

## ENVIRONMENT CAPITAL SCRUTINY COMMITTEE

**MONDAY 15 FEBRUARY 2010**  
**7.00 PM**

**Bourges/Viersen Room - Town Hall**

*Committee members are reminded that there will be an informal briefing session for members of the Committee only held on 9 February 2010 at 6pm.*

### AGENDA

Page No

**1. Apologies for Absence**

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

At this point Members must declare whether they have an interest, whether personal or prejudicial, in any of the items on the agenda. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

**3. Minutes**

3.1 **6 January 2010** 1 - 6

3.2 **14 January 2010** 7 - 14

**4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions**

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of three working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a scrutiny committee or scrutiny commissions. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant scrutiny committee or commission.

**5. Refresh of the Local Area Agreement** 15 - 20

To scrutinise the refreshed Local Area Agreement prior to its consideration by the Leader of the Council.

**6. Christmas Park and Ride Service** 21 - 24

To scrutinise the provision of the Christmas Park and Ride Service.

- 7. Carbon Management Action Plan** **25 - 96**
- To scrutinise the Carbon Management Action Plan prior to its consideration by the Executive.
- 8. Forward Plan of Key Decisions** **97 - 116**
- To consider the latest version of the Forward Plan.
- 9. Work Programme** **117 - 122**
- To consider the latest version of the work programme.
- 10. Date of Next Meeting**
- Thursday 11 March 2010



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#### **Emergency Evacuation Procedure – Outside Normal Office Hours**

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**Committee Members:**

Councillors: C Burton (Chairman), D Day (Vice-Chairman), R Dobbs, J A Fox, N North, J Wilkinson  
and N Sandford

Substitutes: Councillors: J Goodwin and C Ash

Further information about this meeting can be obtained from Louise Tyers on telephone 01733  
452284 or by email – [louise.tyers@peterborough.gov.uk](mailto:louise.tyers@peterborough.gov.uk)

**MINUTES OF A MEETING OF THE ENVIRONMENT CAPITAL SCRUTINY COMMITTEE  
HELD AT THE BOURGES/VIERSEN ROOM - TOWN HALL ON 6 JANUARY 2010**

**Present:** Councillors D Day (Vice-Chairman), R Dobbs, J A Fox, N North,  
J Wilkinson and N Sandford

**Also Present:** Councillor Seaton – Cabinet Member for Resources  
Councillor S Dalton – Cabinet Advisor for Environment Capital and  
Culture  
Councillor Allen  
Councillor Rush  
Councillor Saltmarsh  
Councillor Thacker

**Officers Present:** John Harrison, Executive Director of Strategic Resources  
Denise Radley, Executive Director of Adult Social Care  
Steven Pilsworth, Head of Corporate Services  
Jonathon Lewis, Assistant Director of Resources, Children's Services  
Claire Boyd, Senior Lawyer  
Louise Tyers, Scrutiny Manager

**1. Apologies for Absence**

Apologies for absence were received from Councillors Burton and Goodwin.

Apologies were also received from Councillor Holdich, Cabinet Member for Education, Skills and University and Councillor Lamb, Cabinet Member for Health and Adult Social Care.

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

Councillor Dobbs declared a personal interest in item 3 as he was employed within the burial sector.

Councillor Sandford declared a personal interest in item 3 as he was a member of the Peterborough Environment City Trust (PECT).

**3. Scrutiny of the Budget 2010/11 and Medium Term Financial Plan to 2014/15**

The proposed budget 2010/11 and Medium Term Financial Plan to 2014/15 had been considered by the Cabinet on 14 December 2009 where they had resolved that the proposed budget now be consulted upon.

It was within the Environment Capital Scrutiny Committee's terms of reference to receive and consider the Executive's budget proposals and to make any recommendations. In previous years each of the scrutiny committees considered the relevant parts of the budget proposals and made comments individually. As the remit was now within one committee, a new approach was being taken to scrutinise this important issue. Undertaking scrutiny of the budget in this way would enable the budget to be looked at as a whole rather than as individual parts. This would lead to a better understanding of where one part of the budget might have an impact on another part.

A briefing session on the budget had been held for all members prior to this meeting and tonight's meeting would look at the aspects of the budget in relation to the following areas:

- Creating Opportunities and Tackling Inequalities Scrutiny Committee
- Scrutiny Commission for Health Issues
- Overall financial plans and Council Tax level

The meeting on 14 January would consider:

- Scrutiny Commission for Rural Communities
- Sustainable Growth Scrutiny Committee
- Strong and Supportive Communities Scrutiny Committee
- Environment Capital Scrutiny Committee (operational issues)

The relevant Cabinet Members, Directors and relevant scrutiny committee/commission had been invited to attend and themed scrutiny would be undertaken aligned to the terms of reference of each scrutiny committee/commission and relevant recommendations would be agreed at the end of each session.

#### Creating Opportunities and Tackling Inequalities

The Assistant Director for Resources advised that the budget showed a huge investment in education in the City. Resources would also be put into supporting children in care.

Observations and questions were asked around the following areas:

- Why was there such a drop in the capital programme for children's services between 2010/11 and 2014/15? *The first couple of years would be delivering Phase 2 of the Secondary School Review and the Primary Capital Programme. In further years it would revert to the standard funding for maintenance etc.*
- How much of the dedicated schools grant was held back by the Council? *About £11.7m was retained for areas such as support to special educational needs, pupil referral units, alternative education provision and early year's education.*
- What was the Green Shoots pilot? *It was an exciting project working with Westminster City Council which looked at the families who had need for most support. It would be looking at targeting those families in a different way and looking at better ways of delivering services across departments.*
- What was the reasoning behind the decision to remove the subsidy from school meals? *It was a business decision of City Services which had contracts with a number of schools. City Services was now looking to bring in new contracts with an aim of breaking even. A number of schools had already opted out of the service and free school meals would still be provided at cost.*
- Parents would see the decision to stop the subsidy as an educational issue. How would the decision affect the charge that parents would be required to pay? *Each school set their own charges for school meals and they would decide how much would be subsidised. Schools were keen to see the take up of school meals improve and officers were talking to them about how this could be achieved.*
- How much was the subsidy for school meals? *The figures varied quite significantly. We would be encouraging the schools not to pass the cost of the rise of the meals onto parents. About 40 schools obtained their meals from City Services and we were confident that any increase could be absorbed by the schools. About 50% of all the schools in the City were not supported as they paid private rates to other suppliers. Some schools did make a profit from the meals and employed their own catering staff. All of the secondary schools made their own arrangements.*
- Hereward College would be reopening in 2012, would there be a pressure on the current provision of places until then? *We would like to open the school quicker but*

*there was a process which had to be followed. It would be a permanent reopening and the decision had not been taken lightly. Work had already started on how to take this forward and how the school would run. There would be sufficient places available for next year.*

- *Members asked for further explanation as to what the savings would be within adult social care. It would be looking at how we worked with intensive families, procurement savings, prevention, investing to save by establishing an Intensive Community Support Team and more collaboration between public services.*
- *When would the fees and charges for adult social care be confirmed? They would be set over the next few weeks and were expected to rise by the cost of living, about 2.5%. Some fees and charges would not rise.*
- *What type of business transformation savings were Children's Services looking to make? It would be around the areas of business support, management information systems – the department would be looking to procure one system, better procurement, electronic document and records management, agile working and office accommodation. The department would be looking to establish a training and development centre and a centre for teacher training.*
- *What was the thinking behind the closure of the children's centre at Copeland? We were currently trialling a temporary closure of the centre but we were not assuming it was an efficiency saving. We were not looking to make any savings around play centres.*
- *What was meant by delivering efficiencies via Natural Alliances and when would further information on what it would entail be circulated? It would be looking at the savings previously mentioned along with looking to deliver services within localities. Further details could be provided when details were being fully developed.*
- *The details of savings and transformation only detailed the major headings but more detailed information was needed to enable full scrutiny to take place.*

## **RECOMMENDATIONS**

That the Cabinet is recommended that future budgets must contain more detailed information on proposed areas of savings, business transformation initiatives and changes to fees and charges so that effective scrutiny can be undertaken of the proposals as part of a more transparent decision-making process.

### Scrutiny Commission for Health Issues

The Executive Director for Adult Social Care advised that a number of growth items had been included within the budget to look to support the pressures brought by the growing number of older people and the safeguarding adults' agenda.

Observations and questions were asked around the following areas:

- *Members were pleased to see that within the Annual Accountability Agreement the needs of carers were being considered as these were very special people. Officers thanked members for their comments about carers. The Creating Opportunities and Tackling Inequalities Scrutiny Committee had recently held a fantastic session with carers, both adult and young carers, and the session had been very challenging.*
- *There was concern that some parts of the Annual Accountability Agreement were still showing as 'to follow', when would this information be available? An updated version of the Annual Accountability Agreement was available and could be provided.*
- *Members had concerns that increases in fees and charges for adult social care were showing as 'to be confirmed'. Scrutiny could not do its job effectively if not all of the information was provided. For future years we should look at integrating the budget processes of the Council and NHS Peterborough to ensure that the work was done at the same time to ensure effective scrutiny. Officers accepted that this was a fair point and work was already being done within the two organisations to better align*

*processes. Information on fees and charges could be circulated prior to the meeting next week for any additional questions.*

## **RECOMMENDATIONS**

That the Cabinet is recommended that the Council and NHS Peterborough must look to integrate their budget setting processes in future years so that effective scrutiny can be undertaken of service provision, particularly in areas of joint activity.

### Overall Financial Strategy

The Executive Director for Strategic Resources advised that the grant the Council would be receiving was as expected but approximately £4m had been held back by the Government. The Council would continue to drive up efficiency along with trying to balance these issues with the needs of the Council Tax payers.

Councillor Seaton, Cabinet Member for Resources, stated that this budget was all about balance. The Administration had a commitment to services and would be investing for the future. The Council could not do everything but the Executive believed that a balance had been achieved with this budget.

Observations and questions were asked around the following areas:

- Some members had concerns at how the information was put forward within the budget papers, for example, in some cases single phrases were being used for areas which had large commitments. There was a lack of detail around savings and business transformation savings and it was written in such a way that members of the public would not be able to understand what it was saying. *Further details on the proposed efficiencies would be provided at the meeting next week. Councillor Seaton advised that he would be happy to work with the Committee on the format of the budget for future years. He and officers would also be happy to provide extra detail on the budget if required and they were also happy to receive suggestions on how to improve public consultation. This was an ongoing process and the Executive would continually bring forward efficiency savings.*
- To meet the Capital Programme there would be large borrowing requirements over the next few years. Was there a danger of the Council borrowing too much money as this could lead to problems for the revenue budget? *To deliver the Capital Programme the Council had a choice to either invest or not and this could only be done by either borrowing or by selling assets. If it was the view of the Council not to sell then the only option was to borrow. We were required to have a Prudential Code and Treasury Management Strategy and this stated our levels of capital investment and associated borrowing. Major programmes such as the Secondary Schools Review and Waste 2020 could not happen without borrowing. The Council was seen as a well managed organisation to lend money to.*
- Councillor Sandford asked for a reassurance from Councillor Seaton that at the Council Budget Meeting in February there would not be any headline grabbing proposals tabled without having been scrutinised. *Councillor Seaton gave an assurance that he was not aware at this time of any additional proposals.*
- How was the Community Leadership Fund linked to the proposed delegation of budgets to the Neighbourhood Councils as the Leadership Fund could only be used in specific wards? *The issue of the Community Leadership Fund had been posed to the Neighbourhood Councils and it was agreed to maintain the existing arrangements. It was the view of officers that it would be a lost opportunity if members did not use the Community Leadership Fund to support the Neighbourhood Plans. Members could, if they wanted, agree to give their part of the Fund to the Neighbourhood Council.*

- How were the possible financial delegations to the Neighbourhood Councils made up? *The possible delegation of £5m would be from existing budgets, including parks and play areas, grounds maintenance and cleansing hot spots. The £25,000 would be additional funding. The Administration would like to delegate as much as possible to the Neighbourhood Councils as they gave a flavour of the local communities. It was important that the Councils moved forward with their Neighbourhood Plans as soon as possible and the Chief Executive had asked for plans on how these could be developed by the relevant Director.*
- How confident were the Executive and officers that a 2.5% Council Tax increase was sustainable over the term of the Financial Plan? *It was the Executive Director's view that the proposed Council Tax increases would be sustainable but they were dependent on the level of savings and grant funding. Overall it was a broad, sustainable strategy.*
- What would the impact be on the Strategy if the level of savings was not achieved? *The Council was good at achieving its efficiency targets and had won a number of national awards. There was a need to keep up the existing level of savings but also to make additional ones.*
- To make the proposed additional savings would it be necessary to make any staff redundant? *It would be virtually impossible to make the level of efficiency savings proposed without losing people but this would likely be by removing vacancies and placing people on short term contracts. A large proportion of our costs were staffing and we were keen to look at retraining staff to move into vacancies.*
- How many full time equivalent posts were likely to be deleted from the structure? *This was still being worked through as we were looking at a number of initiatives such as shared services and joint working.*

## RECOMMENDATIONS

- (i) That the Cabinet is advised of scrutiny's support for the commitment given to delegate budgets to the Neighbourhood Councils.
- (ii) That the Cabinet is recommended that once details of the number of full time equivalent posts that are required to be deleted from the staffing structure is known, this is communicated to all Members of the Council.

### Summary of Recommendations

- (i) That the Cabinet is recommended that:
  - (a) future budgets must contain more detailed information on proposed areas of savings, business transformation initiatives and changes to fees and charges so that effective scrutiny can be undertaken of the proposals as part of a more transparent decision-making process.
  - (b) the Council and NHS Peterborough must look to integrate their budget setting processes in future years so that effective scrutiny can be undertaken of service provision, particularly in areas of joint activity.
  - (c) once details of the number of full time equivalent posts that are required to be deleted from the staffing structure is known, this is communicated to all Members of the Council.
- (ii) That the Cabinet is advised of scrutiny's support for the commitment given to delegate budgets to the Neighbourhood Councils.

**4. Date of Next Meeting**

Thursday 14 January 2010 at 6.30pm.

CHAIRMAN  
7.15 - 8.35 pm



**MINUTES OF A MEETING OF THE ENVIRONMENT CAPITAL SCRUTINY COMMITTEE  
HELD AT THE BOURGES/VIERSEN ROOM - TOWN HALL ON 14 JANUARY 2010**

**Present:** Councillors D Day (Vice-Chairman), J A Fox, N North and N Sandford

**Also Present:** Councillor Harrington  
Councillor Fletcher  
Councillor Todd  
Councillor Lee, Deputy Leader and Cabinet Member for Environment  
Capital & Culture  
Councillor S Dalton, Cabinet Advisor for Environment Capital and  
Culture

**Officers Present:** John Harrison, Executive Director of Strategic Resources  
Paul Phillipson, Executive Director of Operations  
Mike Heath, Commercial Services Director  
Andrew Edwards, Head of Shared Transactional Services  
Steven Pilsworth, Head of Corporate Services  
Mark Speed, Transport Planning Team Manager  
Michael Stevenson, Project Engineer  
Amy Brown, Solicitor  
Louise Tyers, Scrutiny Manager

**1. Apologies for Absence**

Apologies for absence were received from Councillors Burton, Dobbs, Goodwin and Wilkinson.

Apologies were also received from Councillors JR Fox, Goldspink, Kreling, Over and Councillor Seaton, Cabinet Member for Resources.

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

There were no declarations of interest.

**3. Minutes of the Meeting held on 12 November 2009**

The minutes of the meeting held on 12 November 2009 were approved as an accurate record.

**4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions**

There were no requests for call-in to consider.

**5. Scrutiny of the Budget 2010/11 and Medium Term Financial Plan to 2014/15**

Further to the meeting held on 6 January 2010, the Committee continued to scrutinise the proposed budget 2010/11 and Medium Term Financial Plan to 2014/15. The meeting tonight would examine the budget as it related to:

- Scrutiny Commission for Rural Communities
- Sustainable Growth Scrutiny Committee

- Strong and Supportive Communities Scrutiny Committee
- Environment Capital Scrutiny Committee (Operational Issues)

### Scrutiny Commission for Rural Communities

The Executive Director of Strategic Resources was asked whether the budget had any specific impacts on the rural communities. He advised that there was nothing specific for the rural communities but he would be presenting the budget to the Parish Liaison Meeting next week which may highlight specific issues.

### Sustainable Growth Scrutiny Committee

Observations and questions were asked around the following areas:

- Why were some offices within Council buildings being used as storage? *It was a difficult balancing act between what and when items were needed. A project was looking at storage in a different way, including placing storage where it was needed and ideally looking at electronic storage. There was a need to maximise office space within buildings.*
- What was cheapest, using office space or using a warehouse? *A warehouse would be cheapest but at the current time the Council was tied into existing leases for office space.*
- Some staff were starting to work from home, for example the Revenue and Benefits team and we were also looking at out of city centre offices.
- The budget papers showed the savings which had been made and were expected to be made by the Business Transformation Team. If they were doing such a good job why were we still required to keep increasing the level of Council Tax? Were the savings the Business Transformation programme making going on consultants? *The Business Transformation Programme had saved £24m. The need to raise Council Tax was due to a number of factors including the impact of the credit crunch and recession, leases of council properties and low interest rates which kept the investment income down. The use of consultants was good value for money and covered consultancy work and interim appointments. All consultants were procured properly.*
- We were currently paying around £8-9m per year on consultants, why did we not have the staff with the required the skills to undertake the work. *The last Freedom of Information request was around that figure. We often needed specialist expertise and it sometimes was best to employ people as and when they were needed. We did look to see if we could use the expertise of people internally.*
- It was clear that the Council was continuing to employ consultants at the same level even though we had been given a commitment that the Council was working hard to reduce its reliance on them. It seems that some consultants appeared to be employed on a permanent basis.
- Were there any records which showed the number of consultants employed for more than six months? *There was not a central database kept but within Strategic Resources no consultants were employed for five days a week.*
- The Deputy Chief Executive has been employed on an interim basis for a long time. *The salary of the Deputy Chief Executive had already been raised at a meeting of full Council and a written answer had been given. We looked to engage the best people at the most affordable rates for the benefit of the City.*
- If a consultant is used for a six month contract, are they paid for the full six months or only the days they work within that period? *They were paid on a daily rate. All of the Business Transformation programmes must have a business case approved including the value of any consultants, once agreed any variations had be approved by the Executive Director of Strategic Resources.*

- Why did the Council employ contractors on a long term basis? *It was common practice to employ consultants in areas such as engineering and architectural services, such as our contract with Atkins. Through the Business Transformation programme a business model has been introduced in the Council which is very effective and an exemplar to other authorities. This is shown in our good use of resources scores.*
- An in-depth inquiry should be held into the circumstances of the Deputy Chief Executive post as some members did not feel that the published figures were correct. *The arrangements for the Deputy Chief Executive post would be ending by 31 March 2010 and the Chief Executive was proposing that the post would be vacant for three years. If members wished to undertake an inquiry into the Council's overall use of consultants then the Executive Director would put together clear terms of reference for the remit of any inquiry.*
- A review on the use of consultants had been undertaken by a previous scrutiny committee a number of years ago and it would be useful to see whether the recommendations from that were implemented.
- There were a number of typing errors within the document which needed to be updated prior to going back to the Cabinet.
- Some savings had been made by moving employees to Manor Drive but how committed were the Council to sustainable transport? *A shuttle bus was available for staff at the start and the end of the day and for some members of staff it meant that they had to travel less miles to work.*

## RECOMMENDATIONS

- (i) That the Sustainable Growth Scrutiny Committee is recommended to undertake an in-depth inquiry into the cost and effectiveness of the Council's use of consultants and to make recommendations on the future use of consultants by the Council to inform the development of budgets in future years.
- (ii) That the Cabinet be requested to note the Committee's continuing concerns regarding the cost and effectiveness of the Council's use of consultants and its request to the Sustainable Growth Scrutiny Committee to undertake an in-depth inquiry into this issue and to make recommendations on the future use of consultants by the Council to inform the development of budgets in future years.

### Strong and Supportive Communities Scrutiny Committee

Observations and questions were asked around the following areas:

- How would the establishment of a Culture and Leisure Trust affect the budget for the coming year and in future years? *There would be implications as there would be an element of efficiency savings that the Trust would have to sign up to. However, the Trust would be entitled to discretionary rate relief on its buildings which would mean savings to the Council. A key benefit would be the agility of the new Trust because as a smaller organisation it would be able to quickly change to different circumstances. Even though the Council would be the main financial contributor, private companies would be able to donate money.*
- One of the outcomes of the Local Area Agreement (LAA) was around improving health outcomes. How would an above inflation increase in fees and charges encourage people to take up sport? *The increase in charges related to areas not going into the Trust. The fees did need to rise and there had been no indication that usage would reduce. Costs such as fuel and salaries had risen so there was a need to balance the budget. If the public wanted to use the facilities then they should pay and the burden should not be put on all Council Tax payers.*

## Environment Capital Scrutiny Committee – Operational Matters

Observations and questions were asked around the following areas:

- What was being done about lobbying the government for extra money to fund the Concessionary Fares Scheme? *This was a national issue and the Local Government Association (LGA) were leading the lobbying. The government had agreed to put more money in and this was currently out for consultation but this would not reimburse the actual costs of the Scheme. We would be introducing smart cards which would enable us to get accurate figures on usage. Travel on public transport was much easier in Peterborough than in some cities due to the sustainable travel town initiative.*
- In Peterborough concessionary fares were only able to be used after 9.30am, however in smaller councils, such as South Kesteven, they would be taking off the restriction. *We currently used the national scheme. South Kesteven, as a district council, did not have the pressures that we had. It was a balancing act as we could remove the restriction but something else would have to give.*
- Where were the unattended toilets which it was proposed to close? *In 2009 the Council agreed that City Services had to find £1.8m in savings, the options put forward in the budget papers showed how those savings would be achieved. The savings would be achieved from low use, low take up services. The toilets it was proposed to close were in Dogsthorpe (near the Bluebell pub), Eastfield Cemetery, Alma Road, Nene Park at Orton Mere and the Embankment. The Embankment toilets would be replaced with a facility to provide water for boat users.*
- A lot of large events were held on the Embankment, were these toilets not used and where would visitors to those events go? *These toilets did not have a high use. At the Alma Road toilets syringes were found on a daily basis.*
- Will there be a notice at the closed toilets telling people where the nearest facilities are? *We would look to put notices up.*
- How would the new charge for replacement bins be enforced and could this lead to an increase in fly tipping if people did not pay to replace their bins? *We would replace bins which had been damaged during collection. There was currently a big problem with bins being left out on the highway after collection and fires in bins. We needed to encourage people to look after their bins and it was hoped that introducing the charge would help with this. We did repair bins when were able to, for example, by replacing lids and wheels.*
- This proposal had been suggested before and would hit the people who did not have any options as to where they placed their bins. It may also lead to green waste being placed in the black bins to save on the charge. *People needed to take responsibility for their bins and the best way to do this was to mark their bin with their house number. Again, it was a balancing act as the majority of people looked after their bins responsibly. Leaving bins out after collection caused problems with footpaths being blocked and other neighbourhood problems.*
- Will you write into the policy that if the loss of the bin was not their fault, for example theft, residents would not have to pay the charge for a replacement? *Everybody would have to pay in all circumstance unless the Council damaged the bin during collection. There would be no appeals process and if a bin was stolen householders should report it to the police.*
- It was accepted that someone, whether householders or the Council, had to pay for the bin, people should be encouraged to get together with neighbours to help bring in bins when people were not there.
- Was the bulky waste and white goods collection charge an increase in the charges for second and subsequent collections or would all collections be charged? *All collections would be charged at a flat rate of £20 for each collection.*

- Would the removal of the subsidy from school meals impact on the viability of the school catering service? Would you be expecting any schools to look for an alternative provider? *Each school would make their own decisions.*
- £600,000 had been allocated for water taxis but this was not one of the priorities in the Local Transport Plan (LTP). *We would look to incorporate this in the next LTP as it was a good mode of environmental travel.*
- Would the realignment of bus services lead to a reduction in public transport? *We were continually looking at the bus services which were provided. The Committee should look at the proposals when they are brought forward and review them in the proper way.*
- In last year's budget there was a proposed saving due to ceasing staff parking permits but nothing has happened? *The proposal was still in the budget and we were currently engaged with the unions at the moment so we could understand the concerns of staff. It was not a straight forward issue as there were a number of variances in the different buildings where staff worked. We needed to consider the impact on staff and we would be working to try and persuade staff to use public transport.*
- The Independent Members Allowances Panel had also recommended that members' permits should stop and members' should be seen to lead the way. *We were actively considering all of the options.*
- The budget had a number of significant borrowing requirements, including an Energy from Waste facility, but where were the specific capital costs of the facility in the budget documents? *There was a clear line in the budget for the waste programme and was shown in the Capital Programme. Officers would be happy to give a breakdown of the individual elements of the programme. £53m had been included for an Energy from Waste facility and the procurement exercise had commenced.*
- The £53m does not include the revenue costs for the facility. The money borrowed had to be repaid so would be a burden on the budget. *Nothing had been hidden and the slides that the Deputy Leader had used to show the costs could be made available. Nothing was being deliberately withheld but we were currently in commercial negotiations so we were restricted in what we could say at this time.*
- Would we be required to take in waste from other areas to protect the sustainability of the facility? *The size proposed for the facility would accommodate the waste needs for the city. There would be a small gap at the start and we may need to take in some external waste for that period.*
- Richard Olive of Friends of the Earth addressed the Committee on the proposed costs of the Energy from Waste facility.
- There were a number of figures in the report from Friends of the Earth which needed to be examined. *If it did not compromise the position of the Council officers would be happy to publish the figures at a public meeting of the Committee so that everyone understood the full picture.*
- It had previously been agreed to hold trials for food waste collections but this was not now in the budget. *This initiative has been delayed for a year to enable more work to be undertaken before it was brought in.*
- Could composters be used as an alternative option to food waste collections? The composters could be expensive but the Council could use its buying power to buy in bulk and then sell on to residents. *The Deputy Leader was happy for councillors to trial new systems for waste collections and would write to all councillors making that offer.*

### Summary of Recommendations

- (i) That the Sustainable Growth Scrutiny Committee is recommended to undertake an in-depth inquiry into the cost and effectiveness of the Council's use of consultants and to make recommendations on the future use of consultants by the Council to inform the development of budgets in future years.

- (ii) That the Cabinet be requested to note the Committee's continuing concerns regarding the cost and effectiveness of the Council's use of consultants and its request to the Sustainable Growth Scrutiny Committee to undertake an in-depth inquiry into this issue and to make recommendations on the future use of consultants by the Council to inform the development of budgets in future years.

### **ACTION AGREED**

The detailed figures for the Waste 2020 programme to be brought to a future meeting of the Committee.

## **6. Draft Local Transport Plan Capital Programme**

Each financial year, through the Planning Guideline process, the Council was awarded an allocation of funding from central Government to spend on transportation schemes and maintenance of the road network. To ensure that this money was spent effectively the second Peterborough Local Transport Plan (2006–2011) was developed, in consultation with a wide range of key stakeholders and was approved by full Council. The Council considered a range of transport solutions to best address local problems, meet the growth aspirations of the City and integrate the Government's 'shared transport priorities' agreed nationally by the Local Government Association (LGA) and the Department for Transport (DfT).

The Council has allocated a total of £10.406m for 2010/11 from the funding awarded from central Government (Table 1 refers) and the allocations for Integrated Transport and Capital Maintenance were awarded on the basis of a formulaic calculation that took into account a number of parameters for example passenger numbers, road lengths, Best Value Performance Indicators (BVPI) etc. Primary Route Network funding (PRN) was an allocation which was specifically ring fenced for the maintenance of structures on strategically important transport corridors. This allocation was set following the determination of an evidence based bid submitted to Government in August 2007. A further sum of £0.390m of transport resource funding was also awarded, the details of which are shown in Table 2. In addition to the external funding Corporate Capital funding has been allocated to areas detailed in Table 3.

