supported by existing services; therefore, a negative impact is not likely.</p>
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	<p>An adverse impact is unlikely.</p> <p>People undergoing gender reassignment will continue to be supported by existing services, therefore, a negative impact is not likely.</p>
Sexual orientation	<p>An adverse impact is unlikely.</p> <p>People of different sexual orientations will continue to be supported by existing services; therefore, a negative impact is not likely.</p>

**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 Peterborough residents benefit from this policy change as services will be better value for money.

A review of the existing structure concludes the education improvement team can reduce the current team structure equating to financial savings. The service will continue to meet the statutory and educational needs of the city.

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

Managers have been consulted.

**Can any differences be justified as appropriate or necessary?**

There are no significant differences to policy but rather, the Team structure will be reviewed to enable the services to continue to be delivered in a streamlined manner.

**Are any remedial actions required?**

None

**Once implemented, how will you monitor the actual impact?**

The outcomes and financial delivery will continue to be tracked via service financial and statistical data, as well as gathering of user experience and case studies, in addition to practice audits.

<b>Policy review date</b>	<b>December 2023</b>
<b>Assessment completed by</b>	<b>Jonathan Lewis</b>
<b>Date Initial EqIA completed</b>	<b>19/12/2022</b>
<b>Signed by Head of Service</b>	<b>Jonathan Lewis</b>

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## Cost-of-Living Crisis

### Initial assessment

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#### What are the proposed outcomes of the policy?

CLT approved the direction of travel proposal for a proof-of-concept trial that will test the efficacy and relevance of operating a locality based, multi-disciplinary service which will individually experiencing hardship as a result of the Cost of Living (COL) Crisis.

The physical locations to test the new way of working will be from Central, Orton and Thorney Libraries.

We want to 'trial' new ways of operating and we have to do this quickly, so the proposal is to build on what is already there. The COL service offer must be more integrated with the wide range of hubs and spokes and service offers in the Community. The use of Library assets therefore could have a role to play.

Anchor this new proposition on the Adults Early Help service. this approach provides a low risk, safe test-bed environment for innovation and flexibility to adapt to address possible unknowns.

Trial intended outcomes are: -

- Reduction in problematic debt and building financial resilience in the households
- Maximise income and successful bids /application for benefits and funds
- Better access to IAG and Digital and physical resources
- Effects on wider impacts of debt
- Improved resident and staff experience
- Better and more effective contact handling and management
- Reduced inappropriate referrals into our acute services
- Impact on Council debt collection and income short falls ( Ctax, Housing Benefits over payments and rents in particular)
- Social return on investment made
- Availability of insights on future service costs for a sustainable on-going, city-wide service.

#### Which individuals or groups are most likely to be affected?

- Individuals or families with low incomes
- Individuals of families with high debt
- Individuals or families where income has reduced (unemployment etc)
- Individuals or families with fixed incomes where inflation has increased.
- Individuals of families with unavoidable high energy or food costs.

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

Equality Group	Note any positive or negative effects
Particular age groups	Young People who have not been able to secure higher paid / secure employment.  Pensioners on fixed incomes Working aged people whose costs have risen and wages have not.
Disabled people	Disabled Individuals and Families with a Disabled Child/ren have been proven to be affected more by the cost of living rise due to additional care costs.



Married couples or those entered into a civil partnership	NA – The review of these services does not specifically impact persons in this category
Pregnant women or women on maternity leave	Pregnant women – due to costs of specific food, health products / interventions.
Particular ethnic groups	Resettled and new communities who may have found it harder to secure higher paid employment.
Those of a particular religion or who hold a particular belief	NA – The review of these services does not specifically impact persons in this category
Male/Female	NA – The review of these services does not specifically impact persons in this category
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	NA – The review of these services does not specifically impact persons in this category
Sexual orientation	NA – The review of these services does not specifically impact persons in this category

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

Information from similar pilots in other areas of the country can be used to anticipate the effect on the groups identified, as well as this the pilot will gather information from across individual services to understand where improvements can be made for those groups identified.

**Who will be the beneficiaries of the policy?**

Beneficiaries of the CoL prevention before crisis pilot will be those that live within the geographical catchment areas of the hub locations, Central Peterborough, Ortons and Eye and Thorney and will be focused toward the identified cohorts above: -

- Individuals or families with low incomes
- Individuals of families with high debt
- Individuals or families where income has reduced (unemployment etc)
- Individuals or families with fixed incomes where inflation has increased.
- Individuals of families with unavoidable high energy or food costs.

Those cohorts may exhibit other characteristics and circumstances such as homelessness or other health issues, involvement with adult or Childrens services, however the pilot is focused on prevention and therefore need to tackle the underlying causes of escalation to more specialist and costly interventions.

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

No – work is at design stage and will be iterative, however it is intended that users of the service have an improved experience and we will undertake local targeted communications as well as formulate a script which can be used at first contact to explain the new ways of working to customers.

**Can any differences be justified as appropriate or necessary?**

See above

**Are any remedial actions required?**

No

**Once implemented, how will you monitor the actual impact?**

This initial impact assessment will inform the approach to the full EqIA as we consult and codesign the approach through service user feedback and engagement with representative advocacy groups.

<b>Policy review date</b>	March 2023
<b>Assessment completed by</b>	Matt Oliver
<b>Date Initial EqIA completed</b>	5 <sup>th</sup> Jan 2023
<b>Signed by Head of Service</b>	<b>Adrian Chapman</b>

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## Culture and Leisure

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### Initial assessment

#### What are the proposed outcomes of the policy?

Our Culture and Leisure offering is essential to the economic development of the city and resident wellbeing and can offer means to support communities to offset future demand on the care system. A significant change programme is under development that will seek to transform these services, seek efficiencies through modernisation and maintain a credible offer that delivers future benefits through offsetting demand and enhancing economic growth.

This proposal seeks to transform delivery of these services, and will include:

- Options appraisal to identify new operating model for Leisure Services
- Options appraisal to identify new operating model for Museum and Flag Fen

\*Library Services are being reviewed separately as part of the Prevention and early intervention transformation programme

#### Which individuals or groups are most likely to be affected?

The breadth of this programme will mean that any change could impact a wide section of the general public. As the change seeks to modernise and improve facilities wherever possible, it is not foreseen that this programme will specifically impact one group over another, but could include:

- All leisure users, including swimmers / gymnasium / health facility users
- Persons with health needs that rely upon the availability of leisure facilities
- Visitors to the city
- Educational groups (e.g. heritage Museum / Flag Fen educational users)

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

Equality Group	Note any positive or negative effects
Particular age groups	Not able to define specific age impacts until operating model is confirmed. Any change to leisure provision is likely to be more impactful upon young people (e.g. new swimmers) or the elderly with particular health issues necessitating exercise. The options appraisal will be cognisant of this impact and work to mitigate any unintended consequences.
Disabled people	Disabled users who rely on leisure facilities for health and wellbeing benefits are likely to be impacted by changes to services. The final operating model for leisure is as yet unknown and until then the impacts of this cannot be defined. The options appraisal will be cognisant of this impact and work to mitigate any unintended consequences.
Married couples or those entered into a civil partnership	NA – The review of these services does not specifically impact persons in this category

Pregnant women or women on maternity leave	NA – The review of these services does not specifically impact persons in this category
Particular ethnic groups	NA – The review of these services does not specifically impact persons in this category
Those of a particular religion or who hold a particular belief	NA – The review of these services does not specifically impact persons in this category
Male/Female	NA – The review of these services does not specifically impact persons in this category
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	NA – The review of these services does not specifically impact persons in this category
Sexual orientation	NA – The review of these services does not specifically impact persons in this category

**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?**

Users of leisure and heritage services / general public

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

No - Policy / Operating model yet to be defined. Users' groups will be consulted during the development stage.

**Can any differences be justified as appropriate or necessary?**

See above

**Are any remedial actions required?**

No

**Once implemented, how will you monitor the actual impact?**

A full assessment will be completed once options are defined

<b>Policy review date</b>	<b>June 2023</b>
<b>Assessment completed by</b>	<b>Rob Hill</b>
<b>Date Initial EqIA completed</b>	<b>20/12/2022</b>
<b>Signed by Head of Service</b>	<b>Adrian Chapman</b>

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## Pensions

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### Initial assessment

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**What are the proposed outcomes of the policy?**

Reduced legacy pension liability for teacher's dependents. Due to the passage of time, the number of eligible dependents has decreased.

There is no impact to individuals, as those eligible will continue to receive pensions.

**Which individuals or groups are most likely to be affected?**

Teachers' dependents with a legacy pension liability. There is no impact to individuals, as those eligible will continue to receive pensions.

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

Equality Group	Note any positive or negative effects
Particular age groups	N/A
Disabled people	N/A
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?**

Teachers' dependents with a legacy pension liability. There is no impact to individuals, as those eligible will continue to receive pensions.

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

No policy changes being made.

**Can any differences be justified as appropriate or necessary?**

No negative changes proposed in the strategy. Those entitled will continue to receive pensions. This represents a financial reforecast of the Council's liability due to the passage of time, the number of eligible dependents has decreased.

**Are any remedial actions required?**

N/A

**Once implemented, how will you monitor the actual impact?**

Finance tracking

<b>Policy review date</b>	<b>N/A</b>
<b>Assessment completed by</b>	<b>Jonathan Lewis</b>
<b>Date Initial EqIA completed</b>	<b>19/12/22</b>
<b>Signed by Head of Service</b>	<b>Jonathan Lewis</b>

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## Skills and Employment

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### Initial assessment

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**What are the proposed outcomes of the policy?**

To review the management and delivery arrangements for our adult skills service, including City College Peterborough, in order to identify efficiencies and additional opportunities. There are intended to be no impacts on front line delivery.

**Which individuals or groups are most likely to be affected?**

Teams delivering functions across the skills and employment services.

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

Equality Group	Note any positive or negative effects
Particular age groups	N/A
Disabled people	N/A
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?**



The process will be closely monitored to ensure no impacts on frontline delivery, including for learners and employers.

**Who will be the beneficiaries of the policy?**

The council will achieve a reduction in its expenditure or an increase in revenue, contributing towards achieving a balanced budget.

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

The detailed work is yet to commence.

**Can any differences be justified as appropriate or necessary?**

The ways in which these services are managed and delivered have not been reviewed for some time.

**Are any remedial actions required?**

N/A

**Once implemented, how will you monitor the actual impact?**

We benefit from expansive data which is used to measure performance, and this will be used to ensure no negative impacts as a result of this proposal.

<b>Policy review date</b>	<b>September 2023</b>
<b>Assessment completed by</b>	<b>Adrian Chapman</b>
<b>Date Initial EqIA completed</b>	<b>22.12.22</b>
<b>Signed by Head of Service</b>	<b>Adrian Chapman</b>

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## Transport

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### Initial assessment

**What are the proposed outcomes of the policy?**

- Increased service capacity
- Reviewed transport policies
- Streamlined procurement
- Revised eligibility processes
- Improved cost model
- Updated delivery principles

**Which individuals or groups are most likely to be affected?**

Children and young people in receipt of free home to school transport and their families  
Transport providers  
Council staff working in passenger transport

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

Equality Group	Note any positive or negative effects
Particular age groups	- School aged children positively impacted by changes and improvements made
Disabled people	- Disabled children and young people positively impacted by improved coordination and processes outlined in the strategy
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?**

Children and young people who are entitled to free home to school transport.

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

No policy changes made yet – we are at strategy stage, but consultation events scheduled for Jan and Feb to work with families to feed in their views to the implementation of the strategy

**Can any differences be justified as appropriate or necessary?**

No negative changes proposed in the strategy. Only betterment to those currently and entitled to receive home to school transport, provide transport services and work within passenger transport in the council.

**Are any remedial actions required?**

N/A

**Once implemented, how will you monitor the actual impact?**

Implementation plan in place with clear monitoring of impact the Education Transport Board.

<b>Policy review date</b>	<b>N/A</b>
<b>Assessment completed by</b>	<b>Fran Cox</b>
<b>Date Initial EqIA completed</b>	<b>8/12/22</b>
<b>Signed by Head of Service</b>	<b>Fran Cox</b>

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## Breastfeeding

### Initial assessment

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#### What are the proposed outcomes of the policy?

##### Breastfeeding Support

This proposal is to stop a small contract by September 2023 when the contract with the voluntary sector (National Childbirth Trust) ends. This contract provides breastfeeding peer support to improve breastfeeding rates across Peterborough. This proposal arises from the development of the Family Hubs Programme, aiming to provide families with clear access to support and connected services, for which Peterborough will receive significant funding (3.3-3.4 million over 2.5 years). This funding includes a 16.7% dedicated allowance for infant feeding support, providing an exciting opportunity to strengthen breastfeeding support, considering flexibility, accessibility, and integration, and positively impacting breastfeeding support available to mothers.

There is strong evidence of the benefits that breastfeeding provides to mothers and their babies and breastfeeding. Peer support interventions are recommended by the World Health Organisation (WHO) and National Institute for Health and Care Excellence (NICE) as they are proven to be effective at increasing breastfeeding initiation rates and the duration babies are breastfed for, particularly within groups such as mothers with low incomes and first-time mothers.

#### Which individuals or groups are most likely to be affected?

Peterborough mothers during their postnatal period seeking breastfeeding support. Of these, this may disproportionately impact first-time mothers, young mothers, white mothers, and/or mothers on low incomes, groups known to have lower rates of breastfeeding initiation and continuation. Due to increased investment going into breastfeeding support these groups will benefit.

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

Equality Group	Note any positive or negative effects
Particular age groups	Young Mothers  POSITIVE - Young mothers are statistically less likely to breastfeed, which is often contributed to by lack of support and education, alongside stigma and body-image issues. Peer support is proven to increase breastfeeding in this group, and we will consider a strengthened offer which reduces barriers to support, by offering greater flexibility and accessibility for young women, including optimising digital offers. We will consult Parent/Carer Panels to ensure the offer works for mothers in Peterborough.
Disabled people	No impact has been identified specific to this equality group.
Married couples or those entered into a civil partnership	No impact has been identified specific to this equality group.
Pregnant women or women on maternity leave	Women on maternity leave

	<p>POSITIVE – Women on maternity leave are likely to be breastfeeding and/or seeking breastfeeding support. As part of Family Hubs development, we will strengthen access to breastfeeding support, having a positive impact on this group. Feedback will be received via Parent/Carer Panels to ensure the offer works for mothers in Peterborough.</p>
Particular ethnic groups	<p>White ethnic groups</p> <p>POSITIVE – White mothers have lower rates of breastfeeding compared with mothers from ethnic minorities (excluding white minorities), indicating this group likely requires more support and may be impacted by proposals. However, the Family Hubs development work seeks to strengthen breastfeeding support, which should positively impact this group. We will be consulting Parent/Carer Panels to ensure the offer works for mothers in Peterborough.</p> <p>POSITIVE – Deprivation is more prevalent within Black and Minority Ethnic Groups, and is an indicator for lower breastfeeding rates, because of financial factors impacting a mother's ability to choose how they feed their child. The Family Hubs programme will improve breastfeeding support, ensuring that support services integrate with wider systems supporting families, reducing barriers to access. As part of this, we are consulting with community organisations carrying out equality work with mothers from ethnic minority groups in Peterborough.</p>
Those of a particular religion or who hold a particular belief	No impact has been identified specific to this equality group.
Male/Female	<p>Female</p> <p>POSITIVE - This proposal predominantly impacts the female gender because it relates to breastfeeding support for mothers. The Family Hubs offer will improve accessibility to breastfeeding support, having a positive impact on this group.</p>
Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No impact has been identified specific to this equality group.
Sexual orientation	No impact has been identified specific to this equality group.

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

- NCT data
- National Government data/reports
- Wider literature
- Epidemiological Needs Assessment Data

**Who will be the beneficiaries of the policy?**

The beneficiaries will be new parents in PCC.

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

We are participating in co-production as part of the infant feeding strategy, ongoing work with MVP for NWAFT and the new offer from family hubs which will be launched as part of the wider start for life offer.

**Can any differences be justified as appropriate or necessary?**

National guidance for family hubs mandates us to look at this work as part of the programme.

**Are any remedial actions required?**

None identified.

**Once implemented, how will you monitor the actual impact?**

We will gather feedback as part of Family Hubs data collection, the Family Hubs transformation board, Parent/carer panels, and the infant feeding network.

<b>Policy review date</b>	<b>30.03.2025</b>
<b>Assessment completed by</b>	<b>Sian Cowell</b>
<b>Date Initial EqlA completed</b>	<b>12.01.23</b>
<b>Signed by Head of Service</b>	<b>Raj Lakshman</b>

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## Workplace Health

### Initial assessment

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#### What are the proposed outcomes of the policy?

##### **Workplace Health Contract**

This five-year contract will end on May 31, 2023. It is a joint contract with Cambridgeshire County Council (CCC) that has the aim of improving the health of working population. It provides support to employers for improving the working environment of their employees to prevent ill health and the associated absenteeism and presenteeism. The deliverables are an ongoing employer support network, workplace health champion network and training which has mainly focused upon mental health in response to demand. It is proposed not renew the contract when it ends. The rationale for this is that the low value of the contract in relation to the large number of workplaces in Peterborough means it has limited traction. The service currently supports twenty four Cambridgeshire employers and eighteen Peterborough employers against a value of £62,672.37 per annum (of which the Peterborough City Council contribution is £22,731.55 per annum)

Work and Health is one of the four Joint Health and Wellbeing Integrated Care System Strategy priorities and there is working being taken forward at strategic level through the Work and Health Strategy with the aim of having more fundamental structural changes that will have more impact. The focus has broadened to include those in employment but also excluded from employment because of ill health. The broader focus will include 'good work' which addresses poverty associated with lower paid jobs with insecure contracts. Along with integrating pathways between health, social care, education/skills, Department of work and Pensions and other employment support services to ensure that all needs are addressed through improving access to services and a joined-up offer. This is a system wide initiative which will enable the integration and scale required.

#### Which individuals or groups are most likely to be affected?

Adults of working age employed by a workplace utilising the current Workplace Health Service. Sometimes (but not limited) to those in routine and manual occupations.

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

Equality Group	Note any positive or negative effects
Particular age groups	No negative impact as the needs of local employers and employees will be more adequately and comprehensively addressed by the Work and Health Strategy.
Disabled people	No anticipated positive or negative effects
Married couples or those entered into a civil partnership	No anticipated positive or negative effects
Pregnant women or women on maternity leave	No anticipated positive or negative effects
Particular ethnic groups	No anticipated positive or negative effects
Those of a particular religion or who hold a particular belief	No anticipated positive or negative effects
Male/Female	No anticipated positive or negative effects

Those proposing to undergo, currently undergoing or who have undergone gender reassignment	No anticipated positive or negative effects
Sexual orientation	No anticipated positive or negative effects

**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?**

Adults of working age will benefit from wider policy changes as a result of the Work and Health strategy so this provision is no longer required.

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

Employers engaged with the current service have been informed

**Can any differences be justified as appropriate or necessary?**

No negative changes as support will be gained via the wider work of the Work and Health Strategy

**Are any remedial actions required?**

None

**Once implemented, how will you monitor the actual impact?**

Outcomes will become part of the Work and Health Strategy implementation and will be monitored as part of this process.

<b>Policy review date</b>	<b>N/A</b>
<b>Assessment completed by</b>	<b>Zoe Cross</b>
<b>Date Initial EqIA completed</b>	<b>04/01/2023</b>
<b>Signed by Head of Service</b>	



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## ASC Savings

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	05/12/2022
2	Proposal title	Adults - Demand Management Savings
3	Proposal start date (if applicable)	01/04/2023
4	Proposal end date (if applicable)	
5	Your name	Caroline Townsend
6	Directorate	People Services
7	Head of Service approval (printed)	Caroline Townsend
Completion reason		
8	What was the trigger for completing this assessment?	Other
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	MTFS Budget Proposal
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>The enhanced cost avoidance and savings relating to adult social care practice are not new policy changes but further enhancements to and targeting of the work already introduced within the Council's Adult Positive Challenge programme.</p> <p>The cost avoidance and savings will be delivered through focusing on areas of practice where strengths-based conversations and practice can further enhance outcomes and productivity. These areas include.</p> <ul style="list-style-type: none"> <li>- Adult Social Care Reablement: Reablement delivers short term, goal-oriented support for up to six weeks to help people regain their independence when they have been in hospital. By increasing reablement capacity we can increase the number of people who are offered this important service. We will do this by investing in more frontline works to deliver the service. This capacity 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.</li> <li>- Adult Social Care Increased Technology enabled care: Technology enable care (TEC) involves using equipment to support people with their care and support needs. This could be things such as Lifeline alarms, medication reminders and fall sensors. TEC can be put in place either alongside other care and support provision, or as an alternative depending on individual circumstances. By increasing the use of TEC, through both increasing the range of TEC available and ensuring practitioners are skilled in identifying where TEC would be of benefit, we can increase people's confidence to live independently and delay the</li> </ul>

need for more costly long-term provision of care.

- Adult Social Care Direct Payments: Direct Payments enable people to plan and pay for their care and support directly, with a financial contribution from the council. Reviewing processes and enhancing the range of options available for people to access with Direct Payments will enable them to benefit from greater choice at more affordable costs.

- Administration Charges for Self-Funders: we currently charge £10/month administration fee to full costers where we arrange their care in a care home. Based on forecast projections of demand, we anticipate an additional c. 80-85 people where we will charge this administration fee. This represents an additional income per annum.

## SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Neutral
12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	The reablement service predominantly works remotely, with minimal need to attend and work from an office base. However, the increasing in workforce in this area, will result in more staff using the office as part of their working day. Though the impact is likely to be minimal - as we are only looking at increasing staff by c. 5 FTE.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Neutral
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	As above
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral

<b>16</b>	<p>Please provide an explanation for your answer to Question 15.</p> <p>Enter N/A if the answer was Neutral</p>	<p>The focus on looking for options in the community and closer to home is part of the overall approach and may therefore minimise travel to long term support or for care workers. The introduction of improved technology for reablement worker scheduling should also reduce individual worker travel time and distance in delivery of reablement support. However, with the increase in staffing for the reablement team, there will be increased travel which will offset some of this benefit, so the impact is likely to be neutral.</p> <p>The use of Technology Enabled Care may reduce the numbers of in person care hours and hence travel to an individual client, but these hours are likely to be diverted to meet other clients' needs and hence impact on travel from TEC is likely to be neutral</p>
<b>17</b>	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
<b>18</b>	<p>Please provide an explanation for your answer to Question 17.</p> <p>Enter N/A if the answer was Neutral</p>	As above
<b>Water</b>		
<b>19</b>	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
<b>20</b>	<p>Please provide an explanation for your answer to Question 19.</p> <p>Enter N/A if the answer was Neutral</p>	N/A
<b>21</b>	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
<b>22</b>	<p>Please provide an explanation for your answer to Question 21.</p> <p>Enter N/A if the answer was Neutral</p>	N/A
<b>Renewable Energy</b>		
<b>23</b>	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
<b>24</b>	<p>Please provide an explanation for your answer to Question 23.</p> <p>Enter N/A if the answer was Neutral</p>	N.A
<b>25</b>	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
<b>26</b>	<p>Please provide an explanation for your answer to Question 25.</p> <p>Enter N/A if the answer was Neutral</p>	N/A

Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	Yes
36	Please provide an explanation for your answer to Question 35. Has energy efficiency been considered?  Enter N/A if the answer was No	Additional laptops and mobile phones will need to be purchased to support additional staffing in the reablement service.