**Table 1 – LTP capital allocation**

	<b>2010/11</b>	<b>2009/10</b>
Integrated transport (block)	£1.939m*	£2.289m
Capital maintenance (block)	£2.085m*	£2.407m
Road Safety Grant	£0.072m	£0.073m
Primary route network (ring fenced)	£6.310m*	£6.310m
<b>Total</b>	<b>£10.406m</b>	<b>£11.079m</b>

\* The figures shown in Table 1 did not include funds carried forward from 2009/10 financial year.

**Table 2 – Transport Resource Funding**

	<b>2010/11</b>	<b>2009/10</b>
Specific Road Safety Grant (Resource)	£0.300m**	£0.305m
Detrunked Roads Maintenance (Resource)	£0.061m**	£0.060m
<b>Total</b>	<b>£0.361m</b>	<b>£0.365m</b>

\*\* Both the Specific Road Safety Grant and the Detrunked Roads Maintenance Grant were classified as Area Based Grants and a bid had been submitted to Strategic Finance for the sums indicated.

**Table 3 – Corporate Capital Funding**

	<b>2010/11</b>	<b>2009/10</b>
Highways Capital Maintenance	£0.542m	£0.765m
Roads and Bridges	£0.122m	£0.250m
Street Column Replacement	£0.200m	£0.245m
Off Street Car Park Structural work + resurfacing	£0.100m	£0.117m
<b>Total</b>	<b>£0.964m</b>	<b>£1.377m</b>

Observations and questions were asked around the following areas:

- Was LTP funding being used to progress the suggestions of water taxis and cable cars? *That work would be using different funding as they were not in the LTP. The proposals were being looked into as the river had great potential to help with the LTP. Officers were waiting for the Environment Agency Water Strategy to be completed to inform the water taxi options and a report would be brought to the Committee when it was completed.*
- A number of faults with street lighting at Gresley Way had been raised as the lights had been out for 18 months. Will the money proposed in the programme be sufficient to deal major faults or do we need additional money? *Officers undertook to look at the issues and report to members outside of the meeting.*
- Electric vehicles were becoming more common but there was not any where in the city centre to charge them up. *This had been identified for the Long Term Transport Strategy (LTTS) and officers would bring this Strategy to a future meeting.*
- Councillor Sandford advised that he had tried for a long time to get a bus shelter by the Brotherhoods Retail Park but had not been successful; could funding be used to address this? *The cycle network went through where any bus stop would go so we would have to buy an area of land adjacent to the network for a shelter; however the owners had refused to sell the land.*
- The maintenance budget for bus shelters had been reduced last year, was LTP funding being used to compensate for that reduction? *There was a reduction in the budget as replacement costs were high. New shelters lasted longer and were harder to vandalise. We would look at provision as part of new developments through S106 agreements and other sources.*
- The real time information displays at bus stops on Lincoln Road outside the Paul Pry had not been replaced, was there a plan to replace them? *Officers undertook to look at the issue and report to members outside of the meeting.*
- Could additional train stations be looked at as trains could be considered as a future way to help with park and ride? *The LTTS was looking at park and ride and rail could be included within the solutions.*
- When would the Welland Road roundabout be opened? *A Road Safety Audit was due to be undertaken next week and the road may be able to be opened. Work has been affected by the weather as road markings could not be put down.*
- Members were encouraged that options for park and ride were being looked at and they would like to see a report at a future meeting.

## **RECOMMENDATIONS**

That the Committee recommends the Draft Local Transport Plan Capital Programme 2010/11 to the Cabinet Member for Neighbourhoods, Housing and Community Development.

## **ACTION AGREED**

That reports on the following be brought to future meetings when available:

- Options for Park and Ride
- Water Taxi Options

- Long Term Transport Strategy

## **7. Forward Plan of Key Decisions**

The latest version of the Forward Plan, showing details of the key decisions that the Leader of the Council believed the Cabinet or individual Cabinet Members would be making over the next four months, was received.

### **ACTION AGREED**

To note the latest version of the Forward Plan.

## **8. Work Programme**

We considered the Work Programme for 2009/10.

With the recent adverse weather conditions, members felt that it was important to review the actions taken since we had considered this item earlier in the year.

### **ACTION AGREED**

To add the following items to the work programme:

- Cost for the Waste 2020 Programme – date to be confirmed
- Options for Park and Ride – date to be confirmed
- Water Taxi Options – date to be confirmed
- Long Term Transport Strategy – date to be confirmed
- Adverse weather conditions – review of actions – date to be confirmed

## **9. Date of Next Meeting**

Tuesday 2 February 2010

CHAIRMAN  
6.30 - 9.08 pm



<b>ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No.</b>
<b>15 February 2010</b>	<b>Public Report</b>

## **Report of the Head of Strategic Improvement and Partnerships, on behalf of the GPP Executive**

**Contact Officer(s) – Christina Wells, Head of Strategic Improvement and Partnerships,  
Peterborough City Council**

**Contact Details – [christina.wells@peterborough.gov.uk](mailto:christina.wells@peterborough.gov.uk) 01733 863604**

**Joanne Russell, Interim Programme Manager, Strategic Improvement & Partnerships,  
Peterborough City Council**

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## **REFRESH OF THE LOCAL AREA AGREEMENT**

### **1. PURPOSE**

- 1.1 The Local Area Agreement 2008/11 is a 3-year contract with central government that is reviewed and refreshed on an annual basis.

This report is to present to Environment Capital Scrutiny Committee the proposed changes to the LAA third and final year targets.

### **2. RECOMMENDATIONS**

- 2.1 It is recommended that the Committee scrutinises the proposed changes to the refreshed indicators within the Local Area Agreement 2008/11 and makes any appropriate recommendations to the Leader of the Council.

### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT**

- 3.1 The Sustainable Community Strategy (SCS) is the plan for the future of our City and the surrounding villages and rural areas. It aims to improve the quality of life of the people of Peterborough and to raise the profile and reputation of the City as a great place in which to live, visit and work. It has been developed with our partners around four areas of work.

- Creating opportunities – tackling inequalities
- Creating strong and supportive communities
- Creating the UK's environment capital
- Delivering substantial and truly sustainable growth

- 3.2 The Local area Agreement (LAA) is the delivery strategy for achieving the outcomes set out in the SCS. It is a three-year agreement negotiated on a rolling three-year basis between the partners in Peterborough under the auspices of the Greater Peterborough Partnership (GPP), and regional and national government. It sets out the agreed actions and targets to enable us to deliver our SCS. 2010/11 is the final year of the agreement.

- 3.3 This document sets out the outcomes of the annual refresh of the Local Area Agreement which refreshed some the third year targets.

## 4. BACKGROUND

4.1 Peterborough's current Local Area Agreement was negotiated in early 2008 and was signed off in April 2008.

The annual refresh process enables some targets to be negotiated under the following circumstances;

- National or local factors are having a sustained negative effect on performance and cannot be mitigated
- Targets that have previously been deferred are now able to be negotiated
- Adjustments to targets required following publication of actual figures rather than estimations (i.e. Place Survey data)

It also enables corrections to be negotiated where errors have been made in the target setting. The LAA designated indicators meeting these criteria are described in the table below at 4.2.

4.2

NI	Title	Comment	08/09	09/10	10/11
1	% of people who believe people from different backgrounds get on well together in their local area	Place Survey indicator	67.8%	N/A	72.3%
4	% of people who feel they can influence decisions in their locality	Place Survey indicator	29.6%	N/A	33.6%
6	Participation in regular volunteering	Place Survey indicator	23.3%	N/A	27.3%
54	Services for disabled children	Deferred targets, new indicator	60	63	64
112	Under 18 conception rate	Deferred final year target	-8%	-23%	No target proposed
151	Overall Employment rate	Economic-based indicator	76.2%	77.3%	Maintain Gap with GB Average at -0.6 % point tracker
					Convergence target at 100% of the national average
153	Working age people claiming out of work benefits in worst performing neighbourhoods	Economic-based indicator	26%	25.5%	Maintain a lead over the England average of at least 2.0 percentage points by Quarter 2 May 2011.
					Convergence target at 100% of the national average

166	Average earnings of employees in the area	Economic-based indicator	£485.20 (95.2% of regional average)	£508.10 (95.3% of regional average)	Convergence target at 98.7% of Regional Average
					Convergence target at 100% of the regional average
171	VAT registration rate	Economic-based indicator	57.2	57.9	Convergence target at 92% of Regional Average
					Convergence target at 100% of the regional average
150	Adults in contact with secondary mental health services in employment	Local indicator – errors in original targets	5.63%	6.3%	7.5%

**Key:**

Proposed by working group

Recalculated after Growth Board

A lead officer for each indicator has liaised with their corresponding Government Office (GO) lead and relevant partners to propose new targets in line with parameters set by government guidance. Progress reports have been provided to the GPP Executive and to relevant partnerships.

## 5. KEY ISSUES

### 5.1 The Place Survey Indicators

The three Place Survey indicators (NI 1, 4 and 6) have been refreshed but this has only involved very minor changes to the original targets. This is in direct response to the validated, published data from June 2009 as opposed to the previous draft Place Survey results.

### 5.2 NI 54 - Services for disabled children

This is a designated indicator within the LAA that did not have a third year target. The proposed final year target has been agreed without issue – current performance is very good and the refreshed target provides for further improvement in performance.

### 5.3 NI 112 – Under 18 conception rate

A final year target had not been set for this indicator. The target proposed by central government is a national target which was deemed unachievable at the outset of the LAA by partners. However, central government has agreed to allow all LAA partnerships to remove NI 112 from the Performance Reward calculations at the end of the LAA in 2010/11, should they wish to do so.

There are three options open to Peterborough:

1. **To include the third year (2010/11) national target in the LAA and elect to remove it from LAA Reward grant calculations** – there is no negotiation on target which would be a 55% reduction on U18 conception rates. The local proposal is a target of -26.9% reduction.
2. **To leave the third year target blank and remove it from the reward**, from published LAA perspective. We could however put in a local target to ensure that this agenda continues to be a local priority but we would not be allowed to include in the published document.
3. **To include a third year target and keep it in the Reward** – this is not an option for Peterborough as we know that we will not achieve it and we will increase our risk of achieving reward monies.

**The GPP Executive have recommended that Peterborough takes advantage of option 2.**

The local target proposed by John Richards, Director of Children's Services will ensure that the agenda remains a priority. This target would appear in all our local documentation. Planned work will continue to focus on improving our rates of Under 18 conceptions.

#### 5.4 The Economic Prosperity Indicators

The national guidance for the refresh process has given us the opportunity to renegotiate four economic-based indicators set before the economic down-turn. The proposals for the new targets have been agreed with Government Office (GO).

However, when the proposals were discussed at the Growth Board, members expressed concern that setting lower targets will be interpreted as setting lower aspirations. The Growth Board were concerned that we should maintain high targets and not lower aspirations for the city.

On this basis they recommended a recalculation of the proposals to close the gap with regional averages. Note, the data on regional averages reflects the pre-downturn performance not current. In reality, these averages when published are likely to be lower.

The options are:

1. **Accept proposals for new (lower) targets made by the partnership working group. These are stretching but could be achieved.**
2. **Accept the Growth Board's recommendation to introduce higher targets but accept that these will not be achieved within the remaining 12 months of the LAA.** This carries the additional risk of not demonstrating sufficiently good performance to enable Peterborough's qualification for reward monies. The impact on our ability to claim reward monies is extremely high. We have estimated the effect of this could be a minimum of £251,000.

#### 5.5 NI 150 - Adults in contact with secondary mental health services in employment

During the course of the refresh, it was raised that the targets set previously for this indicator were subject to errors in the calculations. This has been discussed with and verified by GO and the targets subsequently amended as per table 4.3.

## 6. IMPLICATIONS

- 6.1 The implications of the targets in the Local Area Agreement are significant in that our progress in achieving them will form part of our performance assessment in the Comprehensive Area

Assessment (CAA). LAA targets are a key measure of our performance in delivering the outcomes in our Sustainable Community Strategy and form part of the performance assessment in CAA. It is important that they are set to be stretching but realistic and achievable as part of our improvement agenda.

## **7. CONSULTATION**

- 7.1 GO-East Theme Leads, Priority Lead Directors and Lead Officers within the delivery teams across the partnership for each outcome involved in the LAA Refresh 2010, have been leading their respective renegotiations and involving partners as appropriate throughout the process.

## **8. NEXT STEPS**

- 8.1 After Environment Capital Scrutiny Committee have considered these proposals, delegated authority for sign-off of the final refresh of the Local Area Agreement will then be requested from the Leader of the Council (Cllr Cereste) and the Chief Executive of Peterborough City Council (Gillian Beasley).

Amendments will be incorporated into the LAA 2010 Review and Refresh Submission document and forwarded to CLG for Ministerial approval.

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 Sustainable Community Strategy  
LAA Review and Refresh Submission document 2009

## **10. APPENDICES**

- 10.1 There are no appendices.

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<b>ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No.</b>
<b>15 FEBRUARY 2010</b>	<b>Public Report</b>

## Report of the Executive Director of Operations

Contact Officer(s) – Teresa Wood, Group Manager Transport and Sustainable Environment  
Contact Details - Tel: 01733 317451

### PETERBOROUGH'S CHRISTMAS PARK AND RIDE SERVICE

#### 1. PURPOSE

- 1.1 This report is being presented at the request of the Environment Capital Scrutiny Committee.

#### 2. RECOMMENDATIONS

- 2.1 The Committee are asked to scrutinise the provision of the Christmas park and ride service and make any appropriate recommendations to the Cabinet Member for Neighbourhoods, Housing and Community Development for consideration.

#### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

- 3.1 This area of work relates directly to the Sustainable Communities Strategy, specifically the priority to create the country's environment capital and deliver substantial and truly sustainable growth. A Christmas park and ride service helps to achieve the following national indicators:

NI175 Access to services by public transport, walking and cycling  
NI177 Local bus passenger journeys  
NI185 CO2 reduction from local authority operations  
NI186 Per capita CO2 emissions

#### 4. BACKGROUND

##### Background

- 4.1 Peterborough has operated a Christmas park and ride service since 1999. Whilst relatively successful, the Christmas park and ride service has always operated at a cost to the Council. Over recent years additional funding has been provided to either offer an enhanced park and ride service (increased number of days, a third site) or to support the £20,000 budget held in Transport and Sustainable Environment. It should be noted that the Christmas park and ride service has operated free of charge since 2004.

- 4.2 The table below gives a comparison of usage for the Christmas park and ride service from its commencement in 1999.

*Table 1: Comparison of Usage*

Year	Number of operating days	Number of cars	Number of passengers	Charge
1999	11	3,203	6,843	£1 per car
2000	11	3,249	7,836	£1 per car
2001	9	2,570	5,435	£1 per adult
2002	10	2,392	4,746	£1 per adult

2003	10	2,452	4,954	£1 per adult
2004	9	3,479	8,598	Free
2005	20	5,095	13,960	Free
2006	19	6,560	16,152	Free
2007	19	6,057	17,321	Free
2008	13	3,780	7,149	Free
2009	12	3,361	6,914	Free

4.3 The average number of passengers using the service per day each year fluctuates. This is due to a number of reasons:

- The number of passengers using the service on Sundays is less than Saturdays. The split of operational days has varied year on year.
- In the first 5 years there was a charge to use the service, but the service has been free since that time.
- The Town Bridge repair work impacted on easy of access for car users into the city.

4.4 Table 2: Operational Days and Costs

Year	Operational Days		Cost of Bus Service Provision	Security and Signage
	Saturdays	Sundays		
2007	14	5	£32,325	£4,859
2008	9	4	£20,660	£2,754
2009	6	6	£18,990	£5,338

4.5 The Christmas park and ride service was retendered in April 2008 and a reduction in the cost per day was achieved.

4.6 The cost of security increased in 2009 as procurement of the service was provided at short notice with an interim provider. Corporately, security service provision is under review.

#### **The future of the Christmas park and ride service**

4.7 The provision of a Christmas park and ride service meets with the Council's aspirations to become the UK's Environment Capital. The Christmas park and ride service contributes to the sustainable transport agenda by reducing congestion and ensuring the accessibility of the city centre, therefore reducing CO2 emissions.

4.8 It is proposed that there is a provision of £29k to fund a Christmas park and ride service for 2010 in the council's budget. However this is still be approved by Council on 24 February 2010.

4.9 Dependent upon the outcome of the security provision review, it is estimated that 14 operational days (as the costs vary between Saturday and Sunday, until the split between days is known only an estimation can be given) can be undertaken during 2010 within the proposed £29k budget, however there would be no budget remaining to market or promote the service.

4.10 As detailed above, there have been some changes to the days the Christmas park and ride service has operated from year to year. It is thought that this could cause confusion to the public and therefore the provision set aside in the Council's budget, as mentioned above, is sufficient to continue with the format of operation provided in 2009.

4.11 There is no separate funding provision for marketing or promotion of the Christmas park and ride service. These costs need to be covered and the difference between the available budget and the actual cost of service provision should be used to market and promote the service to further reduce the number of motorists travelling into the city centre during the festive period.

4.12 Consideration has been given to extending the Christmas park and ride service to a year-round



park and ride service. At present there is insufficient demand or budget to consider this further at this time. The aspiration for a year-round park and ride service is set out in the Long Term Transport Strategy which will inform the third Local Transport Plan for Peterborough. A report on a year-round park and ride service could be provided in late 2010/early 2011.

## **5. KEY ISSUES**

5.1 Should the funding provision proposed in this year's budget setting process be withdrawn it will not be possible to deliver a Christmas park and ride service from other budgets. In addition, it has not been possible in the past to deliver a Christmas park and ride service through sponsorship.

5.2 The issue of charging for the Christmas park and ride service needs to be addressed for 2010. This requires a further piece of work on what would be a reasonable fare for such a service.

## **6. IMPLICATIONS**

6.1 Should a Christmas park and ride service not be delivered, there will be city wide implications, such as increased congestion, together with implications for visitors to the city.

6.2 The contracts in place with the service providers enable early termination should the budget provision be withdrawn. Current contracts have an end date of 28 December 2013 with an option to extend.

## **7. CONSULTATION**

7.1 There is no consultation applicable to the contents of this report. Should it not be possible to deliver a Christmas park and ride service in the future the appropriate advertising will need to take place to inform all councillors, residents and potential users.

## **8. NEXT STEPS**

8.1 Any recommendations from the Committee for changes to the Christmas park and ride service should be referred to the Cabinet Member for Neighbourhoods, Housing and Community Development for consideration.

## **9. BACKGROUND DOCUMENTS**

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

9.1 None.

## **10. APPENDICES**

10.1 None.

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<b>ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No.</b>
<b>15 February 2010</b>	<b>Public Report</b>

## Report of the Executive Director of Operations

Contact Officer – Charlotte Palmer, Climate Change Team Manager

Contact Details – 01733 453538, charlotte.palmer@peterborough.gov.uk

### CARBON MANAGEMENT ACTION PLAN

#### 1. PURPOSE

- 1.1 The purpose of this report is to give the Environment Capital Scrutiny Committee the opportunity to scrutinise the Carbon Management Action Plan prior to its consideration by the Cabinet and Full Council.

#### 2. RECOMMENDATIONS

- 2.1 That the Committee scrutinises the Carbon Management Action Plan and makes any appropriate recommendations to the Cabinet.

#### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY AND LOCAL AREA AGREEMENT

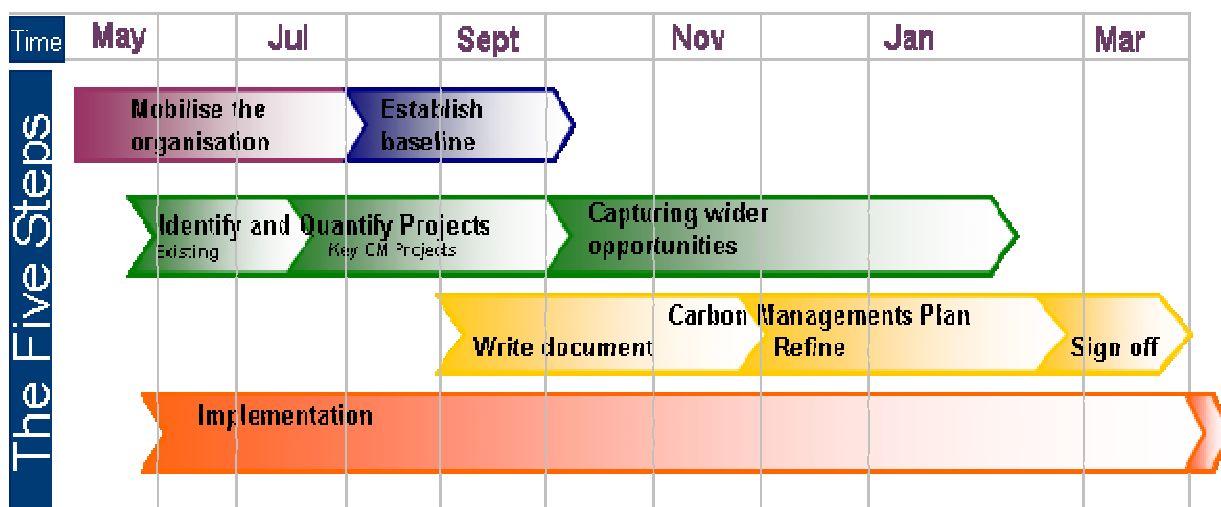
- 3.1 This area of work relates directly to the Sustainable Communities Strategy, specifically the priority to create the UK's Environment Capital and deliver substantial and truly sustainable growth. This area of work, whilst governed within the National Indicator set, allows Peterborough City Council (PCC) to get its own house in order. PCC will be in a suitable position to lead action with local partners and residents, ensuring the city is suitably placed to deal with the inevitable consequences that climate change will bring.
- 3.2 The National Indicator that relates specifically to PCC's carbon emissions, NI185, is not included within the LAA because it was felt that the indicator was too specific to one organisation and therefore not ideal for a partnership document. NI 186, per capita reduction in CO<sub>2</sub> emissions, is included.
- 3.3 In addition, this work significantly contributes to PCC's preparation for the Carbon Reduction scheme, ensuring the organisation is suitably placed to achieve the ongoing reductions required.

#### 4. BACKGROUND

- 4.1 The Carbon Management Action Plan (CMAP) is the outcome of a ten month programme of work that PCC has undertaken as part of the Carbon Trust's Local Authority Carbon Management (LACM) programme. Whilst PCC has undertaken various one off initiatives previously which have had a positive effect on the organisation's overall carbon emissions, this programme of work ensures initiatives are undertaken in a planned and measured way in order to comply with various schemes the organisation has a legal duty to comply with.
- 4.2 The CMAP details PCC's carbon management strategy, baseline emissions, reduction target, outline reduction projects, financing options, embedding actions and programme management. This CMAP has been produced by the Climate Change Team with support and guidance from the Carbon Trust and PCC's Carbon Management Programme Board chaired

by the Executive Director of Operations. The CMAP formally commits PCC to achieve a carbon emissions reduction of 35% of 2008/09 levels by 2014 and supports the city's aspiration to become the UK's Environment Capital, demonstrating leadership in the field. In addition, this work creates efficiencies within the organisation and reduces PCC's long term exposure to risk. The CMAP is due to go before Full Council in April 2010. This report is the first stage of the Scrutiny process for this document.

- 4.3 All projects outlined in the CMAP are indicative at this stage and will be subject to the standard project approval within PCC. Projects will be undertaken by the relevant service area, overseen by the Climate Change Team and will be accountable to the Programme Board.
- 4.4 This document formally commits PCC to achieve stretching yet realistic targets for carbon reduction. Whilst this will require significant commitment and investment this will be achieved through invest to save mechanisms and external funding initiatives where possible.
- 4.5 In addition to the full CMAP, see appendix A, a second shorter and more concise version will be professionally produced and will be available for access on the corporate website and via the Carbon Trust's website. This will form a summary document, the current proposal for which is Appendix B.
- 4.6 The Council embarked upon phase seven of the Carbon Trust's Local Authority Carbon Management Programme in 2009. The programme is designed to support the authority in establishing a robust baseline of carbon emissions and produce a carbon management plan to support the authority's aim to reduce emissions by up to 35% of 2008/09 levels over five years.
- 4.7 This work is required to comply with the Carbon Reduction Commitment (CRC) and National Indicators 185 and 186, the governments' delivery mechanism for achieving targets set within the Climate Change Act. This work will have significant and wide reaching impacts upon the organisation. Corporate Carbon Management focuses specifically upon identifying, recording, monitoring and reducing carbon emissions across PCC and its operations.
- 4.8 In order to drive the programme forward two working groups were established, the Programme Board chaired by the Executive Director of Operations, Paul Phillipson, and the Carbon Management Team chaired by the Climate Change Team Manager, Charlotte Palmer. Please see Appendix C for a list of the members of both groups. Throughout the programme both groups have fed in to and directed the process through the following stages:



- 4.9 Baseline carbon emissions data for the 2008/09 financial year have been collated in line with the requirements of NI185, avoiding duplication of effort. The following data forms the baseline emissions for the authority:

Total KWh of energy used within all properties <b>owned</b> by PCC and used to deliver a service on our behalf, including schools
Total KWh of energy used within all properties operated by PCC in order to deliver a service, including schools ( <b>leased</b> in, i.e. Manor Drive)
Total KWh of energy used to provide all forms of <b>Street Lighting</b> within the remit of Peterborough City Council
Total KWh of energy used by all <b>outsourced service</b> providers that deliver a service on behalf of Peterborough City Council
Total volume of fuel or distance travelled by all <b>outsourced service</b> providers that deliver a service on behalf of Peterborough City Council
Total volume of fuel or distance travelled by all <b>fleet</b> vehicles
Total volume of fuel or distance travelled by all employees in order to carry out their role including <b>car, train and aeroplane</b>
Total volume of fuel or distance travelled by all vehicles providing a service on behalf of Peterborough City Council including <b>school transport</b> and <b>Community Link</b> services

4.10 The CMAP details the results of the collation of baseline emissions and further details how the reduction targets will be achieved.

## 5. KEY ISSUES

5.1 In order for the CMAP to be successfully achieved it is essential that the programme continues to receive senior officer and councillor level support across the authority.

## 6. IMPLICATIONS

6.1 This document will have the following implications:

- Reduce carbon emissions by 35% of 2008/09 levels arising from energy and transport use across the authority by 2014.
- Value at stake predictions show that failure to achieve the emissions reduction target will amount to costs of £10m and 41,341 tonnes of carbon dioxide by 2014. In addition, with the introduction of the Carbon Reduction Commitment Energy Efficiency Scheme in 2011, PCC's current level of energy consumption could cost a further £360,000 per annum.
- The programme aims to embed a cultural change at the heart of PCC operations, ensuring the environmental impact is considered in all of the decisions it makes.
- The CMAP details outline project proposals; before proceeding all projects will be considered on an individual basis managed through the Verto project management software and the Programme Board

## 7. CONSULTATION

7.1 The CMAP has been produced by the Climate Change Team alongside the Programme Board chaired by the Executive Director of Operations Paul Phillipson and the Carbon Management Team chaired by the Climate Change Team Manager Charlotte Palmer. Both meetings are also attended by the Cabinet Advisor for Environment Capital and Culture, Councillor Samantha Dalton. The concise version of the CMAP (appendix B) will be made available on the Council's internal and external website, we will also undertake promotional work to raise awareness of the programme and recruit a team of volunteer Green Champions to drive forward awareness at officer level.