<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	n/a
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	n/a
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	n/a
<b>Other</b>		
<b>43</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
<b>44</b>	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	n/a
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>45</b>	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

<b>46</b>	<p>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></p>	<p>By increasing reablement capacity we can increase the number of people who are offered this important service. We will do this by investing in more frontline works to deliver the service. This capacity 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.</p>
<b>47</b>	<p>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.  <i>Enter N/A if not applicable</i></p>	n/a
<b>48</b>	<p>Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?</p>	<p>The efficiency monitoring for delivery of reablement will include tracking utilisation of care delivery hours are minimisation of travel and time spent in office / under-taking non direct care delivery.</p>
<b>Overall Summary</b>		
<b>49</b>	<p>Provide an overall summary of the assessment.</p> <p>You should include:</p> <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>There are no significant carbon impacts to these elements of cost avoidance.</p>
Approved by		Hannah Swinburne
Date		09/01/23

## Aragon Direct Services Savings

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	25/11/2022
2	Proposal title	Peterborough Limited Efficiencies
3	Proposal start date (if applicable)	
4	Proposal end date (if applicable)	
5	Your name	James Collingridge
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	James Collingridge
Completion reason		
8	What was the trigger for completing this assessment?	Council Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	Reduction in current standards of Building Cleaning in the Town Hall and Sand Martin House, this will be more the frequency of cleaning so all section will still be cleaned at least once per day. We will also be looking at how we can better link staff between PCC and Peterborough Limited, to optimise workforce and back-office processes.

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Decrease
12	Please provide an explanation for your answer to Question 11.	With a reduction in cleaning there will be marginally less electric used.
Enter N/A if the answer was Neutral		



13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Decrease
20	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	With a reduction in cleaning there will be marginally less water and electric used
21	Will the proposal have an impact on the <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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	We will monitor Utility Bills to see if there is a notable reduction in usage.

<b>46</b>	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
<b>47</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	We will monitor Utility Bills to see if there is a notable reduction in usage.
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	The reduction in building cleaning will see a marginal reduction in water and energy usage, through the reduction in use of hoovers and cleaning materials. We can monitor if there are any significant impacts through the utilities bills for these sites.
Approved By		Hannah Swinburne
Date		09/01/23

## Customer Services

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	23/11/2022
2	Proposal title	Customer Services & Digital
3	Proposal start date (if applicable)	N/A
4	Proposal end date (if applicable)	N/A
5	Your name	Peter Wilson
6	Directorate	IT Service
9	Head of Service approval (printed)	Yes
Completion reason		
7	What was the trigger for completing this assessment?	Other
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	The development of a Transformation Plan
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>Currently, the council has no strategy which sets out our council-wide design and operating model for customer contact. In addition, the council does not provide consistent guidance to service areas about the types of messages and function which should be conveyed and delivered on each channel, and at what stage of the customer journey. This has resulted in a lack of consistency across departments when communicating with customers, and a lack of understanding about how to build effective ongoing relationships.</p> <p>The aim of change is to:</p> <ol style="list-style-type: none"> <li>1. Deliver excellent services to our customers and partners at all opportunities, based on their needs rather than our structures.</li> <li>2. Accessible, Inclusive and Usable engagement with the public</li> <li>3. Optimise:               <ol style="list-style-type: none"> <li>a) the customer contacts</li> <li>b) the path to contact</li> <li>c) the engagement (transactional or info)</li> </ol> </li> <li>4. Produce rich MI for agile and effective decision making               <ul style="list-style-type: none"> <li>• Improve response times against agreed SLAs.</li> <li>• Enable channel shift and move towards automated, cost-effective process, where appropriate.</li> <li>• Improve customer and employee satisfaction through process improvement.</li> <li>• Reduce repeat and avoidable contacts through effective demand management.</li> </ul> </li> </ol>

- Remove double handling.
- Cost reductions and savings.

## SECTION B: Proposal Impact

No.	Question	Answer
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### Buildings

11	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption in buildings?	Neutral
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12	Please provide an explanation for your answer to Question 11.	N/A
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Enter N/A if the answer was Neutral

13	Will the proposal have an impact on the <b>CITY's</b> energy consumption in buildings?	
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14	Please provide an explanation for your answer to Question 13.	N/A
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Enter N/A if the answer was Neutral

### Travel

15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
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16	Please provide an explanation for your answer to Question 15.	N/A
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Enter N/A if the answer was Neutral

17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
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18	Please provide an explanation for your answer to Question 17.	N/A
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Enter N/A if the answer was Neutral

### Water

19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
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20	Please provide an explanation for your answer to Question 19.	N/A
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Enter N/A if the answer was Neutral

21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
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<b>22</b>	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	N/A
<b>Renewable Energy</b>		
<b>23</b>	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
<b>24</b>	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	N/A
<b>25</b>	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		
<b>27</b>	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
<b>28</b>	Please provide an explanation for your answer to Question 27.  Enter N/A if the answer was Neutral	N/A
<b>29</b>	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
<b>30</b>	Please provide an explanation for your answer to Question 29.  Enter N/A if the answer was Neutral	N/A
<b>Waste</b>		
<b>31</b>	Will the proposal have an impact on the <b>COUNCIL's</b> waste production?	Neutral
<b>32</b>	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
<b>33</b>	Will the proposal have an impact on the <b>CITY's</b> 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?	N/A
Enter N/A if the answer was Neutral		
Products and Infrastructure		
35	Will the proposal involve the <b>COUNCIL</b> 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?	N/A
Enter N/A if the answer was No		
37	Will the proposal involve a person/organisation within the <b>CITY</b> 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.	N/A
Enter N/A if the answer was No		
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.	N/A
Enter N/A if the answer was No		
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



<b>43</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>44</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	None for the Transformation Plan and those for the projects to follow are yet to be identified.
<b>Overall Summary</b>		
<b>45</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	At this stage there are no defined projects in place under the plan and therefore the carbon impact of the work to be undertaken is not known.
Approved by		Hannah Swinburne
Date		09/01/23

## Westcombe Engineering

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	02/12/2022
2	Proposal title	SAV-PLACE-02
3	Proposal start date (if applicable)	
4	Proposal end date (if applicable)	
5	Your name	James Collingridge
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	James Collingridge

### Completion reason

8	What was the trigger for completing this assessment?	Council Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	Westcombe Engineering is looking to increase their income through driving efficiencies in current processes and increasing sales both to existing and new customers.
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### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Increase

12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	There is the potential if demand increases to such levels that further machines may be required to meet demand, if this was to happen, we could see an increase in electricity use.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No

<b>36</b>	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
<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
<b>Other</b>		
<b>43</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
<b>44</b>	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>

<b>45</b>	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	If further machines are required, we will be able to monitor impacts through utility bills.
<b>46</b>	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>	We have solar panels installed on the roofs of Westcombe engineering to minimise the electricity needed from the grid.
<b>47</b>	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. <i>Enter N/A if not applicable</i>	We have solar panels installed on the roofs of Westcombe engineering to minimise the electricity needed from the grid.
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	Utility bills will be monitored
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	We are looking to both improve efficiencies and increase sales for Westcombe engineering through doing this we may require purchasing additional milling machines. If this were to occur this could have an impact on the electricity consumption, however, to mitigate against this we have solar panels installed on the roof of the building to minimise the use of electricity from the grid.
Approved by		Hannah Swinburne
Date		09/01/23

## Data insight and digital capability and evidence base for change

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	24/11/2022
2	Proposal title	Data insight and digital capability and evidence base for change
3	Proposal start date (if applicable)	TBC
4	Proposal end date (if applicable)	TBC
5	Your name	Peter Wilson
6	Directorate	IT Service
9	Head of Service approval (printed)	Yes
Completion reason		
7	What was the trigger for completing this assessment?	Other
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	Transformation Plan
Project overview		

<p><b>10</b> Please provide a brief description of the proposal, including the expected outcomes.</p>	<p>All Council departments should have the same level of access to data and analytics as people services do currently and members and corporate services have oversight of key metrics. This includes PCC data but also the wider system population intelligence that includes health and other data.</p> <p>This includes:</p> <ol style="list-style-type: none"> <li>1. Internal information from Council systems about activity, demand and outcomes</li> <li>2. Internal information about Council resources</li> <li>3. Wider system population Intelligence</li> <li>4. Building an Intelligence capacity to support evidence-based decision making and activity based on intelligence</li> </ol> <p>Sustainable Future Council and How we enable</p> <ul style="list-style-type: none"> <li>• Embed strong data insight capabilities to identify needs of our residents, make informed decisions and have a razor-sharp focus on performance/impact to enable excellent service delivery</li> <li>• Equip ourselves with the assets, resources and capability to deliver our plans</li> <li>• Employ capable, values driven staff, demonstrating excellent people management encouraging strong relationships with external partners e.g., secondment/shared staff</li> </ul> <p>This is the second version of this paper to reduce the ask and find resources internally within the business to support the delivery of the objective. This paper changes the approach to reflect the changes requested, whilst it still aims to deliver on the original objectives, the reduced level of investment does mean that we are unable to deliver as quickly as is required to support the council's overall transformation objectives. Careful planning and prioritisation will be critical to ensure its success.</p> <p>Create a Virtual Centre of Excellence for Data Insight and Analytics</p> <p>This will be a virtual team sitting across IT &amp; Digital Services, Public Health, and Partners</p> <p>In order that we can maximise our existing resources and capabilities.</p> <ul style="list-style-type: none"> <li>• We shall expand the Business Intelligence Manager's bandwidth by <ul style="list-style-type: none"> <li>o Moving the 2 HR Analysts into the Place team within Business Services</li> <li>o Move at least 1 Analyst from Place &amp; Economy into the Place team within Business Services</li> <li>o Include the Place team in the COE</li> </ul> </li> <li>• Include Data Services within the COE</li> <li>• Include the Public Health Analysts in the COE</li> </ul>
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## SECTION B: Proposal Impact

No.	Question	Answer
	Buildings	



11	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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	N/A
Products and Infrastructure		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No

<b>36</b>	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
<b>37</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No Other	N/A
<b>39</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
<b>40</b>	Please provide an explanation for your answer to Question 39.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>41</b>	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
<b>42</b>	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
<b>43</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>44</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	None
Overall Summary		

**45** Provide an overall summary of the assessment.

The proposal is to move staff from one department to another and therefore there will be no change to the PCC or Peterborough carbon impact.

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

Approved by

Hannah Swinburne

Date

09/01/23

## ITDS Additional Cost Requirements

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	23/11/2022
2	Proposal title	ITDS Additional Cost Requirements
3	Proposal start date (if applicable)	TBC
4	Proposal end date (if applicable)	N/A
5	Your name	Peter Wilson
6	Directorate	IT Service
9	Head of Service approval (printed)	Yes

### Completion reason

7	What was the trigger for completing this assessment?	General project development
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.	Mosaic is currently hosted for PCC on CCC servers. CCC are to cease doing so and a new host is to be found, with the preference being to go to the cloud.
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### SECTION B: Proposal Impact

No.	Question	Answer
Buildings		
11	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption in buildings?	Neutral

<b>12</b>	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	N/A
<b>13</b>	Will the proposal have an impact on the <b>CITY's</b> energy consumption in buildings?	Neutral
<b>14</b>	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	N/A
<b>Travel</b>		
<b>15</b>	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
<b>16</b>	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	N/A
<b>17</b>	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
<b>18</b>	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
<b>Water</b>		
<b>19</b>	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
<b>20</b>	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	N/A
<b>21</b>	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
<b>22</b>	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	N/A
<b>Renewable Energy</b>		
<b>23</b>	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
<b>24</b>	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	N/A
<b>25</b>	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral

<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		
<b>27</b>	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
<b>28</b>	Please provide an explanation for your answer to Question 27.  Enter N/A if the answer was Neutral	N/A
<b>29</b>	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
<b>30</b>	Please provide an explanation for your answer to Question 29.  Enter N/A if the answer was Neutral	N/A
<b>Waste</b>		
<b>31</b>	Will the proposal have an impact on the <b>COUNCIL's</b> waste production?	Neutral
<b>32</b>	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
<b>33</b>	Will the proposal have an impact on the <b>CITY's</b> waste production? Will measures be included to improve reuse, reduction or recycling of materials or products?	Neutral
<b>34</b>	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	N/A
<b>Products and Infrastructure</b>		
<b>35</b>	Will the proposal involve the <b>COUNCIL</b> 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?	N/A
Enter N/A if the answer was No		
37	Will the proposal involve a person/organisation within the <b>CITY</b> 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.	N/A
Enter N/A if the answer was No		
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.	N/A
Enter N/A if the answer was No		
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
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. <i>Enter N/A if not applicable</i>	N/A
44	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	None
Overall Summary		



**45** Provide an overall summary of the assessment.

Mosaic is currently hosted externally and will continue to be but with a new provider. This will not therefore change PCC or Peterborough's carbon emissions.

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

Approved by

Hannah Swinburne

Date

09/01/23

## ITDS Risk Manager Role

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	24/11/2022
2	Proposal title	ITDS Risk Manager Role
3	Proposal start date (if applicable)	N/A
4	Proposal end date (if applicable)	N/A
5	Your name	Peter Wilson
6	Directorate	IT Service
9	Head of Service approval (printed)	Yes
Completion reason		
7	What was the trigger for completing this assessment?	Other
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	Additional Cost Budget Plan

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	The proposal is to recruit a risk manager. This will allow us to meet our obligations and take more holistic view on Risk Management, without which we could leave the organisation corporately exposed.
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### SECTION B: Proposal Impact

No.	Question	Answer
Buildings		
11	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption in buildings?	Increase
12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	An additional member of staff will occasionally be using power for a screen, key card readers, hand dryers and possibly to charge their laptop. Their body heat will require the air conditioning to work a little harder in the summer, but the heating will not need to work as hard in the winter. An additional member of staff will also need entry to the building on occasions, letting heat/cool air out. This impact will be minimal.
13	Will the proposal have an impact on the <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Increase
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	An additional member of staff will occasionally be travelling to the office.
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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	N/A
Products and Infrastructure		
35	Will the proposal involve the <b>COUNCIL</b> 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 <b>CITY</b> 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
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	No
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>	An additional member of staff is required and will allow us to meet our obligations and take more holistic view on Risk Management, without which we could leave the organisation corporately exposed.
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. <i>Enter N/A if not applicable</i>	
44	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	None
Overall Summary		
45	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	The recruitment of an additional member of staff will lead to slight increases in power usage and another person occasionally travelling to the office. This will have a minimal impact to council emissions.
Approved by		Hannah Swinburne
Date		09/01/23

## ITDS Savings Plan

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	24/11/2022
2	Proposal title	ITDS Savings Plan
3	Proposal start date (if applicable)	TBC
4	Proposal end date (if applicable)	N/A
5	Your name	Peter Wilson
6	Directorate	IT Service
9	Head of Service approval (printed)	Yes
Completion reason		
7	What was the trigger for completing this assessment?	Other
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	General Savings Plan
Project overview		

<b>10</b> Please provide a brief description of the proposal, including the expected outcomes.	<p>The proposal covers 5 different areas</p> <ol style="list-style-type: none"> <li>1. Stopping legacy systems / Processes</li> <li>2. Reducing Service Levels</li> <li>3. Reassessing resilience levels</li> <li>4. Reassessing Inflation assumptions</li> <li>5. System Changes</li> <li>6. Corporate re-alignment</li> </ol> <p>The impact will be determined by the area being put forward</p> <ol style="list-style-type: none"> <li>1. Stopping legacy systems / Processes             <ol style="list-style-type: none"> <li>a. The turning off faxes and cheques, which are legacy systems but are still used within the council these will require a change to policy and with cheques may have a political implication.</li> <li>b. Further system savings are proposed by moving to one form solution (there are currently 3) will require investment to move from the current platforms</li> </ol> </li> <li>2. Reducing Service Levels             <ol style="list-style-type: none"> <li>a. One of the service's highest costs is the support of our social care systems by reducing the service levels, this will impact social carer's ability to deliver as calls will take longer to resolve, it may also mean that systems aren't used properly, or shadow IT is introduced which could result in failures of inspections from the likes of OFSTED.</li> <li>b. Whilst overtime and standby are necessary to ensure that there is minimal impact on staff during standard working hours; a reconfiguration of this could reduce the cost whilst maintaining a certain level. However, the risk of staff not being able to use systems does increase, we are also increasingly being asked to do out of hours especially with the heightened risk of cyber and the potential power issues we are facing.</li> </ol> </li> <li>3. Reassessing resilience levels             <ol style="list-style-type: none"> <li>a. Reassessing our frequency and retention of backups and system snapshots will reduce our cost base but could leave us vulnerable to potentially losing data if we had an outage especially from a successful ransomware attack</li> <li>b. We have in place disaster recovery for a large number of our systems – however not all of these systems are business critical. The impact would be that those systems in which DR is removed, if there is an outage then it could take up to 2 weeks to recover the systems</li> </ol> </li> <li>4. Reassessing Inflation assumptions – As we have secured some multi-year contracts for some of our support services, we can look to re-baseline our requirement. This creates a risk from uncertainty within the current economic climate therefore could create a pressure next year if inflation increases further than assumptions and/or the £ weakens further against the \$.</li> </ol>
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## SECTION B: Proposal Impact

No.	Question	Answer
	Buildings	
<b>11</b>	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption in buildings?	Decrease

12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	Turning off faxes will increase email traffic and demand on the servers but reduce energy usage via fax machines.
13	Will the proposal have an impact on the <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> creation of renewable energy?	Neutral



<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		
<b>27</b>	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	Neutral
<b>28</b>	Please provide an explanation for your answer to Question 27.  Enter N/A if the answer was Neutral	N/A
<b>29</b>	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	Neutral
<b>30</b>	Please provide an explanation for your answer to Question 29.  Enter N/A if the answer was Neutral	N/A
<b>Waste</b>		
<b>31</b>	Will the proposal have an impact on the <b>COUNCIL's</b> waste production?	Neutral
<b>32</b>	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
<b>33</b>	Will the proposal have an impact on the <b>CITY's</b> waste production? Will measures be included to improve reuse, reduction or recycling of materials or products?	Neutral
<b>34</b>	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	N/A
<b>Products and Infrastructure</b>		
<b>35</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No

<b>36</b>	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
<b>37</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No Other	N/A
<b>39</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
<b>40</b>	Please provide an explanation for your answer to Question 39.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
<b>41</b>	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	A project to remove fax machines will be launched in due course.
<b>42</b>	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
<b>43</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>44</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	None

## Overall Summary

**45** Provide an overall summary of the assessment.

This is a general savings plan but a decrease in power usage from the removal of fax machines will eventually result.

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

Approved by

Hannah Swinburne

Date

09/01/23

## Energy, Environment, Climate Change

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	05/12/2022
2	Proposal title	TRANS - PLACE - 02 - Energy, Environment, Climate Change
3	Proposal start date (if applicable)	01/04/2023
4	Proposal end date (if applicable)	N/A
5	Your name	Charlotte Palmer
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	N/A

### Completion reason

8	What was the trigger for completing this assessment?	Other
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	Annual budget setting

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	This proposal seeks to drive forward action in line with the Council's declaration of a climate emergency by focussing on activities to reduce both organisational and citywide carbon emissions. The proposal includes identifying options to bring council wide resources together into a single delivery unit, securing capital investment to generate and save energy; generate a pipeline of invest ready projects; improve energy management and billing; transition the fleet to net-zero; maximise income from the ERF; support the roll out of residential PV; citywide EV charging infrastructure; and low carbon fuel options.
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### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Decrease

12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	This proposal seeks capital funding to install LED lighting which will directly reduce electricity usage and seeks investment to develop a pipeline of projects to reduce carbon, some of which will decrease the council's energy requirements.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Decrease
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	This proposal includes a project to roll out a citywide solar PV scheme which will directly reduce electricity demand and seeks investment to develop a pipeline of projects to reduce carbon some of which will decrease the energy requirements.
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Decrease
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	This project includes a trial at Aragon to roll out HVO and an assessment of the roadmap to transition the remaining fleet to net zero.
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Decrease
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	This project seeks funding to regrade a vacant role to create a new fixed term post focussed on the roll out of EV charging infrastructure citywide.
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> creation of renewable energy?	Increase
24	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	This proposal seeks capital funding to install additional solar PV and seeks investment to develop a pipeline of projects to generate further energy.

25	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Increase
26	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	This proposal seeks support to roll out Solar Together, a residential bulk buy scheme, for domestic properties across the city.
Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No

<b>36</b>	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 - this may be required at a later stage but is not within the scope of this stage of the project.
<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
<b>Other</b>		
<b>43</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	Yes
<b>44</b>	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	This project will strengthen the staff resources the council has to develop and take forward carbon reduction projects.
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>45</b>	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	Two aspects of the project have been quantified to date. This includes 42.5tCO2 from the solar installations and 45.7tCo2 from the LED upgrades. The development of a project pipeline will enable further quantification to be completed.