## 8. NEXT STEPS

8.1 This programme will proceed through the following steps as part of the scrutiny process:

<b>Group</b>	<b>Date</b>
CMT	9 February 2010
Group Leaders	Individual meetings to be arranged
Environment Capital Scrutiny	15 February 2010
Cabinet	29 March 2010
Full Council	14 April 2010

**9. BACKGROUND DOCUMENTS**

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

None

**10. APPENDICES**

Appendix A – Peterborough City Council Carbon Management Action Plan

Appendix B – Peterborough City Council Carbon Management Action Plan condensed version

Appendix C – Programme Board and Carbon Management Team members

## APPENDIX A

# Peterborough City Council Carbon Management Action Plan

**Date:** 27 January 2010

**Version number:** 3.0

**Owner:** Charlotte Palmer

**Approval route:** Full Council, April 2010

**Approval status:** Not yet approved

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## Foreword from Gillian Beasley and Cllr Matthew Lee

Peterborough City Council are committed to taking proactive action to make Peterborough more sustainable now and in the future, whilst adapting to the challenges climate change will bring. We acknowledge that:

- There is scientific consensus and evidence that climate change is happening
- Climate change will have significant and far reaching effects upon our residents, businesses and biodiversity
- The future cost of inaction on climate change will be far higher than the cost of taking action to tackle climate change now
- We are responsible for limiting our carbon emissions and preparing to adapt to the unavoidable effects of climate change
- Addressing climate change is critical to the success of achieving our four strategic priorities

We acknowledge the impact of the carbon emissions we generate through provision of our services, and commit to reducing them by 35 per cent of 2008/09 levels by 2014. Our Carbon Management Action Plan sets out how we will achieve this by improving our resource efficiency and by embracing new technologies. Through implementing this plan we commit to working at a local level to contribute to delivery of the government's Climate Change Act. In getting out house in order we will demonstrate leadership to the business and residential community.

Gillian Beasley  
Chief Executive of Peterborough City Council

Cllr Matthew Lee  
Cabinet Member for Environment Capital and Culture  
Peterborough City Council

## Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Peterborough City Council was selected in 2009, amidst strong competition, to take part in this ambitious programme. Peterborough City Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Action Plan commits the council to a target of reducing CO<sub>2</sub> by 35% of 2008/09 levels by 2014 and underpins potential financial savings to the council of around £10 million.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO<sub>2</sub> emissions. The Carbon Trust is very proud to support Peterborough City Council in their ongoing implementation of carbon management.



Richard Rugg  
Head of Public Sector, Carbon Trust



## Management Summary

This Carbon Management Action Plan (CMAP) is the result of a 10 month programme of work on the Carbon Trust Local Authority Carbon Management scheme. The document details how the city council will manage and reduce CO<sub>2</sub> emissions arising from the authorities operations over the next five years and has synergies with our role as one of four UK Environment Cities and our growing reputation as the UK's Environment Capital.

### Target

The city council has set a target for reducing emissions by 35 per cent relative to 2008/9 by 2014. It is part our wider vision of "reducing carbon, improving efficiency – creating the UK's Environment Capital". And will be achieved through actions falling under the following strategic themes:

One: Energy Management

Two: Energy Efficiency

Three: Engaging Schools

Four: Climate Change Culture

Five: Policy Alignment

Six: Procurement

### Baseline

The city council emitted 34,000 tonnes of carbon dioxide in 2008/9 through stationary and transport related services resulting in costs of approximately £6m. Schools were the largest contributors making up approximately 53 per cent of the baseline.

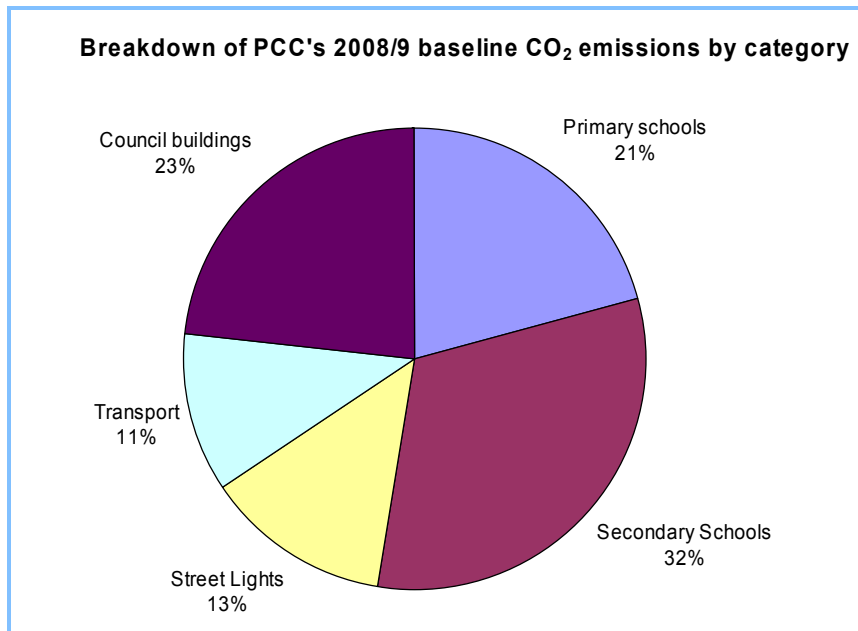


Figure 1.0: Peterborough City Council's carbon emissions baseline

### **Value at Stake**

Failure to achieve the emissions reduction target will have significant impacts for the city council. The value at stake over the five year period to 2014 demonstrates that the city council will have emitted **41,341** tonnes CO<sub>2</sub> more under the business as usual scenario compared to the reduced emissions scenario with a resulting financial value at stake in the region of £10.3 million.

### **Projects**

In order to achieve the reduction target a variety of projects will be required ranging from routine energy efficiencies improvements to ambitious plans using developing technologies. All projects will be implemented only upon successful completion of the city council's project management process which will involve comprehensive feasibility studies demonstrating accurately how individual reductions will be realised from each project. Finance will be determined on a project by project basis, considering the invest to save opportunities and external funding available.

This CMAP will be continually updates, progressively developing the level of information included as and when further projects are identified, ensuring it remains robust and comprehensive. The success of this programme will ultimately depend upon strong governance from the Programme Board who will play an essential role in keeping the projects on track and realising savings.

## 1 Introduction

The city council is one of the most visible organisations and largest employers in Peterborough; as such we are in a key position to lead on tackling climate change. We will work alongside our strategic partners to undertake both mitigation efforts to reduce our carbon emissions and adaptation efforts to future proof the city from extreme weather events, demonstrating our commitment to transitioning to a low carbon future.

### Purpose

This Carbon Management Action Plan (CMAP) details how the city council will reduce carbon dioxide emission from its operations. It is the product of an intensive ten-month partnership with the Carbon Trust on the Local Authority Carbon Management scheme, which began in May 2009. The programme involves setting a target for reducing emissions and developing projects to realise it. We have followed the five steps in the programme to develop our CMAP:



**Figure 1.1:** The five step carbon management process for local authorities

The CMAP is an inclusive document bringing together energy saving projects from across the city council; it recognises existing projects with secondary benefits that contribute towards the target and scopes out new additional projects to demonstrate how the remaining target will be met. The CMAP will enable us to address carbon management comprehensively across our operations.

### Timescale

The CMAP is initially a five year plan covering the period 2009 to 2014. During this period the CMAP will be refreshed and revised on an annual basis as new data becomes available. This will allow the accuracy of the baseline to be improved and/or enables the scope to be expanded. However we will continue with carbon management beyond 2014 to ensure we continue to reduce our emissions inline with the Governments 80 per cent reduction target by 2050 as set out in the 2008 Climate Change Act. The initial CMAP will be redeveloped to take us beyond 2014, outlining how we will continue to progress towards and beyond our target.

### Peterborough City Council

Peterborough City Council is a unitary authority located 70 miles north of London, between East Anglia and the East Midlands. It employs nearly 3000 full time staff, not including teachers, and serves a population of more than 160,000 people. We have a long standing commitment to environmental leadership. In 1992 Peterborough became an environment city and already has a growing reputation as the UK's Environment Capital. The city council is recognised for its contribution to Peterborough's achievements as an environment city and its ongoing leadership role.

The city council is a signatory to the Nottingham Declaration, which acknowledges our contribution to climate change. We have already taken steps to reduce our emissions including the replacement of school boilers with more efficient systems, increasing insulation above the statutory minimum in schools, replacing street lights, trialling an electric vehicle, replacing printers with multi functional devices, using Night-watchman software to switch off computers at night, and success as one of three sustainable transport cities through the promotion of alternative transport by the Travelchoice campaign. This CMAP will ensure future efforts will be acknowledged and accounted for in delivering carbon dioxide reductions.

## 2 Carbon Management Strategy

### 2.1 Context and drivers for Carbon Management

#### 2.1.1 Climate Change an international issue

Climate change occurs due to an increase in the atmospheric concentration of greenhouse gases that prevent the sun's radiation from escaping from the atmosphere. Humans have been significantly contributing to the levels of these gases (most importantly carbon dioxide and methane) since the industrial revolution in the 18<sup>th</sup> Century. Scientists expect the increasing concentration of greenhouse gases will lead to a change in the world's weather patterns.

Climate change is a global issue which will impact people regardless of political boundaries. The United Nations Framework Convention on Climate Change (UNFCCC), an international environmental treaty, was established in 1992 to address climate change. It drew up the Kyoto Protocol, which requires the voluntary signatories to reduce greenhouse gas emissions collectively by five per cent relative to a 1990 baseline by 2012. The UK signed the Protocol in 1997, committing to a 12.5 per cent emission reduction from 1990 levels.

In December 2009 the annual Conference of the Parties (CoP 15) of the UNFCCC convened in Copenhagen to discuss the Kyoto Protocol and the need to revise reduction targets. Although the full potential of the CoP wasn't realised and an agreement on new legally binding targets was not achieved, some countries committed to individual targets for the first time. This CoP marks the beginning of a new chapter in international climate change discussions.

#### 2.1.2 National drivers

##### The Climate Change Act

In 2008, the UK passed legislation which introduces the world's first long-term legally binding framework to tackle the dangers of climate change. The Climate Change Act commits the UK to a 34 per cent reduction in greenhouse gas emissions by 2020 and an 80 per cent reduction by 2050 as recommended by the Royal Commission on Environmental Pollution to avoid catastrophic climate change. Both these targets include, for the first time, emissions from aviation and shipping and are set against a 1990 baseline. These targets will be achieved through a system of carbon budgets which cap emissions over five-year periods. The first three carbon budgets will run from 2008 to 2012, 2013 to 2017 and 2018 to 2022, and were set in May 2009. The Climate Change Committee was established by the Act to advise the government, which must report to parliament on its policies and proposals to meet the budgets.

##### The Carbon Reduction Commitment Energy Efficiency Scheme

The Carbon Reduction Commitment (CRC) Energy Efficiency Scheme was announced in the 2007 Energy White Paper to encourage large non-energy intensive businesses (that are exempt from the European Union Emissions Trading System) and public sector organisations to reduce their CO<sub>2</sub> emissions. It is a mandatory cap and trade scheme that requires organisations with at least one half-hourly meter and/or electricity consumption over 6000 MWh per annum to buy allowances to cover their total fossil fuel energy use. The scheme covers more than 5,000 organisations, starts in 2011 and aims to achieve savings in the region of 1.2 million tonnes of CO<sub>2</sub> by 2020.

The CRC is governed by the Climate Change Act but will be administered by the Environment Agency. Money from the purchase of allowance will be recycled within the organisations participating in the scheme, based upon their performance which will be published in a league table. The launch of the CRC is an added incentive to reduce CO<sub>2</sub> emissions, with allowances in the first two years set at £12 per tonne. The Local Government Information Unit estimates that CRC allowances could cost local authorities anywhere between £350,000 to £1.2m per annum.



## Energy prices

The likely future costs and volatility of energy markets supports reducing reliance on fossil fuels and the transition to a low carbon economy. The Office of Gas and Electricity Markets (Ofgem) predicts that the UK's energy supply will be particularly vulnerable due to its exposure to the volatile global gas market and because of its ageing power stations. This will be compounded by increased demand for energy due to the increase in technology and IT use.

## Energy Performance of Buildings Directive (EPBD) and Display Energy Certificates (DECs)

All buildings which are sold, rented or constructed must have an Energy Performance Certificate (EPC) issued by an independent qualified and accredited assessor. EPCs are valid for ten years and are accompanied by recommendations for improving energy efficiency.

Additionally from October 2008 all public buildings over 1000m<sup>2</sup> are required to display a Display Energy Certificate (DEC) in a place visible to the public. These must be issued by an independent qualified and accredited assessor, renewed annually and show information from the previous two years. A DEC must be accompanied by an advisory report, to be renewed every seven years which contains recommendations for improvements to the energy efficiency of the building.

### 2.1.3 Local Drivers

#### National Indicator 185: CO<sub>2</sub> reductions from local authority operations

This government indicator requires local authorities to compile a list of their carbon dioxide emissions created in the delivery of their services. The first reporting year was for 2008/9 financial year which aligns with future reporting periods of the CRC, and was subsequently chosen for the scope of this CMAP to avoid double reporting.

#### National Indicator 186: per capita reductions in CO<sub>2</sub> emissions in Peterborough

This is the carbon footprint for the whole of Peterborough including commercial, industrial, domestic, and transport emissions.

#### Sustainable Community Strategy

In 1992 Peterborough was made one of four UK Environment Cities, along with Leeds, Leicester and Middlesbrough. Peterborough has worked hard to improve its environmental credentials and now has a growing reputation as the UK's Environment Capital, an aspiration and commitment outlined in Peterborough's Sustainable Community Strategy.

The Sustainable Community Strategy, "Growing the right way for a bigger and better Peterborough" sets out ambitious plans for the future of Peterborough and its communities. The strategy identifies four priority areas for those public bodies and other organisations that make up the Greater Peterborough Partnership. The city council has adopted these four priority areas as our strategic priorities, to ensure that we deliver truly sustainable growth and a cleaner, greener, healthier and more vibrant Peterborough for the future.

#### Local Area Agreement

The Local Area Agreement (LAA) is the tool for achieving the changes set out in the Sustainable Community Strategy. It is a three-year agreement between the key organisations in Peterborough and our partners in regional and national government, setting out the actions we will take and the targets we aim to meet in pursuit of the longer term vision of the Sustainable Community Strategy.

These can be seen as two parts of the same document, with the Sustainable Community Strategy setting out the vision and priorities for Peterborough over the period 2008 to 2021 and a series of LAAs, negotiated on a rolling three-year basis, outlining the short and medium-term action plans for helping us

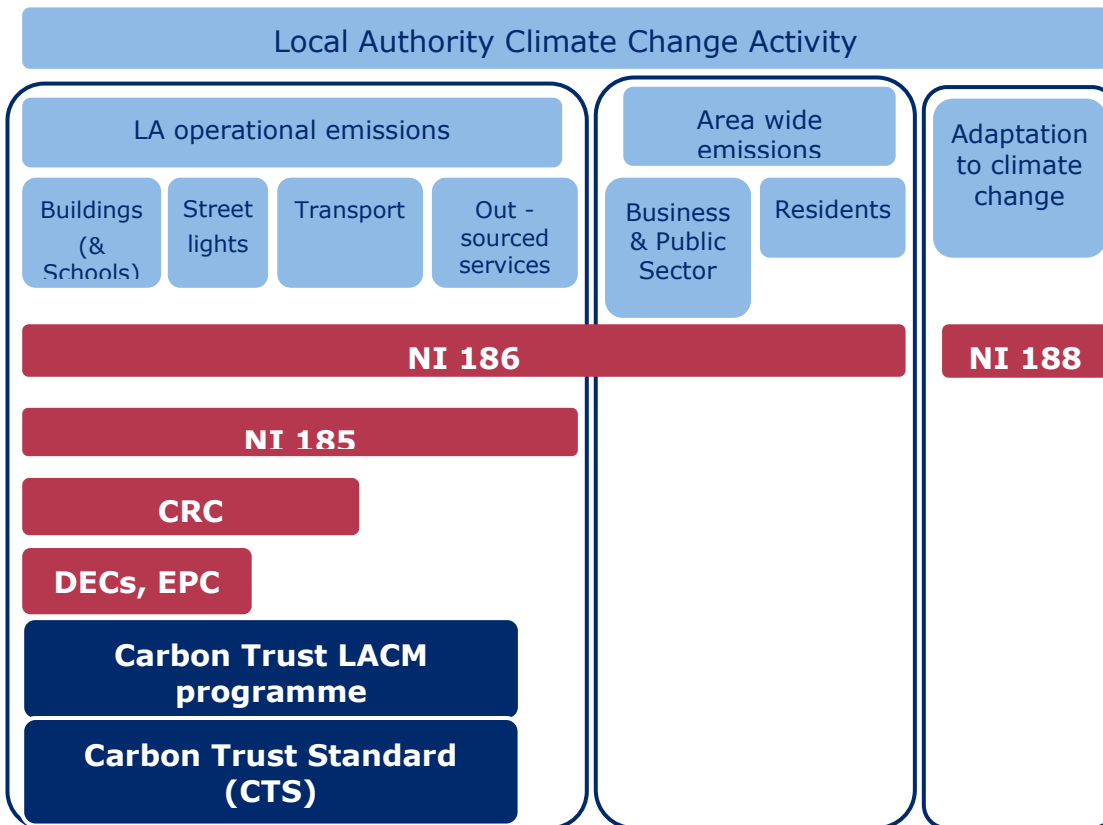
realise that vision. The agreement represents the work of all the partners whether public, private, voluntary, community or faith sector. As such it is a genuine partnership document, representing our collective work plan and recognises that no one partner can deliver our ambitious agenda.

**Nottingham Declaration**

The city council signed the [Nottingham Declaration](#) on Climate Change in 2004, acknowledging that current and future council activities will have a detrimental effect on the future environmental and socio-economic prosperity of the UK and Peterborough. By signing this agreement we commit to considering the impact of climate change on all council services and develop a framework for future action.

In 2007 we developed a Climate Change Strategy, providing the framework for action within our operations and demonstrating our leading role on climate change in Peterborough. The Strategy is currently being refreshed to reflect developments in climate change policy, and will outline actions required by both the city council and across Peterborough to address climate change.

The following diagram illustrates the relationship between the various associated drivers:



**Table 2.1:** Local authority climate change activity

**2.2 Our low carbon vision**

Reducing carbon, improving efficiency - creating the UK's Environment Capital

## 2.3 Strategic themes

The city council has identified the following strategic themes which encompass the actions that will be required to achieve the vision.

### One: Energy Management

Developing a consistent and robust approach to monitoring energy which allows the city council to manage and reduce energy consumption.

### Two: Energy Efficiency

Improving energy efficiency across the city council's assets, both buildings and vehicles.

### Three: Engaging Schools

Develop an integrated approach to carbon management within schools with support to create individual school carbon management action plans and provide environmental awareness education.

### Four: Climate Change Culture

Embedding climate change within the city council's culture, both at a strategic and individual officer level.

### Five: Policy Alignment

Assessing the environmental impact of new policies and strategies to ensure that environmental considerations are taken into account.

### Six: Procurement

Develop the procurement process to ensure environmental impacts and options are considered appropriately.

## 2.4 Targets and objectives

Peterborough City Council will reduce CO<sub>2</sub>  
emissions from operations by 35% of 2008/9  
levels by April 2014

This target is one of the most ambitious so far on the Carbon Trust Local Authority Carbon Management Programme and will enable us to meet the UK's reduction target of 34 per cent before 2020. The 35 per cent reduction target will be met through a combination of high and low tech solutions as demonstrated in Figure 2.2.

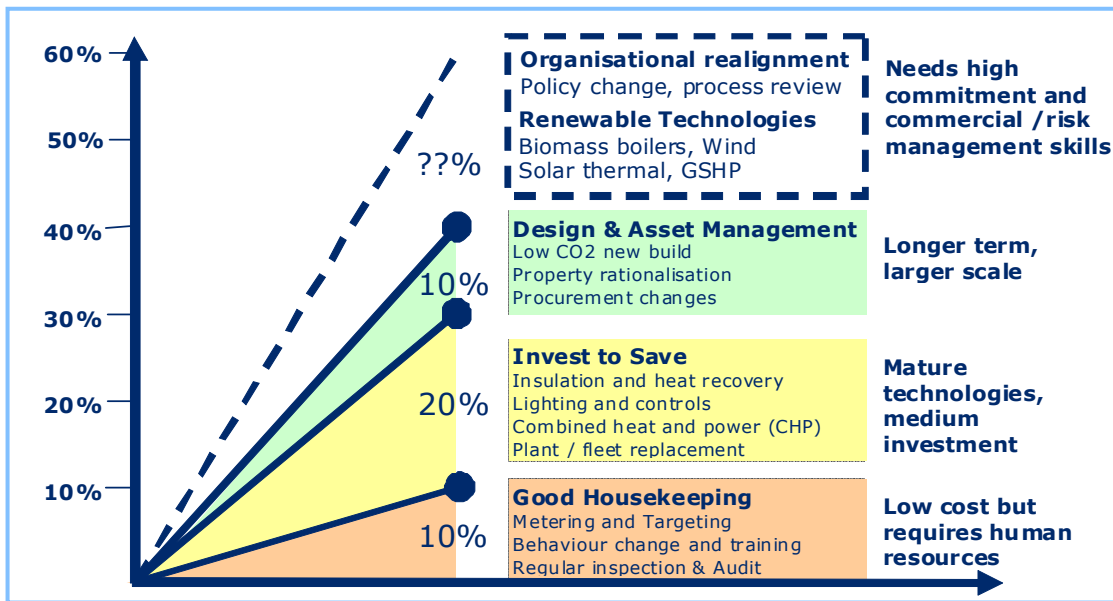


Figure 2.2: Possible percentage energy reductions.

The future aspirational target for the city council is to achieve an 80 per cent reduction in carbon dioxide emissions by 2050, inline with the Government’s target.

### 3 Emissions Baseline and Projections

The starting point for carbon management is to accurately establish the emission baseline. The scope of the baseline is chosen to include the required types and sources of emissions over a defined timescale. The baseline is a fixed point against which a reduction target can be set and future performance monitored.

#### 3.1 Scope

The emission baseline used by the city council is based upon the scope of National Indicator 185. This scope was adopted to maximise the benefits of the existing reporting for NI 185, and to avoid creating unnecessary reporting commitments.

The scope of NI 185 and therefore the baseline used for the Carbon Management Programme is described as follows:

*"NI 185 is to include all CO2 emissions from the delivery of local authority functions. [...] "function" covers both the duties and powers of an authority. It covers all an authority's own operations and outsourced services. [...] it should be clear that schools and business travel are included within the definition. However, social housing provided by the authority or a third party is not included within the scope of the indicator. Employee commuting is also not included"*

Therefore the scope of the baseline used for the Carbon Management Programme includes:

#### Stationary sources

- Council offices (the main buildings: Town Hall, Bayard Place, Bridge House and Manor Drive)
- Schools (72 schools included)
- Street lighting including road signs and bollards
- Car park lighting and ticket machines
- Peterborough Museum and Art Gallery
- Leisure facilities (Regional Pool, the Lido, Jack Hunt Swimming Pool, Werrington Sports Centre and Bushfields Sports Centre)
- Libraries
- The Crematorium
- The Household Recycling Centre and Materials Recycling Centre
- Various depots and storage facilities
- Day social care facilities
- Other offices used by council staff such as the Registry Office

#### Transport emissions

- Fleet vehicles: 172 vehicles including 22 refuse trucks, road sweepers and cars
- Business mileage claimed by staff for the purposes of carrying out their role
- Outsourced school buses for children living over 2 miles from school
- Outsourced taxi journeys provided for children with special educational needs
- Community Link bus services

From these sources, only the CO<sub>2</sub> emissions were considered (other greenhouse gases such as methane were not included within the scope of the baseline due to lack of data and the smaller scale of emissions). CO<sub>2</sub> emissions are produced primarily from the consumption of energy, namely fossil fuels:

oil, gas, diesel, petrol, LPG, burning oil, red diesel etc. In addition, grid electricity was included in the scope because of the emissions related to its generation.

### Excluded sources

The baseline was not extended to include other emission sources such as water consumption or waste production. Given the magnitude of energy emission sources, it was decided that the contribution from water consumption would be too small to justify the extra reporting burden at this stage, especially given that there was no existing reporting structure (e.g. the emissions factors provided by Defra give 0.404 kgCO<sub>2</sub>/m<sup>3</sup> water consumed compared to 0.537 kgCO<sub>2</sub>/kWh electricity used and given that minimal water is used in offices).

Similarly, emissions from waste sent to landfill have not been included at this stage however, if in future this data is collected then the baseline could be adjusted to include these emission sources.

The emission sources excluded in NI 185 were also excluded in the baseline. These include commuting, retail units, privately operated children's services facilities and community centres, social housing and some rented offices.

### Data Collection

The energy data used to calculate the baseline was gathered from invoices received by the city council's asset management service, property services, and children's services as well as directly from energy users in schools. Work continues to ensure that this data is robust and systems are in place to ensure ongoing timely and accurate provision.

Energy Type	Source	Data Quality	Actions to improve data
Electricity	Energy bills from individuals in different buildings, contact with suppliers, DECs (subsequently provided by ESPO in 70% of cases), some estimated by financial spend	Schools: Some based on estimates from financial spend Offices: some based on proportions of rented space	Gain data directly from ESPO for those on the corporate contract.  Access online bills to by pass the paper trail and reliance upon individuals to submit bills to a central office.  Install Automated Meter Readers (AMR's) across the estate to give immediate access to actual data.
Gas	Energy bills from individuals in different buildings, contact with suppliers, DECs (subsequently provided by ESPO in 70% of cases), some estimated by financial spend	Schools: Some based on estimates from financial spend Offices: some based on proportions of rented space	Gain data directly from ESPO for those on the corporate contract.  Ultimately install AMRs.
Oil	Utility bills, contact directly with suppliers	Good	
Petrol	Software, HR	Good	
Diesel	Software, HR	Good	

**Table 2.1:** Data sources and quality

	2008/9 (pence per unit)	Yearly increase (%)	2009/10 (pence per unit)	2010/11 (pence per unit)	2011/12 (pence per unit)	2012/13 (pence per unit)	2013/14 (pence per unit)
<b>Electricity (grid) (kWh)</b>	9	5.3	9.48	9.98	10.51	11.07	11.65
<b>Natural gas (kWh)</b>	4	5.3	4.21	4.44	4.67	4.92	5.18
<b>Burning oil (kWh)</b>	4	5.3	4.21	4.44	4.67	4.92	5.18
<b>Diesel (litre)</b>	118.1	8.4	128.0	138.8	150.4	163.1	176.8
<b>Petrol (litre)</b>	108.5	8.4	117.6	127.5	138.2	149.8	162.4
<b>Average Diesel Car (km)</b>	5.9	8.4	6.4	6.9	7.5	8.1	8.8
<b>Average Petrol Car (km)</b>	8.1	8.4	8.8	9.5	10.3	11.2	12.1

**Table 2.2:** Current and future predicted energy prices from BIS (formerly BERR)

### 3.2 Baseline

The baseline year is the financial year April 2008 to March 2009 which ties in with the reporting requirements for NI 185, utilising the existing data and avoiding extra reporting burdens. After the first qualification period the CRC reporting requirements will also follow this timescale. Utilising the synergies with these other reporting commitments ensures that messages about carbon reduction within the city council are consistent.