<b>46</b>	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
<b>47</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	Each element of the overall project will be tracked, and savings monitored as part of the Council's Carbon Management Plan and citywide climate change plan.
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	This proposal seeks to drive forward action in line with the Council's declaration of a climate emergency by focussing on activities to reduce both organisational and citywide carbon emissions. The proposal includes identifying options to bring council wide resources together into a single delivery unit, securing capital investment to generate renewable electricity and reduce energy usage; generate a pipeline of invest ready projects; improve energy management and billing; transition the fleet to net-zero; maximise income from the ERF; support the roll out of residential PV; citywide EV charging infrastructure; and low carbon fuel options. All of these activities will positively support the Council's climate change activities.
Approved by		Hannah Swinburne
Date		09/01/23



## Moving Traffic

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	24th November 2022
2	Proposal title	Application for Moving Traffic Enforcement Powers
3	Proposal start date (if applicable)	13th January 2023
4	Proposal end date (if applicable)	n/a - ongoing
5	Your name	Adam Payton
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	Clair George
Completion reason		
8	What was the trigger for completing this assessment?	Cabinet Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>The proposal is to apply to the Department for Transport for a designation order to be issued to the council for moving traffic enforcement powers. These powers, granted under part 6 of the Traffic Management Act 2004 will allow the local authority to enforce moving traffic offences as defined in Schedule 7 of that act, which includes but is not limited to the - no entries, pedestrian zones, bus gates, prohibited turns. Should a designation order be granted, the council will need to install certified and approved camera equipment at enforcement sites to record offences being committed. Penalty charge notices could then be sent in the post to the registered keeper of the offending vehicle.</p> <p>Expected outcomes would be a reduction in offences, leading to improved compliance with the restrictions - road safety, better public transport links and traffic flow.</p>

### SECTION B: Proposal Impact

No.	Question	Answer
	Electricity & heating	

11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Increase
12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	Cameras used to monitor enforcement sites will have to be powered from the mains supply (probably from street lighting columns that they would be fixed to) Cameras would be powered continuously but only recording footage if an offence was detected.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Increase
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	Only due to the councils increase in electricity consumption
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	Other than the initial site inspections and install of equipment, no council travel will be involved. Cameras will transmit captured footage remotely over 4G data networks - there will be no requirement to travel to sites
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Decrease
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	Enforcement of pedestrian zones and school safer street sites should reduce the movement of motor vehicles in the city and promote active travel alternatives
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	Increase
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	Service of penalty charge notices (PCNs) and further statutory documents in relation to the enforcement process will be on paper and sent in the post - there paper waste will be created in the process of enforcement. The councils recycled paper will be used and we can include a statement on all notices encouraging recycling when the notices are to be disposed of
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	Yes

<b>36</b>	<p>Please provide an explanation for your answer to Question 35. Has energy efficiency been considered?</p> <p>Enter N/A if the answer was No</p>	<p>Cameras will likely be static, pole mounted devices. They will include transmission electronics to capture, record and process footage. Each enforcement site will require at least one camera, maybe more. Cameras could be vehicle mounted, so they can be moved from site to site, this is not a consideration for the first 6 initial sites proposed though.</p>
<b>37</b>	<p>Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.</p>	No
<b>38</b>	<p>Please provide an explanation for your answer to Question 37.</p> <p>Enter N/A if the answer was No</p>	N/A
<b>Buildings</b>		
<b>39</b>	<p>Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?</p>	No
<b>40</b>	<p>Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?</p> <p>Enter N/A if the answer was No</p>	N/A
<b>41</b>	<p>Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?</p>	No
<b>42</b>	<p>Please provide an explanation for your answer to Question 41.</p> <p>Enter N/A if the answer was No</p>	N/A
<b>Other</b>		
<b>43</b>	<p>Are there any further ways in which your proposal could have an impact on carbon emissions?</p>	No
<b>44</b>	<p>Please provide an explanation for your answer to Question 43.</p> <p>Enter N/A if the answer was No</p>	N/A
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>

<p><b>45</b> 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</p>	<p>It is difficult to quantify increased energy consumption from cameras operating at this point. Once sites are surveyed and there is a procurement process in place the energy consumption from various supplier equipment can be considered as part of the contract award process. It is estimated that compliance at enforcement sites can increase by so much as 90% when enforcement is applied, so emissions in key parts of the city where motor vehicles are prohibited (pedestrian areas, school safer streets) could reduce by this much.</p>
<p><b>46</b> 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></p>	<p>Increases in waste production and electricity consumption can be justified against the wider benefits of the drivers of the proposal - pedestrian safety, reduced congestion, improved traffic flow and public transport provisions etc.</p>
<p><b>47</b> 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. <i>Enter N/A if not applicable</i></p>	<p>Energy consumption of potential camera suppliers considered during the procurement process. Communication in the notice processing and debt recovery stages conducted by email where legislation allows. Appeals encouraged online as opposed to by post to reduce paper waste.</p>
<p><b>48</b> Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?</p>	<p>Energy consumption at sites monitored. Number of documents printed and posted as well as received counted and recorded.</p>
<p><b>Overall Summary</b></p>	
<p><b>49</b> Provide an overall summary of the assessment.</p> <p>You should include:</p> <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>Overall, there will be increases on the council's energy consumption that are unavoidable in order to conduct the enforcement - it must, by legislation, be conducted by approved camera devices. Paper waste will also be created, again forced upon us by legislation that dictates notices must be served in the post.</p> <p>Overall, it would be hoped the proposal has a positive impact on carbon emissions as it seeks to promote active travel, discourage motor vehicle use in key areas and improve traffic flow, congestion, and public transport.</p>
<p>Approved by</p>	<p>Hannah Swinburne</p>
<p>Date</p>	<p>09/01/23</p>

## ANPR CAR PARKS

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	29th November 2022
2	Proposal title	Installation of ANPR Cameras in Pay and Display Car Parks
3	Proposal start date (if applicable)	Project to commence once approved
4	Proposal end date (if applicable)	n/a - ongoing
5	Your name	Clair George
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	Approved - Rob Hill - Acting Service Director Communities

### Completion reason

8	What was the trigger for completing this assessment?	Other
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	Transformation Bid

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	The proposal is to install ANPR barrier-controlled cameras in city centre pay and display car parks in line with the parking strategy. The project proposes a review is undertaken and suitable car parks benefits from ANPR technology replacing current pay and display ticket machines. This could result in visitors spending longer in the city rather than hurrying back to vehicle in fear of receiving a PCN, ANPR also would reduce the need enforce the car park resulting in more patrols of hot spot location outside city centre and in residential areas. It will also ensure anyone parking outside enforcement hours would have to pay for a parking.
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### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Increase

12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	Cameras used to monitor the location will need to be powered from the mains supply. Cameras / barriers would be powered continuously
13	Will the proposal have an impact on the CITY's consumption of electricity or heating?	Increase
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	Only due to the councils increase in electricity consumption
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	Other than the initial site inspections and install of equipment, no additional council travel will be involved as car parks are already inspected daily.
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	n/a - ongoing
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> creation of renewable energy?	Neutral

<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		
<b>27</b>	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
<b>28</b>	Please provide an explanation for your answer to Question 27.  Enter N/A if the answer was Neutral	N/A
<b>29</b>	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
<b>30</b>	Please provide an explanation for your answer to Question 29.  Enter N/A if the answer was Neutral	N/A
<b>Waste</b>		
<b>31</b>	Will the proposal have an impact on the <b>COUNCIL's</b> waste production?	Neutral
<b>32</b>	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
<b>33</b>	Will the proposal have an impact on the <b>CITY's</b> waste production?	Neutral
<b>34</b>	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	n/a - ongoing
<b>Goods</b>		
<b>35</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	Yes
<b>36</b>	Please provide an explanation for your answer to Question 35. Has energy efficiency been considered?  Enter N/A if the answer was No	Cameras will be static, pole mounted devices. They will include transmission electronics to capture, record and process footage to allow for correct payment to be made.



37	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	Yes
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	Due to reduced enforcement in the city centre, officers can target hot spot areas outside the city centre. This may include enforcing parking offences which cause a barrier to cycling and walking, such as those which cause an issue in visibility for pedestrian and cyclists, especially outside schools. This may in time improve rates of cycling and walking, thus reducing travel emissions.
SECTION C: Actions		
No.	Question	Answer
45	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	It is difficult to quantify increased energy consumption from ANPR cameras operating at this point. Once sites are surveyed and there is a procurement process in place the energy consumption from various supplier equipment can be considered as part of the contract award process.

<p><b>46</b> 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></p>	<p>Increases in electricity consumption can be justified against the wider benefits of this proposal including improved parking experience, more visitors to the city centre and increased income with more enforcement at hot spot locations resulting in a safer environment for vulnerable road users.</p>
<p><b>47</b> 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. <i>Enter N/A if not applicable</i></p>	<p>Energy consumption of potential camera suppliers considered during the procurement process.</p>
<p><b>48</b> Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?</p>	<p>Energy consumption at sites monitored.</p>
<p><b>Overall Summary</b></p>	
<p><b>49</b> Provide an overall summary of the assessment.</p> <p>You should include:</p> <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>Overall, there will be increases on the council's energy consumption that are unavoidable to operate the ANPR cameras/barriers however overall, it is hoped that introduction of ANPR will have a positive impact as less enforcement is required in the city Centre, officers can target hot spot's locations outside the city Centre which will create safer environment for walking and cycling as they may be able to reduce offences which will improve visibility for pedestrians and cyclists.</p>
<p>Approved by</p>	<p>Hannah Swinburne</p>
<p>Date</p>	<p>09/01/23</p>

## City Centre Transport

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	05/12/2022
2	Proposal title	TRANS - PLACE - 11 City Centre Transport
3	Proposal start date (if applicable)	01/04/2023
4	Proposal end date (if applicable)	N/A
5	Your name	Charlotte Palmer
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	N/A

### Completion reason

8	What was the trigger for completing this assessment?	Other
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	Annual budget setting

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	<p>The city centre is entering a new and exciting phase in its development, a phase that will deliver significant levels of growth and development. It is essential that work is undertaken now to understand the future transport requirements to ensure growth is enabled and carefully curated to enable the city to maximise its potential. To date, initial high-level work has been undertaken to produce a draft City Centre Transport Vision which aims to embrace emerging technologies and achieve a shift in travel behaviour. The vision details the opportunity to develop multi-functional transport hubs on the periphery of the city centre which will: replace the majority of city centre car parking (private and public); serve as transition points for public transport as well as goods and last mile deliveries destined for the city centre; reduce through trips; and enable the reallocation of road space for public realm corridors with high quality active travel infrastructure.</p> <p>Further work now needs to be undertaken to finalise a viable vision. This includes assessing the feasibility of broader options including workplace parking levies and congestion zone charging and quantifying what that means in terms of the infrastructure that will need to be delivered and by when. The funding requested in this proposal will allow this work to be undertaken and put the Council in a strong position secure Strategic Outline Business Case (SOBC) funding from the CPCA, DfT or other partners.</p>
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## SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A - whilst this is focussed on transport the project is only at the feasibility stage and therefore actual emissions will not change.
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A

Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	Not at this stage but if the project develops ultimately through to construction it will have a positive impact on the city's emissions.

SECTION C: Actions		
No.	Question	Answer
45	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
46	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
47	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. <i>Enter N/A if not applicable</i>	N/A
48	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
Overall Summary		
49	<p>Provide an overall summary of the assessment.</p> <p>You should include:</p> <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>The city centre is entering a new and exciting phase in its development, a phase that will deliver significant levels of growth and development. It is essential that work is undertaken now to understand the future transport requirements to ensure growth is enabled and carefully curated to enable the city to maximise its potential. To date, initial high-level work has been undertaken to produce a draft City Centre Transport Vision which aims to embrace emerging technologies and achieve a shift in travel behaviour. The vision details the opportunity to develop multi-functional transport hubs on the periphery of the city centre which will: replace the majority of city centre car parking (private and public); serve as transition points for public transport as well as goods and last mile deliveries destined for the city centre; reduce through trips; and enable the reallocation of road space for public realm corridors with high quality active travel infrastructure.</p> <p>Further work now needs to be undertaken to finalise a viable vision. This includes assessing the feasibility of broader options including workplace parking levies and congestion zone charging and quantifying what that means in terms of the infrastructure that will need to be delivered and by when. The funding requested in this proposal will allow this work to be undertaken and put the Council in a strong position secure Strategic Outline Business Case (SOBC) funding from the CPCA, DfT or other partners.</p> <p>This feasibility work will have no impact on carbon emissions, but if the project develops ultimately through to construction it will have a positive impact on the city's emissions.</p>
Approved by		Hannah Swinburne
Date		09/01/23

## Recycling Education

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	11/11/2022
2	Proposal title	TRANS - PLACE 01 – Recycling Education
3	Proposal start date (if applicable)	01/04/2023
4	Proposal end date (if applicable)	01/03/2026
5	Your name	Richard Pearn
6	Directorate	Place & Economy
9	Head of Service approval (printed)	Place & Economy
Completion reason		Place & Economy
7	What was the trigger for completing this assessment?	Other
8	If you selected 'other' for question 6, please explain the reason for submitting this assessment.	Annual Budget Setting
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	The proposal is to significantly increase the resource invested in education and awareness raising regarding recycling for residents in Peterborough, with a coordinated communications campaign as well as the deployment of recycling advisors. The outcome is expected to be an increase in recycling such that the savings in treatment costs more than cover the cost of the additional staff/service.

### SECTION B: Proposal Impact

No.	Question	Answer
Buildings		
11	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> energy consumption for travel?	Increase
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	There may be a small increase form the education staff travelling to locations across the city.
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production? Will measures be included to improve reuse, reduction or recycling of materials or products?	Decrease
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	More material should be directed from waste disposal to recycling, although overall material tonnages are not likely to change much.
Products and Infrastructure		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No

<b>36</b>	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
<b>37</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building or large volume of equipment? Have measures been included to ensure energy efficiency?	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Other		
<b>39</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
<b>40</b>	Please provide an explanation for your answer to Question 39.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>41</b>	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	There is an expectation that this project will increase the recycling of household waste by 5% approximately 3,500 tonnes of material diverted from the ERF to recycling, composting or Anaerobic Digestion.
<b>42</b>	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
<b>43</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>44</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
Overall Summary		

**45** 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

There is likely to be a small increase in carbon emissions through staff travel. The improved recycling education and communications efforts should improve the recycling of household waste in the city with associated carbon impact improvements. There should be an overall positive improvement in carbon emissions.

Approved by

Hannah Swinburne

Date

09/01/23

## HR Restructure

### SECTION A: Proposal Details

No.	Question	Answer	
1	Date		26-Oct-22
2	Proposal title	HR Restructure	
3	Proposal start date (if applicable)		
4	Proposal end date (if applicable)		
5	Your name	Lisa Brightey	
6	Directorate	Corporate Services	
7	Head of Service approval (printed)	Mandy Pullen	

### Completion reason

8 What was the trigger for completing this assessment? Procurement

9 If you selected 'other' for question 8, please explain the reason for submitting this assessment.

### Project overview

10 Please provide a brief description of the proposal, including the expected outcomes.

The aim of change is to:  
Ensure that there is a sustainable HR function which is resourced appropriately to support the Council to deliver against its priorities, corporate plan and improvement plan noting that some of this can be transformational, but the core HR team needs to be sustainable.

Further opportunities present to streamline HR processes including recruitment, retention (currently shared with CCC) and L & D focussing on the whole council and not just social care

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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
46	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



<b>47</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
Overall Summary		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	There are no known environmental impacts identified as a result of the procurement of the benefits scheme
Approved by		Hannah Swinburne
Date		09/01/23

## HR Terms and Conditions Review

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	26-Oct-22
2	Proposal title	Terms and Conditions Review
3	Proposal start date (if applicable)	
4	Proposal end date (if applicable)	
5	Your name	Lisa Brightey
6	Directorate	Corporate Services
7	Head of Service approval (printed)	Mandy Pullen
Completion reason		
8	What was the trigger for completing this assessment?	Council Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>As part of the budget preparations in January 2022, it was agreed that a report would be produced outlining what further savings (if any) could be made from pay and terms and conditions of employment.</p> <p>The proposed change currently being considered is:</p> <p>Change the Christmas leave arrangements to Unpaid leave for all staff from December 2024. Deductions from pay would start in May 2024</p> <p>Change the Purchase of annual leave scheme from maximum of 5 days to 20 days</p> <p>Leavers only paid for untaken annual leave in exceptional circumstances wef 01 April 2024.</p> <p>Increase the period between DBS re-checks from 3 years to 5 years</p> <p>Introduce the DBS Update service either for those who are already subscribed or for all re-checks</p>

## SECTION B: Proposal Impact

No.	Question	Answer
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### Electricity & heating

11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Neutral
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12	Please provide an explanation for your answer to Question 11.	N/A
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Enter N/A if the answer was Neutral

13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Neutral
----	--	---------

14	Please provide an explanation for your answer to Question 13.	N/A
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Enter N/A if the answer was Neutral

### Travel

15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
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16	Please provide an explanation for your answer to Question 15.	N/A
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Enter N/A if the answer was Neutral

17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
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18	Please provide an explanation for your answer to Question 17.	N/A
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Enter N/A if the answer was Neutral

### Water

19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
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20	Please provide an explanation for your answer to Question 19.	N/A
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Enter N/A if the answer was Neutral

21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
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22	Please provide an explanation for your answer to Question 21.	N/A
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Enter N/A if the answer was Neutral

### Renewable Energy

23	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		

35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer

<b>45</b>	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
<b>46</b>	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
<b>47</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	There are no known environmental impacts identified as a result of the procurement of the benefits scheme
Approved by		Hannah Swinburne
Date		09/01/23

## HR Vivup Benefits Platform

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	26-Oct-22
2	Proposal title	Benefit Review
3	Proposal start date (if applicable)	01/12/2022
4	Proposal end date (if applicable)	
5	Your name	Lisa Brightey
6	Directorate	Corporate Services
7	Head of Service approval (printed)	Mandy Pullen

### Completion reason

8	What was the trigger for completing this assessment?	Procurement
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	

### Project overview

10	Please provide a brief description of the proposal, including the expected outcomes.	The decision is to procure a benefits platform from Vivup Employee Benefits Scheme, the proposed outcome will be the council can achieve increased savings and provide our employees with a relevant and extensive reward package.
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### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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
46	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

47	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. <i>Enter N/A if not applicable</i>	N/A
48	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
Overall Summary		
49	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	There are no known environmental impacts identified as a result of the procurement of the benefits scheme
Approved by		Hannah Swinburne
Date		09/01/23

## Private Sector Enforcement Service

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	17/11/2022
2	Proposal title	Transformation of Private Sector Enforcement
3	Proposal start date (if applicable)	18/11/2022
4	Proposal end date (if applicable)	12/01/2023
5	Your name	Peter Gell
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	
Completion reason		
8	What was the trigger for completing this assessment?	General Project Development
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	This proposal includes a number of elements. The first part is the restructure of the councils housing enforcement team to deliver a more financially sustainable and effective service. The second part is to obtain Secretary of State approval to implement a Selective Licensing Scheme, and to go out to public consultation regarding an Additional Licensing Scheme with a view to implementing one. The third party is a procurement exercise to identify a third-party provider to administer the licensing schemes and undertake compliance checks against scheme conditions.

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	Decrease

<b>14</b>	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	A condition of the new licensing Schemes as is currently the case with Mandatory licensing will be requirements relating to energy efficiency, compliance with which will decrease consumption of electricity or heating.
<b>Travel</b>		
<b>15</b>	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Decrease
<b>16</b>	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	There would be a decrease, as the councils housing enforcement team would be smaller than it is now following a restructure, this resulting in less travel by officers in the course of their job.
<b>17</b>	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Increase
<b>18</b>	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	Though council officers will travel less as a smaller team, a third party will undertake site visits on behalf on the council, so the net position will be neutral.
<b>Water</b>		
<b>19</b>	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
<b>20</b>	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	N/A
<b>21</b>	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
<b>22</b>	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	N/A
<b>Renewable Energy</b>		
<b>23</b>	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
<b>24</b>	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	N/A
<b>25</b>	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		

27	Will the proposal have an influence on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> waste production?	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	N/A
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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 an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	N/A
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A
Other		
43	Are there any further ways in which your proposal could have an impact on energy efficiency?	No
44	Are there any further ways in which your proposal could have an impact on carbon emissions?	N/A
SECTION C: Actions		
No.	Question	Answer
45	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	

<b>46</b>	<p>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></p>	<p>The overall position is neutral. The project itself will lead to better housing conditions which will in turn result in better outcomes for tenants.</p>
<b>47</b>	<p>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. <i>Enter N/A if not applicable</i></p>	<p>N/A</p>
<b>48</b>	<p>Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?</p>	<p>The council and contracted third-party will monitor mileage undertaken in delivery of statutory housing duties to ensure only essential transport journeys take place. The type of transport and vehicle used will also be captured.</p>
<b>Overall Summary</b>		
<b>49</b>	<p>Provide an overall summary of the assessment.</p> <p>You should include:</p> <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>This project has a positive impact on carbon emissions and the environment as a whole due energy efficiency requirements being part of new licensing scheme conditions. There will be a slight reduction in carbon emissions by the council through reduced transport, this is however balanced off by a third-party undertaking work on the council's behalf.</p>
Approved by		Hannah Swinburne
Date		21/11/2022



## New Temporary Accommodation Provisions

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	04/01/2023
2	Proposal title	Trans Place 08 (New TA)
3	Proposal start date (if applicable)	01/01/2023
4	Proposal end date (if applicable)	Ongoing
5	Your name	Sean Evans
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	Sean Evans
Completion reason		
8	What was the trigger for completing this assessment?	General Project Development
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>As levels of homelessness remain high and show little signs of reducing as we enter a cost-of-living crisis the ongoing need for suitable temporary accommodation for homeless households will continue.</p> <p>The proposed policy in relation to procurement of temporary accommodation will reduce/eliminate the current reliance on B&amp;B type accommodation, which is both costly for the Council and often inappropriate accommodation for households while their homelessness is being resolved.</p> <p>By increasing the supply of self-contained accommodation by lease from private providers or by acquisition, we expect to see improved outcomes for households affected by homelessness and resultant reduced demand on other public services that poor homelessness experiences can have.</p>

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	Increase
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	As households are accommodated in self-contained accommodation rather than B&B accommodation their energy usage is likely to increase.
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> creation of renewable energy?	Neutral

26	Please provide an explanation for your answer to Question 25.	N/A
Enter N/A if the answer was Neutral		
Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
28	Please provide an explanation for your answer to Question 27.	N/A
Enter N/A if the answer was Neutral		
29	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
30	Please provide an explanation for your answer to Question 29.	N/A
Enter N/A if the answer was Neutral		
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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?	N/A
Enter N/A if the answer was Neutral		
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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?	N/A
Enter N/A if the answer was Neutral		
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No

<b>36</b>	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
<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	Yes, and measures will be included to ensure energy efficiency
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	Any property that is acquired will be brought up to minimum energy efficiency levels before being made available for letting.
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	Yes, and measures will be included to ensure energy efficiency
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	Any property that is acquired will be brought up to minimum energy efficiency levels before being made available for letting.
<b>Other</b>		
<b>43</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	
<b>44</b>	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>45</b>	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

<b>46</b>	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>	Main drivers are financial and improved outcomes for clients impacted by homelessness
<b>47</b>	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. <i>Enter N/A if not applicable</i>	N/A
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	Stock condition surveys and planned works to bring properties up to minimum energy efficiency levels will be monitored through the onboarding and delegated authority processes.
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	<p>The project will not impact directly on the council's carbon emissions or environmental impact.</p> <p>While it's anticipated that the level city's energy consumption will be negative, the benefits of the proposal both financially and outcomes for clients make it essential for the proposals to be achieved.</p> <p>Overall, the proposal will have a negative impact on carbon emissions due to the increased energy demands of heating self-contained accommodation opposed to B&amp;B accommodation, but the project is proposed for the reasons detailed above.</p>
Approved by		Hannah Swinburne
Date		12/01/23

## Children's Savings

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	8th December 2022
2	Proposal title	Children's services - family safeguarding structure change
3	Proposal start date (if applicable)	01/04/2023
4	Proposal end date (if applicable)	
5	Your name	Simon Green
6	Directorate	People Services
7	Head of Service approval (printed)	Simon Green
Completion reason		
8	What was the trigger for completing this assessment?	Other
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	MTFS Budget Proposal
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	The savings / policy change pertinent to this EIA are outlined below: We have worked hard to embed the model in Peterborough, which has resulted in low numbers of children subject to child protection planning and low numbers of children being placed into care by the local authority. Therefore, the vacancies are no longer required, as such, a saving has been identified in Children's Services for 2023/24. Peterborough Children's Services launched the Family Safeguarding model of intervention and support to children and families in 2019. Since implementation of the model, we have sustained a number of social work vacancies. We have been unable to recruit to these posts due to market climate. A secondary element in assessment is the continued shared funding arrangements for 0-25 placements that include an element of health and education.

### SECTION B: Proposal Impact

No.	Question	
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Neutral

12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	The establishment will remain the same, vacancies are no longer required, as such, a saving has been identified.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Neutral
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	The posts being deleted have always been vacant posts
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	No
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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	As above
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> 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 <b>COUNCIL's</b> 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 <b>CITY's</b> creation of renewable energy?	Neutral

26	Please provide an explanation for your answer to Question 25.	N/A
Enter N/A if the answer was Neutral		
Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
28	Please provide an explanation for your answer to Question 27.	N/A
Enter N/A if the answer was Neutral		
29	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
30	Please provide an explanation for your answer to Question 29.	N/A
Enter N/A if the answer was Neutral		
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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?	N/A
Enter N/A if the answer was Neutral		
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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?	N/A
Enter N/A if the answer was Neutral		
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
36	Please provide an explanation for your answer to Question 35. Has energy efficiency been considered?	N/A



Enter N/A if the answer was No		
37	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.	n/a
Enter N/A if the answer was No		
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?	n/a
Enter N/A if the answer was No		
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.	n/a
Enter N/A if the answer was No		
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.	n/a
Enter N/A if the answer was No		
SECTION C: Actions		
No.	Question	Answer
45	Have any of the areas that you identified as having an impact been quantified? If not, is this possible as part of the project?	n/a

Please explain how you will quantify the impact. Enter N/A if not applicable		
46	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
47	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. <i>Enter N/A if not applicable</i>	n/a
48	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	N/A
Overall Summary		
49	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	There are no significant carbon impacts to these elements of cost avoidance.
Approved by		Hannah Swinburne
Date		12/01/23

## Education Pensions

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	19/12/2022
2	Proposal title	Teacher Pensions
3	Proposal start date (if applicable)	01/01/2023
4	Proposal end date (if applicable)	Ongoing
5	Your name	Jonathan Lewis
6	Directorate	People Services
7	Head of Service approval (printed)	Jonathan Lewis

### Completion reason

8 What was the trigger for completing this assessment? Committee Report

9 If you selected 'other' for question 8, please explain the reason for submitting this assessment.

### Project overview

10 Please provide a brief description of the proposal, including the expected outcomes.

Reduced legacy pension liability for teacher's dependents. Due to the passage of time, the number of eligible dependents has decreased.

There is no impact to individuals, as those eligible will continue to receive pensions.

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
20	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	NA
21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
22	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	NA
Renewable Energy		
23	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
24	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	NA
25	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
26	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	NA

Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> 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	NA
29	Will the proposal have an influence on the <b>CITY's</b> 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	NA
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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	NA
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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	NA
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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	NA
37	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No

38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	NA
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	NA
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	NA
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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	NA
46	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>	NA

<b>47</b>	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. <i>Enter N/A if not applicable</i>	NA
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	NA
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	This decision relates to the implementation of the strategy which is anticipated to have no impact on the council's carbon emissions.
Approved by		Hannah Swinburne
Date		12/01/23

## Education Team Restructure

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	19/12/2022
2	Proposal title	Education Team Restructure
3	Proposal start date (if applicable)	01/01/2023
4	Proposal end date (if applicable)	Ongoing
5	Your name	Jonathan Lewis
6	Directorate	People Services
7	Head of Service approval (printed)	Jonathan Lewis
Completion reason		
8	What was the trigger for completing this assessment?	Committee Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	It is well recognised that the school improvement service offers challenge, support, and guidance to schools across Peterborough. However, there is also a need to consider potentials ways of making budget savings and streamlining the improvement team is a suggested method.

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> 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 <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
20	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	NA
21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
22	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	NA
Renewable Energy		
23	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
24	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	NA
25	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
26	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	NA
Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> 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	NA
29	Will the proposal have an influence on the <b>CITY's</b> 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	NA
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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	NA
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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	NA
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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	NA
37	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	NA

Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	NA
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	NA
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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	NA
46	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>	NA
47	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. <i>Enter N/A if not applicable</i>	NA
48	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	NA

## Overall Summary

**49** Provide an overall summary of the assessment.

This decision relates to the implementation of the strategy which is anticipated to no impact on the council's carbon emissions.

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

Approved by

Hannah Swinburne

Date

12/01/23

## Culture and Leisure

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	20/12/2022
2	Proposal title	TRANS-PLACE-04- Culture and Leisure
3	Proposal start date (if applicable)	03/01/2023
4	Proposal end date (if applicable)	01/09/2023
5	Your name	Rob Hill
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	Adrian Chapman
Completion reason		
8	What was the trigger for completing this assessment?	General Project Development
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	Proposal to carry out an options appraisal to identify target operating model for Leisure and Heritage Services

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	Neutral
12	Please provide an explanation for your answer to Question 11.  Enter N/A if the answer was Neutral	There is no carbon impact associated with the options appraisal. It is likely the review of these services will see a rationalisation of estate, and therefore a reduction in consumption.
13	Will the proposal have an impact on the <b>CITY's</b> consumption of electricity or heating?	Neutral
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	NA

Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Neutral
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	NA
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	There is no carbon impact associated with the options appraisal. If services are reduced, people may need to travel further to access facilities.
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
20	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	There is no carbon impact associated with the options appraisal. Rationalisation of estate would lead to fewer sites and reduced consumption
21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
22	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	NA
Renewable Energy		
23	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
24	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	NA
25	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
26	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	NA

Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> 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	Service review is not going to impact on this area
29	Will the proposal have an influence on the <b>CITY's</b> 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	Service review is not going to impact on this area
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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	There is no carbon impact associated with the options appraisal. Rationalisation of estate could lead to less waste production at those sites.
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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	NA
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	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	NA

37	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
38	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	NA
Buildings		
39	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	Yes, and measures will be included to ensure energy efficiency
40	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	There is no carbon impact associated with the options appraisal. Any selling or purchasing of buildings to deliver service will consider fully energy efficiency
41	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
42	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	NA
Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	NA
SECTION C: Actions		
No.	Question	Answer
45	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	Service proposals yet to be identified. Once known, work will be completed to ensure CIA implications are considered and mitigated



<b>46</b>	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>	NA
<b>47</b>	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. <i>Enter N/A if not applicable</i>	Service proposals yet to be identified. Once known, work will be completed to ensure CIA implications are considered and mitigated
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	Service proposals yet to be identified. Once known, work will be completed to ensure CIA implications are considered and mitigated
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	The proposed changes to service delivery is still in the design phase and are yet to be determined. Most likely, carbon impact will be beneficial through a reduction in estate. Where impact is identified (e.g., If new estate is proposed) it is envisaged that this will be a positive move to allow us to close other more costly older buildings that leave a bigger carbon footprint. There is no carbon impact associated with the options appraisal. Overall, any estate rationalisation is likely to have a positive effect on carbon emission.
Approved by		Hannah Swinburne
Date		12/01/23

## COL and Crisis Prevention

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	05/01/2023
2	Proposal title	Cost of Living - Crisis Prevention Pilot
3	Proposal start date (if applicable)	01/01/2023 - CLT Approval
4	Proposal end date (if applicable)	31/06/2023 - Pilot End
5	Your name	Matt Oliver
6	Directorate	Place, Economy & Communities
7	Head of Service approval (printed)	Matt Oliver
Completion reason		
8	What was the trigger for completing this assessment?	General Project Development
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	<p>CLT approved the direction of travel proposal for a proof-of-concept trial that will test the efficacy and relevance of operating a locality based, multi-disciplinary service which will individually experiencing hardship as a result of the Cost of Living (COL) Crisis.</p> <p>The physical locations to test the new way of working will be from Central, Orton and Thorney Libraries. We want to 'trial' new ways of operating and we have to do this quickly, so the proposal is to build on what is already there. The COL service offer must be more integrated with the wide range of hubs and spokes and service offers in the Community.</p> <p>Trial intended outcomes are: -</p> <ul style="list-style-type: none"> <li>Reduction in problematic debt and building financial resilience in the households</li> <li>Maximise income and successful bids /application for benefits and funds</li> <li>Better access to IAG and Digital and physical resources</li> <li>Effects on wider impacts of debt</li> <li>Improved resident and staff experience</li> <li>Better and more effective contact handling and management</li> <li>Reduced inappropriate referrals into our acute services</li> <li>Impact on Council debt collection and income short falls ( Ctax, Housing Benefits over payments and rents in particular)</li> <li>Social return on investment made</li> <li>Availability of insights on future service costs for a sustainable on-going, city-wide service.</li> </ul>

## SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	Decrease
14	Please provide an explanation for your answer to Question 13.  Enter N/A if the answer was Neutral	The pilot has specific aims to support access to energy efficiency schemes for those who may be struggling with the cost of living.
Travel		
15	Will the proposal have an impact on the <b>COUNCIL's</b> energy consumption for travel?	Increase
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	As part of the pilot, we are aiming to bring physical face to face contact for those that need it closer to the community and therefore increase travel will be required to libraries or other hubs (for the pilot this will be confined to Eye and Thorney, Central and Orton Libraries)
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> 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 <b>CITY's</b> water usage?	Decrease

<b>22</b>	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	The pilot will support service users with advice and guidance in regard to mitigating the cost of living and as part of this work officers will be giving advice around utility consumption and in some cases access to white goods which will support the efficient use of water.
<b>Renewable Energy</b>		
<b>23</b>	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
<b>24</b>	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	N/A
<b>25</b>	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral
<b>26</b>	Please provide an explanation for your answer to Question 25.  Enter N/A if the answer was Neutral	N/A
<b>Carbon Capture</b>		
<b>27</b>	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
<b>28</b>	Please provide an explanation for your answer to Question 27.  Enter N/A if the answer was Neutral	N/A
<b>29</b>	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
<b>30</b>	Please provide an explanation for your answer to Question 29.  Enter N/A if the answer was Neutral	N/A
<b>Waste</b>		
<b>31</b>	Will the proposal have an impact on the <b>COUNCIL's</b> waste production?	Neutral
<b>32</b>	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
<b>33</b>	Will the proposal have an impact on the <b>CITY's</b> waste production?	Neutral

<b>34</b>	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	N/A
<b>Goods</b>		
<b>35</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>36</b>	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
<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	N/A
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	Initially the pilot will not look to take action to purchase or sell a building but will inform the efficient and effective use of community assets which may then result in retaining or selling building.
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	N/A

Other		
43	Are there any further ways in which your proposal could have an impact on carbon emissions?	No
44	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	N/A
SECTION C: Actions		
No.	Question	Answer
45	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	As part of the project, we will monitor the number of advice sessions, access to energy efficiency support and equipment which will allow and assumption to be made in respect of impact on energy consumption.
46	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>	It has been identified that staff travel will increase to meet the objectives of the pilot to reach target groups and provide prevention interventions, in terms of the overall aims of the project it is anticipated that this increase will be offset by the overall positive impact of the interventions which will reduce energy consumption.
47	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. <i>Enter N/A if not applicable</i>	The project will look to minimise the number of trips made by staff in any one day and build this into what would have already been home to office travel for those members of staff, therefore mitigating the additional travel.
48	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	The project will monitor additional staff travel trips and take action to manage these throughout the life of the pilot.
Overall Summary		
49	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	Generally, the assessment of the Cost of Living and Crisis Prevention Pilot aims to make a positive impact on energy efficiency across the city giving information, advice, and guidance in in this respect as well as access to practical energy efficiency suppliers, repairs, and maintenance as a way of reducing the cost of living for target groups. Although there is likely to be an increase in staff travel to designated pilot hub sites, we will look to minimise this through flexible working, where staff were making a home to office trip, they will instead make a home to hub trip and then return.
Approved by		Hannah Swinburne
Date		12/01/23

## Transport

### SECTION A: Proposal Details

No.	Question	Answer
1	Date	6 10 22
2	Proposal title	Transport Transformation
3	Proposal start date (if applicable)	01/01/2023
4	Proposal end date (if applicable)	Ongoing
5	Your name	Fran Cox
6	Directorate	People Services
7	Head of Service approval (printed)	Fran Cox Assistant Director
Completion reason		
8	What was the trigger for completing this assessment?	Committee Report
9	If you selected 'other' for question 8, please explain the reason for submitting this assessment.	
Project overview		
10	Please provide a brief description of the proposal, including the expected outcomes.	Implementation of the Transport Transformation Strategy seeking to modernise, build efficiency and resilience to our transport delivery across Peterborough and Cambridgeshire. Outcomes include Restructured Service Delivery Transport Policies Eligibility Process Streamlined procurement Cost Model Route Review Renewed Delivery Principles

### SECTION B: Proposal Impact

No.	Question	Answer
Electricity & heating		
11	Will the proposal have an impact on the <b>COUNCIL's</b> consumption of electricity or heating?	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 <b>CITY's</b> consumption of electricity or heating?	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 <b>COUNCIL's</b> energy consumption for travel?	Decrease
16	Please provide an explanation for your answer to Question 15.  Enter N/A if the answer was Neutral	Likely to decrease due to route optimisation.
17	Will the proposal have an impact on the <b>CITY's</b> energy consumption for travel?	Neutral
18	Please provide an explanation for your answer to Question 17.  Enter N/A if the answer was Neutral	N/A
Water		
19	Will the proposal have an impact on the <b>COUNCIL's</b> water usage?	Neutral
20	Please provide an explanation for your answer to Question 19.  Enter N/A if the answer was Neutral	NA
21	Will the proposal have an impact on the <b>CITY's</b> water usage?	Neutral
22	Please provide an explanation for your answer to Question 21.  Enter N/A if the answer was Neutral	NA
Renewable Energy		
23	Will the proposal have an impact on the <b>COUNCIL's</b> creation of renewable energy?	Neutral
24	Please provide an explanation for your answer to Question 23.  Enter N/A if the answer was Neutral	NA
25	Will the proposal have an impact on the <b>CITY's</b> creation of renewable energy?	Neutral



26	Please provide an explanation for your answer to Question 25.	NA
Enter N/A if the answer was Neutral		
Carbon Capture		
27	Will the proposal have an influence on the <b>COUNCIL's</b> capturing of carbon, for instance planting trees?	No
28	Please provide an explanation for your answer to Question 27.	NA
Enter N/A if the answer was Neutral		
29	Will the proposal have an influence on the <b>CITY's</b> capturing of carbon, for instance planting trees?	No
30	Please provide an explanation for your answer to Question 29.	NA
Enter N/A if the answer was Neutral		
Waste		
31	Will the proposal have an impact on the <b>COUNCIL's</b> 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?	NA
Enter N/A if the answer was Neutral		
33	Will the proposal have an impact on the <b>CITY's</b> waste production?	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?	NA
Enter N/A if the answer was Neutral		
Goods		
35	Will the proposal involve the <b>COUNCIL</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
36	Please provide an explanation for your answer to Question 35. Has energy efficiency been considered?	NA
Enter N/A if the answer was No		

<b>37</b>	Will the proposal involve an organisation in the <b>CITY</b> purchasing or hiring additional carbon intensive goods. Carbon intensive goods may include vehicles, IT equipment or construction materials such as steel or cement.	No
<b>38</b>	Please provide an explanation for your answer to Question 37.  Enter N/A if the answer was No	NA
<b>Buildings</b>		
<b>39</b>	Will the proposal involve the <b>COUNCIL</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>40</b>	Please provide an explanation for your answer to Question 39. Has energy efficiency been considered?  Enter N/A if the answer was No	NA
<b>41</b>	Will the proposal involve a person/organisation within the <b>CITY</b> purchasing or selling a building? Have measures been included to ensure energy efficiency?	No
<b>42</b>	Please provide an explanation for your answer to Question 41.  Enter N/A if the answer was No	NA
<b>Other</b>		
<b>43</b>	Are there any further ways in which your proposal could have an impact on carbon emissions?	Yes
<b>44</b>	Please provide an explanation for your answer to Question 43.  Enter N/A if the answer was No	Reduction in carbon emissions from vehicles through reduced number of routes and route optimisation
<b>SECTION C: Actions</b>		
<b>No.</b>	<b>Question</b>	<b>Answer</b>
<b>45</b>	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	NA

<b>46</b>	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>	NA
<b>47</b>	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. <i>Enter N/A if not applicable</i>	NA
<b>48</b>	Carbon impacts should be monitored as the project progresses. What information will you use to manage this process?	NA
<b>Overall Summary</b>		
<b>49</b>	Provide an overall summary of the assessment.  You should include: <ul style="list-style-type: none"> <li>• Statements on the impact to the council's carbon emissions and environmental impact</li> <li>• Statements on the impact to the city's carbon emissions and environmental impact</li> <li>• Indication whether the project will likely have an overall positive, negative, or neutral impact on carbon emissions</li> </ul>	This decision relates to the implementation of the strategy which is anticipated to have minimal impact on the council's carbon emissions other than to decrease transport related emissions through route optimisation.
Approved by		Hannah Swinburne
Date		12/01/23

# Treasury Management Strategy 2023/24 to 2025/26

Including:

Minimum Revenue Provision (MRP)  
Policy 2022/23 & 2023/24

## 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 2023/24**

The strategy for 2023/24 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 de minimus items).

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

#### 1.6. **IFRS9 Financial Instruments**

The Ministry of Housing, Communities and Local Government (MHCLG), which is now DLUHC, enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This has the effect of allowing any unrealised capital gains or losses arising from qualifying investments to be held on the balance sheet until 31 March 2023: this was intended to allow authorities to initiate an orderly withdrawal of funds if required. In addition, IFRS9 impacts the write-down in the valuation of impaired loans. On 5 January 2023, the Department for Levelling Up, Housing and Communities has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

#### 1.7. **Training**

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

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

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

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.

- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

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

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

The Codes require an authority to ensure that: -

- It adopts a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
- it sets out, at a high level, its investment policy in relation to environmental, social and governance (ESG) aspects within the Capital Strategy.
- it does not borrow to finance capital expenditure to invest primarily for commercial return.
- increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are related to the financial viability of the project in question, they should be incidental to its primary purpose.
- an annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
- its capital plans and investment plans are affordable and proportionate.
- all borrowing/other long-term liabilities are within prudent and sustainable levels.
- risks associated with commercial investments are proportionate to overall financial capacity to sustain losses.
- treasury management decisions are in accordance with good professional practice.
- reporting to members is done quarterly, including updates of prudential indicators.
- it should assess the risks and rewards of significant investments over the long term, as opposed to the usual three to five years that most local authority financial planning has been conducted over, to ensure the long-term financial sustainability of the authority. (CIPFA has not defined what longer-term means, but it is likely to infer 20-30 years in line with the financing time horizon and the expected life of the assets, while medium-term financial planning, at a higher level of detail, is probably aimed at around a 10-year timeframe and focuses on affordability in particular.)
- it has access to the appropriate level of expertise to be able to operate safely in all areas of investment and capital expenditure, and to involve members adequately in making properly informed decisions on such investments.

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

#### **Treasury Management**



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

### **Service Delivery**

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

### **Commercial Return**

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

#### **1.9. Treasury Management Advisors**

The council uses Link Group, Treasury solutions as its external treasury management advisors who have a contract until September 2023.

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 2023/24 to 2025/26

- 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	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
Capital Bids	70.8	52.1	76.9	61.8	51.4
Transformation/Invest to Save	8.5	3.6	5.6	0.3	0.2
<b>Total</b>	<b>79.3</b>	<b>55.7</b>	<b>82.5</b>	<b>62.1</b>	<b>51.6</b>
<b>Financed by:</b>					
Capital receipts (used to fund capital programme)	-	5.8	13.4	7.9	-
Capital grants & contributions	46.4	42.3	63.5	53.9	43.5
Transformation/Invest to Save	8.5	3.6	5.6	0.3	0.2
Net Financing Requirement	24.4	4.0	-	-	7.9
<b>Total</b>	<b>79.3</b>	<b>55.7</b>	<b>82.5</b>	<b>62.1</b>	<b>51.6</b>
IFRS16 Transition				22.0	

- 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	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
CFR brought forward	598.8	614.1	586.8	572.6	575.6
Borrowing / Repayment	6.8	(30.8)	(14.2)	(19.0)	(11.6)
Invest to Save	8.5	3.6	-	-	-
IFRS16 Transition adjustment	-	-	-	22.0	-
CFR carried forward	614.1	586.8	572.6	575.6	564.0
<b>Movement in CFR</b>	<b>15.3</b>	<b>(27.2)</b>	<b>(14.2)</b>	<b>3.0</b>	<b>(11.6)</b>
Net financing requirement	32.9	(7.6)	6.0	0.8	8.1
Lease Liability (Est IFRS16 adj)	-	-	-	22.0	-
Less MRP & other financing	(17.6)	(19.6)	(19.0)	(19.8)	(19.7)
<b>Movement in CFR</b>	<b>15.3</b>	<b>(27.2)</b>	<b>(14.2)</b>	<b>3.0</b>	<b>(11.6)</b>

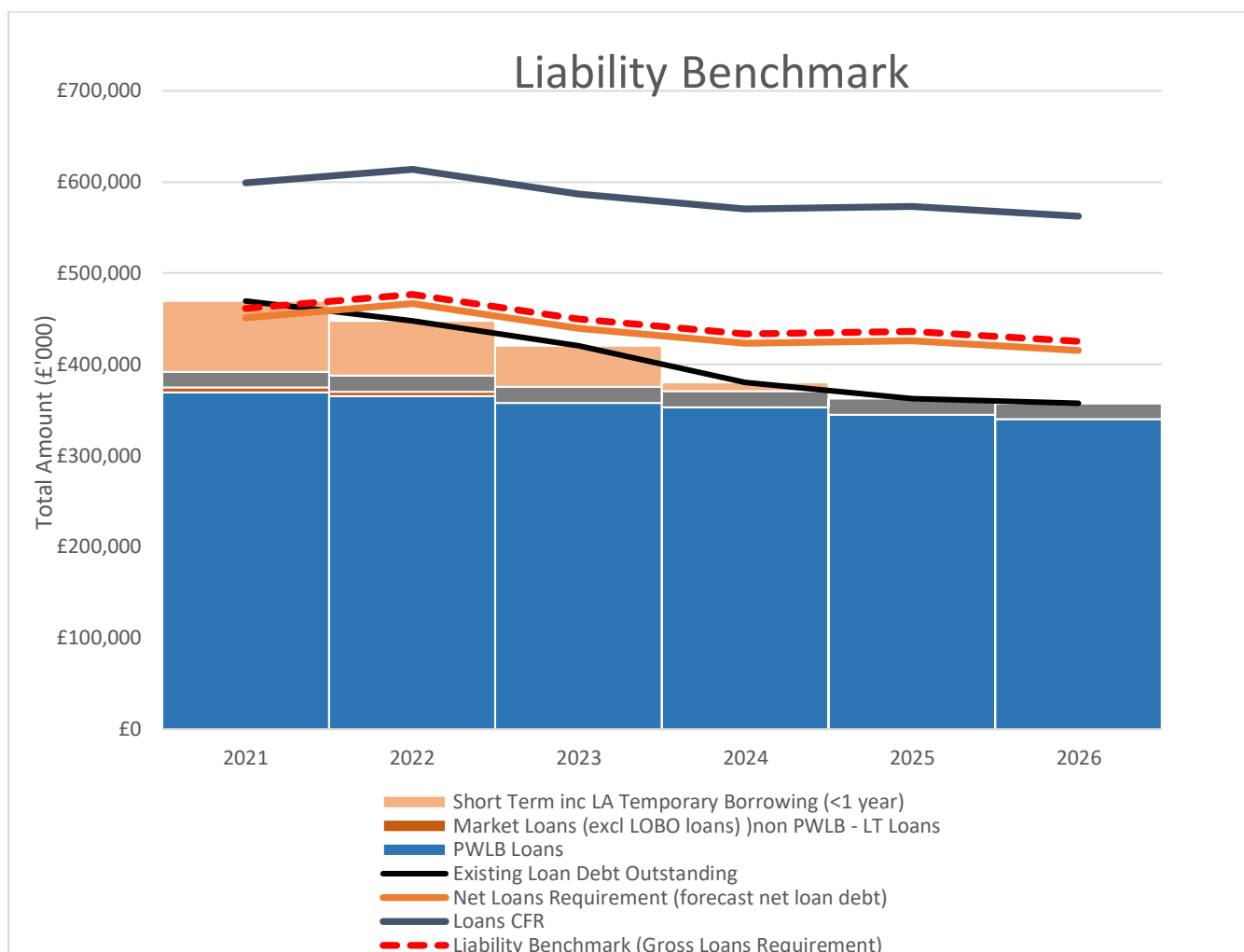
2.7 **Indicator 3** – Actual and estimates of the ratio of financing costs to net revenue budget. This indicator identifies the proportion of the revenue budget which is taken up in financing capital expenditure i.e., the net interest cost and the provision to repay debt.