The baseline emissions were calculated using a Carbon Trust tool that uses the Defra conversion factors published in 2009. The main conversion factors used were:

Energy Type	Conversion factor
Electricity	0.537 kg CO <sub>2</sub> /kWh
Natural Gas	0.185 kg CO <sub>2</sub> /kWh
Burning oil	0.245 kg CO <sub>2</sub> /kWh
Petrol	2.32 kg CO <sub>2</sub> /litre
Diesel	2.63 kg CO <sub>2</sub> /litre
Average diesel car	0.20 kg CO <sub>2</sub> /km

**Table 2.3:** Defra conversion factors

The resultant baseline for 2008/9 is **33,995 tonnes of CO<sub>2</sub>** (components shown in Table 3). The corresponding cost estimate is more than **£6.7 million** (assuming 8p/kWh for electricity and 4p/kWh for gas - these will be adjusted when actual unit costs of energy are made available).

**The city council's 2008/9 carbon dioxide  
baseline is 33,995 tonnes CO<sub>2</sub>.**

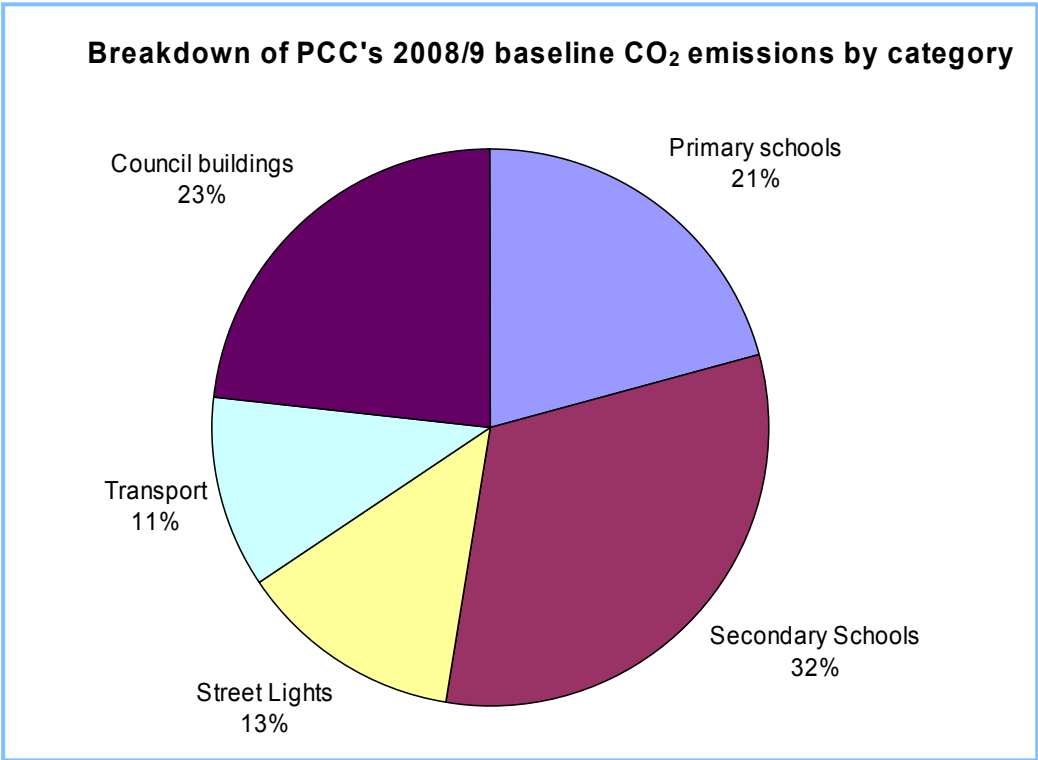
		Baseline CO2 emissions (tonnes)	Estimated Baseline Cost (£)
Buildings	Council Offices	2,212	£393,989
	Primary schools	7,045	£1,305,576
	Secondary schools	10,764	£1,968,596
	Leisure centres	1,517	£295,066
	Cultural services	1,302	£252,541
	Other buildings	727	£316,665
Street lights	Street lights	4,444	£744,396
Transport	Fleet	3,203	£1,045,348
	Business mileage	649	£282,622
Miscellaneous		2,131	£132,934
Total		33,995	£6,737,734

**Table 2.4:** Summary table of emissions for baseline year 2008/9

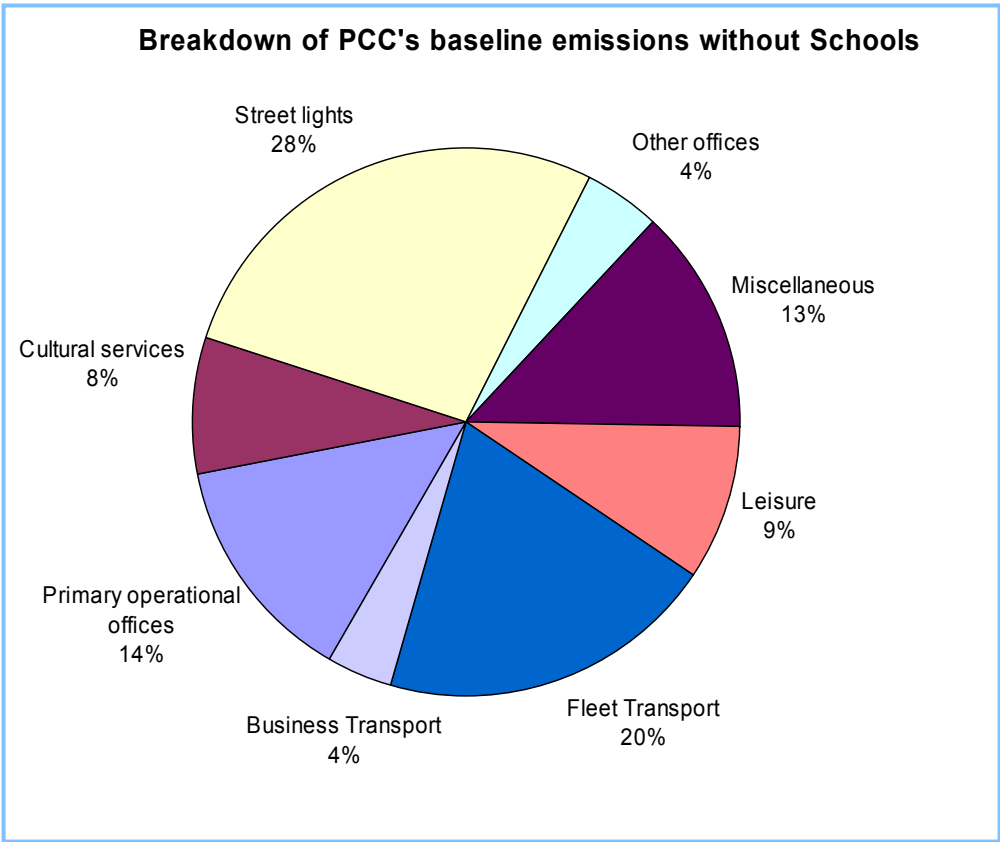
This means that the city council will need to reduce its emissions by 12,000 tonnes of CO<sub>2</sub> to meet its reduction target, not considering any growth.

**Schools make up approximately 53 per cent of the city council's baseline.**





**Figure 3.1:** Summary of emissions for baseline financial year 2008/9



**Figure 3.2:** Emissions from the city council excluding schools.

The **largest single contributor** is the **crematorium** which emitted approximately **660 tonnes CO<sub>2</sub>**.

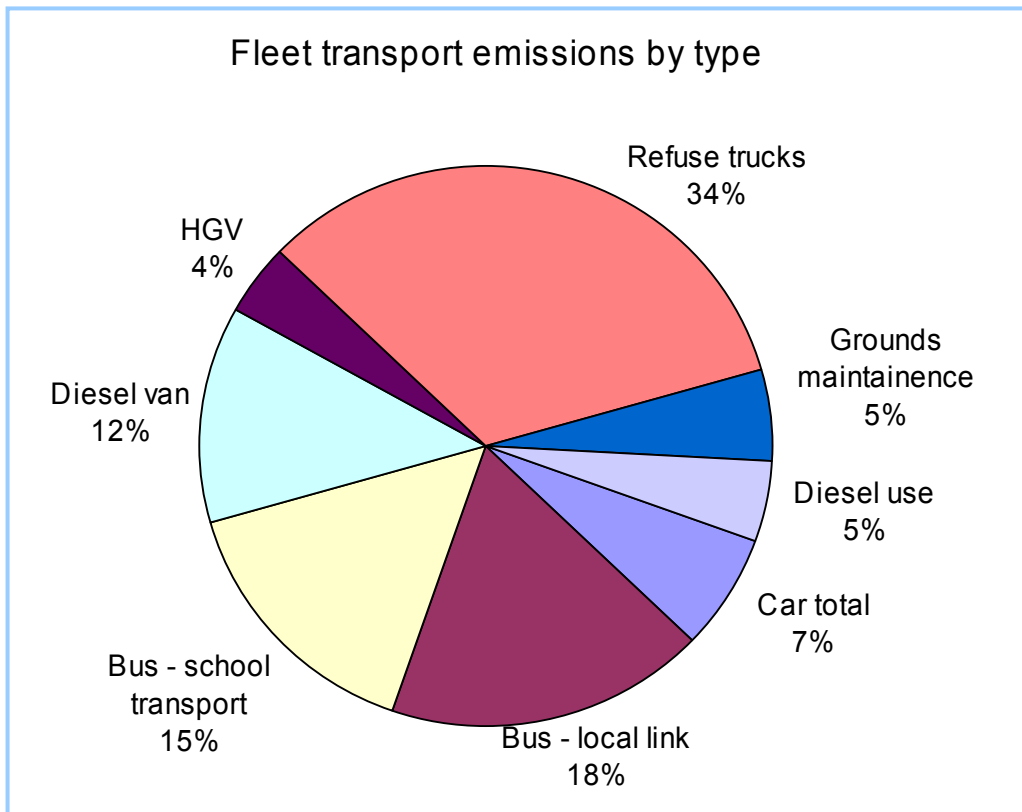


Figure 3.3: Breakdown of the city council's fleet emissions.

### 3.3 Projections and value at stake

If we don't reduce energy consumption:

By 2014 annual emissions will have increased by 1000 tonnes CO<sub>2</sub> (3 per cent) and annual financial spend will have increased by **£3.5m** (51 per cent).

What this plan can deliver:

**By following the reduced emissions scenario, annual emissions will reduce 35 per cent to 22,097 tonnes CO<sub>2</sub> and costs to £5.9m.**

There are two alternative energy scenarios for the city council in five years:

- the '**business as usual**' scenario where energy consumption increases unchecked and as normal;
- the **reduced** consumption scenario towards the city council's 35 per cent emissions reduction target by 2014.

### **Business as usual scenario**

The business as usual scenario considers unabated energy consumption and therefore unabated energy emissions. The energy consumption growth was calculated using a year-on-year increase of 0.7 per cent based on BIS (Department for Business Innovation and Skills) projections. This was used for both the stationary sources, including schools, and the transport sources.

This figure may not accurately reflect the increased energy demand that the city council might experience over the next five years. Complicating factors include the planned large scale growth of Peterborough, with services to match. Alongside initiatives such as the Building Schools for the Future Programme; the effect replacing secondary schools may have on energy demand is unknown. In some cases the rebuild will be accompanied with an increase in pupils, but in all cases the buildings will be more modern and compliant with current standards for insulation and energy efficiency. The carbon embedded in the building materials and in the building works will not be included.

The effect of these changes and developments is not reflected in the 'business as usual' increase factor. Therefore the 'business as usual' scenario will not reflect the city council's future energy consumption in detail. Nonetheless it is a valuable tool to indicate the magnitude of future emissions and to visualise the contrast between the starting point and the situation in five years.

The 'business as usual' scenario also estimates the financial requirements in five years time. The calculation is based on the increased energy consumption figures and considers energy price inflation. Price increase factors of 5.3 per cent for stationary sources and 8.4 per cent for transport sources, provided by Camco Advisory Services and based on Department for Business Innovation and Skills (BIS) projections, were used to calculate the 'business as usual' financial scenario.

Total 2008/9 baseline emissions equate to **33,995** tonnes of CO<sub>2</sub>; under a business as usual growth scenario emissions in 2014 will have increased to **35,201** tonnes CO<sub>2</sub>. This is growth of 3 per cent and an additional 1000 tonnes CO<sub>2</sub> per annum.

Similarly financial spend will have increased from **£6.8m** to **£9.4m** annually (using BIS fuel price estimate and projections), with costs increasing by nearly 51 per cent.

### **Reduced emissions scenario**

Through effective carbon management and commitment to meet the 35 per cent reduction target by 2014, the city council will have reduced its emissions to **22,097** tonnes CO<sub>2</sub>. This is a reduction of 13,100 tonnes CO<sub>2</sub> per annum compared to the 'business as usual' scenario.

Similarly costs will have reduced to **£5.9m**, saving the city council approximately £3.5 million in energy costs annually in comparison with 'business as usual' scenario.

Pursuing the reduced energy consumption scenario over five years will produce cumulative saving through **cost avoidance**.

#### Value at stake

The value at stake demonstrates the **total** carbon emissions avoided and the costs saved by following the reduced emissions scenario over five years. It is calculated over the period of the Carbon Management Programme as the cumulative difference between the 'business as usual' and the reduced emission scenario.

The value at stake shows that over the 5 years to 2014 the city council will have emitted **41,341** tonnes CO<sub>2</sub> more under the business as usual scenario compared to the reduced emissions scenario (Figure 3.4 and 3.5). Similarly the financial value at stake could be as much as **£10.3m** by 2014 through increased energy prices.

The cost of not completing the programme over five years is **£10.3m** and **41,341** tonnes CO<sub>2</sub>

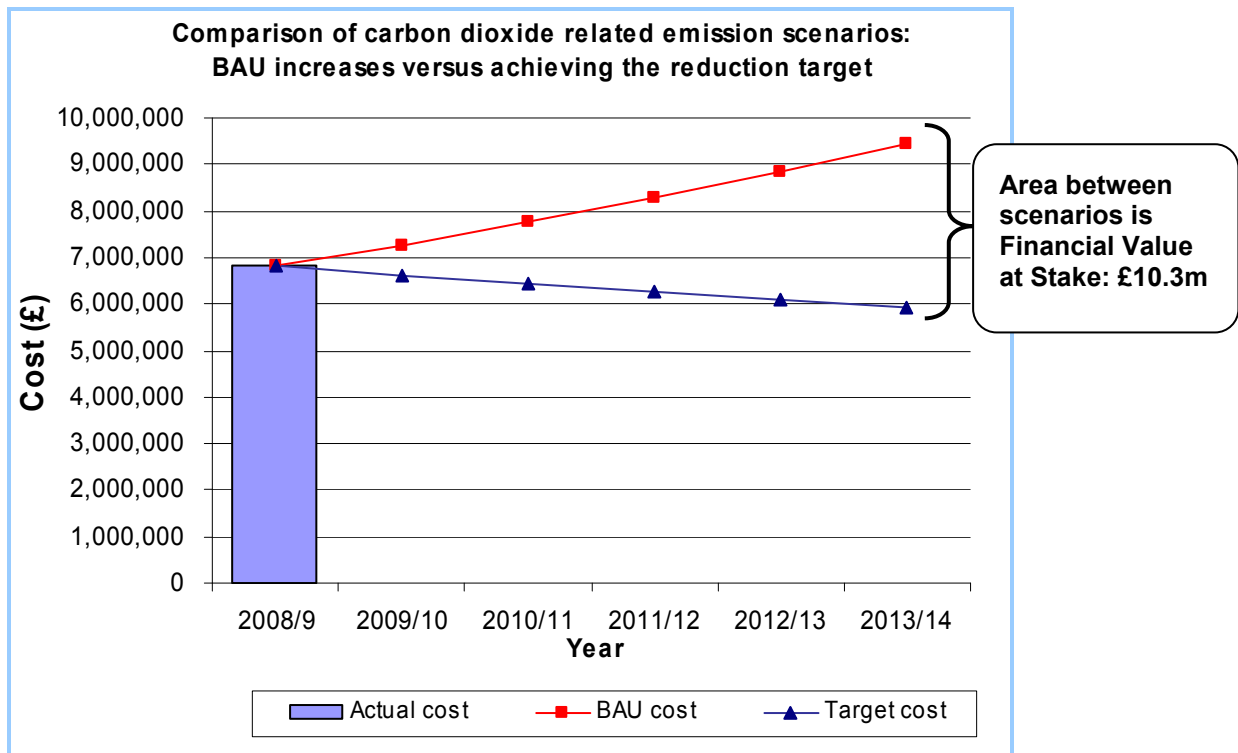


Figure 3.4: Financial Value at Stake from Inaction

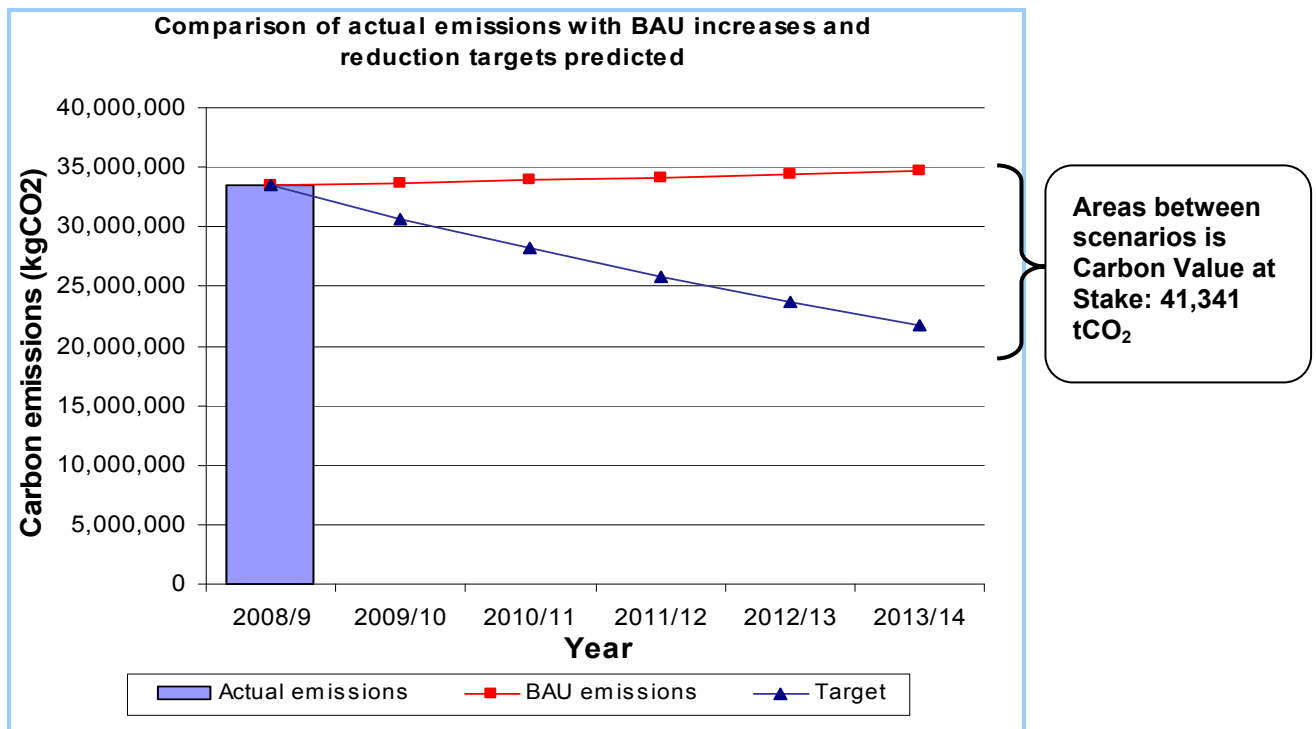


Figure 3.5: Carbon Value at Stake from Inaction

### **Carbon Reduction Commitment (CRC) Energy Efficiency Scheme**

With the introduction of the CRC scheme in 2011, PCC's carbon emissions will give rise to additional costs not covered in the preceding analysis (which is based on energy costs only). Under the scheme PCC will have to purchase allowances to cover its emissions from 2011 onwards at £12 per tonne of carbon dioxide (the fixed price during phase one of the scheme). The money raised through the sale of allowances is recycled to participants based upon their relative performance published in a league table. Good performance, by taking action to reduce emissions, could result in PCC receiving its initial outlay plus bonus payments. Poor performance, through doing little or nothing to reduce emissions, could result in the penalty payments being deducted from the initial outlay, further increasing the financial burden of PCC's energy consumption.

To give an indication of the initial outlay for PCC, using the 2008/9 baseline and omitting the contribution from transport emissions, allowances will cost approximately **£360,000** a year (stationary emissions of 30,142 tCO<sub>2</sub> at £12 a tonne). However the actual cost to PCC will depend on the carbon dioxide emissions in 2011/12, the performance of all participants in the scheme and the variable cost of allowance on the market after the first two years.

Under the reduced emissions scenario detailed above, saving **41,341 tonnes CO<sub>2</sub> over 5 years** will avoid the requirement for purchasing additional CRC allowances equivalent to **£431,600** (assuming stationary source savings of 35,966 tCO<sub>2</sub> and that the price of carbon stays at £12 per tonne CO<sub>2</sub>).

## 4 Carbon Management Projects

This chapter describes the **overall model** for carbon management within the city council. All individual projects will be **scrutinised, changed and revised to realise actual savings**. The model tentatively includes projects without detailed planning, feasibility studies or quantification of costs and savings at this stage. All projects, an overview of which will be included in the format of appendix B, will follow the city councils full approval process before initiation and where some projects prove unfeasible, new opportunities will be considered.

### 4.1 Model for Carbon Management

This chapter details a possible model for projects and the table below provides a summary of how the target **could be met**. However these figures are provisional and should not be considered as actual savings. Realisation of these reductions will require developed feasibility studies and corresponding financing.

The projects in this model can be considered in six categories, as shown in the table below:

Model of Carbon Saving Projects	Potential contribution to reduction *			Enabling Action
	Tonnes CO <sub>2</sub>	% of target	% of baseline	
4.3 Existing completed projects	208	1.7%	0.6%	n/a
4.4 Planned/funded projects				n/a
4.5 Near term projects	5989	50%	17.5%	Strategic level decisions
4.6 Medium to long term projects	5198	43.3%	15.3%	Further planning
4.7 Additional Ideas				Further planning
<b>Totals</b>	<b>11053</b>	<b>92%</b>	<b>32.4%</b>	

**Table 4.1:** Model for Carbon Saving Projects across the city council (The reduction figures are estimates aimed to indicate the potential savings and should not be taken as definite until more accurate quantification of the projects is undertaken.)

These project categories are described in more detail in the corresponding sections of this chapter, with the main project details summarised in the tables below.

4.2 Planned/funded Project	Status	Potential contribution to reduction *			Enabling Action
		Tonnes CO <sub>2</sub>	% of target	% of baseline	
Crematorium Upgrade – more efficient cremators	Planned & funded	283	2.3%	0.8%	n/a
Museum Refurbishment – boiler and heating systems	Planned & funded	Awaiting details	?	?	Strategic level decisions
Welland Primary School - rebuild	Planned & funded	64	0.31%	0.18%	Further planning
<b>Totals</b>					

4.3 Near Term Projects	Status	Potential contribution to reduction *			Enabling Action
		Tonnes CO <sub>2</sub>	% of target	% of baseline	
Automated Meter Readers (AMR's)	Mandate (Jan 10)	964	8%	3%	Further planning
Behavioural change including awareness raising campaign and Green Champions in main PCC offices	In planning	344	3%	1%	Further planning
Primary school programme plus awareness campaign	Concept	3116	26%	9%	Further planning
Secondary School Programme plus awareness campaign	Concept	1441	12%	4.2%	Further planning
PCC Travel Plan	In consultation	124	1%	0.3%	Further planning
<b>Totals</b>		<b>5989</b>	<b>50%</b>	<b>17.5%</b>	

4.4 Medium to Long Term Projects	Status	Potential contribution to reduction *			Enabling Action
		Tonnes CO <sub>2</sub>	% of target	% of baseline	
Energy Efficiency programme in main PCC offices	Medium term	661	5.5%	2%	Further planning
Green Fleet	Medium term	544	4.5%	1.6%	Strategic level decisions
Building Schools for the Future	Medium term - planned	2272	19%	6.7%	Further planning
Street lights and traffic lights	Medium term - planned	480	4%	1.4%	Further planning
Leisure (wet and dry)	Medium term - planned	421	3.5%	1.2%	Strategic level decisions
Other (awareness in libraries, solar panels on schools)	Medium term	820	6.8%	2.4%	Further planning
<b>Totals</b>		<b>5198</b>	<b>43.3%</b>	<b>15.3%</b>	

## 4.2 Past Achievements

The city council has completed several projects in recent years that will have contributed carbon savings and which will have reduced the potential for current savings. These include:

- Night-watchman software - switches off council office computer hard drives at 6pm- saving in the region of 250 tonnes CO<sub>2</sub> per annum
- Server virtualisation
- Replaced individual printers, scanners and copiers with multifunction devices (MDFs) saving in the region of 28 tonnes CO<sub>2</sub> per annum
- Position in top quarter of local authorities surveyed on Green IT by SOCTIM
- Turning off every 3rd light on the parkways
- Ongoing Primary school asset maintenance programme: boilers, lighting, rewiring etc.
- Trial of an electric Mega van for the Grounds Maintenance team
- Recycling rate of 46.6 per cent in 2007/8
- Extension of Orton Wistow Primary School with a Green Roof and ground sourced heat pump
- New boiler in the Town Hall



- LED trail lamp on Bridge Street
- 5 secondary schools recently rebuilt under the BSF programme

### 4.3 Existing projects

There are a number of existing projects that have been completed within the first year of the Carbon Management Programme. The timescale of projects from initial conception, through planning to implementation means that there is a significant lag before the results of the project are seen. Therefore these existing projects were planned before the Carbon Management Programme was started, as part of the status quo within the city council, but their benefits can be accounted for within the programme.

Project	Lead	Cost		Annual Saving		% of Target	First Year of Savings~
		Capital	Operational*	Financial	tCO <sub>2</sub>		
Jack Hunt Swimming Pool – refurbishment including boiler replacement	Robert Griggs/Geoff Badger	£620,000	£4,039	£11,567	156.6	1.32%	<b>2009 (Yr 1)</b>
John Clare Primary School – boiler replacement (biomass)	Robert Griggs/Geoff Badger	£246,000	£142	£2,450	22.2	0.19%	<b>2009</b>
St Boltophs Primary School – boiler replacement	Robert Griggs/Geoff Badger	£55,000	£560	£123	12.6	0.11%	<b>2009</b>
Sacred Heart RC Primary School – boiler and heating system replacement	Robert Griggs/Geoff Badger	£132,000	£504	£601	5.1	0.04%	<b>2009</b>
St Boltophs Primary School – partial rewire	Robert Griggs/Geoff Badger	£68,000	£81	£954	6.2	0.05%	<b>2009</b>
Heltwate Primary School – partial rewire	Robert Griggs/Geoff Badger	£60,000	£60	£268	2.0	0.02%	<b>2009</b>
Leighton Primary School - partial lighting refit	Robert Griggs/Geoff Badger	£22,000	£39	£294	2.0	0.02%	<b>2009</b>
Norwood Primary School - partial lighting refit	Robert Griggs/Geoff Badger	£21,000	£39	£294	2.0	0.02%	<b>2009</b>
				<b>Total</b>	<b>208</b>	<b>1.75%</b>	

**Table 4.5:** Carbon savings from existing projects

\* operational costs estimated using the predicted consumption figures after project completion and the unit price for the emission source. The actual operational costs will be subject to fluctuating energy prices and differing energy consumption, which will be available at the end of the financial year when reporting for NI 185.

~ these projects were all undertaken in the school summer holidays 2009, and were completed by the new term. Therefore the first savings would be experienced in the autumn 2009 and the figures in this table are predictions.

Combined these projects saved 208 tonnes CO<sub>2</sub> from the 2008/9 baseline which equates to 1.75 per cent of the target (0.6 per cent of the baseline).