Ratio of Gross Financing Costs to Net Revenue Budget	2021/22 Actual	2022/23 Est	2023/24 Est	2024/25 Est	2025/26 Est
Total Ratio	14.4%	14.3%	17.2%	16.9%	16.4%
Ratio with gross MRP charge (capital receipts to redeem debt not factored into financing)	16.1%	17.2%	15.7%	16.9%	16.4%

2.8 **Indicator 4** - Liability Benchmark - A new prudential indicator for 2023/24 is 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.



The mismatch between the actual loan debt outstanding and the liability benchmark is due to the increase in the CFR of £22m in relation to the transition to IFRS16 in 2024/25.

- 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 2022/23 will not be subject to an MRP charge until 2023/24, 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 2022/23 & 2023/24
<b>Expenditure funded by unsupported borrowing</b>	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.
<b>Private Finance Initiative (PFI) - Finance Lease</b>	Use the annuity method of calculation over the remaining asset life
<b>Other Finance Leases</b>	<p>The MRP requirement would be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability.</p> <p>Where a lease (or part of a lease) is brought onto the balance sheet, having previously been accounted for off- balance sheet, the MRP requirement would be regarded as having been met by the inclusion in the charge for the year in which the restatement occurs, of an amount equal to the write-down for that year plus retrospective writing down of the balance sheet liability that arises from the restatement.</p>
<b>Secured Loans to third parties repaid in bullet form.</b>	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.
<b>Secured Loans to third parties repaid over the life of the loan</b>	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 information is that any changes will take effect from 2024/25 and the council will update its MRP policy to reflect any changes to the 2024/25 financial year.

## 4 Current Treasury Position

- 4.1 The capital expenditure plans set out in Section 2 provide details of the service activity of the council. The treasury management function ensures that the council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the council's capital strategy. This will involve both the organisation of the

cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the annual investment strategy.

- 4.2 The overall treasury management portfolio as of 31 March 2022 and for the position as of 13 January 2023 are shown in the following table for both borrowing and investment.

Treasury Portfolio	Actual	Actual	Current	Current
	31.03.22	31.03.22	13.01.23	13.01.23
	£000	%	£000	%
<b>Treasury Investments</b>				
Banks	10,429	34	37,099	65
DMADF (HM Treasury)	10,000	33	-	-
Money Market Funds	10,000	33	20,000	35
<b>Total Treasury Investments</b>	<b>30,429</b>	<b>100</b>	<b>57,099</b>	<b>100</b>
<b>Treasury External Borrowing</b>				
Local Authorities	(65,000)	14	(60,000)	14
PWLB	(365,087)	82	(363,959)	82
LOBOs	(17,500)	4	(17,500)	4
<b>Total External Borrowing</b>	<b>(447,587)</b>	<b>100</b>	<b>(441,459)</b>	<b>100</b>
<b>Net Treasury Investment / (Borrowing)</b>	<b>(417,158)</b>		<b>(384,360)</b>	

- 4.3 **Indicator 5** - The council's treasury position on 31 March 2022, 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	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
<b>External Borrowing</b>					
Market Borrowing	469.6	447.6	420.5	406.2	387.3
Repayment of borrowing	(82.0)	(67.1)	(50.1)	(18.9)	(11.6)
Expected change in borrowing	60.0	40.1	35.9	-	-
Other long-term liabilities	48.0	47.2	46.3	67.3	44.4
<b>Gross Debt on 31 March</b>	<b>495.6</b>	<b>467.8</b>	<b>452.6</b>	<b>454.6</b>	<b>420.1</b>
CFR	<b>614.1</b>	<b>586.8</b>	<b>572.6</b>	<b>575.6</b>	<b>564.0</b>
<b>% Of Gross Debt to CFR</b>	<b>80.7%</b>	<b>79.7%</b>	<b>79.0%</b>	<b>79.0%</b>	<b>74.5%</b>

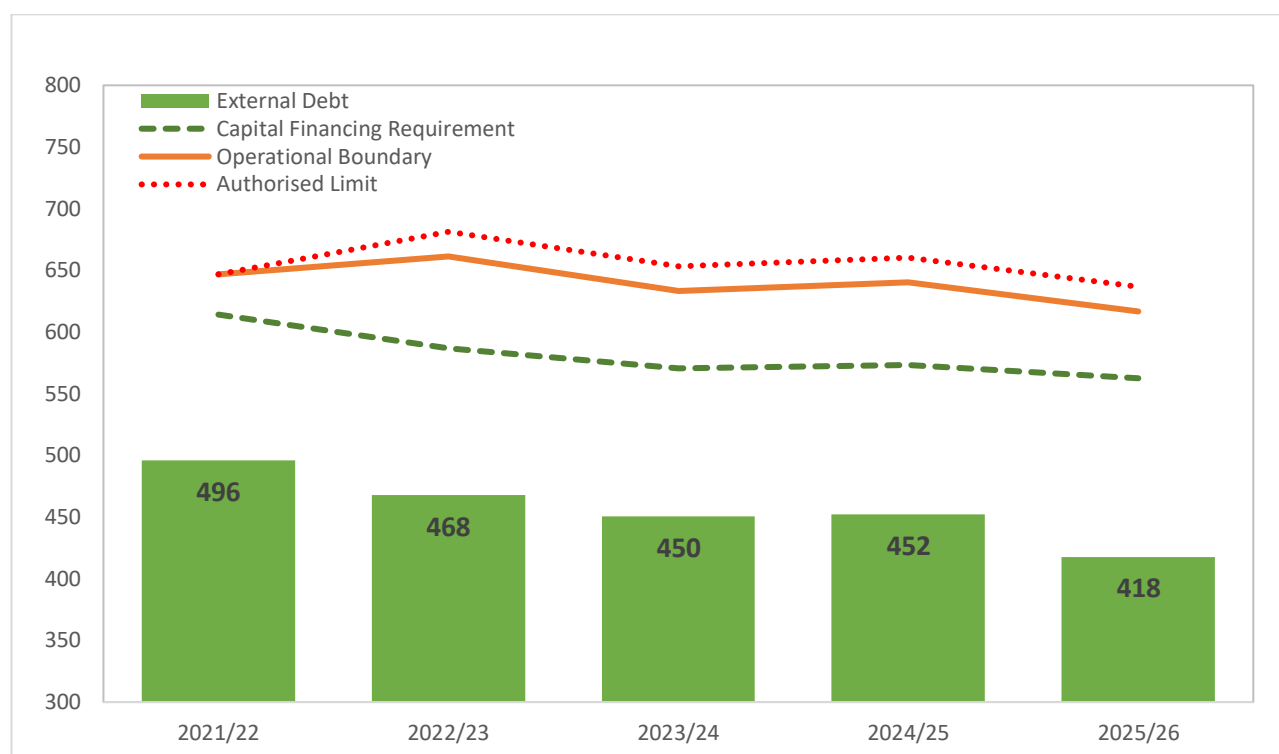
- 4.4 Based on the prudential indicators there are a number of key measures to ensure that the council operates its activities within defined limits. One of these is that the council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 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	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
Borrowing	598.8	614.1	586.8	572.6	575.6
Other long-term liabilities	48.0	47.2	46.3	67.3	43.6
<b>Total</b>	<b>646.8</b>	<b>661.3</b>	<b>633.1</b>	<b>639.9</b>	<b>620.0</b>

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	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
Borrowing	598.8	634.1	606.8	592.6	595.6
Other long-term liabilities	48.0	47.2	46.3	67.3	43.6
<b>Total</b>	<b>646.8</b>	<b>681.3</b>	<b>653.1</b>	<b>659.9</b>	<b>640.0</b>

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 council utilises the treasury services of Link Group and part of their service is to assist the council to formulate a view on interest rates to assist with borrowing and investment decisions.
- 4.10 The Link Group forecast for bank base rate (as at 19.12.22) and PWLB new borrowing as at 19.12.2022 is as follows (note that the PWLB Borrowing Rate includes the Certainty Rate adjustment)

Interest Rate (All rates shown as %)	Bank Rate View	5yr PWLB Rate	10yr PWLB Rate	25yr PWLB Rate	50yr PWLB Rate	Budget Assumption
<b>Dec-22</b>	3.50	4.20	4.30	4.60	4.30	4.30
<b>Mar-23</b>	4.25	4.20	4.40	4.60	4.30	4.13
<b>Jun-23</b>	4.50	4.20	4.40	4.60	4.30	4.13
<b>Sep-23</b>	4.50	4.10	4.30	4.50	4.20	4.13
<b>Dec-23</b>	4.50	4.00	4.10	4.40	4.10	4.13
<b>Mar-24</b>	4.00	3.90	4.00	4.20	3.90	3.65
<b>Jun-24</b>	3.75	3.80	3.90	4.10	3.80	3.65
<b>Sep-24</b>	3.50	3.60	3.80	4.00	3.70	3.65
<b>Dec-24</b>	3.25	3.50	3.60	3.90	3.60	3.65
<b>Mar-25</b>	3.00	3.40	3.50	3.70	3.50	3.23
<b>Jun-25</b>	2.75	3.30	3.40	3.60	3.20	3.23
<b>Sep-25</b>	2.50	3.20	3.30	3.50	3.20	3.23
<b>Dec-25</b>	2.50	3.10	3.30	3.50	3.20	3.23

- 4.11 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.
- 4.12 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 reflects a view that the MPC will be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. Bank Rate stands at 3.5% currently but is expected to reach a peak of 4.5% in H1 2023.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures have lessened – but that timing will be 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.

The CPI measure of inflation looks to have peaked at 11.1% in Q4 2022 (currently 10.7%). Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started and will focus on the short, medium, and longer end of the curve in equal measure now that the short-lived effects of the Truss/Kwarteng unfunded dash for growth policy are firmly in the rear-view mirror.

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 the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy, and rent/mortgage payments.

## **PWLB RATES**

The yield curve movements have become less volatile of late and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.10% to 4.80%.

We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

### **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, rising gilt yields).
- The Bank of England acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker 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, China/Taiwan/US, Iran, North Korea, and Middle Eastern countries, which could lead to increasing safe-haven flows.

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

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project or even necessitates a further series of increases in Bank Rate.

- The Government acts too quickly to cut taxes and/or increases expenditure in the light of the cost-of-living squeeze.
- The pound weakens because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term US treasury yields rise strongly and pull gilt yields up higher than currently forecast.
- Projected gilt issuance, inclusive of natural maturities and QT, could be too much for the markets to comfortably digest without higher yields consequently.

## **5 Investment and Borrowing Rates**

- 5.1 Investment returns are expected to continue into early 2023. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.
- 5.2 The long-term (beyond 10 years) forecast for Bank Rate stands at 2.5% 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 2023. 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 2023/24 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 under-borrowed 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 MTFS 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 2023/24 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 shorter term Local Authority Loans. 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 - ‘forward borrow.’

## 8 Treasury Debt Prudential Indicators

8.1 There are three debt treasury indicators which ensure debt structure remains within appropriate limits. This manages risk and reduces the impact of any adverse movement in interest rates.

8.2 **Indicator 8 - Upper** limit on fixed interest rate exposure. This identifies a maximum limit for fixed interest rates based upon the debt position net of investments. This has been set at 100% of the borrowing requirement.

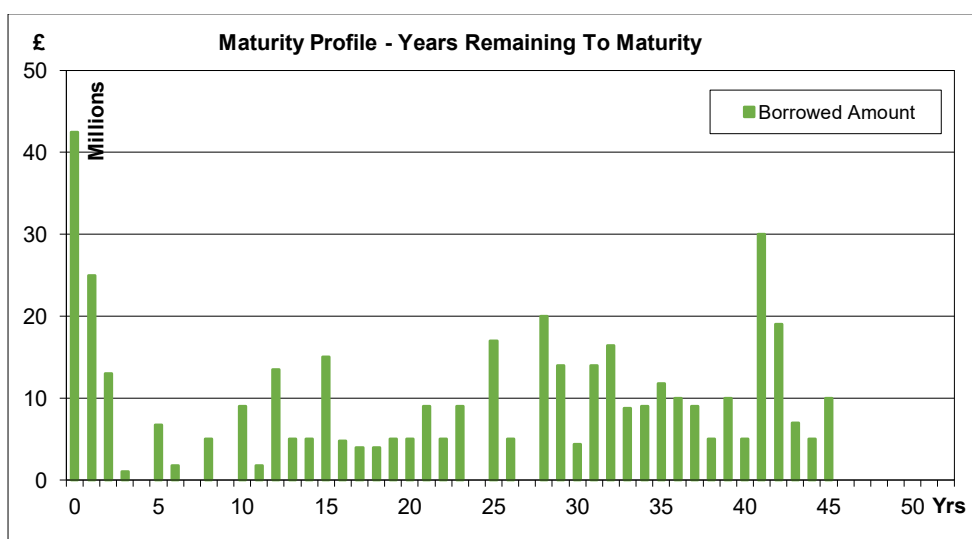
8.3 **Indicator 9 - Upper** limit on variable rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments. This has been set at 25% of the borrowing requirement.

Interest Rate Exposure (Upper Limits)	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
(7) Limits on fixed interest rate net debt	447.6	654.1	624.4	603.1	598.1
% Of fixed interest rate exposure	100%	100%	100%	100%	100%
(8) Limits on variable interest rate on net debt	-	163.5	156.1	150.8	149.5
% Of variable interest rate exposure	-	25%	25%	25%	25%

8.4 **Indicator 10 - 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 <sup>th</sup> January 2023 £m	As of 13 <sup>th</sup> January 2023 %
Under 12 months	40%	83.0	18.80%
12 months to 2 years	40%	17.7	4.00%
2 years to 5 years	80%	5.7	1.30%
5 years to 10 years	80%	13.2	3.00%
10 years and above	100%	321.8	72.90%

8.5 The following chart shows the council's debt maturity profile by financial year as of 13<sup>th</sup> January 2023:



## **9 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 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 very 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 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 **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 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. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate peaking in the first half of 2023 and possibly reducing as early as the latter part of 2023 so an agile investment strategy would be appropriate to optimise returns.
- 13.3 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.
- 13.4 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.
- 13.5 The Chief Finance Officer (S151) will maintain a counterparty list in compliance with the table set out below in 12.7. Any revision of the criteria will be submitted to council for approval, as necessary.
- 13.6 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 13.7. 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.
- 13.7 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
<b>Fitch</b>	F1	A-
<b>Moody's</b>	P-1	A-
<b>Standard &amp; Poor's</b>	A-1	A-

- 13.8 All credit ratings will be monitored weekly. The council is alerted to changes to ratings of all three rating agencies by Link creditworthiness service
- 13.9 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.
- 13.10 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)).
- 13.11 The council also uses Barclays Bank, the council's own banker. If Barclays fall below the criterion in 13.7 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 13.77 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.
- 13.12 The above action applies to Barclays only due to its status as the council's banking provider. Use of other bank accounts would be subject to criteria set out in the point 12.7. The above approach to Barclay's Bank has been developed following consideration that the council needs banking facilities to process daily banking transactions, and such activity presents a lower risk profile compared to investment activity the significant impact, resource requirement, and risk exposure of changing bank provider the possible state and stability of the banking sector and viable alternative suppliers.
- Banks Group 1 - Part nationalised UK banks - Royal Bank of Scotland Group Plc. (National Westminster Bank, The Royal Bank of Scotland and Ulster Bank Ltd). These banks can be included if they continue to be part nationalised and / or they meet the ratings in 12.7.
  - Banks Group 2 – good credit quality - the council will only use banks which are UK banks and have the minimum credit ratings criteria relating to the type of investment being undertaken.

- Building Societies – if they meet the ratings above
- Money Market Funds – AAA - rated by Fitch
- Bill Payment Service – The council currently has a contract with Santander UK who collect payments of council Tax through the post office via various methods of payment such as PayPoint. The funds that are collected are transferred to the council daily thus minimising the risk of Santander UK holding the council's cash. This arrangement for the bill payment service falls outside the investment criteria for investments therefore any downgrade of Santander UK will not affect this service. However, this arrangement will be closely monitored to ensure funds continue to be transferred daily.

13.13 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.

13.14 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*

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

13.16 **Indicator 11** - Authorities can invest for longer than 365 days excluding loans. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed. The Council is exploring options to invest longer term in other types of financial instruments, for example, property funds in 2023/24.

Overall limit for sums invested over 365 days	2021/22 Actual £m	2022/23 Est £m	2023/24 Est £m	2024/25 Est £m	2025/26 Est £m
Principal sums invested over 365 days	0.0	0.0	10.0	10.0	10.0

## **14 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. As of 31<sup>st</sup> March 2022, the full £1.75m of this loan had been draw down, £0.15m of which was a capital loan, and £0.83m had been repaid.
- 14.6 Further unsecured loans to council owned Local Authority Trading Companies (LATCo's) only may require to be issued during the financial year and will only be issued in accordance with the governance set out in point 14.2 above.

## **15 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 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.

## ANNEX 1

### 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
UK Government & Local Authority Stock Issues	Maturities of up to 1 year	Link Asset Services Banding Green to Yellow	100	20
Term deposits & Certificates of Deposit Banks Group 2	Maturities of up to 1 year	Link Asset Services Banding Green to Yellow	50	10
Forward Term Deposits with Regulated UK Banks	Maturities of up to 1 year	Link Asset Services Banding Green to Yellow	100	15

## 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
UK Government & Local Authority Stock Issues	1-10 years (tradable)	Sovereign risk high security not credit rated Yellow	10	10
Term deposits & Certificates of Deposit with Banks Group 2	1-5 years (tradable)	Link Asset Services Banding Green to Purple	20	10
Deposit accounts with regulated UK building societies	1 – 5 years	Link Asset Services Banding Green to Purple	5	5
Term deposits UK building societies no formal credit rating	Up to 1 year	Financial position assessed by Chief Finance Officer (S151).	5	5
Bonds issued by financial institution guaranteed by UK Govt	1-10 years (tradable)	UK Govt backed AAA (Fitch, S&P etc.)	5	5
Property Fund	5+ years	Not rated. Fund selection will be undertaken	10	5
Multi Asset Income Fund	3+ years	Not rated. Fund selection will be undertaken	10	5

## **APPENDIX H - CAPITAL AND INVESTMENT STRATEGY 2023 – 2025**

### **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 16% of the 2022/23 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-realiseable 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  
Treasury Management Strategy 2023

### 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	Commentary
1	Does the proposal deliver efficiency (financial and non-financial) and / or clear return on investment?		30%	
2	Will the proposal lever in other funding sources and investment? E.g. voluntary sector, private sector		30%	
3	What are the measurable outputs / outcomes?		20%	
4	Is there a clear and robust evidence base for doing the scheme?		20%	

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

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

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

### **The Council's Corporate Strategy:**

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

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

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

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

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

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

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

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

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





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

## 5. FUNDING APPROACH

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

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

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

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

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

## 6. MINIMUM REVENUE PROVISION (MRP)

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

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

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

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

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

### Neighbourhood Proportion

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

### Remaining CIL receipts - Proposed funding split by infrastructure theme

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

## 8. WORKING WITH PARTNERS AND STAKEHOLDERS

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

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

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

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

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

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

**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.

More recent demographic data suggests that the birth rate has levelled off and may now be declining. In addition, it is anticipated that the wider economic situation might slow the overall pace of housing development and individual completions. These have had an impact on future pupil forecast numbers. The programme for the provision of new schools and the expansion of existing schools to meet the demand for places is significantly reduced compared with that of recent years (2010 – 2022.) 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. There are no additional secondary school places planned in the same MTFS.

**Places for children and young people with Special Educational Needs and Disabilities (SEND)** -The Government, has allocated in the spending review £1.6bn to help local authorities create new school places and improve existing facilities for children and young people with SEND. This is a significant increase on previous allocations and the City Council's allocation via the High Needs Capital Provisional Allocation (HNCPA) is approximately £8m. This grant funding can be invested in mainstream schools and academies, special units, special schools, early years settings and further education colleges, or to make other provision for children and young people.

The Council is currently undertaking a review of SEND sufficiency data and the overall demand for places and areas of need where there may be a shortfall. The outcome will inform the investment decisions in the current SEND and mainstream schools' estate. Approval of individual projects that require capital funding from this grant will be via the Council's agreed governance process.

**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 consulted on a new draft Local Transport and Connectivity Plan during 2022 and intend to produce a final document by winter 2023.

**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 (£66.54 GBP per person against an average of £107.06). 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 underway at Junction 15.
- Highway Maintenance funding from the Department for Transport (DfT) calculated using a needs-based formula. This is based on several factors including; total road length by classification and condition; the number of bridge structures and whether they require significant maintenance or strengthening; and the number of street lighting columns over 40 years old. This funding is available for supporting highway maintenance; enhancements; road safety; active transport; traffic congestion; accessibility; and tackling pollution.

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

**Growth and Regeneration** – Peterborough is ready to do business and has a unique opportunity comparable with any opportunity area in the country. Cambridge has limited space for housing development and employment sites, and it is questionable if the city can manage the strains of further accelerated growth for the region. Peterborough offers a huge opportunity for both housing and economic growth in what is the heart of England. The city lies 39 minutes from Kings Cross by rail, 1hr 20 minutes from Stansted airport and is well connected by the strategic highway network, to the extent that many blue-chip companies are locating their logistics hubs on the city limits. Over 1m rail travellers are making the interchange at Peterborough, as they travel on to Leeds, Birmingham, London, Cambridge and Edinburgh. ARU has opened a new university this year with 1000 students commencing studies in 2022 and a trajectory of 5000 students by 2027 and 12500 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.