### 4.4 Planned / funded projects

There are some projects that have been developed before the Carbon Management Programme was started and are nearing implementation stage. The city council's new online project register Verto allows projects that have secondary carbon benefits to be identified and captured for the programme.

The Crematorium project to install more efficient cremators in conjunction with a mercury abatement plant alone will save approximately 283 tonnes CO<sub>2</sub> equating to nearly 2.4 per cent of the target.

The Museum boiler replacement is part of a larger refurbishment project including decoration and display improvements. The boiler replacement will replace the existing oil boilers with gas models. The project is still in development at the second round of tendering, with the budget to be confirmed in March 2010 and the work due to start in January 2011.

These projects will not realise CO<sub>2</sub> savings until 2011.

## **4.5 Near term projects**

There are several projects in the planning stage that will take place in the near future, but which don't have detailed business cases or estimated savings. The city council's project register will be used to identify such projects at mandate and business case stage that are being developed across the city council. Whilst these projects are lacking detail, as they are developed the details of carbon savings and costs will be incorporated into this CMAP. The project register is helpful as a communication tool enabling appropriate officers to be contacted, increasing awareness of Carbon Management.

### **4.5.1 Automated Meter Readers**

There are plans for the installation of Automated Meter Readers (AMRs) across the city council's estate to form the basis of future energy and carbon management. Only by having accurate, accessible and real time energy consumption data can the consumption truly be known and addressed proactively.

AMRs provide automatic data remotely via the mobile phone network and are bought with accompanying software to manage the data. The data gathered by AMRs will be viewed via password access to a web portal, and then be uploaded into a centrally-located system within the city council, ensuring data is available for energy management. This will allow better targeted energy management to identify further energy saving projects and secure finance on an invest to save basis.

The Climate Change Team are developing a business case to establish the cost of installing and maintaining both electricity and gas meters in all suitable city council buildings without existing half hourly meters. Installing AMRs could deliver energy savings between 5 and 15 per cent based on Carbon Trust estimates. Assuming 5 per cent savings on the largest 74 gas meters and 59 electricity meters, AMRs could deliver saving of 482 tonnes CO<sub>2</sub>.

### **4.5.2 Behavioural Change**

Behavioural change within an organisation can significantly reduce energy consumption and therefore achieve carbon savings. The Carbon Trust indicate that energy saving of around 5 per cent can be made through improving employees knowledge of energy used within their workplace. A further 5 per cent can be achieved with a robust network of Green Champions to raise the profile of such an energy awareness campaign. The scope within the city council is large given the lack of an existing scheme.

Initiating behavioural change within the city council will be tackled by developing an awareness raising campaign and creating a network of Green Champions to promote good environmental behaviour amongst staff. These will need to be developed in the main operational corporate offices, leisure centre, libraries, and all of the schools. The overall aim of the campaign and the Green Champions scheme is to increase understanding of environmental considerations and create an energy conscious culture within the city council. The combined energy awareness campaign and the Green Champion Scheme could realise savings of 344 tonnes of CO<sub>2</sub>.

### **4.5.3 Primary Schools Programme**

Schools make up the largest proportion of the baseline and therefore offer significant potential for reduction. Using the Carbon Trust's Rapid Assessment (RAP) tool and a basic estimate of the potential

for improved insulation, lighting, windows etc., a target reduction of approximately 10 per cent of the baseline could be achieved. Therefore it is proposed that a comprehensive primary school programme is developed that encompasses all primary school maintenance works. At this stage the programme is only a conception and how it is actually implemented will require more significant planning. However by setting a target reduction of 3,400 tonnes CO<sub>2</sub> this helps to frame and objectivise the work.

#### **4.5.4 Secondary School Programme**

The majority of the secondary school portfolio has been replaced as part of the Building Schools for the Future Programme (BSF, see section 4.6.3 below) with the result that only three of the nine schools are in need of improvement. However, despite this there is scope to make energy savings in schools that have already benefited under BSF. Initially this would be through improvements in the building stock, as some of these buildings were not built with energy efficiency in mind and so could increase their levels of insulation etc. AMRs would also be installed as part of the general roll out across the council's estate to enable better energy management and monitoring.

Secondly where the school has technology and improved design to reduce energy requirements such as passive lighting, then a programme is required to ensure it is maintained and used effectively. Maintenance training and standards should be set with caretakers to ensure equipment is working efficiently and to prolong the lifetime. Staff and pupils would also benefit from training on the technologies available to reduce energy consumption. For example the staff should be advised to open the blinds and maximise the use of natural light rather than using lights. This could form part of an awareness campaign in secondary schools that could achieve further savings. Along with an energy awareness scheme in secondary schools, this programme could save around 1441 tonne CO<sub>2</sub>.

#### **4.5.5 PCC Travel Plan**

The city council's existing travel plan dates back to 2002, with an annexed Action Plan. This is updated yearly to implement small scale measures such as improving cycle parking and running awareness raising events. This Travel Plan document is outdated, it was written prior to the Travelchoice team being established and does not accurately reflect the current travel behaviour of staff. The travel plan document and action plans are therefore currently being updated.

The Green Fleet Review conducted by the Energy Savings Trust made some recommendations for reducing the emissions from business travel.

The revised 2009-12 travel plan is currently at draft stage. Staff input has been sought via an online survey and a workshop with the city council's Our Space group. The draft paper and proposals for an action plan has been taken to the Joint Consultative Forum (JCF) for approval. A working group including representatives from HR and Trade Unions, has been set up to develop the Travel Plan further. The aim is to approve the travel plan in early 2010.

An estimate of the potential savings from the travel plan and driver training provided via the driver handbook, could be 122 tonnes CO<sub>2</sub> if applied to all business travel.

### **4.6 Medium to long term projects**

The longer term projects are the hardest to influence due to their wide reaching nature.

#### **4.6.1 Energy Efficiency Programme in Primary Operational Offices**

A programme of works is proposed for the main operational offices used and owned by the city council to improve their energy efficiency: Town Hall, Bayard Place and Bridge House. Such works could include improving cavity wall, loft, and pipe insulation, draught proofing, installing secondary glazing, introducing zoning, automatic lights and retrofitting with energy efficient lights where appropriate. Using Carbon Trust estimates for the potential energy savings from these different works, applied to these three buildings a saving of 655 tonnes CO<sub>2</sub> could be achieved.

#### **4.6.2 Green Fleet**

A Green Fleet Review was conducted by the Energy Savings Trust for the city council in 2008, with the results published in March 2009 (GRF/0809/080). The review focused on the carbon dioxide emissions in the calendar year 2008 for the sub 3.5 tonne commercial fleet and the grey fleet (business transport). The over 3.5 tonne HGV fleet is not included despite it being a more substantial contributor. Therefore the results of the review differ to the transport baseline calculated for carbon management.

Some of the recommendations of the Green Fleet Review are summarised here as being the most specific solutions that currently exist for the city council to reduce its fleet carbon footprint. Such savings might not be realised by the city council fleet based upon its current levels of efficiency, vehicle types and use, and changes to the fleet since the review. Therefore more investigation is needed to determine the potential savings, which could be done through trials of different technologies.

##### **Fuel management**

Fuel management has two aspects: routine fuel consumption reporting and monitoring and improved use of fuel through driver training. The former reduces misuse and errors and provides better data for the calculation of the fleet carbon footprint than reported mileages, the latter improves driver performance. The city council does practise fuel management with a programme called Merridale Fuel FX v9.12 which records mileage and fuel consumption. The Green Fleet Review suggests that the Merridale programme is used to set fuel economy benchmarks for each vehicle type, create monthly exception reports for vehicles that exceed their benchmark to highlight poor performance, and for more formal communication to drivers and managers on performance and fuel economy. Therefore there is little scope to make significant improvements in fuel reporting.

The second aspect of fuel management is driver training focusing on fuel efficient driving techniques. This can be focused on consistently poor performing drivers as indicated by the fuel management benchmarks. Therefore it has been assumed that driver training can produce savings of around 5 per cent for the city council, or 160 tonnes CO<sub>2</sub>.

##### **Telematics**

The adoption of a telematics system in fleet vehicles will help to maximise the fuel savings gained from improved management, saving a further 10 per cent of the fleet carbon footprint. The systems help to rationalise the vehicle routes and therefore reduce mileages. The Green Fleet Review recommends that the city council trials telematic systems in some vehicles, and if rolled out across the fleet it could produce 320 tonnes CO<sub>2</sub> of savings.

##### **Low Carbon Commercial Vehicle Alternatives**

The city council has recently introduced an electric Mega van for use in the parks section. This could be developed further to include electric, hybrid and biomethane vehicles which are becoming increasingly viable.

##### **Other**

Other recommendations include fitting speed limiters to all new vehicles as standard due to there being no need for most vehicles to drive on motorways. This could produce around 2 per cent savings equating to 64 tonnes CO<sub>2</sub>.

Overall fleet transport could contribute savings of around 544 tonnes CO<sub>2</sub>.

### 4.6.3 Building Schools for the Future

There are three remaining secondary schools due for works under BSF within the five year period of this Carbon Management Action Plan. The £80m scheme will see the complete rebuild of Stanground College and Ormiston Bushfield Academy. The third, Orton Longueville School, will be extensively refurbished.

The scope for energy savings within these new schools depends on the environmental standards to which they are built. If they are built to exceed current building regulations, then these schools will be a significant improvement upon their predecessors (NB: the carbon embodied in the building construction and materials will not be included in the carbon footprint).

The experiences of schools already rebuilt with new energy saving technologies highlights the importance of using the building as designed to realise the energy savings. Before the works begin the schools will have Carbon Trust audits to highlight the areas for improvement. The results will help to inform the design process for the new buildings, raise awareness of energy saving amongst staff and pupils and ensure that they will recognise the benefits of their new building. Some of these schools have created pupil groups under the Sorrel Foundation, which will have input into the designs and environmental awareness in the new buildings.

The total potential savings from the BSF programme, assuming the new schools are built to 2010 building regulations which require a 60 per cent reduction in energy consumption, could be in the region of 2272 tonnes CO<sub>2</sub>.

### 4.6.4 Leisure

The largest single energy consumer of the leisure services provided by the city council is the Regional Pool, which is currently managed by DC Leisure.

#### Regional Pool

Aside from ensuring the proper use of pool covers, dampers and variable speed drives, the project with the biggest effect would be to find an alternative source of heat. Generating electricity produces a lot of heat which is usually wasted. The scope for these works is yet to be determined, but using Carbon Trust estimates for the potential energy savings of 328 tonnes CO<sub>2</sub> could be achieved.

#### Dry leisure centres

A complete programme of building improvements at Bushfield Sports Centre could include improving cavity wall, loft, and pipe insulation, draught proofing, installing secondary glazing, introducing zoning, automatic lights and retrofitting with energy efficient lights. The scope for these works is yet to be determined, but using Carbon Trust estimates for the potential energy savings could be 93 tonnes CO<sub>2</sub>. Further savings could be achieved through similar measures at Werrington Sports Centre.

### 4.6.5 Street Lighting and Traffic Lights

There are various options for reducing the energy consumption from street lighting including dimming, trimming, low energy photocells, electronic control gear. Some of these are being trialled or are already being implemented when a light is replaced as part of the normal works programme. These include:

- removing electricity supply from road signs and bollards which do not require illumination, and replacing with reflective material.
- trialling LEDs replacements for traditional Belisha Beacons tungsten GLS or halogen lamps.
- converting older thermal photocells to electronic photocells which consume a quarter of the energy in major refurbishment works and for all new lights.

- trimming burning hours for new light installations with electronic operating gear to reduce the settings to 35 lux switch-on and 16 lux switch-off.
- dimming of new lighting schemes to 75 per cent of the normal output levels from 12 midnight to 5 am.
- trialling the Telensa PLANet (Public Lighting Active Network) Central Management System on 155 new lights. This will enable flexible dimming, trimming, as well as remote monitoring and energy metering. This trial can be extended as budget allows.
- feasibility study into converting pedestrian subway lighting from fluorescent lights to LEDs which would be motion activated and dim when not in use.

The majority of Peterborough's street lights are 35W low-pressure sodium, that being the most efficient option at the time. Recent technological developments mean there are three main options for reducing the energy from the street lights:

- Option 1: using high frequency electronic operating gear on the existing lamps, which will reduce the power rating of the lamps to 19W. A few lights already been converted in rural areas. If this was used for all of PCC's 24,000 lamps this could produce savings of 467 tonnes CO<sub>2</sub>. This would cost around £2m.
- Option 2: replacing sodium lamps with 18W LED luminaires, which across the whole portfolio could produce savings of 762 tonnes CO<sub>2</sub>. This would cost around £5m.
- Option 3: replacing sodium lamps with 36W LED luminaire, which across the whole portfolio could produce savings of 172 tonnes CO<sub>2</sub>. This would be a very expensive option, costing around £9m.

These 3 options are additional and so only one would be implemented. Therefore whilst more detailed quantification is needed to determine the actual savings, implementing Option 1 alone could save 467 tonnes CO<sub>2</sub> from street lighting.

### **Traffic Lights**

The Traffic Management Group is developing a project to replace traffic signals around the city. The majority of the traffic signal heads are currently Helios tungsten halogen lamps. Industry developments have seen improvements in the performance of LED lamps and controllers. The options being considered by the city council include:

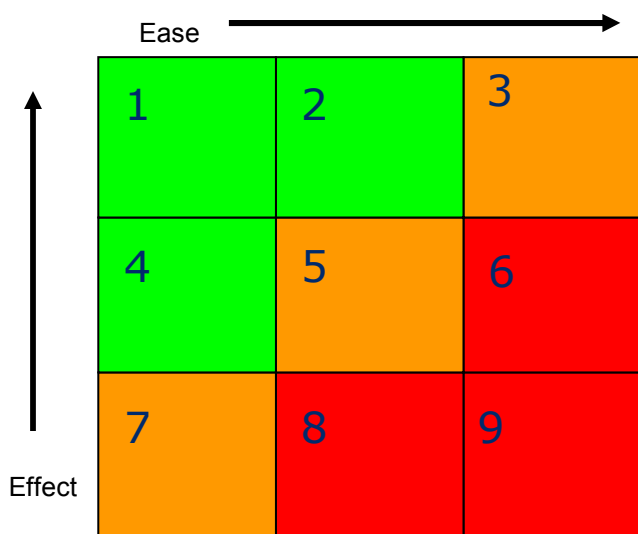
- retrofit of HI Helios lamps with LEDs
- replacing pedestrian crossings to ELV controllers and LED lamps
- replacing remaining controllers and signals with CLS LEDs

These options could produce savings of 5, 2, and 1 tonnes of CO<sub>2</sub> respectively per junction, and details are awaited on the scale of the project to determine the full savings potential.

## **4.7 Additional Ideas**

The Opportunities and Quantification workshop held with the Carbon Management Team and other city council officers generated some additional project ideas. These could be used to generate further energy and carbon savings, but will need to be adopted by different service areas for development. These projects have been scored using the ease and effect matrix to help prioritise and direct efforts. From this it indicates that some projects are more worthwhile developing than others initially.

The ease and effect matrix rates projects as:



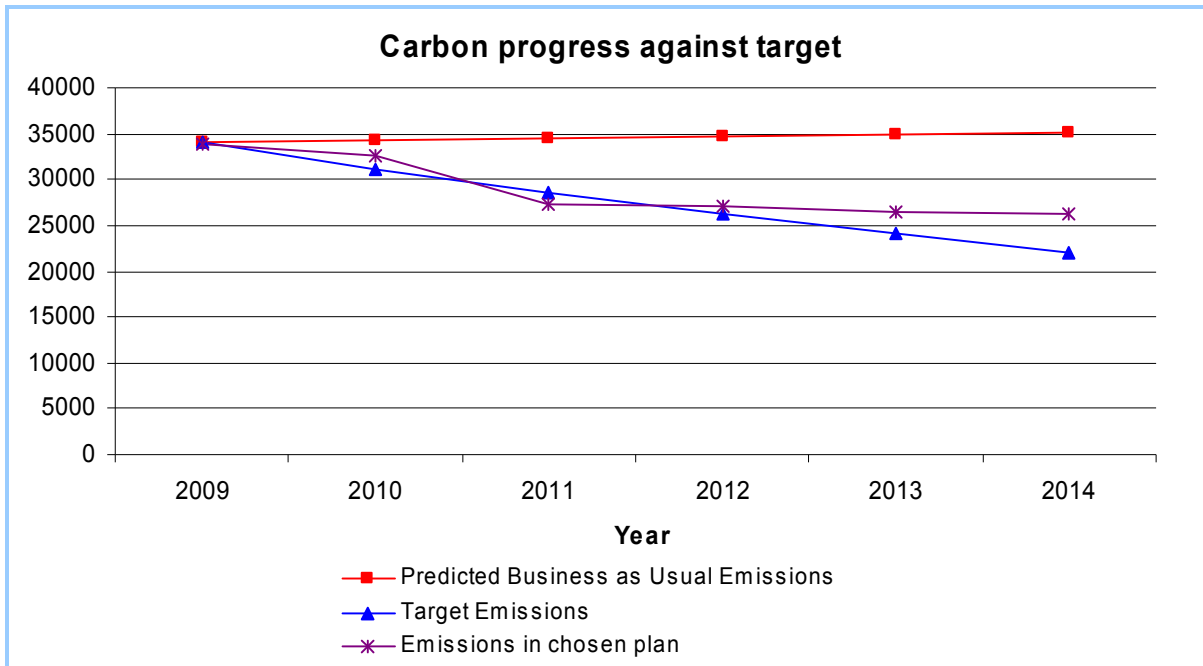
**Figure 4.1:** Ease and Effect Matrix for prioritising carbon reduction projects.

Project idea	Ease and effect score
Ground sourced heat pump at the Lido and Regional Pool	1
Energy from Waste facility – use the by product of electricity generation to heat the Town Hall, Regional Pool and Lido	3
Capture waste heat from the Crematorium	9
Water coolers – are they really necessary	7
Replace the fleet – all green	1
Council buildings to have green roofs	6
Solar panels on green roofs	5
Dial4 light scheme for rural villages – possibly using GPS	6
Piezoelectric flooring in entrances to corporate buildings where there is high footfall	9
School carbon reduction team to work closely with schools to develop tailored approach.	1
Sensory lighting	4
Building rationalisation	3
Set target for onsite energy generation in schools – e.g. 20% must come from renewable by 2014	5
New developments must be designed with the capacity to generate their own energy – e.g. 3 BSF schools	2

**Table 4.6:** Additional project ideas created by the Opportunities and Quantification Workshop

#### 4.8 Projected achievement towards target

The projects detailed in this chapter provide an indication of how the city council could progress towards the 35 per cent reduction target, Figure 4.2 demonstrates this based on current estimates and assuming all these projects are completed before 2014. As the projects are developed more accurate information can be used to revise this projection, and once implemented the actual progress can be monitored.



**Figure 4.2:** The city council's reduction progress to 2014

The precautions required when predicting achievement towards the target include consideration of the lifetime of the savings from projects, or the degradation factor. Some projects with a short lifetime will only realise savings for a short period of time before returning to Business as Usual scenario. For example maintaining carbon reductions from a behavioural change project will require a continuation of momentum.



## 5 Carbon Management Plan Financing

### 5.1 Background

This CMAP details the necessity for all projects implemented as part of this scheme to undergo full approval through the city councils approval process, meeting project management controls and receiving expenditure approval in accordance with the city council's budget setting process. It must be noted that these corporate controls are required regardless of eventual funding streams as the city council needs to ensure Value for Money is achieved.

### 5.2 Expected Cost of Projects

The total cost of this carbon management programme can be estimated using a figure provided by Salix (the social enterprise funded via the Carbon Trust). They estimate that the average cost from energy saving projects is £500 per tonne of CO<sub>2</sub>. This indicates that to achieve a 35 per cent reduction amounting to 12,000 tonnes of CO<sub>2</sub>, the city council will need to implement projects costing around £6 million. However this figure is only a guide and the true amount will be dependant on more detailed costings of individual projects and the level of funds which are already committed or are available from elsewhere.

### 5.3 Funding

#### Existing funding

Some schemes identified in Chapter 4 are existing projects and as such approval and funding of the schemes have already been agreed and are detailed in the city council's Medium Term Financial Plan (MTFP).

The city council has access to several potential funding streams and the choice of most appropriate funding will depend upon achievement of Value for Money. This will be assessed following the completion of relevant business cases for individual projects. External funding will always be considered before the use of internal city council funds, and a dedicated team is available to help facilitate and maximise the funds applicable to the city council.

Some of the ways the city council may decide to fund the projects associated with the CMAP are:

#### Invest to Save

The city council's Business Transformation team have an allocation of funds that it distributes to projects that require forward investments, with the benefits of investment received at a later date e.g. savings on energy bills. Projects that are funded from this centrally controlled pot are usually self-financing over the medium term. The Business Transformation team have both revenue and capital allocations.

#### Grants and Loans

Some projects may be applicable for external funding, where the terms of the grant are complementary to the outcomes contained within the CMAP. External funding may be sought from existing grants or other climate change/energy efficiency related funds which are created as a result of the Climate Change Act to help encourage the transition to a low carbon economy. One such source is Salix, an independent social enterprise with public funding from the Carbon Trust (see section 5.3 below).

### **Match-Funding**

Some grant awarding bodies, and other third party funders might attach a condition that a proportion of funding of the total costs of a project comes from the city council.

### **Internal Resources**

This includes borrowing for capital schemes and the possible use of the city council's reserve funds.

## **5.4 Value for Money**

The city council is in the process of considering funding from external bodies and has recently held discussions with Salix, with two funding options available:

**A recycling fund**, whereby a public sector body is given money to fund a number of projects with the energy savings recycled to fund more projects, always maintaining the value of the fund at a constant level. Money is returned to Salix only when no more suitable projects can be found.

**Loans** targeted at specific projects, which when completed repay their costs to Salix from the energy savings achieved.

Before such funding is applied for the city council must ensure that Salix's criteria are met. Therefore it is not until the projects have been further defined and specific business cases formed that a full evaluation and view of appropriate funding can be taken.

## **5.5 Financial Risks**

The following will need to be considered with any project:

### **Failure to deliver**

Individual projects fail to deliver the expected level of savings – the city council will take a prudent approach in the estimation of carbon savings for each project. Therefore we might expect actual results to exceed predictions. The Programme will be monitored regularly to ensure that the projects maximise carbon savings. It is expected that new projects will be identified during the course of the Programme, these will add further to the savings.

### **Lack of funding**

Funding shortfall for new projects - support for future projects will be based on the evidence for energy savings, and the prioritisation of projects is expected to occur. This will ensure that the cost and benefits of proceeding with certain projects ahead of others are considered and that the city council is achieving value for money. The mix of projects identified for the programme will be prioritised for funding using their varying payback times and benefits.

## 6 Actions to Embed Carbon Management in Peterborough City Council

Truly embedding Carbon Management across the organisation is essential if our carbon reduction plans are to be successful. In order to implement this CMAP it is essential to take action in order to adopt a cultural change across the organisation, which will see environmental consideration applied to every decision we make. The extent to which environmental considerations are embedded within the organisation at present have been assessed using the Carbon Trust embedding matrix (appendix one). This matrix allows us to identify our current position alongside our target for the future; the average score was two out of five, with one out of five being achieved in one of the areas. The city council's target for the embedment of carbon management throughout the period of this CMAP is to achieve level five in all of the eight areas.

Achieving the highest level in each of these areas will be challenging, yet achievable for our organisation. The actions detailed within this chapter of the CMAP detail the actions we will take to ensure this target is met.

### 6.1 Corporate Strategy – embedding CO<sub>2</sub> savings across your organisation

	1	2	3	4	5
<b>Corporate strategy</b>	a) no policy b) no climate change references	a) draft climate change strategy b) climate change references in other strategies	a) CO <sub>2</sub> reduction vision clearly stated and published b) climate change strategy endorsed by cabinet and publicised with staff	a) CO <sub>2</sub> reduction commitment in corporate strategy b) top level targets set for corporate reduction c) climate change strategy reviewed annually	a) top level target allocated across organisation b) CO <sub>2</sub> reduction targets in directorate business plans c) Actions plans in place to embed strategy d) Progress routinely reviewed
<b>Launch July 2009</b>		2			
<b>(April 2010)</b>			3		
<b>Target (2014)</b>					5

**Table 6.1:** Excerpt from the carbon management embedding matrix showing PPC's starting point, progress and end goal

#### Actions:

**Dissemination of Climate Change targets**, the targets associated with this CMAP, from a corporate and service level perspective will be published upon receipt of endorsement from Full Council – **Completion date:** May 2010

**Refresh of the Climate Change Strategy**, the Climate Change Strategy for Peterborough will be refreshed. The document will contextualise climate change on a local level, detailing predicted local changes and impacts. This document will be adopted on a city wide basis and act as a driver for continued local action. The Strategy will be endorsed by Full Council, published publicly and communicated to employees – **Completion date:** Dec 2010

**Inclusion of the CMAP and associated actions within our corporate plan** – Carbon Management aligns to all of our strategic priorities. Specifically focusing upon achieving the aim of creating the UK's

Environment Capital, action in this area demonstrates our commitment to minimising our own environmental impacts and leading by example - **Completion date:** Ongoing

**Inclusion of the CMAP and associated actions within directorate level business plans** – All business plans across the organisation will include targets for carbon reduction. Plans for delivery will be included on a service plan level- **Completion date:** Introduced by Dec 2010 and ongoing thereafter

## 6.2 Programme Management – bringing it all together effectively

	1	2	3	4	5
Programme Management	- no CM monitoring	-Ad hoc reviews of CM actions and progress	-Core team regularly review CM progress, actions, profile and targets and new opportunities	-sponsor reviews progress and removes blockages through regular programme boards -progress against targets routinely reported to Senior Mgt team	-cabinet/CMT review progress against targets on a quarterly basis -regular diagnostic reports provided to directorates -progress against targets published externally
Launch July 2009		2			
April 2010			3		
Target (2014)					5

**Table 6.2:** Excerpt from the carbon management embedding matrix showing the city council's starting point, progress and end goal

In order for this CMAP to be effective it is essential that a strong and robust governance structure is implemented at the outset. As part of Carbon Trust scheme we have set up two teams which will be the focus of governance on an ongoing basis. These teams are:

**The Programme Board** – chaired by the Executive Director of Operations and attended by relevant Directors and Senior Managers from across the organisation. This group provides the strategic governance for the CMAP.

**Carbon Management Team** – this is chaired by the Project Leader of the Carbon Trust Scheme and attended by individuals from across the organisation that has a role to play in successful carbon management.

### Actions:

**Governance** - the CMAP will be managed through the city councils corporate project register which will allow all individual projects that are disaggregated across the organisation to be pulled together as an overarching programme of work. This will allow the projects to be managed as a single entity with the success devolved across the organisation. This process will involve completion of monthly progress reports with a RAG status awarded; those projects achieving red or amber will be scrutinised by the Programme Board and actions required to bring them back online identified and allocated. Governing the CMAP through this process ensures the required actions are included and managed within individual service and directorate business plans which will assist in the embedment of carbon management throughout the organisation - **Completion date:** Ongoing

**Project implementation** – The Climate Change Team will be a mandatory approver for all new projects being considered across the organisation. This will ensure environmental impacts are considered and understood at the outset of any new project, also ensuring potential increases in carbon do not arise unknowingly - **Completion date:** Ongoing

### 6.3 Responsibility – being clear that saving CO<sub>2</sub> is everyone’s job

	1	2	3	4	5
Responsibility	- No recognised CO <sub>2</sub> reduction responsibility	-CO <sub>2</sub> reduction a part-time responsibility of a few department champions	-An individual provides full time focus for CO <sub>2</sub> reduction -Key individuals have accountability for carbon reduction -Senior sponsor actively engaged	-CM integrated in to responsibilities of department heads -Cabinet / SMT regularly updated -Staff engaged through Green Champion network	-CM integrated in responsibilities of senior managers -CM part of all contracts / Ts & Cs -Central CO <sub>2</sub> reduction advice available -Green Champions leading local action groups
Launch July 2009	1				
April 2010			3		
Target (2014)					5

**Table 6.3:** Excerpt from the carbon management embedding matrix showing the city council’s starting point, progress and end goal

**Actions:**

**Establishing a network of Green Champions to lead local action** – an intergrated team of Green Champions across the city council will be developed. This scheme will allow the city council to capture the motivation of existing employees and use this to optimum effect, directly linking to the communciations plan - **Completion date:** Ongoing

Please note a separate scheme will be launched within schools and tailored specifically for their needs them.