## **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.

**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 due by March 23
Peterborough Limited	Teckal PCC co.	Revenue Loan £1.6m Capital Loan £0.2m	£0.8m	£1.0m	
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. Given that the Council relies on the PWLB to fund its existing Capital Programme this means that the previous Investment Acquisition strategy is no longer applicable. Borrowing via the PWLB will still be permissible for regeneration projects, and over the next ten years it is important for the Council to focus on regeneration which will improve the city, create local jobs and encourage private sector investment.

## 11. CAPITAL PROGRAMME 2023 – 2026

Capital Bid	2023/24	2024/25	2025/26
	£	£	£
<b>Capital Bids</b>			
Cremator relines		50,000	
APV Baker footbridge	750,000		
Fleet renewal	3,083,737	3,000,000	
Boardwalks Draft-Rowing Lake	120,000		
Play areas	150,000	120,000	120,000
Property Capital Works	1,800,000	1,800,000	1,800,000
Tree Planting	176,000	62,000	62,000
City Centre Counter Terrorism Improvement Works	240,000	960,000	
CPCA university access	447,462		
CPCA Green Wheel	500,000		
DfT annual maintenance grant	5,740,000		
Extreme weather improvements	1,000,000	1,000,000	
Safety fencing	750,000	750,000	
Town's fund	9,012,356	12,129,168	
SS4 CCTV Cameras	100,558		
IKEN to Cloud		200,000	
CRM		280,000	
Mosaic (ASC) changes due to legislation	250,000		
Mosaic (ASC) to Cloud	50,000		
SAN replacement	260,000		
Archiving of statutory data from legacy systems	200,000		
Laptop replacement and refresh	200,000	200,000	200,000
Cyber Security	200,000	200,000	200,000
Secure Web Gateway	100,000	100,000	100,000
IT Health Check	40,000	40,000	40,000
Eye Primary School	400,000	3,600,000	6,200,000
Schools Maintenance	1,050,000		
Heltwate SEN School	375,000		
Aids & Adaptations and Assistive Technology	825,000		
Schools Direct Spend	200,000		
Disabled Facilities Grant	2,336,384		
Great Haddon 1st Primary School	600,000	7,000,000	3,400,000
Schools PFI Capital Programme	195,000		
Housing for Vulnerable People	750,000		
Schools Mobiles Budget	450,000		
SEND High needs	880,000	3,960,000	3,960,000
LUF University Phase 3	12,790,848	4,436,579	
Leisure Equipment	400,000		
Westcombe Equipment	110,500		
Local Authority Housing Fund, purchase and refurbishment of properties	5,537,500		
Housing Projects	2,000,000		
A16 Norwood dualling	1,200,000		
Active Travel Scheme - Thorpe Wood cycleway and School Streets Project	635,000		
Eastern Industries: construction of Fengate access	6,665,696		
Junction 3: construction of highway improvement scheme	9,291,880		
Station Quarter	4,300,000	21,700,000	21,800,000
Peterborough Integrated Renewable Infrastructure (PIRI)	742,966	163,334	13,500,000



<b>Total Capital Bids</b>	<b>76,905,887</b>	<b>61,751,081</b>	<b>51,382,000</b>
<b><u>Transformation &amp; Invest to Save</u></b>			
<b>Moving Traffic Offences</b>	168,000		
<b>ANPR</b>	273,000		
<b>Parking Payment machine replacement</b>	250,125		
<b>Mausoleum - additional</b>	525,000	125,000	
<b>LED Lighting in corporate buildings</b>	139,420		
<b>Solar photovoltaic (PV) panels in corporate building</b>	219,668		
<b>Eco Homes</b>	2,000,000		
<b>Customer digitisation</b>	250,000	90,000	90,000
<b>Automation</b>	370,000	90,000	90,000
<b>Migration of Firmstep forms</b>	50,000		
<b>Migration from Ebase</b>	15,000		
<b>Housing and Licensing</b>	250,000		
<b>Data, Performance and Analytics</b>	200,000		
<b>Core education system</b>	925,224		
<b>Total Transformation &amp; Invest to Save</b>	<b>5,635,437</b>	<b>305,000</b>	<b>180,000</b>
<b>Total Capital Programme</b>	<b>82,541,324</b>	<b>62,056,081</b>	<b>51,562,000</b>
			<b>196,159,405</b>

## Appendix I- Dedicated Schools Grant and the Schools Budget 2023-24

### Peterborough City Council

On 16th December 2022, the Department for Education (DfE) published the DSG allocations for 2022-23. Full details can be found on the DfE website at the following link -

<https://www.gov.uk/government/publications/dedicated-schools-grant-dsg-2023-to-2024>

#### **The 2023-24 Dedicated Schools Grant (DSG)**

The DSG announcement made by the DfE in December 2022 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 2023/24 financial years is subject to change and will be amended to reflect recoupment for academies. The current proposed 2023-24 allocations for Peterborough are set out in table on the following page, which also provides for comparison the 2022-23 allocations.

<b>DSG Block</b>	<b>2022-23 Allocation £m</b>	<b>2023-24 Initial Allocation £m</b>	<b>Increase v 2022-23 Allocation. £m</b>
<b>Schools Block (incl. growth and business rates)</b>	<b>199.909</b>	<b>209.205</b>	<b>+9.296</b>
<b>High Needs Block</b>	<b>43.061</b>	<b>47.795</b>	<b>+4.734</b>
<b>Central Services Schools Block</b>	<b>1.590</b>	<b>1.606</b>	<b>+0.016</b>
<b>Early Years Block</b>	<b>18.085</b>	<b>18.835</b>	<b>+0.75</b>
<b>Total</b>	<b>262.645</b>	<b>277.441</b>	<b>14.796</b>

+ 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 2022 data. Adjustments expected to 2022/23 figures based on actual take-up.

The net increase in the Schools Block for 2023-24 totals approximately £9.2m or 4.7%. This uplift is because of a combination of the additional investment through the national funding formula and the net increase in pupils between October 2021 and October 2022 -

- Primary (Reception – Year 6) – net increase of 143 pupils
- Secondary (Year 7 –Year 11) – net increase of 554 pupils

The High Needs Block, which funds support for all children with additional needs, has increased by £4.7m. As part of the Autumn Statement, the government announced £400m extra funding to support special education needs and our share of this allocation was £1.8m. The decision making for spend on high needs activities rests with the Local Authority and the final decisions will be made in February. Unlike most other Local Authorities, we have a small surplus on this budget which is being used to increase the capacity within the city for support Special Education Needs.

The Early Years Block indicative figures are currently based on January 2022 data and as such will be amended to reflect actual levels of take-up. Adjustments are also expected to 2022/23 figures based on receipt of the January 2023 census data.

#### **Additional Education Funding – Autumn Statement**

Schools have faced significant funding pressures with the cost of pay awards, inflation pressures and a national reduction in pupil numbers. Considering these pressures, the government has provided additional funding in the 2022 Autumn Statement. The core schools' budget will increase by £2 billion in the 2023 to 2024 financial year, over and above totals announced at the Spending Review 2021. A further £2bn will be added in 2024/25. The Core school budget consists of the direct schools' budgets, high needs funding and central school block budgets.

In the 2023 to 2024 financial year, mainstream schools will be allocated additional funding through the mainstream school's additional grant (MSAG) 2023 to 2024. This is in addition to schools' allocations through the schools national funding formula. Initial indicative figures for Peterborough suggest an allocation of circa £7m.

	<b>Base Rate</b>	<b>ACA Adjusted Rate</b>
<b>Per-pupil rate for primary pupils</b>	£119.00	£120.53
<b>Per-pupil rate for key stage 3 pupils</b>	£168.00	£170.16
<b>Per-pupil rate for key stage 4 pupils</b>	£190.00	£192.44
<b>Lump sum of £4,510</b>	£4,510.00	£4567.91
<b>FSM6 per-pupil rate per eligible primary pupil</b>	£104.00	£105.34
<b>FSM6 per-pupil rate per eligible secondary pupil</b>	£152.00	£153.95

Peterborough area cost adjustment is 1.01284 i.e., our weighting due to proximity to London.

#### **Proposed 2023-25 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 schools' budget.

Following receipt of the revised datasets from the DfE on 16th December 2022 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 £0.75m for the centrally retained growth fund (see later section), the total available for distribution (including business rates) is £208m.

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 2023-24. These unit values reflect the national funding formula rates, including the revised minimum per pupil levels (MPPL) - £4,405 for primary and £5,715 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 circa £166k

- The cost to meet the 0.5% minimum funding guarantee is £186k.
- 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 23/24. 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 new centralised process. Awaiting further guidance on treatment.
- Actual amounts to be received by academies will be notified directly by the ESFA for the 23/24 academic year and may differ due to pupil numbers and protections applied.

Schools Forum will consider these proposals on the 19<sup>th</sup> of 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 2023. 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

<b>Schools</b>	<b>Description</b>
<b>Hampton Lakes Primary School</b>	New school still filling to capacity - to be funded via variation to pupil numbers for 23/24.
<b>Manor Drive Primary</b>	New School opened September 22. To be funded via variation to pupil numbers for 23/24.
<b>Manor Drive Secondary</b>	New School opened September 22. To be funded via variation to pupil numbers for 23/24.
<b>St John Henry Newman</b>	New School opened September 22. To be funded via variation to pupil numbers for 23/24.

### **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. The growth funding is allocated to meet additional revenue costs associated with significant growth between October 2022 and October 2023.

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 2023 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:

<b>School</b>	<b>Oct 21 Census</b>	<b>Oct 22 Forecast</b>	<b>Change</b>	<b>Change %</b>	<b>Comments</b>
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Oakdale Primary School	356.0	389.0	33	9%	Received growth funding in 22/23 to support structural change working its way through the school. Growth funding required in 23/24.
Queen Katharine Academy	1,250.0	1,339.0	89	7%	Received growth funding in 22/23 as hit growth funding trigger. Year 7 intake results in requirement for growth funding in 23/24.
Eye Primary School	454.0	489.0	35	8%	Funding for bulge year

Applying the proposed 2022/23-unit values (at 75%) to the growth within these schools' results in an initial growth fund requirement of £430k. It is proposed to set the growth fund at £750k for 2022/23 to allow for changes in final admissions and any other schools which may qualify. Schools Forum will consider this funding allocation in their meeting on the 19<sup>th</sup> of January. Unlike the other areas of the budget, they are responsible for agreeing this allocation.

### **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 -

<b>Central Schools Services Block (CSSB)</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
<b>Funding for Historic Commitments</b>	164,606	164,800
<b>Funding for Ongoing Commitments</b>	1,383,907	1,440,801
<b>Total CSSB to be received</b>	1,548,513	1,605,601
<b>Planned Expenditure</b>		
<b>A – Admissions</b>	483,364	525,768
<b>B – Copyright Subscription</b>	235,043	213,826
<b>C – Pension Liabilities</b>	282,705	318,606
<b>D – Retained Duties</b>	537,592	537,592
<b>E – Servicing Schools Forum</b>	9,809	9,809
<b>Total CSSB planned expenditure</b>	<b>1,548,513</b>	<b>1,605,601</b>

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-slices 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.

### **High Needs Block and Early Years Block**

At the time of writing, the final budgets for both High Needs and Early years 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 and Schools Forum agree the Early Years block.

We remained concerned around the position with funding for early years settings. There has been no additional grant for settings so the impact of pay awards and inflation are much more significant. Officers have met with settings to outline the challenges with the current level of funding.

## Annex 1 - Proposed 2023-24 funding formula factors and rates

					0.9970		
NFF Factor		Peterborough Unit Rates 2022-23	National Funding Formula (NFF) Unit Rates 2023-24	Minimum allowable values 2023-24	National Funding Formula (NFF) Unit Rates 2022-23 (Weighting Applied)	£ Increase compared to 2022-23	% Increase compared to 2022-23
		(£)	(£)	(£)	(£)		
Basic per pupil entitlement (AWPU)	AWPU: Primary	3,242	3,438	3,352	3,427	185	5.72%
	AWPU: Secondary KS3	4,572	4,847	4,725	4,832	260	5.69%
	AWPU: Secondary KS4	5,152	5,462	5,326	5,446	294	5.71%
Deprivation (based on ever 6 free school meal numbers)	FSM current - Primary	470	486	474	485	15	3.13%
	FSM current – Secondary	470	486	474	485	15	3.13%
	Ever6 FSM – Primary	590	714	696	712	122	20.67%
	Ever6 FSM – Secondary	865	1043	1017	1,040	175	20.25%
	IDACI Band F: Primary	222	233	227	232	10	4.62%
	IDACI Band E: Primary	272	284	277	283	11	3.96%
	IDACI Band D: Primary	423	446	435	444	21	5.04%
	IDACI Band C: Primary	464	486	474	485	21	4.47%
	IDACI Band B: Primary	494	517	504	515	21	4.26%
	IDACI Band A: Primary	645	679	662	677	32	4.90%
	IDACI Band F: Secondary	323	339	331	338	15	4.74%
	IDACI Band E: Secondary	428	451	439	449	21	5.00%
	IDACI Band D: Secondary	600	628	612	626	26	4.35%
	IDACI Band C: Secondary	655	689	672	687	32	4.84%
	IDACI Band B: Secondary	705	739	721	737	32	4.57%
	IDACI Band A: Secondary	897	942	918	939	42	4.70%
Low Prior Attainment	Primary	1,139	1170	1141	1,166	27	2.40%
	Secondary	1,723	1773	1728	1,767	44	2.57%
English as an Additional Language	Primary	569	587	573	586	17	2.94%
	Secondary	1,542	1,585	1,546	1,580	38	2.49%
Pupil Mobility	Primary	932	957	933	954	22	2.39%
	Secondary	1,340	1,377	1,343	1,373	33	2.49%
Lump Sum	Primary	121,300	129,646	126,405	129,262	7,962	6.56%
	Secondary	121,300	129,646	126,405	129,262	7,962	6.56%
Sparsity	Primary	55,000	57,024	55,598	56,855	1,855	3.37%
	Secondary	80,000	82,953	80,879	82,707	2,707	3.38%
	Minimum per pupil funding Primary	4,265	4,405		4,405		
	Minimum per pupil funding Secondary (KS3 and KS4 combined)	5,525	5,715		5,715		

## Annex 2 – Provisional School by School Budget – 2023/24

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	2022-23 Final Baseline Budget (Including business rates & supplementary grant)	Illustrative 2023-24 Budget (including business rates)	Illustrative Change compared to 2022/23 Baseline	Illustrative Change compared to 2022/23 Baseline	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)
			2022/23	2023/24		2022/23	2023/24	£	%	2022/23	2023/24	%
	Peterborough		36,048.57	36,830.42	781.85	£198,647,810	£208,455,424	9,807,614				
8743376	All Saints' CofE (Aided) Primary School	Primary	411.00	416.00	5.00	£1,934,868	£2,037,981	£103,113	5.1%	£4,367	£4,562	4.5%
8745417	Arthur Mellows Village College	Secondary	1,314.00	1,307.00	-7.00	£7,639,242	£7,855,432	£216,190	2.8%	£5,672	£5,869	3.5%
8743077	Barnack CofE (Controlled) Primary School	Primary	167.00	168.00	1.00	£778,367	£785,332	£6,965	0.9%	£3,785	£3,804	0.5%
8742288	Bishop Creighton Academy	Primary	205.00	205.00	0.00	£1,109,057	£1,175,015	£65,958	5.6%	£4,760	£5,082	6.7%
8742296	Braybrook Primary Academy	Primary	207.00	212.00	5.00	£1,087,008	£1,135,292	£48,284	4.3%	£4,595	£4,715	2.6%
8742269	Brewster Avenue Infant School	Primary	168.00	169.00	1.00	£879,662	£917,390	£37,727	4.1%	£4,319	£4,517	4.6%
8743078	Castor CofE Primary School	Primary	190.00	195.00	5.00	£862,505	£908,921	£46,416	5.1%	£3,762	£3,904	3.8%
8744003	City of Peterborough Academy	Secondary	817.00	837.00	20.00	£5,708,012	£6,130,520	£422,508	6.9%	£6,800	£7,142	5.0%
8743385	Discovery Primary Academy	Primary	540.00	542.00	2.00	£2,592,203	£2,715,191	£122,988	4.5%	£4,541	£4,752	4.6%
8742006	Dogsthorpe Academy	Primary	378.00	381.00	3.00	£1,907,770	£2,009,064	£101,294	5.0%	£4,689	£4,918	4.9%
8742264	Dogsthorpe Infant School	Primary	265.00	255.00	-10.00	£1,383,890	£1,394,847	£10,957	0.8%	£4,718	£4,946	4.8%
8743079	Eye CofE Primary School	Primary	445.00	454.00	9.00	£2,006,758	£2,093,125	£86,367	4.1%	£4,141	£4,250	2.6%
8742007	Eyrescroft Primary School	Primary	260.00	263.00	3.00	£1,376,904	£1,399,729	£22,825	1.6%	£4,770	£4,803	0.7%
8743384	Fulbridge Academy	Primary	841.00	866.00	25.00	£3,950,626	£4,172,503	£221,877	5.3%	£4,532	£4,658	2.8%
8742008	Gladstone Primary Academy	Primary	554.00	502.00	-52.00	£3,005,922	£2,835,396	-£170,525	-6.0%	£5,164	£5,382	4.2%
8744004	Greater Peterborough UTC	Secondary	306.00	362.00	56.00	£2,291,765	£2,665,036	£373,271	14.0%	£6,900	£6,934	0.5%
8742013	Gunthorpe Primary School	Primary	402.00	390.00	-12.00	£1,954,703	£1,937,539	-£17,164	-0.9%	£4,522	£4,618	2.1%
8744082	Hampton College	All-through	1,421.00	1,446.00	25.00	£7,925,863	£8,310,470	£384,607	4.6%	£5,444	£5,616	3.2%



DfE No	School Name	Sector	Pupil Numbers (Including growth)	Pupil Numbers (Including growth)	Change in pupil numbers	2022-23 Final Baseline Budget (Including business rates & supplementary grant)	Illustrative 2023-24 Budget (including business rates)	Illustrative Change compared to 2022/23 Baseline	Illustrative Change compared to 2022/23 Baseline	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)
			2022/23	2023/24		2022/23	2023/24	£	%	2022/23	2023/24	%
8744005	Hampton Gardens Secondary School	Secondary	1,023.41	1,041.00	17.59	£6,145,913	£6,434,626	£288,713	4.5%	£5,861	£6,040	3.0%
8742456	Hampton Hargate Primary School	Primary	628.00	631.00	3.00	£2,833,024	£2,858,751	£25,727	0.9%	£4,180	£4,201	0.5%
8742016	Hampton Lakes Primary School	Primary	189.16	302.50	113.34	£843,231	£1,385,956	£542,724	39.2%	£3,773	£4,144	9.8%
8742015	Hampton Vale Primary Academy	Primary	575.00	602.00	27.00	£2,539,683	£2,675,655	£135,972	5.1%	£4,164	£4,203	0.9%
8742453	Heritage Park Primary School	Primary	211.00	212.00	1.00	£1,014,321	£1,049,623	£35,302	3.4%	£4,050	£4,198	3.6%
8742000	Highlees Primary School	Primary	374.00	377.00	3.00	£1,974,802	£2,045,116	£70,314	3.4%	£4,913	£5,063	3.1%
8745405	Jack Hunt School	Secondary	1,600.00	1,622.00	22.00	£10,943,175	£11,423,160	£479,986	4.2%	£6,724	£6,929	3.0%
8742233	John Clare Primary School	Primary	141.00	136.00	-5.00	£661,893	£657,222	-£4,671	-0.7%	£3,679	£3,856	4.8%
8744081	Ken Stimpson Community School	Secondary	997.00	981.00	-16.00	£6,917,270	£6,972,725	£55,454	0.8%	£6,661	£6,826	2.5%
8742307	Leighton Primary School	Primary	365.00	354.00	-11.00	£1,910,354	£1,923,826	£13,472	0.7%	£4,760	£4,946	3.9%
8742009	Lime Academy Abbotsmede	Primary	399.00	400.00	1.00	£2,170,831	£2,211,679	£40,847	1.8%	£5,100	£5,189	1.8%
8742010	Lime Academy Parnwell	Primary	333.00	337.00	4.00	£1,837,294	£1,889,778	£52,484	2.8%	£5,106	£5,201	1.9%
8742011	Lime Academy Watergall	Primary	342.00	355.00	13.00	£1,756,904	£1,841,086	£84,182	4.6%	£4,736	£4,799	1.3%
8742297	Longthorpe Primary School	Primary	412.00	419.00	7.00	£1,859,081	£1,968,928	£109,847	5.6%	£4,170	£4,363	4.6%
8742017	Manor Drive Primary	Primary	35.00	67.25	32.25	£212,510	£413,989	£201,479	48.7%	£3,917	£4,234	8.1%
8744007	Manor Drive Secondary	Secondary	70.00	180.17	110.17	£490,410	£1,271,237	£780,827	61.4%	£5,585	£6,338	13.5%
8742014	Middleton Primary School	Primary	379.00	382.00	3.00	£1,963,835	£2,003,743	£39,909	2.0%	£4,822	£4,889	1.4%
8744000	Nene Park Academy	Secondary	1,142.00	1,156.00	14.00	£6,981,769	£7,259,802	£278,033	3.8%	£5,963	£6,131	2.8%
8742457	Nene Valley Primary School	Primary	314.00	318.00	4.00	£1,384,572	£1,418,692	£34,119	2.4%	£3,969	£4,027	1.5%
8742004	Newark Hill Academy	Primary	440.00	443.00	3.00	£2,045,494	£2,094,853	£49,359	2.4%	£4,337	£4,419	1.9%
8743080	Newborough CofE Primary School	Primary	202.00	201.00	-1.00	£966,676	£1,009,423	£42,747	4.2%	£3,985	£4,217	5.8%
8742234	Northborough Primary School	Primary	193.00	187.00	-6.00	£850,785	£840,553	-£10,232	-1.2%	£3,718	£3,783	1.7%
8742295	Norwood Primary School	Primary	207.00	207.00	0.00	£1,022,324	£1,066,051	£43,727	4.1%	£4,202	£4,413	5.0%