**Individual responsibility for carbon reduction** – The Climate Change Team will work alongside HR to introduce mechanisms for individual carbon reduction responsibility. Including the introduction of energy and environmental awareness training at corporate inductions. - **Completion date:** Ongoing

### 6.4 Data Management – measuring the difference, measuring the benefit

	1	2	3	4	5
Data Management	- No CO <sub>2</sub> emissions data compiled Estimated billing	-No CO <sub>2</sub> emissions data compiled -Energy data compiled on a regular basis	-Collation of CO <sub>2</sub> emissions for limited scope i.e. buildings only	-Annual collation of CO <sub>2</sub> emissions for: buildings street lighting transport/travel -Data internally reviewed	-Regular collation of CO <sub>2</sub> emissions for all sources -Data externally verified -Monitoring & Targeting in place for: buildings street lighting transport/travel
Launch July 2009		2			
April 2010			3		
Target (2014)					5

**Table 6.4:** Excerpt from the carbon management embedding matrix showing PPC’s starting point, progress and end goal

**Actions:**

**Installation of AMR’s across the city council’s estate** – This will allow timely and accurate data collection - **Completion date:** April 2011

**Obtain the Carbon Trust Standard** –When feasible the city council will seek to obtain the Carbon Trust Standard or other such accredited Environmental Management System (EMS) for individual departments, service areas and/or the authority as a whole. This scheme provides independent verification of the authority’s ongoing commitment to carbon management - **Completion date:** Ongoing

### 6.5 Communication and Training – ensuring everyone is aware

	1	2	3	4	5
Communication and Training	-No communication or training	-Regular awareness campaigns -Staff given CM information on ad-hoc basis	- Environmental / energy group(s) given ad hoc: training communications	- All staff given CO <sub>2</sub> reduction: induction communications -CM matters communicated to external community	- All staff given formalised CO <sub>2</sub> : induction and training communications -Joint CM communications with key partners -Staff awareness tested through surveys
Launch July 2009	1				
April 2010		2			
Target (2014)					5

**Table 6.5:** Excerpt from the carbon management embedding matrix showing the city council’s starting point, progress and end goal

City council employees have received information about carbon management on an ad-hoc basis. This CMAP will deliver an ongoing campaign which will raise awareness of energy saving, carbon management and climate change through a rolling scheme which will aim to target all employees on an ongoing basis and at different periods within their employment at the city council alongside communication of achievements to Peterborough’s residents.

**Actions:**

**Awareness campaign** – The Climate Change team will work alongside the Communications team to develop a targeted communications campaign designed to increase employees’ knowledge of the environment, climate change and carbon management. The result will be to foster a culture of individual responsibility for carbon emissions - **Completion date:** Ongoing

**Corporate induction** – The Climate Change team will work alongside HR to develop the corporate induction for new employees joining the city council. The induction will include an item detailing the city council’s commitment to carbon management and detailing the responsibility of individuals - **Completion date:** Ongoing

**Training of Building Managers** – Develop an online knowledge system which will allow individuals to obtain the necessary information to minimise their, or their service area’s, environmental impact. We will also hold training events with key people across the organisation who have responsibility for energy management - **Completion date:** Ongoing

**Monitor and publish success on a corporate and city wide level** – We will periodically review and monitor success on individual, team, department and corporate levels and use this to prompt further action - **Completion date:** Ongoing

**6.6 Finance and Investment – the money to match the commitment**

	1	2	3	4	5
Financa and Investment	- No specific funding for CO <sub>2</sub> reduction projects	- Ad hoc financing for CO <sub>2</sub> reduction projects	- A view of the cost of CO <sub>2</sub> reduction is developing, but finance remains ad-hoc -Some centralised resource allocated -Finance representation on CM Team	-Coordinated financing for CO <sub>2</sub> reduction projects via Programme Board -Funding principles and processes agreed -Finances committed 1yr ahead -Some external financing	- Finance committed for 2+yrs of Programme -External funding being routinely obtained -Ring-fenced fund for carbon reduction initiatives
Launch July 2009		2			
April 2010		2			
Target (2014)					5

**Table 6.6:** Excerpt from the carbon management embedding matrix showing the city council’s starting point, progress and end goal

This factor of embedding Carbon Management is covered in section five of this Plan.

**Actions:**

**Sourcing external funding for carbon reduction projects**– To ensure the potential for carbon reduction/energy efficiency measures is maximised the Climate Change team will work alongside strategic finance to identify and secure external funding for suitable projects. These funding sources will include Salix finance alongside other one off opportunities as and when they become available - **Completion date:** Ongoing

**Consideration of a “ring fenced” fund for energy efficiency/carbon reduction initiatives**– Primarily in the case of schools we will consider introducing a ring fenced funding scheme whereby funds are secured and allocated to specific projects and the savings they achieve are reinvested within the limitations of the fund to ensure continued carbon reduction savings are achieved. This is particularly suitable for schools as this method will reduce the risk of dedicated schools’ grant funding being used to fund wider council initiatives - **Completion date:** Ongoing

**Ensure adequate resource allocation**– Ongoing focus will be given to ensure the CMAP is adequately resourced to meet the targets committed to. This will include regular reviews of capacity and bids made accordingly - **Completion date:** Ongoing

**6.7 Policy Alignment – saving CO<sub>2</sub> across your operations**

	1	2	3	4	5
Policy alignment	- No alignment of policies for CO <sub>2</sub> reduction	- Partial review of key, high level policies - Some financial quick wins made	- All high level and some mid level policies reviewed, irregularly - Substantial changes made, showing CO <sub>2</sub> savings	- Comprehensive review of policies complete - Lower level policies reviewed locally - Unpopular changes being considered	- CO <sub>2</sub> friendly operating procedure in place - Central team provide advice and review, when requested - Barriers to CO <sub>2</sub> reduction routinely considered and removed
Launch July 2009	1				
April 2010		2			
Target (2014)					5

**Table 6.7:** Excerpt from the carbon management embedding matrix showing the city council’s starting point, progress and end goal

The city council aims to embed climate change adaptation and mitigation in to all policies and procedures as part of our climate change commitment. This work through the CMAP will contribute to delivery of the CMAP and associated climate change national and local indicators.

**Actions:**

**Review all policy and procedure documents** – In order to ensure all decisions and actions taken across the organisation consider the environmental impact, we will ensure that all policies are scrutinised by the Climate Change Team as and when they are due to be renewed. This process will ensure climate change mitigation is embedded across the organisation. The review will:

- Identify where current policies relate to carbon emissions and energy usage;



- Produce a list of key policies including dates of renewal, seeking to bring forward those where the biggest gain is thought to be achieved;
- Assess opportunities for amendment;

All policies will be considered through this process however specific policies will be looked at in line with the project they specifically relate to as part of this CMAP - **Completion date:** Ongoing

**Inclusion of environmental impact in cabinet reports**– The Climate Change team will work with Democratic Services to consider the inclusion of Carbon Management and overall environmental impact within the proforma for all reports made to the Corporate Management team, Scrutiny Panels, Councillors and Cabinet - **Completion date:** Ongoing

### 6.8 Engagement of Schools – influencing schools to reduce their carbon footprint

	1	2	3	4	5
Engagement of Schools	- No CO <sub>2</sub> / energy reduction policy for schools	- Ad-hoc schools projects to specifically reduce energy / CO <sub>2</sub>	- A person has responsibility for Schools' CO <sub>2</sub> reduction -Schools' CO <sub>2</sub> reduction projects coordinated -Ad-hoc funding	- A clear emphasis on energy / CO <sub>2</sub> reduction in schools -Council activities fully coordinated -Broad set of education stakeholders engaged -Funding in place	- A 'whole school approach' including curriculum -Mature programme of engagement in place -CO <sub>2</sub> saving in schools having a wider community impact
Launch July 2009)	1/	2			
April 2010			3		
Target (2014)					5

**Table 6.8:** Excerpt from the carbon management embedding matrix showing the city council's starting point, progress and end goal

**Actions:**

**Develop a programme of curriculum support for schools** – As part of the city council's commitment to local indicators within the Local Area Agreement the Climate Change team are developing an online toolkit to allow schools to deliver energy related education within schools. Alongside this a library of resources including a demonstration of renewable technologies will be available. This focuses upon primary schools at present but will be developed to include secondary schools - **Completion date:** Ongoing

**Per pupil carbon footprint** - Peterborough's primary and secondary schools vary considerably in size, age, condition, service provision and energy consumption. A key first step to allow us to develop a greater understand of our schools is to calculate a **carbon footprint of each school on a pupil by pupil basis**. In order to do this we will use energy data from the 2008/09 baseline period alongside the number of pupils and, if possible, the number of staff operating within each school. This will provide a very basic figure and some consideration will be required to account for anomalies such as extended opening hours. This exercise will highlight those schools using considerably more energy compared to others and therefore indicate where to target energy saving projects - **Completion date:** End 2009

**Basic standards audit** - A database will be formed detailing the basic energy efficiency measures that should be fitted as standard across our school estate, these include secondary glazing, loft insulation, cavity wall insulation. This will help to realise potential and bring all schools up to a minimum standard. This programme will recognise the energy saving hierarchy by improving energy efficiency prior to consideration of renewable energy technologies. Where possible the schools' Asset Management Plans will be used to obtain this data, where this is not possible additional surveying work will be commissioned - **Completion date:** Summer 2010

**Schools' Carbon Reduction team** - Facilitate a Schools' Carbon Reduction team for the five year period of the Carbon Trust work. This team will focus upon creating an individual Carbon Management Plan for each school enabling action to be prioritised in order to make reductions achievable, incorporating the work undertaken in the other stages - **Completion date:** Ongoing

## **6.9 Engagement of your Suppliers – working with suppliers to reduce your carbon footprint**

In order to consider the true environmental impact of the city council's operations it is critical to ensure our contractors and suppliers are able to provide us with detailed data relating to energy consumption used whilst undertaking their assigned role on our behalf. Alongside this it is also key to ensure the city council procures using the most environmentally suitable options available.

### **Actions:**

**Review the procurement policy** – As detailed above

**Addition of clause to all contracts** – Insert a new clause in to our tendering process and contracts to ensure those purchasing on behalf of the city council do so in an environmentally aware way - **Completion date:** Summer 2010

## 7 Programme Management of the CM Programme

This section details how the Carbon Management Action Plan will be governed, owned and managed in order to ensure the city council is able to fully realise the aims held within this CMAP. Successful implementation and ongoing delivery requires a robust, transparent governance procedure which will ensure strategic ownership of the city council's carbon reduction aims in line with our corporate priorities. This governance process will bring together, the diverse range of projects undertaken throughout the city council which contribute to the organisation's overall environmental impact.

### 7.1 The Programme Board – strategic ownership and oversight

The Programme Board are responsible for providing strategic direction to the programme, overseeing corporate progress and providing a direct link to senior management through which blockages can be raised and removed. The Programme Board provide leadership and act as champions for the CMAP, developing strategic aims and targets, prioritising carbon reduction projects and ensuring sufficient time and financial resources are available for implementation of projects. The members of the Programme Board are:

Role	Name and position in the LA	Contact details
Project Sponsor	Teresa Wood <i>Group Manager – Transport and Sustainable Environment</i>	317451 <a href="mailto:teresa.wood@peterborough.gov.uk">teresa.wood@peterborough.gov.uk</a>
Chair	Paul Phillipson <i>Executive Director of Operations</i>	453455 <a href="mailto:paul.phillipson@peterborough.gov.uk">paul.phillipson@peterborough.gov.uk</a>
Project Leader	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 <a href="mailto:charlotte.palmer@peterborough.gov.uk">charlotte.palmer@peterborough.gov.uk</a>
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 <a href="mailto:alice.mitchell@peterborough.gov.uk">alice.mitchell@peterborough.gov.uk</a>
Cabinet Advisor	Cllr Samantha Dalton <i>Cabinet Advisor for Environment Capital and Culture</i>	262384 <a href="mailto:Samantha.dalton@peterborough.gov.uk">Samantha.dalton@peterborough.gov.uk</a>
	Helen Edwards <i>Solicitor to the Council</i>	452539 <a href="mailto:helen.edwards@peterborough.gov.uk">helen.edwards@peterborough.gov.uk</a>
	Mike Heath <i>Commercial Services Director</i>	425301 <a href="mailto:mike.heath@peterborough.gov.uk">mike.heath@peterborough.gov.uk</a>
	John Harrison <i>Executive Director of Strategic Resources</i>	452398 <a href="mailto:john.harrison@peterborough.gov.uk">john.harrison@peterborough.gov.uk</a>
	John Richards <i>Executive Director of Children's Services</i>	863601 <a href="mailto:john.richards@peterborough.gov.uk">john.richards@peterborough.gov.uk</a>

**Table 7.1:** Members of the Carbon Management Programme Board

**Terms of reference:** The Programme Board is fundamental to the success of the Carbon Trust programme, bringing strategic oversight, leadership and ownership. The Board will:

1. set and review the targets and strategic direction of the programme;
2. review and champion project plans for financial provision;

3. monitor the progress of individual projects in the programme on an ongoing basis and remove obstacles;
4. raise the profile of carbon management and help to embed carbon saving as part of the city council's culture.

The Programme Board should be more than a committee, they need to be a driver of the programme to ensure that the city council meets its ambitious 35 per cent reduction target.

The Board can realise this purpose in monthly meetings and the interim in four main ways:

1. **Regular reporting:** The Board will be provided with a comprehensive overview of the programme on a monthly basis in order to identify the priority areas of action and review progress. Progress will be presented to the board in the form of a status report, derived from the Carbon Management Team, including a RAG status of individual projects within the programme and an issues log. This will be produced using the Project Register in Verto, where Carbon Management will be entered as a programme with individual projects sitting within. This format will provide a good oversight to the total carbon savings while allowing projects to remain in the ownership of relevant service areas.
2. **Focus on projects:** The board will use their influence to ensure projects are developed. The focus will be upon areas where most can be gained in relation to carbon reductions. To achieve this the board will be able to call upon members of the Carbon Management Team, via the Project Leader, to present their contribution, be it projects or business as usual, so that they can be challenged as necessary. This will enable the board to influence the projects, remove obstacles and understand the necessary detail of the programme.
3. **Reporting upwards:** The board will report upwards to raise the profile of the programme and report progress.
4. **Meetings and communication:** The Programme Board meetings will take place on a monthly basis, within a week of the Carbon Management Team meeting. The agenda will be set following a pre-meeting with the chair of the Board. Decisions made by the Programme Board which require communication, either to the Carbon Management Team or elsewhere, will be undertaken by the Project Leader.

## 7.2 The Carbon Management Team – delivering the projects

The Carbon Management Team are responsible for the delivery of the programme, consisting of the core team and additional team members to be called upon where appropriate. The members of the Carbon Management Team are:

Role	Name and position in the LA	Contact details
Project Leader - <b>Chair</b>	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 <a href="mailto:charlotte.palmer@peterborough.gov.uk">charlotte.palmer@peterborough.gov.uk</a>
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 <a href="mailto:alice.mitchell@peterborough.gov.uk">alice.mitchell@peterborough.gov.uk</a>
Cabinet Advisor	Cllr Samantha Dalton <i>Cabinet Advisor for Environment Capital and Culture</i>	262384 <a href="mailto:Samantha.dalton@peterborough.gov.uk">Samantha.dalton@peterborough.gov.uk</a>
Carbon Management Team	Andrew Edwards <i>Head of Strategic Property</i>	384530 <a href="mailto:Andrew.edwards@peterborough.gov.uk">Andrew.edwards@peterborough.gov.uk</a>
	Robert Griggs <i>Head of Design Property and Maintenance</i>	207101 <a href="mailto:robert.griggs@peterborough.gov.uk">robert.griggs@peterborough.gov.uk</a>

	Karen Craig <i>Senior HR Consultant - Policy Development</i>	384514 <a href="mailto:karen.craig@peterborough.gov.uk">karen.craig@peterborough.gov.uk</a>
	Nicola Francis <i>Travelchoice Team Manager</i>	317484 <a href="mailto:Nicola.francis@peterborough.gov.uk">Nicola.francis@peterborough.gov.uk</a>
	Steve Ward <i>Head of Business Support – Peterborough City Services</i>	425313 <a href="mailto:Steve.ward@peterborough.gov.uk">Steve.ward@peterborough.gov.uk</a>
	Mick Robb <i>Environmental Manager</i>	425384 <a href="mailto:Mick.robb@peterborough.gov.uk">Mick.robb@peterborough.gov.uk</a>
	Isabel Clark <i>Planning &amp; Development Manager &amp; Interim Head of Admissions</i>	863194 <a href="mailto:Isabel.clark@peterborough.gov.uk">Isabel.clark@peterborough.gov.uk</a>
	Andy Cox <i>Senior Category Manager for Procurement</i>	452465 <a href="mailto:andy.cox@peterborough.gov.uk">andy.cox@peterborough.gov.uk</a>
	Mark Gregson <i>Servers &amp; Desktops Technical Manager</i>	317918 <a href="mailto:mark.gregson@peterborough.gov.uk">mark.gregson@peterborough.gov.uk</a>
	Mike Lemmon <i>Head of Corporate Communications</i>	452313 <a href="mailto:Mike.lemmon@peterborough.gov.uk">Mike.lemmon@peterborough.gov.uk</a>
	Martin Medlock <i>Street Lighting Manager</i>	453525 <a href="mailto:Martin.medlock@peterborough.gov.uk">Martin.medlock@peterborough.gov.uk</a>

**Table 7.2:** Members of the Carbon Management Team

**Terms of reference:** The Carbon Management Team provides input into the Programme and individual members own projects which are included within the CMAP. The roles of the Carbon Management Team are to support the Project Leader, provide baseline data, identify “quick win” projects, construct project definitions, calculate project costs and savings through quantification, implement projects under their ownership, provide ongoing progress reports and support other members of the Carbon Management Team as and when the need arises.

Management of CMAP projects should be undertaken via the council’s project register, Verto. By managing these projects within this single system managing progress and highlighting failures will be completed with relative ease. The Carbon Management Team will provide the Programme Board with monthly updates on progress, allowing any shortcomings to be identified and blockages removed.

**Meetings and communication:** The Carbon Management Team will meet monthly either as a group or on a 121 basis. Meetings will take place approximately one week prior to the Programme Board. The Project Leader and Deputy Project Leader will provide the link to the Programme Board raising the relevant issues to Programme Board level.

### 7.3 Succession planning for key roles

We recognise that successful implementation of this CMAP requires a strong commitment to succession planning, specifically within the key roles. These include:

**Project Leader** – The Project Leader is a critical element to the success of the campaign, providing a number of roles including overall co-ordination, management of communications, identifying and managing blockages, ensuring effective team working within the Carbon Management Team, preparing

reports for both the Carbon Management Team and the Programme Board and ensuring the profile of the programme is raised at all levels.

**Deputy Project Leader** – Will provide assistance as and when required to the Project Leader, they will collate technical data to allow progress to be monitored and reported upon and will deputise when the Project Leader is indisposed.

**Project Sponsor** – The Project Sponsor plays a critical role in embedding carbon management across the organisation. They are essential for successful implementation of the programme and to raise the profile of blockages.

**Political Sponsor** – The Political Sponsor is a crucial role for successful delivery of the programme, providing a link with Cabinet and a voice for the CMAP within members. The current political sponsor is the Cabinet Advisor for Environment Capital and Culture.

Succession plans have been developed for these key roles including measures to ensure new members are informed of their role and responsibilities within the programme. To facilitate the transition of new members into the role a meeting will be organised with the current holder of the role where possible. In addition comprehensive documentation of their roles and responsibilities and the current progress of the CMAP will be provided

Succession plans for roles within the Carbon Management Team and Programme Board will follow a similar route, with guidance provided as necessary by the Project Leader.

## 7.4 Ongoing stakeholder management

There are key people, groups and committees within the city council and external stakeholders which will require periodic progress reviews. We will aim to keep these stakeholders informed as identified below:

Individual or group	Influence	Impact	Frequency	Their interest or issue	Means of communication
Chief Executive	H	L	L	Corporate strategic direction and reputation	CMT
Directors	H	H	M	Corporate strategic direction and service delivery	CMT and Programme Board
Heads of Service	H	H	H	Service delivery	Carbon Management Team
Portfolio holder	H	H	H	Corporate strategic direction and reputation	Programme Board and 121
Members	H	H	H	Corporate strategic direction and reputation	Portfolio holder, Members Bulletin and Group reps
Strategic finance	H	H	H	Finance	CMT and Programme Board
Employees	L	H	M	Employers expectations	Communications campaign
Carbon Trust	L	L	L	National delivery	Annual progress review
Salix	L	H	L	Finance	As and when required
Unions	L	L	L	Issues relating specifically to employees	As and when required
Local Strategic Partnership - GPP	L	L	L	City wide delivery, CAA	Annual presentation to the board
Environment	L	L	M	City wide delivery, CAA	Half yearly presentation to the board

Capital Partnership					
Local businesses	L	L	L	Example of best practice	Chamber of Commerce
Local Community	L	L	M	Efficient public service	Your Peterborough, website and local media challenges
<b>Schools</b>					
Head Teachers	H	H	M	Budgets and reputation	Head teacher forums
Governors	H	H	M	Budgets and reputation	Governor forums
Bursars	H	H	H	Budgets and reputation	Bursar forums
Parent/teacher associations	M	M	M	Budgets and reputation	Parent teacher association forums

**Table 7.3:** Communication with carbon management stakeholder

## 7.5 Signoff Procedure and Annual progress review

Month	Audience
November/December	Carbon Management Programme Board and Management Team
November	Conservatives Group
January/February	Individual meetings with Group Leaders
February	Corporate Management Team (CMT)
February	Environment Capital Scrutiny
March	Cabinet
April	Full Council

**Table 7.4:** Signoff procedure for CMAP

The progress of the programme will be reviewed monthly by the Carbon Management Team and the Programme Board and annually by the Carbon Trust at the end of each financial year. The progress of the programme will be monitored against the targets set within this document and successful implementation of individual projects. The progress will be reviewed based upon financial savings, carbon dioxide savings and qualitative benefits. These include:

- Financial savings, including cashable and those reinvested into the programme
- CO<sub>2</sub> savings against the reduction target
- Reputational impact
- Successful implementation and delivery of the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme
- Successful annual reporting in line with associated National Indicators

The reporting for this CMAP will be aligned with the annual reporting obligations in relation to NI185, the CO<sub>2</sub> emissions from the city council's operations, to avoid the burden of dual reporting. Targets for reduction in line with this indicator will also be aligned.

The progress of the CMAP will be reported to Cabinet through a formal annual report accompanied by presentations where appropriate.

## Appendix A: Carbon Management Matrix - Embedding

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
<b>5</b> <b>BEST</b>	<ul style="list-style-type: none"> <li>• Top level target allocated across organisation</li> <li>• CO<sub>2</sub> reduction targets in Directorate Business Plans</li> <li>• Action plans in place to embed strategy. Progress routinely reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet / SMT review progress against targets on quarterly basis</li> <li>• Regular diagnostic reports provided to Directorates</li> <li>• Progress against target published externally</li> </ul>	<ul style="list-style-type: none"> <li>• CM integrated in responsibilities of senior managers</li> <li>• CM part of all contracts / T's&amp;C's</li> <li>• Central CO<sub>2</sub> reduction advice available</li> <li>• Green Champions leading local action groups</li> </ul>	<ul style="list-style-type: none"> <li>• Regular collation of CO<sub>2</sub> emissions for all sources</li> <li>• Data externally verified</li> <li>• Monitoring &amp; Targeting in place for:                             <ul style="list-style-type: none"> <li>○ buildings</li> <li>○ street lighting</li> <li>○ transport/travel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All staff given formalised CO<sub>2</sub>:                             <ul style="list-style-type: none"> <li>○ induction and training</li> <li>○ communications</li> </ul> </li> <li>• Joint CM communications with key partners</li> <li>• Staff awareness tested through surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Finance committed for 2+ yrs of Programme</li> <li>• External funding being routinely obtained</li> <li>• Ring-fenced fund for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> friendly operating procedure in place</li> <li>• Central team provide advice and review, when requested</li> <li>• Barriers to CO<sub>2</sub> reduction routinely considered and removed</li> </ul>	<ul style="list-style-type: none"> <li>• A 'whole school approach' including curriculum</li> <li>• Mature programme of engagement in place</li> <li>• CO<sub>2</sub> saving in schools having a wider community impact</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction commitment in Corporate Strategy</li> <li>• Top level targets set for CO<sub>2</sub> reduction</li> <li>• Climate Change Strategy reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor reviews progress and removes blockages through regular Programme Boards</li> <li>• Progress against targets routinely reported to Senior Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>• CM integrated in to responsibilities of department heads</li> <li>• Cabinet / SMT regularly updated</li> <li>• Staff engaged though Green Champion network</li> </ul>	<ul style="list-style-type: none"> <li>• Annual collation of CO<sub>2</sub> emissions for:                             <ul style="list-style-type: none"> <li>○ buildings</li> <li>○ street lighting</li> <li>○ transport/travel</li> </ul> </li> <li>• Data internally reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• All staff given CO<sub>2</sub> reduction:                             <ul style="list-style-type: none"> <li>○ induction</li> <li>○ communications</li> <li>○ CM matters communicated to external community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated financing for CO<sub>2</sub> reduction projects via Programme Board</li> <li>• Funding principles and processes agreed</li> <li>• Finances committed 1yr ahead</li> <li>• Some external financing</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive review of policies complete</li> <li>• Lower level policies reviewed locally</li> <li>• Unpopular changes being considered</li> </ul>	<ul style="list-style-type: none"> <li>• A clear emphasis on energy / CO<sub>2</sub> reduction in schools</li> <li>• Council activities fully coordinated</li> <li>• Broad set of education stakeholders engaged</li> <li>• Funding in place</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction vision clearly stated and published</li> <li>• Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Core team regularly review CM progress:                             <ul style="list-style-type: none"> <li>○ actions</li> <li>○ profile &amp; targets</li> <li>○ new opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• An individual provides full time focus for CO<sub>2</sub> reduction</li> <li>• Key individuals have accountability for carbon reduction</li> <li>• Senior Sponsor actively engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Collation of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental / energy group(s) given ad hoc:                             <ul style="list-style-type: none"> <li>○ training</li> <li>○ communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A view of the cost of CO<sub>2</sub> reduction is developing, but finance remains ad-hoc</li> <li>• Some centralised resource allocated</li> <li>• Finance representation on CM Team</li> </ul>	<ul style="list-style-type: none"> <li>• All high level and some mid level policies reviewed, irregularly</li> <li>• Substantial changes made, showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>• A person has responsibility for Schools CO<sub>2</sub> reduction</li> <li>• Schools CO<sub>2</sub> reduction projects coordinated</li> <li>• Ad-hoc funding</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• Draft Climate Change Policy</li> <li>• Climate Change references in other strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc reviews of CM actions progress</li> </ul>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> reduction a part-time responsibility of a few department champions</li> </ul>	<ul style="list-style-type: none"> <li>• No CO<sub>2</sub> emissions data compiled</li> <li>• Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Regular awareness campaigns</li> <li>• Staff given CM information on ad-hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc financing for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>• Partial review of key, high level policies</li> <li>• Some financial quick wins made</li> </ul>	<ul style="list-style-type: none"> <li>• Ad-hoc schools projects to specifically reduce energy / CO<sub>2</sub></li> </ul>
<b>1</b> <b>Worst</b>	<ul style="list-style-type: none"> <li>• No policy</li> <li>• No Climate Change reference</li> </ul>	<ul style="list-style-type: none"> <li>• No CM monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• No recognised CO<sub>2</sub> reduction responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• No CO<sub>2</sub> emissions data compiled</li> <li>• Estimated billing</li> </ul>	<ul style="list-style-type: none"> <li>• No communication or training</li> </ul>	<ul style="list-style-type: none"> <li>• No specific funding for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>• No alignment of policies for CO<sub>2</sub> reduction</li> </ul>	<ul style="list-style-type: none"> <li>• No CO<sub>2</sub> / energy reduction policy for schools</li> </ul>

\* Major operational policies and procedures, e.g. Capital Projects, Through Life Costing, Procurement, HR, Business Travel



## Appendix B: Definition of Projects

<b>Project title:</b>	
<b>Project reference:</b>	
<b>Start date:</b>	
<b>End date:</b>	
<b>Owner (person)</b>	
<b>Department/Division</b>	
<b>Description</b>	
<b>Benefits</b>	
<b>Funding</b>	
<b>Resources</b>	
<b>Ensuring Success</b>	
<b>Risks</b>	
<b>Measuring Success</b>	

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## APPENDIX B

# Peterborough City Council Carbon Management Action Plan

**Date:** 27 January 2010

**Version number:** 3.0

**Owner:** Charlotte Palmer

**Approval route:** Full Council, April 2010

**Approval status:** Not yet approved

## Foreword from Gillian Beasley and Cllr Matthew Lee

Peterborough City Council are committed to taking proactive action to make Peterborough more sustainable now and in the future, whilst adapting to the challenges climate change will bring. We acknowledge that:

- There is scientific consensus and evidence that climate change is happening
- Climate change will have significant and far reaching effects upon our residents, businesses and biodiversity
- The future cost of inaction on climate change will be far higher than the cost of taking action to tackle climate change now
- We are responsible for limiting our carbon emissions and preparing to adapt to the unavoidable effects of climate change
- Addressing climate change is critical to the success of achieving our four strategic priorities

We acknowledge the impact of the carbon emissions we generate through provision of our services, and commit to reducing them by 35 per cent of 2008/09 levels by 2014. Our Carbon Management Action Plan sets out how we will achieve this by improving our resource efficiency and by embracing new technologies. Through implementing this plan we commit to working at a local level to contribute to delivery of the government's Climate Change Act. In getting our house in order we will demonstrate leadership to the business and residential community.

Gillian Beasley  
Chief Executive of Peterborough City Council

Cllr Matthew Lee  
Cabinet Member for Environment Capital and Culture  
Peterborough City Council

## Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK in line with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Peterborough City Council was selected in 2009, amidst strong competition, to take part in this ambitious programme. Peterborough City Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Action Plan commits the council to a target of reducing CO<sub>2</sub> by 35% of 2008/09 levels by 2014 and underpins potential financial savings to the council of around £10 million.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO<sub>2</sub> emissions. The Carbon Trust is very proud to support Peterborough City Council in their ongoing implementation of carbon management.



Richard Rugg  
Head of Public Sector, Carbon Trust



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## 1. Introduction

Peterborough City Council is a unitary authority serving a growing population of more than 160,000 residents. We have a long-standing commitment to environmental leadership. In 1992 Peterborough became one of four UK environment cities and our reputation is now growing as the UK's Environment Capital.

The city council is a signatory to the Nottingham Declaration, which acknowledges our contribution to climate change. We have already taken steps to reduce our emissions and this carbon management action plan will bring together such projects and allow their savings to be counted and recognised.

As one of the most visible organisations and largest employers in Peterborough the city council is in a key position to lead on tackling climate change. We will work alongside our strategic partners to undertake both mitigation efforts to reduce our carbon emissions and adaptation efforts to future proof the city from extreme weather events, demonstrating our commitment to transitioning to a low carbon future.

This Carbon Management Action Plan (CMAP) details how the city council will reduce carbon dioxide emission from its operations. It is the product of an intensive ten-month partnership with the Carbon Trust on the Local Authority Carbon Management Programme, which began in May 2009. The programme involves setting a target for emission reduction and developing projects to realise it. We have followed the five steps in the programme to develop our CMAP:



**Figure 1:** The 5 step carbon management process for local authorities

The document discusses the context of carbon management, the city council's baseline carbon dioxide emissions, and a model for projects to reduce our emissions. In 2014, at the end of the initial target reduction period, we will review progress against the target, and set further targets to continue contributing to the Environment Capital.

## 2. Drivers for carbon management

The city council's drivers for carbon management are both local and international;

### 2.1 International

#### Climate change

The climate is changing due to increased atmospheric greenhouse gases which prevent the sun's radiation escaping. The scientific community widely acknowledges that human activity is increasing the concentration of greenhouse gases, the impacts of which will be felt globally regardless of political boundaries. The international response is co-ordinated by the United Nations Framework Convention on Climate Change (UNFCCC), whose Kyoto Protocol adopted by 37 countries in 1997 required signatories to reduce greenhouse gas emissions collectively by 5 per cent of 1990 baseline by 2012. Under the Protocol the UK committed to reduce emissions by 12.5 per cent.

In December 2009 the annual Conference of the Parties (CoP 15) of the UNFCCC convened in Copenhagen to discuss the Kyoto Protocol and the need to revise reduction targets. Although the full potential of the CoP wasn't realised and an agreement on new legally binding targets was not achieved, some countries committed to individual targets for the first time. This CoP marks the beginning of a new chapter in international climate change discussions.

### 2.2 National drivers

#### The Climate Change Act

In 2008, the UK passed legislation which introduced the world's first long-term legally binding framework to tackle climate change. The Act commits the UK to a 34 per cent reduction in greenhouse gas emissions against a 1990 baseline by 2020 and an 80 per cent reduction by 2050. These targets include emissions from aviation and shipping, and will be achieved through a system of carbon budgets capping emissions.

#### The Carbon Reduction Commitment Energy Efficiency Scheme

This mandatory government scheme aims to encourage large, non energy intensive organisations to reduce their CO<sub>2</sub> reductions. It is a mandatory cap and trade scheme that requires organisations, over 5000 from both the private and public sector, to buy allowances to cover their total fossil fuel use. The scheme starts in 2011 and aims to achieve savings in the region of 1.2 million tonnes of CO<sub>2</sub> by 2020.

#### Energy prices

The Office of Gas and Electricity Markets (Ofgem) predicts that the UK's energy supply will be particularly vulnerable in the future due to its reliance on the volatile global gas market and because of its ageing power stations. This will be compounded by increased demand for energy from the increase in technology and IT.

#### Energy Performance of Buildings Directive (EPC) and Display Energy Certificates (DEC)

All buildings which are sold, rented or constructed must have an EPC, benchmarking the resource consumption per m<sup>2</sup>. Additionally since October 2008 all public buildings over 1000m<sup>2</sup> are required to display a DEC, showing the energy consumption and recommendations to improve energy efficiency.

### 2.3 Local Drivers

#### National Indicator 185: CO<sub>2</sub> reductions from local authority operations

Local authorities are required to report carbon dioxide emissions created in the delivery of services.

## National Indicator 186: per capita CO<sub>2</sub> reduction in Peterborough

Peterborough’s carbon footprint including commercial, industrial, domestic, and transport emissions.

### Sustainable Community Strategy

Peterborough’s Sustainable Community Strategy, “Growing the right way for a bigger and better Peterborough” sets out ambitious plans for Peterborough up to 2021, and identifies four priority areas for delivery by the partners of the Greater Peterborough Partnership. These areas mirror the city council’s strategic priorities.

### Local Area Agreement

The Local Area Agreement (LAA) outlines short and medium-term action plans to achieve the long term vision of the Sustainable Community Strategy. It is negotiated on a rolling three-year basis between key organisations in Peterborough, regional and national government. The LAA is a partnership document, recognising that no individual partner can meet the targets and deliver against the ambitious agenda alone.

### Nottingham Declaration

The city council signed the [Nottingham Declaration](#) on Climate Change in 2004, acknowledging that current and future council activities will have a detrimental effect on the future environmental and socio-economic prosperity of the UK and Peterborough. By signing this agreement we commit to considering the impact of climate change on all council services and develop a framework for future action.

## 2.4 Peterborough City Council’s low carbon vision

**Reducing carbon, improving efficiency - creating the UK’s Environment Capital**

The city council will deliver this vision by completing actions encompassed by the following strategic themes:

- One: Improved energy management
- Two: Increased energy efficiency
- Three: Engaging schools in carbon management
- Four: Developing a climate change culture in the city council
- Five: Aligning policies to consider environmental impacts
- Six: Environmentally aware procurement

## 2.5 Targets and objectives

Peterborough City Council will reduce CO<sub>2</sub> emissions from its operations by 35 per cent of 2008/9 levels by April 2014. This target is one of the most ambitious so far on the Carbon Trust Local Authority Carbon Management Programme and will enable the city council to meet the UK’s reduction target of 34 per cent before 2020. The target will be met through a combination of solutions as demonstrated in Figure 2.1 below. The future inspirational target for the city council is to achieve an 80 per cent reduction in carbon dioxide emissions by 2050, inline with the Government’s national target.

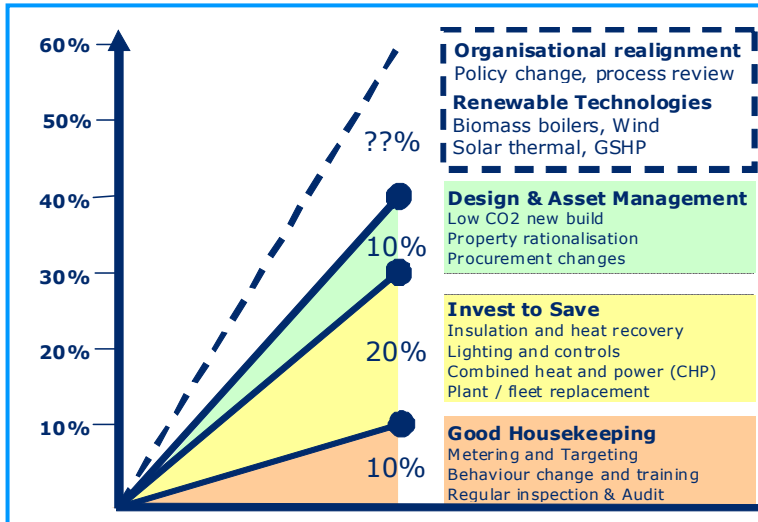


Figure 2.1: Possible percentage energy



### 3. Emissions Baseline and Projection

The starting point for carbon management is to accurately establish the baseline carbon emissions. This is necessary to set a reduction target against, for measurement of future emissions and to monitor progress. The baseline includes carbon dioxide emissions from the delivery of the city council's function, including emissions from both stationary and vehicle sources:

#### Stationary emission sources

- Council offices (Town Hall, Bayard Place, Bridge House and Manor Drive)
- 72 Schools
- Street lighting including road signs and bollards
- Car park lighting and ticket machines
- Peterborough Museum and Art Gallery
- Leisure facilities (Regional Pool, the Lido, Jack Hunt Swimming Pool, Werrington Sports Centre and Bushfields Sports Centre)
- Libraries
- The Crematorium
- The Household Recycling Centre and Materials Recycling Centre
- Various depots and storage facilities
- Day social care facilities
- Other council offices e.g. the Registry Office

#### Transport emission sources

- Fleet vehicles including refuse trucks, road sweepers and council owned cars
- Business mileage claimed by staff for the purposes of carrying out their role
- Outsourced school buses for children living over 2 miles from school
- Outsourced taxi journeys provided for children with special educational needs
- Community Link bus services

#### Excluded emission sources

- commuting,
- retail units,
- social housing,
- community centres,
- private nurseries
- rented offices where there was no apportioned data was available.

CO<sub>2</sub> emissions are produced primarily from the consumption of energy, namely fossil fuels (oil, gas, diesel, petrol and burning oil) and electricity. Other sources of emissions such as water consumption, waste production, use of refrigerant gases, employee commuting were not included in the baseline due to lack of data. However, if in future this data is collected then the baseline could be adjusted to include these emission sources.

#### Data Collection

The energy data used to calculate the baseline was acquired from across the city council directorates and schools. The data was collected manually with meter readings, estimates from paper and electronic invoices and latterly directly from the energy supplier. In future, automatic data collection facilitated by a centralised energy management database will improve data collection and quality.

#### Baseline

The baseline year was chosen as the financial year April 2008 to March 2009. The baseline CO<sub>2</sub> emissions were calculated from the energy consumption data using Defra conversion factors published in 2009.

The resultant baseline for 2008/9 was 33,995 tonnes of CO<sub>2</sub> (Table 3.1).

This means that the city council will need to reduce its emissions by 12,000 tonnes CO<sub>2</sub> to meet its reduction target, not considering any growth.

		Baseline emissions (tonnes CO <sub>2</sub> )
Buildings	Primary operational offices	2,212
	Primary schools	7,045
	Secondary schools	10,764
	Leisure centres	1,517
	Cultural services	1,302
	Other buildings	727
Street lights	Street lights	4,444
Transport	Fleet	3,203
	Business mileage	649
Miscellaneous		2,131
Total		33,995

Table 3.1: Summary table of emissions for baseline year 2008/9

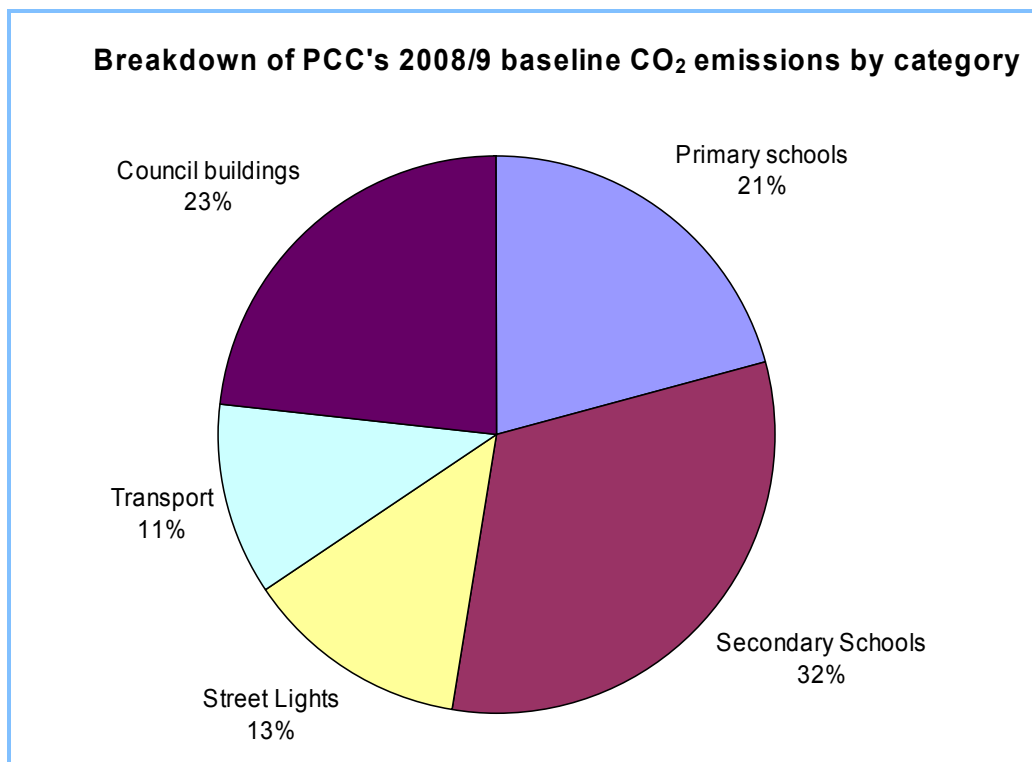


Figure 3.1: Summary of emissions baseline for financial year 2008/9

### Future Emissions Scenario

There are two alternative energy scenarios for the city council in five years:

- the **'business as usual'** scenario where energy consumption increases unchecked;
- the **reduced** consumption scenario towards the city council's 35 per cent emissions reduction target by 2014.

The business as usual scenario was calculated using a 0.7 per cent annual increase in energy consumption as recommended by the Department for Business, Innovation and Skills. The city council's actual growth may differ from this with plans for large scale growth in Peterborough and changes within the council itself.

Therefore the business as usual scenario only gives an indication of the city council's future energy consumption to demonstrate the magnitude of future emissions the contrast with the reduced emissions scenario.

Under the reduced emissions scenario, annual emissions will reduce to 22,097 tonnes CO<sub>2</sub>

The cost of not completing the carbon management programme is 41,341 tonnes CO<sub>2</sub> over 5 years.

Under the business as usual scenario the total emissions in 2014 will have increased 3 per cent to **35,201** tonnes CO<sub>2</sub>. However if the city council followed the reduced emissions scenario, implementing effective carbon management to meet the 35 per cent reduction target by 2014, it will have reduced its annual emissions to **22,097** tonnes CO<sub>2</sub>.

The difference between the emissions under these two possible scenarios for the city council's future is called the 'Value at Stake'. The Value at Stake demonstrates the total carbon emissions avoided by following the reduced emissions scenario over five years (Figure 3.2). By 2014 the city council will have emitted **41,341** tonnes CO<sub>2</sub> more under the business as usual scenario compared to the reduced emissions scenario.

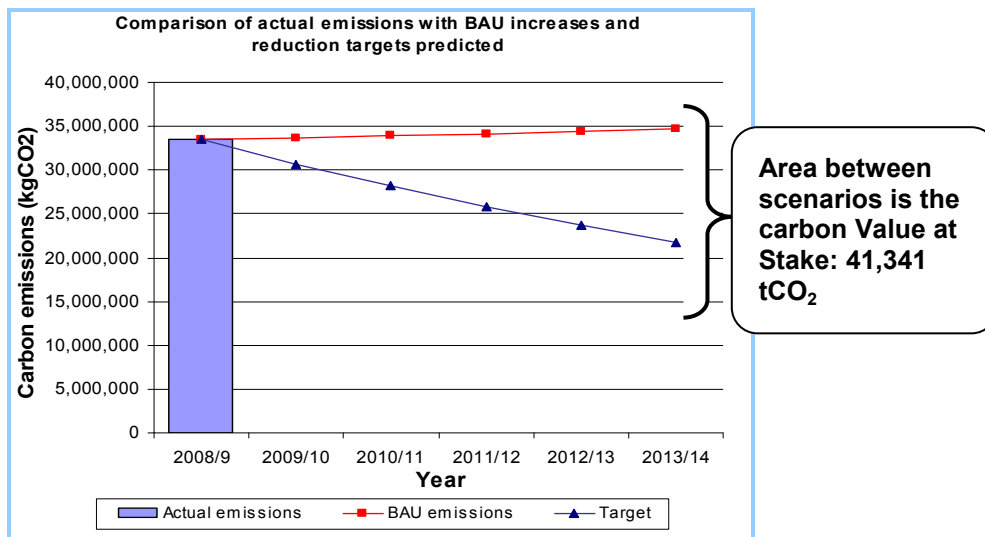


Figure 3.2: Carbon Value at Stake from Inaction

## 4. Carbon Management Model

Carbon reductions within Peterborough City Council will be achieved through implementing energy saving projects. The model for projects included within the carbon management programme is described below.

### Past Achievements

The city council has completed several projects in recent years that contribute carbon savings including:

- Night-watchman software switches off council office computer hard drives at 6pm
- Server virtualisation
- Replaced individual printers, scanners and copiers with multifunction devices (MDFs)
- Good result in SOCTIM survey of Green IT
- School asset management programme
- Electric Grounds Maintenance van
- Recycling rate of 46.6% in 2007/8
- Orton Wistow primary school extension: green roof and ground sourced heat pump
- New boiler in the Town Hall
- LED trail lamp on Bridge Street

### Existing planned projects

There are a number of existing projects taking place within the first two years of the Carbon Management Programme.

Project	Annual savings (tonnes CO <sub>2</sub> )
Jack Hunt Secondary School – swimming pool refurbishment	156.6
John Clare Primary School –boiler replacement (biomass)	22.2
St Bolttophs Primary School – boiler replacement	12.6
Sacred Heart RC Primary School – boiler and heating system replacement	5.1
St Bolttophs Primary School – partial rewire	6.2
Heltwate Primary School - partial rewire	2.0
Leighton Primary School - partial lighting refit	2.0
Norwood Primary School - partial lighting refit	2.0
Mercury abatement technology at the Crematorium	283
Museum boiler replacement	tbc
<b>Total</b>	<b>491</b>

**Table 4.1:** Carbon savings from existing projects

Combined these projects will save 208 tonnes CO<sub>2</sub> from the 2008/9 baseline which equates to 1.4 per cent of the baseline.

**Potential future projects:**

Project	Potential contribution to reduction *		
	Tonnes CO <sub>2</sub>	% of target	% of baseline
Existing completed projects	208	1.7%	0.6%
Crematorium Upgrade	283	2.3%	0.8%
Museum Refurbishment	Awaiting details	?	?
Automated Meter Readers and Energy Efficiency Officer	964	8%	3%
Behavioural change including awareness raising campaign and Green Champions in main PCC offices	344	3%	1%
Primary school programme plus awareness campaign	3116	26%	9%
Secondary School Programme plus awareness campaign	1441	12%	4.2%
PCC Travel Plan	124	1%	0.3%
Energy Efficiency programme in main PCC offices	661	5.5%	2%
Green Fleet	544	4.5%	1.6 %
Building Schools for the Future	2272	19%	6.7%
Street lights and traffic lights	480	4%	1.4%
Leisure (wet and dry)	421	3.5%	1.2%
Other (awareness in libraries, solar panels on schools)	820	6.8%	2.4%
Building Rationalisation	?	?	?
Energy from waste	?	?	?
<b>Totals</b>	10989	92%	32%

**Table 4.2:** Model for Carbon Saving Projects across the city council

\* The reduction figures are only estimates to indicate the potential savings and should not be taken for definite until more accurate quantification of the projects can be undertaken.

## 5. Financing Carbon Management

This CMAP details the necessity for all projects implemented as part of this scheme to undergo full approval through the city councils approval process, meeting project management controls and receiving expenditure approval in accordance with the city council's budget setting process. It must be noted that these corporate controls are required regardless of eventual funding streams as the city council needs to ensure Value for Money is achieved.

The funding for projects will be either:

- Existing funding
- Invest to Save
- Grants and Loans
- Match-Funding
- Internal Resources

## 6. Programme Management

The key roles in the governance of this programme include:

- The Programme Board – providing strategic ownership and oversight
- The Carbon Management Team – delivering the projects and the data to monitor progress
- Project Sponsor – champions and raises the profile of the programme
- Political Sponsor –provides a link with Cabinet and a voice for the programme amongst members. The current political sponsor is the Cabinet Advisor for Environment Capital and Culture.

Key stakeholder for carbon management and the means of communication are:

Individual or group	Their interest or issue	Means of communication
Chief Executive	Corporate strategic direction and reputation	CMT
Directors	Corporate strategic direction and service delivery	CMT and Programme Board
Heads of Service	Service delivery	Carbon Management Team
Portfolio holder	Corporate strategic direction and reputation	Programme Board and 121
Members	Corporate strategic direction and reputation	Portfolio holder, Members Bulletin and Group representatives
Employees		Communications campaign
Unions	Issues relating specifically to employees	As and when required
Local Strategic Partnership - GPP	City wide delivery, CAA	Annual presentation to the board
Environment Capital Partnership	City wide delivery, CAA	Half yearly presentation to the board
Local businesses	Example of best practice	Chamber of Commerce
Local Community	Efficient public service	Your Peterborough, website and local media challenges
Schools	Budgets and reputation	Head teacher forums, Governor Forums, Bursar Forums, Parent Teacher association forums

**Table 6.1:** Communication with carbon management stakeholder

## 7. Carbon management culture

Truly embedding carbon management across the organisation is essential if our carbon reduction plans are to be successful. Our aim is to create a cultural change across the city council with environmental considerations applied to every decision we make.

We will ensure carbon management is embedded in the city council by undertaking activities in the following areas:

### 1. Corporate Strategy – embedding CO<sub>2</sub> savings across your organisation:

- Inclusion of the Carbon Management Action Plan and associated actions into the corporate plan
- refresh of the Climate Change Strategy for Peterborough which will contextualise climate change impacts on a local level. This document will be endorsed by Full Council and adopted city wide

### 2. Programme Management – bringing it all together effectively

- Strong governance of the programme with a director level board and head of service management team
- Entry of projects into the city council's project register

### 3. Responsibility – being clear that saving CO<sub>2</sub> is everyone's job

- Establishing a network of Green Champions across the city council to motivate individuals to reduce energy consumption

### 4. Data Management – measuring the difference, measuring the benefit

- Installation of AMR's across the city council's estate to provide accurate and timely data collection
- Work towards obtaining the Carbon Trust Standard in recognition of the city council's energy management

### 5. Communication and Training – ensuring everyone is aware

- Engaging the city council's employees with an awareness campaign comprising of posters suggesting how energy can be saved round the office
- Including environmental and energy awareness material in the corporate induction for new employees
- Training building managers to minimise their buildings environmental impact.
- Monitor and publish successful energy efficiency projects

### 6. Finance and Investment – the money to match the commitment

- Source external funding for carbon reduction projects, possibly to include Salix finance
- Develop a "ring fenced" fund for energy efficiency/carbon reduction initiatives
- Regular reviews of capacity and making bids accordingly to ensure adequate resource allocation

### 7. Policy Alignment – saving CO<sub>2</sub> across your operations

- Review all policy and procedure documents in order to ensure all decisions and actions taken across the organisation consider the environmental impact
- Inclusion of environmental impact criteria in the proforma for cabinet reports to the Corporate Management team, Scrutiny Panels and Cabinet

### 8. Engagement of Schools – influencing schools to reduce their carbon footprint

- Develop curriculum support, including: an online toolkit to help schools to deliver energy related education, a resource library including samples of renewable technologies
- Facilitating the collection of schools energy data, either through better training or the installation of Automated Meter Readers (AMRs)
- Benchmarking schools according to the carbon footprint per pupil, to allow comparisons despite changes in pupil numbers.

- Determining the energy efficiency measures that each school needs to bring the building up to the good standards of secondary glazing, loft insulation, cavity wall insulation.
  - Provide tailored help for schools with a carbon reduction officer. The officer will focus upon creating an individual Carbon Management Plan for each school
- 9. Engagement of your Suppliers – working with suppliers to reduce your carbon footprint**
- Insert clauses into the tendering process and contracts to ensure consideration of environmental impacts and to guarantee the provision detailed energy consumption data from suppliers.