DfE No	School Name	Sector	Pupil Numbers (Including growth)	Pupil Numbers (Including growth)	Change in pupil numbers	2022-23 Final Baseline Budget (Including business rates & supplementary grant)	Illustrative 2023-24 Budget (including business rates)	Illustrative Change compared to 2022/23 Baseline	Illustrative Change compared to 2022/23 Baseline	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)
			2022/23	2023/24		2022/23	2023/24	£	%	2022/23	2023/24	%
8742251	Oakdale Primary School	Primary	313.00	356.00	43.00	£1,428,715	£1,642,495	£213,780	13.0%	£4,002	£4,119	2.9%
8742215	Old Fletton Primary School	Primary	407.00	407.00	0.00	£1,927,026	£2,014,728	£87,702	4.4%	£4,335	£4,551	5.0%
8746906	Ormiston Bushfield Academy	Secondary	935.00	982.00	47.00	£6,090,593	£6,421,229	£330,636	5.1%	£6,335	£6,367	0.5%
8742003	Ormiston Meadows Academy	Primary	182.00	188.00	6.00	£918,525	£950,505	£31,980	3.4%	£4,298	£4,334	0.8%
8745205	Orton Wistow Primary School	Primary	418.00	392.00	-26.00	£1,839,849	£1,741,853	-£97,996	-5.6%	£4,071	£4,091	0.5%
8742449	Paston Ridings Primary School	Primary	445.00	426.00	-19.00	£2,364,391	£2,352,808	-£11,584	-0.5%	£4,907	£5,098	3.9%
8743374	Peakirk-Cum-Glinton CofE Primary School	Primary	201.00	196.00	-5.00	£912,384	£924,045	£11,660	1.3%	£3,877	£4,035	4.1%
8744006	Queen Katharine Academy	Secondary	1,112.00	1,250.00	138.00	£8,366,927	£9,466,940	£1,100,013	11.6%	£7,358	£7,424	0.9%
8742270	Queen's Drive Infant School	Primary	267.00	244.00	-23.00	£1,382,289	£1,315,380	-£66,909	-5.1%	£4,617	£4,778	3.5%
8742330	Ravensthorpe Primary School	Primary	381.00	367.00	-14.00	£1,897,204	£1,872,408	-£24,795	-1.3%	£4,625	£4,734	2.4%
8743379	Sacred Heart Catholic Primary School	Primary	209.00	209.00	0.00	£1,025,215	£1,046,135	£20,920	2.0%	£4,263	£4,364	2.4%
8743386	Saint Michael CofE Primary School (VA)	Primary	409.00	417.00	8.00	£1,807,764	£1,888,476	£80,711	4.3%	£4,082	£4,197	2.8%
8742223	Southfields Primary School	Primary	582.00	568.00	-14.00	£2,695,184	£2,685,045	-£10,139	-0.4%	£4,294	£4,379	2.0%
8743377	St Augustine's CofE (VA) Junior School	Primary	233.00	227.00	-6.00	£1,135,453	£1,143,590	£8,137	0.7%	£4,297	£4,446	3.5%
8743076	St Botolph's Church of England Primary School	Primary	375.00	371.00	-4.00	£1,652,737	£1,647,582	-£5,154	-0.3%	£4,040	£4,069	0.7%
8745413	St John Fisher Catholic High School	Secondary	658.00	668.00	10.00	£4,478,480	£4,565,948	£87,468	1.9%	£6,557	£6,590	0.5%
8742018	St John Henry Newman	Primary	35.00	138.50	103.50	£212,510	£704,488	£491,978	69.8%	£3,930	£4,153	5.7%
8743380	St John's Church School	Primary	391.00	404.00	13.00	£2,050,347	£2,158,714	£108,367	5.0%	£4,886	£4,995	2.2%
8743378	St Thomas More Catholic Primary School	Primary	404.00	412.00	8.00	£2,006,846	£2,099,214	£92,368	4.4%	£4,631	£4,765	2.9%
8744002	Stanground Academy	Secondary	1,131.00	1,159.00	28.00	£7,199,801	£7,612,848	£413,047	5.4%	£6,190	£6,397	3.3%
8742001	Stanground St Johns CofE Primary School	Primary	206.00	206.00	0.00	£1,047,474	£1,074,772	£27,298	2.5%	£4,437	£4,570	3.0%

DfE No	School Name	Sector	Pupil Numbers (Including growth)	Pupil Numbers (Including growth)	Change in pupil numbers	2022-23 Final Baseline Budget (Including business rates & supplementary grant)	Illustrative 2023-24 Budget (including business rates)	Illustrative Change compared to 2022/23 Baseline	Illustrative Change compared to 2022/23 Baseline	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)	Per Pupil Funding (including baselined supplementary funding & premises factors)
			2022/23	2023/24		2022/23	2023/24	£	%	2022/23	2023/24	%
8742325	The Beeches Primary School	Primary	608.00	617.00	9.00	£3,058,413	£3,179,172	£120,759	3.8%	£4,747	£4,873	2.7%
8742244	The Duke of Bedford Primary School	Primary	211.00	214.00	3.00	£989,560	£1,035,559	£45,999	4.4%	£3,993	£4,152	4.0%
8745404	The King's (The Cathedral) School	All-through	841.00	874.00	33.00	£4,678,680	£5,060,617	£381,936	7.5%	£5,365	£5,593	4.2%
8746905	Thomas Deacon Academy	All-through	2,031.00	2,075.00	44.00	£12,553,810	£13,190,904	£637,095	4.8%	£6,071	£6,247	2.9%
8742012	Thorpe Primary School	Primary	510.00	489.00	-21.00	£2,384,520	£2,372,888	-£11,632	-0.5%	£4,402	£4,568	3.8%
8742316	Welbourne Primary Academy	Primary	205.00	206.00	1.00	£1,088,963	£1,123,627	£34,664	3.1%	£4,659	£4,805	3.1%
8742002	Welland Academy	Primary	413.00	409.00	-4.00	£2,172,955	£2,207,392	£34,437	1.6%	£4,923	£5,055	2.7%
8742451	Werrington Primary School	Primary	409.00	409.00	0.00	£1,801,174	£1,809,248	£8,074	0.4%	£4,070	£4,091	0.5%
8742005	West Town Primary Academy	Primary	391.00	390.00	-1.00	£1,974,825	£2,028,899	£54,075	2.7%	£4,699	£4,850	3.2%
8743382	William Law CofE Primary School	Primary	585.00	576.00	-9.00	£2,582,600	£2,556,877	-£25,723	-1.0%	£4,174	£4,195	0.5%
8742313	Winyates Primary School	Primary	207.00	206.00	-1.00	£1,214,013	£1,214,165	£152	0.0%	£5,065	£5,090	0.5%
8742324	Wittering Primary School	Primary	321.00	320.00	-1.00	£1,416,149	£1,451,017	£34,868	2.4%	£3,989	£4,110	3.1%
8742225	Woodston Primary School	Primary	560.00	577.00	17.00	£2,571,159	£2,700,599	£129,440	4.8%	£4,333	£4,430	2.2%

## **Appendix J – Asset Management Plan**

**Peterborough City Council  
Summary and Outline Asset Management Plan  
February 2023**



## Introduction

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The Council has, over the past year or so, 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 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 Asset Management Plan (AMP) should identify the key strategic policy and resource influences affecting the Council and set parameters for asset management over the medium term. The plan should have a 5-year horizon with annual reporting on progress.

Peterborough is a rapidly growing city which puts 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.

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

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

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

In this context, the Council's AMP will, in the early period, need to focus on ensuring compliance across the estate, rationalisation to reduce costs and liabilities of holding property, maximising income through management of the Council's commercial portfolio, and achieving capital receipts through selling Council land and property at market value. However, where possible this action will be taken alongside providing improved service assets and enabling housing and economic growth through use of land and property.

This summary and outline AMP sets out the work to be carried out over the course of 2023/24 to prepare a new AMP for the 2024-2029 period to support the budget and capital strategy decisions at Cabinet in February 2024.

This Outline Asset Management Plan summarises the key themes and direction of travel over this coming year, and actions which will support the development of the new longer-term AMP to be developed over the coming year.

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. It is

currently anticipated that the timing of the level of receipts achievable in 2022/23 will be lower than the target set, closer to £9m, with the 2023/24 level being higher than planned at between £12.5-15m, so that over the three years the overall level of receipts required will still be achievable.

Work is underway to develop the new AMP for the Council as part of the Budget Strategy for 2023/24. The purpose of the AMP will be to set the strategic direction of the Council's plans for its assets, including disposals and identifying the pipeline of future receipts and investment requirements in retained Council property or for regeneration and growth initiatives.

The new AMP will also focus on achieving a fit for purpose, efficient, compliant estate, which can meet carbon targets. This will involve some investment, but in current circumstances it will be necessary for the Council to place emphasis on the rationalising and disposal of assets to achieve the agreed targets and, in any case, will need to reduce its estate to achieve efficiencies in operating costs and as well as ensure that the Council is able to invest in its retained property.

The new AMP will be prepared for adoption at February 2024 Cabinet meeting with the Outline Asset Management Plan providing key principles and a programme of work set out for agreement in February 2023 as part of the budget setting.

### **Achievements 2022/23**

#### **These include:**

- A number of important property disposals, both completed and planned, with significant receipts to support the Council budget and to facilitate growth.
- The agreement of the Disposals Plan, which will form part of the Asset Management Plan, to achieve in excess of £30m of capital receipts from 2022/23-2024/25.
- Establishing a Service Director role to provide corporate oversight and to bring together the Council's property, FM, commercial and asset management planning activities. This will help the Council to plan better how it uses its assets to support service delivery, growth, and financial targets.
- Improving governance in relation to property decisions.
- Termination of the Council's JV with NPS Peterborough Ltd which will generate savings and deliver service improvements.

### **Asset Plan Reviews 2023/24**

**In order to develop the new AMP for February 2024 the following are programme areas to develop in more detail over 2023/24 include:**

1. A review and realignment of the property structure, governance and decision making. Bringing together property decisions and establishing appropriate corporate assessment and clearance prior to formal decision making has improved over the past year. This will be further developed during 2023/24 under the new arrangements and, in addition, a Scheme of Delegation will be proposed.
2. A disposals and acquisitions policy. This will include guidance about the circumstances under which the Council will consider acquisition of land and property and how proposed acquisitions are assessed. Acquisition proposals will need to demonstrate that they have a robust business case and are acquired at or below market values. The disposals plan will provide a pipeline of capital receipts to support the capital programme.

3. Review of the Community Asset Transfer policy and assessing those proposals for community asset transfer which have been held pending review. This will link to the Review of Locality Assets to be carried out over 2023/24. The pattern of Council presence or community-based assets is largely historic. The team will support a service-led asset review which will identify where there is under or overprovision, where condition is unsuitable or where the assets are not fit for purpose. This will include District Centre based assets, libraries, leisure, youth, and community centres including the status of assets previously proposed for community asset transfer. The review will aim to ensure these are sufficient, fit for purpose and safe. The review will look for efficiencies in operation, including co-location, in order to release Council resources and assets. This Review will include reviewing any leased-in accommodation with a view to focusing on Council owned assets in future.
4. Review of property compliance and associated Policies and an action plan to address failings or risks. Transparency and prioritisation of property condition surveys to enable prioritisation of any capital and revenue budgets for repairs and maintenance. It is important to survey and record the condition of the building stock in order to be aware of immediate health and safety issues in the portfolio, risks and liabilities to the Council, its service delivery obligations, and statutory requirements. It is also an important element of 'Best Practice' within current asset management guidance. Currently the Council's maintenance spend is directed predominantly to reactive maintenance. An important aim of the asset management strategy is to formalise a maintenance programme with a view to reducing reactive maintenance costs. Regular review of property can reveal whether or not a property is fit for purpose or is in need of refurbishment or even replacement. Bringing together the property responsibilities and oversight under the new Service Director will support the coherence of the Council's future approach to property maintenance and compliance.
5. Review and improvement of property data and management of property data.

**A number of additional thematic asset reviews are either in progress for 2023/24, or will be programmed into the new AMP, these are:**

1. Strategic land and property review, currently underway: 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. Ensuring 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 the review of how the Council supports the development of affordable housing in the future following a review of Medesham Homes as a delivery vehicle.
2. The Council is reviewing 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 were agreed, subject to conditions, at Cabinet in December 2022. A wider review of the Rural Strategy will commence as part of the new AMP.
3. Review of the Council's accommodation requirements and use of the Town Hall and Sand Martin House is underway. A long-term view is required in relation to the future of Council accommodation at Sand Martin House and Town Hall.
4. City Centre/Future Growth Assets: a number of major assets which could be retained or released depending on how they contribute to future growth. This includes Key Theatre, Central Library, Car Parks, Town Hall, Regional Pool and Track, land assets in the Embankment area, and properties acquired to deliver the Vine project. Supporting

Regeneration colleagues to develop a plan for major assets will add to the Council's cultural life and/or have significant investment requirements including Central Library, the Regional Pool, and the Key Theatre. This will link to the wider Council regeneration plans for the City.

5. Review of the Commercial portfolio will start 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. The Council has 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 review 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.
6. 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 new AMP.
7. Develop a programme in 2023/24 to commence a review of operational and surplus assets 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.
8. Develop a programme of costed condition surveys to support decisions about Council property, including understanding what steps need to be taken to improve the environmental impact of the Council's building use. It is likely that the Council will need to make provision for future compliance and planned maintenance of its property assets, 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.
9. During 2023/24, undertake a review of the Facilities Management Services delivered to the Council by third party organisations and develop a programme of improvement for subsequent years. Ensuring both the review and future programme delivers robust contracts and operational standards as well as securing best value for money.
10. Continue with collaboration and partnership working 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 locality asset review.



## Peterborough City Council

### Appendix K- Council Tax Resolution 2023/24

Following consideration of the report to this Council on 22 February 2023 and the setting of the revenue budget for 2023/24, 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 **£167,562,645 (being £277,770,024 less School Funding of £110,207,379 now presented be approved).**

2. THAT it be noted that at its meeting on 19 December 2022 the Cabinet calculated the following amounts for the year 2023/24 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) **61,023.62** 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

PARISH	TAX BASE
Ailsworth	239.59
Bainton & Ashton	152.26
Barnack	481.49
Bretton	3,272.49
Castor	361.95
City (non-parished)	38,431.44
Deeping Gate	223.05
Etton	52.96
Eye	1,626.24
Glington	622.27
Hampton	3,934.87
Helpston	472.11
Marholm	79.71
Maxey	318.51
Newborough & Borough Fen	659.94
Northborough	503.51
Orton Longueville	3,185.91
Orton Waterville	3,604.00
Peakirk	183.65
Southorpe	74.89
Sutton	70.70
Thorney	960.95
Thornhaugh	93.71
Ufford	134.21
Wansford	252.55
Wittering	798.46
<b>SUB TOTAL</b>	<b>60,791.42</b>
<b>The Council tax base total for areas of which no special items relate</b>	<b>232.20</b>
<b>TOTAL</b>	<b>61,023.62</b>

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 2023/24 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government and Finance Act 1992 (as amended):

(a) **£469,170,296** 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) **£371,595,430** 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) **£97,574,865** 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) **£1,598.97** being the amount at 3(c) above divided by the council tax base at 2(b) above in accordance within section 31B(1) of the Act, as the basic amount of its council tax requirement for the year

(e) **£725,498** being the aggregate amount of all special items referred to in Section 35 (1) of the Act. (Parish Precepts).

(f) **£1,587,08** 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	BAND D
Ailsworth	£1,619.31
Bainton & Ashton	£1,665.93
Barnack	£1,621.54
Bretton	£1,637.64
Castor	£1,668.08
Deeping Gate	£1,612.41
Etton	£1,627.85
Eye	£1,621.75
Glington	£1,628.08
Hampton	£1,610.97
Helpston	£1,613.43
Marholm	£1,604.77
Maxey	£1,620.14
Newborough & Borough Fen	£1,645.23
Northborough	£1,638.38
Orton Longueville	£1,598.00
Orton Waterville	£1,603.52
Peakirk	£1,628.94
Southorpe	£1,621.93
Sutton	£1,658.86
St. Martin's Without	£1,587.08
Thorney	£1,623.71

<b>Thornhaugh</b>	£1,646.44
<b>Ufford</b>	£1,652.80
<b>Upton</b>	£1,587.08
<b>Wansford</b>	£1,635.97
<b>Wittering</b>	£1,650.67
<b>Wothorpe</b>	£1,587.08

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

<b>Parish</b>	<b>Valuation Band A £</b>	<b>Valuation Band B £</b>	<b>Valuation Band C £</b>	<b>Valuation Band D £</b>	<b>Valuation Band E £</b>	<b>Valuation Band F £</b>	<b>Valuation Band G £</b>	<b>Valuation Band H £</b>
<b>Ailsworth</b>	1,079.54	1,259.47	1,439.39	1,619.31	1,979.15	2,339.00	2,698.85	3,238.62
<b>Bainton &amp; Ashton</b>	1,110.62	1,295.73	1,480.83	1,665.93	2,036.13	2,406.34	2,776.55	3,331.86
<b>Barnack</b>	1,081.02	1,261.20	1,441.37	1,621.54	1,981.88	2,342.23	2,702.56	3,243.08
<b>Bretton</b>	1,091.76	1,273.72	1,455.68	1,637.64	2,001.56	2,365.48	2,729.40	3,275.28
<b>Castor</b>	1,112.05	1,297.40	1,482.74	1,668.08	2,038.76	2,409.45	2,780.13	3,336.16
<b>Deeping Gate</b>	1,074.94	1,254.10	1,433.26	1,612.41	1,970.72	2,329.04	2,687.35	3,224.82
<b>Etton</b>	1,085.23	1,266.11	1,446.98	1,627.85	1,989.59	2,351.34	2,713.08	3,255.70
<b>Eye</b>	1,081.16	1,261.37	1,441.56	1,621.75	1,982.13	2,342.53	2,702.91	3,243.50
<b>Glington</b>	1,085.38	1,266.29	1,447.18	1,628.08	1,989.87	2,351.67	2,713.46	3,256.16
<b>Hampton</b>	1,073.98	1,252.98	1,431.98	1,610.97	1,968.96	2,326.96	2,684.95	3,221.94
<b>Helpston</b>	1,075.62	1,254.89	1,434.16	1,613.43	1,971.97	2,330.51	2,689.05	3,226.86
<b>Marholm</b>	1,069.84	1,248.16	1,426.46	1,604.77	1,961.38	2,318.00	2,674.61	3,209.54
<b>Maxey</b>	1,080.09	1,260.11	1,440.13	1,620.14	1,980.17	2,340.20	2,700.23	3,240.28
<b>Newborough &amp; Borough Fen</b>	1,096.82	1,279.63	1,462.43	1,645.23	2,010.83	2,376.44	2,742.05	3,290.46
<b>Northborough</b>	1,092.25	1,274.30	1,456.34	1,638.38	2,002.46	2,366.55	2,730.63	3,276.76
<b>Orton Longueville</b>	1,065.33	1,242.89	1,420.45	1,598.00	1,953.11	2,308.22	2,663.33	3,196.00
<b>Orton Waterville</b>	1,069.01	1,247.19	1,425.35	1,603.52	1,959.85	2,316.20	2,672.53	3,207.04
<b>Peakirk</b>	1,085.96	1,266.96	1,447.95	1,628.94	1,990.92	2,352.91	2,714.90	3,257.88
<b>Southorpe</b>	1,081.28	1,261.51	1,441.72	1,621.93	1,982.35	2,342.79	2,703.21	3,243.86
<b>Sutton</b>	1,105.90	1,290.23	1,474.54	1,658.86	2,027.49	2,396.13	2,764.76	3,317.72
<b>St. Martin's Without</b>	1,058.05	1,234.40	1,410.74	1,587.08	1,939.76	2,292.45	2,645.13	3,174.16
<b>Thorney</b>	1,082.47	1,262.89	1,443.30	1,623.71	1,984.53	2,345.36	2,706.18	3,247.42
<b>Thornhaugh</b>	1,097.62	1,280.57	1,463.50	1,646.44	2,012.31	2,378.19	2,744.06	3,292.88
<b>Ufford</b>	1,101.86	1,285.52	1,469.16	1,652.80	2,020.08	2,387.38	2,754.66	3,305.60
<b>Upton</b>	1,058.05	1,234.40	1,410.74	1,587.08	1,939.76	2,292.45	2,645.13	3,174.16
<b>Wansford</b>	1,090.64	1,272.43	1,454.20	1,635.97	1,999.51	2,363.07	2,726.61	3,271.94
<b>Wittering</b>	1,100.44	1,283.86	1,467.26	1,650.67	2,017.48	2,384.30	2,751.11	3,301.34
<b>Wothorpe</b>	1,058.05	1,234.40	1,410.74	1,587.08	1,939.76	2,292.45	2,645.13	3,174.16
<b>Total Non-Parished Areas</b>	<b>1,058.05</b>	<b>1,234.40</b>	<b>1,410.74</b>	<b>1,587.08</b>	<b>1,939.76</b>	<b>2,292.45</b>	<b>2,645.13</b>	<b>3,174.16</b>

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 2023/24 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 2023/24 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government and Finance Act 1992 (as amended):

PRECEPT	Valuation Band A £	Valuation Band B £	Valuation Band C £	Valuation Band D £	Valuation Band E £	Valuation Band F £	Valuation Band G £	Valuation Band H £
Police and Crime Commissioner for Cambridgeshire	181.68	211.96	242.24	272.52	333.08	393.64	454.20	545.04
Cambridgeshire & Peterborough Fire Authority	53.28	62.16	71.04	79.92	97.68	115.44	133.20	159.84
Cambridgeshire & Peterborough Combined Authority	8.00	9.33	10.67	12.00	14.67	17.33	20.00	24.00
<b>TOTAL</b>	<b>242.96</b>	<b>283.45</b>	<b>323.95</b>	<b>364.44</b>	<b>445.43</b>	<b>526.41</b>	<b>607.40</b>	<b>728.88</b>

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 2023/24 for each of the categories of dwellings shown below:

Parish	Valuation Band A £	Valuation Band B £	Valuation Band C £	Valuation Band D £	Valuation Band E £	Valuation Band F £	Valuation Band G £	Valuation Band H £
Ailsworth	£1,322.50	£1,542.92	£1,763.34	£1,983.75	£2,424.58	£2,865.41	£3,306.25	£3,967.50
Bainton & Ashton	£1,353.58	£1,579.18	£1,804.78	£2,030.37	£2,481.56	£2,932.75	£3,383.95	£4,060.74
Barnack	£1,323.98	£1,544.65	£1,765.32	£1,985.98	£2,427.31	£2,868.64	£3,309.96	£3,971.96
Bretton	£1,334.72	£1,557.17	£1,779.63	£2,002.08	£2,446.99	£2,891.89	£3,336.80	£4,004.16
Castor	£1,355.01	£1,580.85	£1,806.69	£2,032.52	£2,484.19	£2,935.86	£3,387.53	£4,065.04
Deeping Gate	£1,317.90	£1,537.55	£1,757.21	£1,976.85	£2,416.15	£2,855.45	£3,294.75	£3,953.70
Etton	£1,328.19	£1,549.56	£1,770.93	£1,992.29	£2,435.02	£2,877.75	£3,320.48	£3,984.58
Eye	£1,324.12	£1,544.82	£1,765.51	£1,986.19	£2,427.56	£2,868.94	£3,310.31	£3,972.38
Glington	£1,328.34	£1,549.74	£1,771.13	£1,992.52	£2,435.30	£2,878.08	£3,320.86	£3,985.04
Hampton	£1,316.94	£1,536.43	£1,755.93	£1,975.41	£2,414.39	£2,853.37	£3,292.35	£3,950.82
Helpston	£1,318.58	£1,538.34	£1,758.11	£1,977.87	£2,417.40	£2,856.92	£3,296.45	£3,955.74
Marholm	£1,312.80	£1,531.61	£1,750.41	£1,969.21	£2,406.81	£2,844.41	£3,282.01	£3,938.42
Maxey	£1,323.05	£1,543.56	£1,764.08	£1,984.58	£2,425.60	£2,866.61	£3,307.63	£3,969.16
Newborough & Borough Fen	£1,339.78	£1,563.08	£1,786.38	£2,009.67	£2,456.26	£2,902.85	£3,349.45	£4,019.34
Northborough	£1,335.21	£1,557.75	£1,780.29	£2,002.82	£2,447.89	£2,892.96	£3,338.03	£4,005.64
Orton Longueville	£1,308.29	£1,526.34	£1,744.40	£1,962.44	£2,398.54	£2,834.63	£3,270.73	£3,924.88
Orton Waterville	£1,311.97	£1,530.64	£1,749.30	£1,967.96	£2,405.28	£2,842.61	£3,279.93	£3,935.92
Peakirk	£1,328.92	£1,550.41	£1,771.90	£1,993.38	£2,436.35	£2,879.32	£3,322.30	£3,986.76
Southorpe	£1,324.24	£1,544.96	£1,765.67	£1,986.37	£2,427.78	£2,869.20	£3,310.61	£3,972.74
Sutton	£1,348.86	£1,573.68	£1,798.49	£2,023.30	£2,472.92	£2,922.54	£3,372.16	£4,046.60
St. Martin's Without	£1,301.01	£1,517.85	£1,734.69	£1,951.52	£2,385.19	£2,818.86	£3,252.53	£3,903.04
Thorney	£1,325.43	£1,546.34	£1,767.25	£1,988.15	£2,429.96	£2,871.77	£3,313.58	£3,976.30
Thornhaugh	£1,340.58	£1,564.02	£1,787.45	£2,010.88	£2,457.74	£2,904.60	£3,351.46	£4,021.76
Ufford	£1,344.82	£1,568.97	£1,793.11	£2,017.24	£2,465.51	£2,913.79	£3,362.06	£4,034.48

<b>Upton</b>	£1,301.01	£1,517.85	£1,734.69	£1,951.52	£2,385.19	£2,818.86	£3,252.53	£3,903.04
<b>Wansford</b>	£1,333.60	£1,555.88	£1,778.15	£2,000.41	£2,444.94	£2,889.48	£3,334.01	£4,000.82
<b>Wittering</b>	£1,343.40	£1,567.31	£1,791.21	£2,015.11	£2,462.91	£2,910.71	£3,358.51	£4,030.22
<b>Wothorpe</b>	£1,301.01	£1,517.85	£1,734.69	£1,951.52	£2,385.19	£2,818.86	£3,252.53	£3,903.04
<b>Total Non-Parished Areas</b>	£1,301.01	£1,517.85	£1,734.69	£1,951.52	£2,385.19	£2,818.86	£3,252.53	£3,903.04

## Parish Precepts

The following parish precepts have been levied on Peterborough City Council (comparable figures are shown for 2022/23).

Parish	2022/23 Precept £	2023/24 Precept £	2023/24 Council Tax Band D Equivalent £
Ailsworth	7,617	7,723	32.23
Bainton & Ashton	8,096	12,005	78.85
Barnack	15,447	16,593	34.46
Bretton	165,445	165,445	50.56
Castor	29,161	29,318	81.00
Deeping Gate	5,043	5,649	25.33
Etton	2,159	2,159	40.77
Eye	56,250	56,375	34.67
Glington	23,656	25,513	41.00
Hampton	97,000	94,000	23.89
Helpston	8,397	12,442	26.35
Marholm	1,409	1,410	17.69
Maxey	11,395	10,530	33.06
Newborough & Borough Fen	40,289	38,375	58.15
Northborough	24,902	25,830	51.30
Orton Longueville	34,760	34,790	10.92
Orton Waterville	55,834	59,267	16.44
Peakirk	6,532	7,688	41.86
Southorpe	2,175	2,610	34.85
Sutton	4,127	5,075	71.78
St. Martin's Without	-	-	-
Thorney	34,225	35,200	36.63
Thornhaugh	5,563	5,563	59.36
Ufford	8,720	8,820	65.72
Upton	-	-	-
Wansford	11,760	12,348	£48.89
Wittering	44,896	50,771	£63.59
Wothorpe	-	-	-
<b>Total</b>	<b>704,855</b>	<b>725,498</b>	

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 2023/24 is not excessive and that no referendum to approve the basic amount of Council Tax is required.

# 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 2023/24 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.

# Peterborough City Council

## Appendix M- Community Leadership Fund 2023/24

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### Introduction

The Community Leadership Fund enables city councillors to support schemes, projects and activities that will have a positive impact within their wards. Each of our 60 councillors has been allocated £3,000 to spend each financial year on community projects within their ward.

Organisations or community groups seeking support under the scheme should contact their local city councillors explaining the nature of the expenditure, the amount sought, what other funding may be available, and how it will benefit the community. It is for the local city councillor to recommend which projects should be supported under the scheme

Costs should be in line with the principles as set out below. To provide additional flexibility Councillors are able to:

- Pool funds with other Councillors to support a joint project.
- Carry forward any balance not yet spent at the end of the financial year, to the next financial year. However, balances will not be allowed to exceed £10,000. Where there is a change of councillor, any remaining balances will stay within the ward and transfer to the incoming councillor.

### Expenditure Principles

The following principles sets out guidance for councillors to follow when considering using the Community Leadership Fund to support projects, schemes, and activities:

- They should help fulfil the city priorities as shown in the Corporate Strategy.
- They should improve the economic, social, or environmental conditions of an area or otherwise have a clear benefit to the local community.
- The scheme can be used to fund revenue and capital expenditure.
- Capital Projects for equipment and one-off costs are encouraged. However, any ongoing revenue costs associated with, or arising from, a project must be able to be contained within existing budgets or be met by the relevant body (e.g., Parish or Town Council or community/voluntary group budgets). Written confirmation of this will be required before the scheme can be approved.
- We cannot retrospectively fund projects for works that have already been carried out; grants are awarded for works to be carried out in the future.

### Examples of Community Leadership Fund projects

The following are some examples of the sort of projects that would qualify:

- One off project, equipment, or other costs.
- Improving open spaces.

- Improving accessibility to community facilities or open spaces e.g., providing signs, the creation of ramps for disabled access, the provision of automatic door openers, improvements to footpaths or the installation of benches.
- Investing in community buildings, e.g., the provision of a new heating system, kitchen, shed or storage facility.
- The refurbishment or replacement of playground equipment, play areas, skateboard facilities.
- Projects linked to environmental sustainability, e.g., community composting schemes, allotments, trees & wildflower planting, vegetable plots etc.
- Improving road safety.
- The installation of art to improve public space establishing a sense of place and local identity.
- Contributions to celebration events that will provide ongoing benefits to the community or have a follow up plan of community engagement.
- Start-up costs for a new group or organisation.

#### The Community Leadership Fund should not be used for:

- Ongoing revenue or maintenance costs.
- Insurance, planning etc. application costs, solicitors, or other fees.
- Donations to individuals.
- Donations to commercial bodies or events.
- Direct staffing costs.
- Premises rental (unless these form an element of the start-up costs for a new group/organisation).
- Party Political activities.

#### Guidance

The purpose of the Community Leadership Fund is to enable city councillors to support community projects that will have a positive impact and a contribution to meeting the Council's city priorities.

You can either submit a request form as an individual or with prior agreement of one or more Councillors in your Ward area if contributing to the same project, other councillors. Either way, only one CLF Form should be submitted per emailed request but must show name(s) of the Councillor(s), the total amount requested, and each Councillor's contribution amount (if more than one) as they may not wish/be able to contribute equal shares and include associated bank evidence in a format given on the form in each email.

In the description, please summarise what the funding is for, e.g., *"Fridge Freezer and Dishwasher for community events at XXX Social Club"*, or *"Contribute towards improving accessibility and purchase appropriate garden tools for all ages and disabilities at XXX Community Garden"*.

Please be mindful that following receipt of each CLF request, this process has a number of checks and approvals, therefore, it would be helpful if you could ensure you have sought advice from officers in advance of submission where required and spread submitting your requests throughout the financial year, and not submit them all near the deadline date as this may cause delay in payment to your chosen projects within financial year end 2023/24.



**To apply for funding:**

- Complete all mandatory information on the 2023/24 CLF Request Form.
- Please include evidence of external expenditure of correspondence evidence relating to internal requests.
- Ensure that relevant bank evidence is provided in one of the formats requested on the form and that they are readable.
- Email both pages of the CLF form and bank evidence directly to:  
[executiveandmembersservices@peterborough.gov.uk](mailto:executiveandmembersservices@peterborough.gov.uk)
- Only one CLF Request Form and associated banking evidence per email.
- Deadline for submission of CLF requests is Friday 8 March 2024, to ensure timely processing before the end of the financial year.

**Reasons for rejecting requests:**

These will be returned to you and will not be processed

- Requests that have not been submitted on the current 2023/24 form
- Forms that do not give all the mandatory information requested on page 1 of the form
- Appropriate banking evidence is not submitted with the form
- Funding requests that do not comply within the expenditure principles
- Forms received after the deadline- these will be postponed to the following year

## Peterborough City Council

### Appendix N- Response to the Budget Consultation

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We would like to thank everyone that took the time to complete our online budget survey. This year we have adjusted our approach to consultation by introducing a budget simulator, making our consultation document more visual and engaging and seeking more specific service-related feedback.

The media coverage and commentary prior to Christmas, as well as the responses to the budget simulator, confirmed that this refreshed approach had 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.

Although the interest and feedback received has been greater than in previous years it still only represents 0.1% of our population. We will commit again to re-visiting our approach, and building on the positive steps made this year. We will explore how we can reach different community groups, service users, residents, and businesses. We'll do this by having discussions with these groups to understand what you would find beneficial and how you feel you can be a part of this process. We'll also 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. Our Sustainable Future City Council document sets out our priorities for the next three years. To what extent do you agree with this approach?**

*It is encouraging to see that 38% agree with the approach, but there is a significant proportion of people that either did not know or disagree. The council will consider how we gain an understanding from those residents so we can take those views on board, and how we better communicate the strategy to reach more people.*

**2. One of the options to help us protect and invest in services is to increase Council Tax. To what extent do you agree or disagree that we should increase Council Tax?**

*The response to this outlines that 62% of respondents disagreed with raising Council Tax supporting investment into services, but when residents completed our Budget Simulator, earlier in the year and were faced with the challenge of balancing the budget themselves, the average response included an increase in council tax over 7%.*

*We can now confirm that this budget includes 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.*

*Given the difference in views around this in future consultations we can look to provide a split of where Council Tax is spent and draw out feedback which indicates which of these areas are most important to resident and considered alongside our Corporate Strategy.*

- 3. We spend half our net budget on adult's and children's social care services. Children' social care services support children in the greatest need – children who are disabled, who have to be protected from harm or need to be looked after in residential or foster placements. Adult social care provides support to older people, and to adults with either physical or learning disabilities, or physical or mental illnesses. How important is it to you that we continue to prioritise spending in these areas?**

*The response to this indicates that 86% of respondents thought it was either 'very important' or 'fairly important' that we continue to prioritise spending in these areas. However, when residents completed our Budget Simulator, earlier in the year and were faced with the challenge of balancing the budget themselves, there were suggestions that we should look at opportunities to reduce adult social care expenditure.*

*As a local authority, we have legal responsibilities to protect the welfare of children and deliver children's social care; ensuring we safeguard children at risk against harm. This includes making sure looked after children, who are the responsibility of the council, have a safe place to live that meets their needs. Around 50% of the children's social care budget is spent on care placement costs for looked after children. Furthermore, the range of early help and preventative services we provide supports families to prevent the escalation of needs, and the unnecessary removal of children from their family home.*

*In terms of adults, we have legal duties under the Care Act 2014 to ensure we provide services to support the eligible needs of vulnerable adults and to safeguard people against the risk of harm. This includes ensuring services are in place to prevent needs escalating. Around 80% of the adult service's budget is spent on care placement costs for vulnerable adults who cannot afford to pay for their own care. This includes for example, regular care coming into someone's home or residential placements. The reality is, without this support people would not be able to complete basic tasks such as getting up, washing, dressing, and eating.*

*Cutting services and spend is not as straightforward as reducing budgets in adults and children's services. We still must deliver on our legal duties, and we can't stop delivering services to people who have an assessed need. To do so would open us up to legal action and non-compliance with Ofsted and the Care Quality Commission.*

*Where we can have an impact and is the approach we continue to embed across services, is providing prevention and early help which aims to 'prevent, reduce or delay' the onset of long-term care services. Although, only a small percentage of our budgets are spent on prevention and early help services, these are crucial to help us manage demand into more expensive, long term care alternatives*

- 4. 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?**

*Recruiting foster carers in a national problem and in that context, we intend to review and transform our fostering service. This work will in part, be informed by asking carers and families to help us understand where we can make improvements.*

**5. National data suggests that there could be a 25% increase in the number of people at risk of becoming homeless. Do you have ideas as to how the council could better support residents to avoid them becoming homeless?**

*In broad terms, responses fell into three key areas that respondents felt we should focus on: (i) increasing the supply of affordable social housing; (ii) supporting households to cope with the challenging economic conditions; and (iii) work with organisations in the voluntary sector to support people with, for example, mental health or substance misuse issues that might impact on a person's ability to live independently. To respond to each of these in turn:*

- Increasing the supply of affordable social housing: this is very much something we are committed to supporting and have created a forum where the council and social landlords can meet to discuss opportunities for building new homes, and to unblock any barriers. The council will be starting a full review of the Local Plan in April – this is a key document which sets out land available for homes as well as employment, and also sets the conditions under which development should take place in Peterborough, including the minimum amount of affordable housing we expect to see on housing development sites. We have also set aside a significant budget in our capital programme to buy properties ourselves and have recently launched a scheme whereby privately owned properties can be leased to the council to support our housing challenges in return for a long-term rent to the owner.*
- Supporting households to cope with the challenging economic conditions: this is an issue we are also concerned about, and we are running a range of schemes and projects to help people who are struggling to cope financially. We have funded 20 organisations to run local support hubs where people can get help and advice as well as a hot drink and food, we continue to provide supermarket vouchers to families with children in receipt of free school meals, and we are about to launch a pilot scheme from some of our libraries where people can access advice and help from a range of different council services who will be working more smartly together, including sharing information and intelligence where it is appropriate to do so.*
- Work with organisations in the voluntary sector: we do already benefit from some very good relationships with voluntary and faith sector partners, who work tirelessly alongside us to support some of the most vulnerable people in our city. We also commission specialist services that support people with, for example, drug and alcohol issues. There is always more we can do with our partners across the voluntary sector, and the comments submitted in the budget consultation will be shared with the lead officer who will be asked to develop new, and expand existing, initiatives to help address the concerns raised.*

**6. The council has launched a network of community hubs to help those who are struggling with the cost-of-living crisis. What services would you benefit from being able to access at these hubs?**

*There was a mixed response to this question, with some people saying they didn't need any help right now, but many others offering suggestions about the sort of support that people might need. The ideas for practical*

*help – including food, pet food, and sanitary products – will be shared with our lead officer to make sure that these items are widely available through the network of support arrangements in place across the council and our voluntary, community and faith sector partners.*

*Many respondents to this question also thought that offering quality advice on matters such as household income, debt, benefits, employment, mental health, and physical wellbeing was essential, and these ideas will be incorporated into our support hubs model.*

*We will work closely with Citizens' Advice and other accredited advice services to make sure that people that need help can access it, and we will also work with our Public Health colleagues to identify ways to introduce support for good health and wellbeing. One person commented that we should be encouraging self-reliance – again, this is something we recognise as it reduces reliance on long-term support and helps to maintain dignity and control. An important feature of our support hubs will be advice and provision of adult skills training, to help people into work or better paid work.*

*Finally, some comments related to who could access support from the hubs. Anybody in need of practical help, advice or support will be able to access the hubs regardless of circumstances. It is important that we provide a friendly, accessible, and local service that helps people at the earliest opportunity, and access will not be restricted to, for example, only households in receipt of benefits.*

- 7. We are committed to helping Peterborough become a net zero carbon city over the next few years and will be launching an action plan to help us get there. We can't deliver this on our own though - everyone needs to play their part. What ideas do you have for things you and your community can do differently to help achieve this target? What support do you think you would need from the council?**

*We have been encouraged by the breadth and depth of responses to this question, and the ideas it has generated. A number of people commented that working towards Peterborough becoming a net zero carbon city should not be a priority for the council at this time. However, this is something we remain fully committed to as we recognise the improvements in the health and wellbeing of our population far outweigh the likely costs to achieving this target. In fact, we anticipate that much of the investment needed to achieve net zero carbon will come from private sector or government funded initiatives, leaving the council to create the right conditions to attract and deliver the outcomes associated with that investment.*

*A number of comments related to alternatives to travelling by car, including improving bus services and walking and cycling routes. The council is working closely with the Cambridgeshire and Peterborough Combined Authority which has responsibility for commissioning bus services, to make sure that the needs of our residents are factored into those plans, and we have recently contributed to its Local Cycling and Walking Infrastructure Plan, again to ensure Peterborough's unique needs and opportunities are recognised.*

*Several people commented that we needed to increase recycling rates – as part of our budget proposals, we are recommending that we invest in a small waste and recycling education team whose role will be to work with residents and organisations in areas where recycling is not at levels we would expect. Every 1% increase in recycling generates a c.£70k improvement in our budgets, as well as contributing to our climate targets. Suggestions in the responses about how we can make recycling easier will also be shared with the lead officer for consideration.*

*All other suggestions, including supporting even more effectively voluntary action, increasing renewable energy sources, and working more closely with schools and business, will all be taken into the relevant services for discussion.*

## **8. What ideas do you have for how the council could reduce spending?**

*There was a wide variety of responses to this question and a number of consistent themes mentioned. The following points outline some of these key themes and the council's current position on these:*

- **Reducing the use of agency staff and consultants:** *The council has a workforce planning board in place which considers proposals to use agency staff and consultants. In the main these are used where there is a statutory duty such as social care, where there are workforce issues making recruitment in to permanent posts challenging or where the council requires specific expertise.*
- **Reducing the pay of council senior officers:** *Senior officer pay has been fully job evaluated and is reflective of the skills, experience and knowledge needed to complete these roles. The Corporate Leadership Team has recently been restructured, with this now filtering down into the next layer of management. This restructure will ensure the council has the appropriate skills and capacity to lead the organisation, rise to the challenges faced in Peterborough and provide good quality services. It should also be noted that some members of the Corporate Leadership Team hold statutory roles, which the council must have in place. This includes:*
  - *The Chief Executive- as head of paid service*
  - *Executive Director of Corporate Services- the Section 151 officer (Chief Finance Officer)*
  - *Director of Law and Governance- The Monitoring Officer*
  - *Director of Childrens Services- 'DCS'*
  - *Director of Adults services - 'DASS'*
- **Reducing pension contributions:** *contributions are set by the Local Government Pension Scheme and the pension fund is reviewed by an actuary on a tri-annual basis. The council has limited control over changing these commitments.*
- **Reducing councillor allowances and expenses:** *These have been subject to external independent review. The scheme is available [here](#).*
- **Reducing MP expenses:** *The council has no control over these, this is a function of Central Government.*
- **Revisiting the elections decision:** *The council considered the feedback received as part of the consultation to change election cycles and at the Full Council meeting on 12 October, members did not agree to move to a scheme for whole (or 'all out') elections, therefore it will remain with the current electoral system of voting by thirds. The option of revisiting this in the future has not been ruled out.*
- **Sticking to essential spend only:** *Over recent years the council has had in place additional controls to restrict expenditure including a spending moratorium which delivered an underspend position at the end of 2021/22. We have maintained a high level of control on revenue expenditure and a culture of budget responsibility is beginning to take root and grow within the council. Due to the effective controls in place, and despite the challenging economic climate, we are only reporting a small overspend of £0.8m. This is outlined within the December Budgetary Control Report, also presented to Cabinet at this meeting (13 February 2023).*
- **Preventative activity:** *The council has, for some time, been investing in preventative and early intervention services to support even more people to remain independent for as long as possible. This includes the successful Adults Positive Challenge Programme. The council is continuing to increase this provision, it has done so in the 2022/23 budget, and proposes to increase this further in the 2023/24*

*budget. This includes increasing the levels of technology enabled care, reablement services and supporting households in economic difficulty or facing other challenges through our network of community hubs.*

- **Bus routes:** *The Cambridgeshire and Peterborough Combined Authority (CPCA) is the responsible transport authority for Peterborough and therefore has responsibility for operating the bus routes across Peterborough. The council has representation on its board for decision making and we will ensure that the feedback relating to bus operations is fed back to the CPCA for consideration.*

*Other suggestions which will be explored by the council include:*

- *Increasing multi-agency collaboration*
- *Reviewing the frequency of road maintenance*
- *Investing in zero net carbon and energy efficiency*

## **9. What ideas do you have for how the council could generate income?**

*It is encouraging to see that a number of the responses to this question cited suggestions which the council has already factored into the budget or is already exploring further. This includes:*

- *Selling surplus assets – Asset Disposal and Review plan agreed by Cabinet at its meeting on 20 September 2022.*
- *Increasing sales, fees, and charges- Review approved by the council at its meeting on 7 December 2022.*
- *Income from Selective Licensing and enforcement activity (dog owners, cyclists on pavements, littering etc)- our budget proposals include the full transformation of housing enforcement and we're already in the process of redesigning our enforcement services, to maximise income.*
- *Parking income- included within the review approved by the council at its meeting on 7 December 2022.*

*Other suggestions included increasing the levels of sponsorship income and events and implementing a congestions zone, which will all be explored in more detail by council departments.*

## **10. Do you have any other comments to make about the council's priorities or any other aspect of the council's spending, service delivery or this Budget Consultation?**

*The responses to this question were wide and covered a vast number of topics. A high number of responses focussed on council tax, with comments providing support for increasing this, recognising the need to balance the budget and others disagreeing with the proposal to increase Council Tax, with the main reason for this being due to the current cost-of-living crisis.*

*There were also arguments both for and against pursuing net zero carbon/sustainability status, with some people commenting that the council's priority should be on balancing the budget rather than achieving this target.*

*Some people questioned the availability of the Carbon Impact Assessments and the Equality Impact assessments - these were published alongside the budget report and can be accessed on the following links:*

- [Equality Impact Assessments](#)
- [Carbon Impact Assessments](#)

*A number of the responses have reflected that residents want transparency, honesty about the position, 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 been 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 have also published a new Corporate Strategy, which sets out four key City Priorities. From March we will begin to report performance against the identified KPIs, 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.*