## APPENDIX C

### Programme Board members:

Role	Name and position in the LA	Contact details
Chair	Paul Phillipson <i>Director of Operations</i>	453455 <a href="mailto:paul.phillipson@peterborough.gov.uk">paul.phillipson@peterborough.gov.uk</a>
Project Sponsor	Teresa Wood <i>Group Manager – Transport and Sustainable Environment</i>	317451 <a href="mailto:teresa.wood@peterborough.gov.uk">teresa.wood@peterborough.gov.uk</a>
Project Leader	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 <a href="mailto:charlotte.palmer@peterborough.gov.uk">charlotte.palmer@peterborough.gov.uk</a>
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 <a href="mailto:alice.mitchell@peterborough.gov.uk">alice.mitchell@peterborough.gov.uk</a>
Cabinet Member	Cllr Samantha Dalton <i>Assistant Cabinet Member for Environment Capital and Culture</i>	262384 <a href="mailto:Samantha.dalton@peterborough.gov.uk">Samantha.dalton@peterborough.gov.uk</a>
	Helen Edwards <i>Solicitor to the Council</i>	452539 <a href="mailto:helen.edwards@peterborough.gov.uk">helen.edwards@peterborough.gov.uk</a>
	Mike Heath <i>Commercial Services Director</i>	425301 <a href="mailto:mike.heath@peterborough.gov.uk">mike.heath@peterborough.gov.uk</a>
	John Harrison <i>Executive Director of Strategic Resources</i>	452398 <a href="mailto:john.harrison@peterborough.gov.uk">john.harrison@peterborough.gov.uk</a>
	John Richards <i>Executive Director of Children's Services</i>	863601 <a href="mailto:john.richards@peterborough.gov.uk">john.richards@peterborough.gov.uk</a>

### Carbon Management Team members:

Role	Name and position in the LA	Contact details
<b>Chair</b> Project Leader	Charlotte Palmer <i>Climate Change- Team Leader</i>	453538 <a href="mailto:charlotte.palmer@peterborough.gov.uk">charlotte.palmer@peterborough.gov.uk</a>
Deputy Project Leader	Alice Mitchell <i>Climate Change Technical Officer</i>	864598 <a href="mailto:alice.mitchell@peterborough.gov.uk">alice.mitchell@peterborough.gov.uk</a>
Cabinet Member	Cllr Samantha Dalton <i>Assistant Cabinet Member for Environment Capital and Culture</i>	262384 <a href="mailto:Samantha.dalton@peterborough.gov.uk">Samantha.dalton@peterborough.gov.uk</a>
	Andrew Edwards <i>Head of Strategic Property</i>	384530 <a href="mailto:Andrew.edwards@peterborough.gov.uk">Andrew.edwards@peterborough.gov.uk</a>
	Robert Griggs <i>Head of Design Property and Maintenance</i>	207101 <a href="mailto:robert.griggs@peterborough.gov.uk">robert.griggs@peterborough.gov.uk</a>

	Karen Craig <i>Senior HR Consultant - Policy Development</i>	384514 <a href="mailto:karen.craig@peterborough.gov.uk">karen.craig@peterborough.gov.uk</a>
	Nicola Francis <i>Travelchoice Team Leader</i>	317484 <a href="mailto:Nicola.francis@peterborough.gov.uk">Nicola.francis@peterborough.gov.uk</a>
	Steve Ward <i>Head of Business Support for PCS</i>	425313 <a href="mailto:Steve.ward@peterborough.gov.uk">Steve.ward@peterborough.gov.uk</a>
	Mick Robb <i>Environmental Manager</i>	425384 <a href="mailto:Mick.robb@peterborough.gov.uk">Mick.robb@peterborough.gov.uk</a>
	Isabel Clark <i>Planning &amp; Development Manager &amp; Interim Head of Admissions</i>	863194 <a href="mailto:Isabel.clark@peterborough.gov.uk">Isabel.clark@peterborough.gov.uk</a>
	Andy Cox <i>Senior Category Manager for Procurement</i>	452465 <a href="mailto:andy.cox@peterborough.gov.uk">andy.cox@peterborough.gov.uk</a>
	Mark Gregson <i>Servers &amp; Desktops Technical Manager</i>	317918 <a href="mailto:mark.gregson@peterborough.gov.uk">mark.gregson@peterborough.gov.uk</a>
	Mike Lemmon <i>Head of Corporate Communications</i>	452313 <a href="mailto:Mike.lemmon@peterborough.gov.uk">Mike.lemmon@peterborough.gov.uk</a>
	Martin Medlock <i>Street Lighting Manager</i>	453525 <a href="mailto:Martin.medlock@peterborough.gov.uk">Martin.medlock@peterborough.gov.uk</a>

<b>ENVIRONMENT CAPITAL SCRUTINY COMMITTEE</b>	<b>Agenda Item No.</b>
<b>15 FEBRUARY 2010</b>	<b>Public Report</b>

## **Report of the Solicitor to the Council**

**Contact Officer** – Louise Tyers, Scrutiny Manager

**Contact Details** – 01733 452284 or email [louise.tyers@peterborough.gov.uk](mailto:louise.tyers@peterborough.gov.uk)

### **FORWARD PLAN – FEBRUARY TO MAY 2010**

#### **1. PURPOSE**

- 1.1 This is a regular report to the Environment Capital Scrutiny Committee outlining the content of the Council's Forward Plan.

#### **2. RECOMMENDATIONS**

- 2.1 That the Committee identifies any relevant items for inclusion within their work programme.

#### **3. BACKGROUND**

- 3.1 The latest version of the Forward Plan is attached at Appendix 1. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) will be making over the next four months.
- 3.2 The information in the Forward Plan provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.

#### **4. CONSULTATION**

- 4.1 Details of any consultation on individual decisions are contained within the Forward Plan.

#### **5. BACKGROUND DOCUMENTS**

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

None

#### **6. APPENDICES**

Appendix 1 – Forward Plan of Executive Decisions

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**PETERBOROUGH CITY  
COUNCIL'S FORWARD PLAN  
1 FEBRUARY 2010 TO 31 MAY 2010**

## FORWARD PLAN OF KEY DECISIONS - 1 FEBRUARY 2010 TO 31 MAY 2010

During the period from 1 February 2010 To 31 May 2010 Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. The dates detailed within the Plan are subject to change and those items amended or identified for decision more than one month in advance will be carried over to forthcoming plans. Each new plan supersedes the previous plan. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Lindsay Tomlinson, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to [lindsay.tomlinson@peterborough.gov.uk](mailto:lindsay.tomlinson@peterborough.gov.uk) or by telephone on 01733 452238.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the papers listed on the Plan can be viewed free of charge although there will be a postage and photocopying charge for any copies made. All decisions will be posted on the Council's website: [www.peterborough.gov.uk](http://www.peterborough.gov.uk). If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Senior Governance Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this plan.

### NEW ITEMS THIS MONTH:

- Planning Obligations Implementation Scheme (POIS)
- Site Allocations Development Plan Document
- PCC Building Schools for the Future – ICT Managed Service
- PCC Building Schools for the Future – Approvals Processes
- Hampton Children's Centre
- Surrender of Lease
- Connected Care Peterborough
- Disposal of the former Lady Lodge site

## FEBRUARY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p><b>Older People's Accommodation Strategy</b> To agree next phase of implementation of the Older People's Accommodation Strategy</p>	February 2010	<b>Cabinet</b>	Commission for Health Issues	Consultation will be undertaken with relevant stakeholders as appropriate.	Denise Radley Director of Adult Social Services & Performance Tel: 01733 758444 <a href="mailto:denise.radley@peterborough.gov.uk">denise.radley@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Partnership Agreement between the City Council and the Primary Care Trust for the Provision of Adult Social Care</b> To approve the new partnership agreement between the city council and the primary care trust</p>	February 2010	<b>Cabinet</b>	Commission for Health Issues	All relevant stakeholders as appropriate	Denise Radley Director of Adult Social Services & Performance Tel: 01733 758444 <a href="mailto:denise.radley@peterborough.gov.uk">denise.radley@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made
<p><b>Culture Trust</b> To agree whether to proceed with the Trust as set out in the Cabinet decision of 12 October 2009</p>	February 2010	<b>Cabinet</b>	Strong & Supportive Communities	All relevant stakeholders as appropriate	Kevin Tighe Head of Cultural Services Tel: 01733 863784 <a href="mailto:kevin.tighe@peterborough.gov.uk">kevin.tighe@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.

<p><b>Planning Obligations Implementation Scheme (POIS)</b> Approval of the POIS document as a Supplementary Planning Document (SPD)</p>	February 2010	<b>Cabinet</b>	Sustainable Growth	Internal departments as appropriate	Paul Smith Team Leader Tel 01733 453468 <a href="mailto:paul.smith@peterborough.gov.uk">paul.smith@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Site Allocations Development Plan Document</b> To approve the draft document for 6-week public consultation</p>	February 2010	<b>Cabinet</b>	Environment Capital	Internal and external consultation process	Gemma Wildman Principal Strategic Planning Officer Tel: 01733 742577 <a href="mailto:gemma.wildman@peterborough.gov.uk">gemma.wildman@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Refreshed Local Area Agreement (LAA)</b> To sign off the refreshed LAA prior to its submission to the Government Office</p>	February 2010	<b>Leader of the Council, Councillor Cereste</b>	Environment Capital	Relevant stakeholders and for a including Environment Capital Scrutiny Committee	Christina Wells Head of Strategic Improvement & Partnerships Tel: 01733 863604 <a href="mailto:christina.wells@peterborough.gov.uk">christina.wells@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.



<p><b>Carbon Challenge</b> To authorise the Chief Executive in consultation with the Cabinet Member for Strategic Planning, Growth and Human Resources and the Cabinet Member for Resources to agree the final wording of and enter into: 1) an Option Agreement with the Developer of the Carbon Challenge Site; and 2) a Collaboration Agreement with the public sector Partners for Peterborough City Carbon Challenge in order to enable the carbon challenge new homes project on the south bank to be progressed</p>	February 2010	<p><b>Cabinet Member for Strategic Planning, Growth and Human Resources and Cabinet Member for Resources, Councillors Croft and Seaton</b></p>	Sustainable Growth	Internal departments as appropriate	<p>Gillian Beasley Chief Executive Tel: 01733 452302 <a href="mailto:gillian.beasley@peterborough.gov.uk">gillian.beasley@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Midland Highway Alliance - Junction 8 Roundabout Improvements and Welland Road Traffic Mitigation Projects</b> To appoint a contractor for the works.</p>	February 2010	<p><b>Cabinet Member for Neighbourhoods, Housing and Community Development, Councillor Hiller</b></p>	Environment Capital	Internal stakeholders as appropriate.	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 <a href="mailto:stuart.mounfield@peterborough.gov.uk">stuart.mounfield@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made

<p><b>Automatic Number Plate Recognition System (ANPR)</b> Authority to award the contract in partnership with the Police and Cambridgeshire County Council for the procurement of ANPR cameras to provide real time journey time data</p>	February 2010	<p><b>Cabinet Member for Neighbourhoods, Housing and Community Development, Councillor Hiller</b></p>	Environment Capital	External and internal stakeholders as appropriate	<p>Susan Fitzwilliam Development Officer Tel 01733 452441 <a href="mailto:susan.fitzwilliam@peterborough.gov.uk">susan.fitzwilliam@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Children's Services Learning Platform</b> Authority to take up a one year extension on the contract awarded to RM Education PLC in July 2007 for the supply of a Children's Services Learning Platform</p>	February 2010	<p><b>Cabinet Member for Education, Skills and University, Councillor Holdich</b></p>	Creating Opportunities & Tackling Inequalities	Consultation will be undertaken with head teachers, Building Schools for the Future project team, DLT, Schools IT Working Group	<p>Elaine Alexander Business Transformation Consultant Tel: 01733 317984 <a href="mailto:elaine.alexander@peterborough.gov.uk">elaine.alexander@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>PCC Building Schools for the Future Programme - ICT Managed Service</b> To approve delegations for the procurement of the ICT Managed Service</p>	February 2010	<p><b>Cabinet Member for Education, Skills and University, Councillor Holdich</b></p>	Creating Opportunities & Tackling Inequalities	Consultation will be undertaken with head teachers, Building Schools for the Future project team, DLT, Schools IT Working Group	<p>Brian Howard PFI Project Manager Tel: 01733 863976 <a href="mailto:brian.howard@peterborough.gov.uk">brian.howard@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.

<p><b>PCC Building Schools for the Future Programme - Approvals Processes</b> To agree the approval processes for the programme</p>	February 2010	<p><b>Cabinet Member for Education, Skills and University, Councillor Holdich</b></p>	Creating Opportunities & Tackling Inequalities	Ward councillors, relevant portfolio holders and internal departments as appropriate	<p>Brian Howard PFI Project Manager Tel: 01733 863976 <a href="mailto:brian.howard@peterborough.gov.uk">brian.howard@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Contract for the Supply of Library Stock</b> Authority to award the library book stock contract</p>	February 2010	<p><b>Deputy Leader and Cabinet Member for Environment Capital and Culture, Councillor Lee</b></p>	Strong & Supportive Communities	Internal stakeholders as appropriate	<p>Helen Sherley Service Development Manager Tel: 01733 864273 <a href="mailto:helen.sherley@peterborough.gov.uk">helen.sherley@peterborough.gov.uk</a></p>	Public report will be available from the Senior Governance Officer one week before the decision is made
<p><b>Joint Service Centre at Hampton</b> To commence the procurement process for a design and build contract for the provision of new leisure and library facilities at Hampton as part of the joint service centre in partnership with NHS Peterborough</p>	February 2010	<p><b>Deputy Leader and Cabinet Member for Environment Capital and Culture, Councillor Lee</b></p>	Strong & Supportive Communities	Consultation will take place with the Cabinet Member of Community Services, ward councillors, affected divisions within PCC and potential user groups in Hampton.	<p>Fiona O'Mahony Hampton Joint Service Centre Project Director Tel: 01733 863856 <a href="mailto:fiona.o'mahony@peterborough.gov.uk">fiona.o'mahony@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made

<p><b>Compost Contract Extension</b> To extend the current compost contract by 1 year</p>	February 2010	<p><b>Deputy Leader and Cabinet Member for Environment Capital and Culture, Councillor Lee</b></p>	Environment Capital	Internal departments as appropriate	<p>Amy Nebel Recycling Contracts Officer Tel: 01733 864727 <a href="mailto:amy.nebel@peterborough.gov.uk">amy.nebel@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Hampton Children's Centre</b> The development of a children's centre facility in the grounds of Hampton Hargate Primary School. The facility will comprise rooms for a larger pre-school as well as multi function rooms to develop a range of services predominantly for children under 5 and their families</p>	February 2010	<p><b>Cabinet Member for Children's Services, Councillor Scott</b></p>	Creating Opportunities & Tackling Inequalities	A range of people and organisations have been consulted through the process. Ongoing consultation will take place in working with parents to ensure the service delivered from the facility meet local needs	<p>Pam Setterfield Assistant Head of Children &amp; Families Services (0-13) Tel: 01733 863897 <a href="mailto:pam.setterfield@peterborough.gov.uk">pam.setterfield@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made.

<p><b>Section 75 Pooled funding arrangements for substance misuse services</b></p> <p>Variation to the existing partnership agreement under the National Health Act 2006 to pool funding from NHS Peterborough and PCC to commission drugs services. The variation takes into account the slight changes to governance and structure of the former Drug and Alcohol Action Team, now part of the Safer Peterborough Partnership, and additional funding made available to NHS Peterborough for integrated drug treatment within HMP Peterborough.</p>	February 2010	<p><b>Cabinet Member for Resources, Councillor Seaton</b></p>	Commission for Health Issues	Internal stakeholders as appropriate	<p>Paul Phillipson Executive Director Operations Tel: 01733 453455 <a href="mailto:paul.phillipson@peterborough.gov.uk">paul.phillipson@peterborough.gov.uk</a></p>	Public report will be available from the Governance team one week before the decision is made
<p><b>Arthur Mellows Village College Gym and Innovation Centre</b></p> <p>Authority to award the contract for the construction of the gym and innovation centre at Arthur Mellows Village College</p>	February 2010	<p><b>Cabinet Member for Resources, Councillor Seaton</b></p>	Creating Opportunities & Tackling Inequalities	Ward councillors and relevant stakeholders.	<p>Isabel Clark Planning &amp; Development Manager Tel: 01733 863914 <a href="mailto:isabel.clark@peterborough.gov.uk">isabel.clark@peterborough.gov.uk</a></p>	Public report will be available from the Governance Team one week before the decision is made

<p><b>Sale of Land at Dickens Street Car Park</b> To authorise the Cabinet Member and the Chief Executive to negotiate and conclude the sale of the surplus land</p>	February 2010	<b>Cabinet Member for Resources, Councillor Seaton</b>	Sustainable Growth	Consultations will be undertaken with relevant stakeholders and ward councillors	Andrew Edwards Head of Strategic Property Tel: 01733 384530 <a href="mailto:andrew.edwards@peterborough.gov.uk">andrew.edwards@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Surrender of Lease</b> To agree the acceptance of the surrender of a lease</p>	February 2010	<b>Cabinet Member for Resources, Councillor Seaton</b>	Sustainable Growth	Internal consultations as appropriate and with ward members	Andrew Edwards Head of Strategic Property Tel: 01733 384530 <a href="mailto:andrew.edwards@peterborough.gov.uk">andrew.edwards@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.
<p><b>Connected Care Peterborough</b> To authorise the acquisition of the long lease of 102-104 Bridge Street, Peterborough by the city council from which NHS Peterborough will deliver the Connected Care model under the Council's Economic Participation Programme</p>	February 2010	<b>Cabinet Member for Resources, Councillor Seaton</b>	Sustainable Growth	Local residents, ward councillors, relevant Cabinet Members, local MPs	Paul Phillipson Executive Director Operations Tel: 01733 453455 <a href="mailto:paul.phillipson@peterborough.gov.uk">paul.phillipson@peterborough.gov.uk</a>	Public report will be available from the Governance Team one week before the decision is made.

<p><b>Disposal of the Former Lady Lodge Site</b>  Sale of the site subject to detailed planning consent for the development of a 70 bedroom care home for the elderly</p>	<p>February 2010</p>	<p><b>Cabinet Member for Resources, Councillor Seaton</b></p>	<p>Sustainable Growth</p>	<p>Ward councillors and internal departments as appropriate</p>	<p>Andrew Edwards  Head of Strategic Property  Tel: 01733 384530  <a href="mailto:andrew.edwards@peterborough.gov.uk">andrew.edwards@peterborough.gov.uk</a></p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>
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## MARCH

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p><b>Local Transport Plan Capital Programme of Works 2010/11</b> To approve the proposed programme of works for 2010/11</p>	<p>March 2010</p>	<p><b>Cabinet Member for Neighbourhoods, Housing and Community Development,</b> <b>Councillor Hiller</b></p>	<p>Environment Capital</p>	<p>Consultation will be undertaken with the relevant internal stakeholders and with the Environment Capital Scrutiny Committee</p>	<p>Sally Savage Senior Project Support Worker Tel: 01733 452655 <a href="mailto:sally.savage@peterborough.gov.uk">sally.savage@peterborough.gov.uk</a></p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>
<p><b>Award of Contract - Nene Valley Primary School</b> To award the contract for an extension to the school</p>	<p>March 2010</p>	<p><b>Cabinet Member for Education, Skills and University,</b> <b>Councillor Holdich</b></p>	<p>Creating Opportunities &amp; Tackling Inequalities</p>	<p>Internal departments as appropriate</p>	<p>Alison Chambers Asset Development Officer Tel: 01733 863975 <a href="mailto:alison.chambers@peterborough.gov.uk">alison.chambers@peterborough.gov.uk</a></p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>



<p><b>Award of Contract - Heltwate School</b> To award the contract for refurbishment of the school</p>	<p>March 2010</p>	<p><b>Cabinet Member for Education, Skills and University, Councillor Holdich</b></p>	<p>Creating Opportunities &amp; Tackling Inequalities</p>	<p>Internal departments as appropriate</p>	<p>Alison Chambers Asset Development Officer Tel: 01733 863975 <a href="mailto:alison.chambers@peterborough.gov.uk">alison.chambers@peterborough.gov.uk</a></p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>
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**APRIL**

**THERE ARE CURRENTLY NO DECISIONS SCHEDULED FOR APRIL**

**MAY**

**THERE ARE CURRENTLY NO DECISIONS SCHEDULED FOR MAY**

**CHIEF EXECUTIVE'S DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1HG**

Communications  
Strategic Growth and Development Services  
Legal and Democratic Services  
Policy and Research  
Economic and Community Regeneration  
Housing Strategy  
Drug Intervention Programme and Drug and Alcohol Team

**CITY SERVICES DEPARTMENT Nursery Lane, Fengate, Peterborough PE1 5BG**

Property Services  
Building & Maintenance  
Streetscene and Facilities  
Finance and Support Services

**STRATEGIC RESOURCES DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG**

Finance  
Internal Audit  
Information Communications Technology (ICT)  
Business Transformation  
Performance and Programme Management  
Strategic Property  
Human Resources  
Customer Services

**CHILDRENS' SERVICES DEPARTMENT Bayard Place, Broadway, PE1 1FB**

Families and Communities  
Commissioning and Performance  
Learning

**ENVIRONMENTAL AND COMMUNITY SERVICES DEPARTMENT Bridge House, Town Bridge, PE1 1HB**

Planning Services

Building Control Services

Cultural Services

Transport and Engineering Services

EMERGENCY PLANNING

OCCUPATIONAL HEALTH

CITY CENTRE SERVICES

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**ENVIRONMENT CAPITAL SCRUTINY COMMITTEE  
WORK PROGRAMME 2009/10**

Meeting Date	Item	Progress
16 July 2009	<p><b>Floods and Water Management Bill</b></p> <p>To consider the Floods and Water Management Bill and the implications for the Council.</p> <p><b>Contact Officer: Richard Wills, Lincolnshire County Council</b></p>	<p>Recommendations made to the Leader of the Council and Executive Director of Operations – response reported to September meeting.</p>
	<p><b>Environmental Enforcement and Education</b></p> <p>To scrutinise the future arrangements for environmental enforcement.</p> <p><b>Contact Officer: Paul Phillipson/Julie Rivett</b></p>	<p>Recommendations made to the Cabinet Member for Environment Capital &amp; Culture and Executive Director of Operations – response reported to September meeting.</p>
	<p><b>Response to Adverse Weather Conditions – Footpaths</b></p> <p>To scrutinise the Council's response to adverse weather conditions, specifically footpaths.</p> <p><b>Contact Officer: Paul Phillipson/Andy Tatt</b></p>	<p>Recommendations made to the Cabinet Member for Environment Capital &amp; Culture and Executive Director of Operations – response reported to September meeting.</p>
	<p><b>Biodiversity Strategy – Progress Report</b></p> <p>To scrutinise the progress of the current Biodiversity Strategy.</p> <p><b>Contact Officer: Brian Armstrong</b></p>	<p>Recommendations made to the Cabinet Member for Environment Capital &amp; Culture and Executive Director of Operations – response reported to September meeting.</p>
	<p><b>Members Waste and Recycling Working Group</b></p> <p>To reconstitute the Members Waste and Recycling Group.</p> <p><b>Contact Officer: Louise Tyers</b></p>	<p>Working Group reconstituted.</p>

Meeting Date	Item	Progress
17 September 2009	<p><b>Review of Council Subsidised Bus Services</b></p> <p>To scrutinise the proposed decision in relation to the review of Council subsidised bus services.</p> <p><b>Contact Officer: Teresa Wood</b></p>	<p>Recommendations made to the Cabinet Member for Neighbourhoods, Housing &amp; Community Development and Executive Director of Operations – response report to November meeting.</p>
	<p><b>Review of the Biodiversity Strategy</b></p> <p>To scrutinise and make recommendations on the revised Biodiversity Strategy.</p> <p><b>Contact Officer: Brian Armstrong</b></p>	<p>Recommendations made to the Cabinet and Executive Director of Operations – response report to November meeting.</p> <p>To be considered again in March 2010.</p>
	<p><b>Progress on Delivery of the LAA Priority and Work Programme</b></p> <p>To scrutinise the progress of the delivery of the priority of creating the UK's environment capital.</p> <p><b>Contact Officer: Trevor Gibson</b></p>	<p>Further report in March 2010.</p>
12 November 2009	<p><b>Progress on the Environment Capital Portfolio (Councillor Matthew Lee)</b></p> <p>To scrutinise the progress of the Environment Capital Portfolio.</p> <p><b>Contact Officer: Louise Tyers</b></p>	<p>Further report in March 2010.</p>
	<p><b>Medium Term Financial Plan 2010/11 to 2014/15</b></p> <p>To scrutinise the Medium Term Financial Plan for 2010/11 to 2014/15.</p> <p><b>Contact Officer: John Harrison/Steven Pilsworth</b></p>	<p>Further report in January 2010.</p>
	<p><b>Progress on Delivery of the LAA Priority 2009/10</b></p> <p>To scrutinise the progress of the delivery of the priority of creating the UK's environment capital.</p> <p><b>Contact Officer: Trevor Gibson</b></p>	<p>Further report in March 2010.</p>



Meeting Date	Item	Progress
<b>6 January 2010</b>	<p><b>Scrutiny of the Budget 2010/11 and Medium Term Financial Plan</b></p> <p>To scrutinise the Executive's proposals for the Budget 2010/11 and Medium Term Financial Plan.</p> <p><b>Contact Officer: John Harrison/Steven Pilsworth</b></p>	Recommendations made to the Cabinet – to be considered on 8 February 2010.
<b>14 January 2010</b>	<p><b>Scrutiny of the Budget 2010/11 and Medium Term Financial Plan</b></p> <p>To scrutinise the Executive's proposals for the Budget 2010/11 and Medium Term Financial Plan.</p> <p><b>Contact Officer: John Harrison/Steven Pilsworth</b></p>	Recommendations made to the Cabinet – to be considered on 8 February 2010.
	<p><b>Local Transport Plan Capital Programme 2010/11</b></p> <p>To scrutinise the proposed capital programme for the Local Transport Plan.</p> <p><b>Contact Officer: Mark Speed/Michael Stevenson</b></p>	Recommendation made to the Cabinet Member for Neighbourhoods, Housing and Community Development
<b>2 February 2010</b>	<p><b>The Big Debate – The Effects of the Economic Downturn</b></p> <p>To address the question 'How should Peterborough counter the effects of the economic downturn to ensure delivery of the sustainable transport elements of the Local Transport Plan?'</p> <p><b>Contact Officer: Louise Tyers</b></p>	Further report in March 2010.

Meeting Date	Item	Progress
15 February 2010	<p><b>Christmas Park and Ride</b></p> <p>To scrutinise the provision of the Christmas Park and Ride for 2009.</p> <p><b>Contact Officer: Teresa Wood</b></p>	
	<p><b>Carbon Management Action Plan</b></p> <p>To scrutinise the Carbon Management Plan.</p> <p><b>Contact Officer: Charlotte Palmer</b></p>	
	<p><b>Refresh of the Local Area Agreement</b></p> <p>To scrutinise the refreshed Local Area Agreement prior to its consideration by the Leader of the Council.</p> <p><b>Contact Officer: Christina Wells/Jo Russell</b></p>	
11 March 2010  (Papers to be despatched on 3 March)	<p><b>Progress on the Environment Capital Portfolio (Councillor Matthew Lee)</b></p> <p>To scrutinise the progress of the Environment Capital Portfolio.</p> <p><b>Contact Officer: Louise Tyers</b></p>	
	<p><b>Progress on Delivery of the LAA Priority 2009/10</b></p> <p>To scrutinise the progress of the delivery of the priority of creating the UK's environment capital.</p> <p><b>Contact Officer: Trevor Gibson</b></p>	
	<p><b>Cross City Bus Network and Other Travel Modes</b></p> <p>To consider the options for a cross city bus network following a Motion from Council in December 2009.</p> <p><b>Contact Officer: Teresa Wood</b></p>	

Meeting Date	Item	Progress
	<p><b>Preparations for the Floods and Water Management Bill</b></p> <p>To scrutinise the Council's preparations for the Floods and Water Management Bill and the implications for the Council. (Previously considered on 16 July 2009)</p> <p><b>Contact Officer: Paul Phillipson</b></p>	
	<p><b>Outcomes from the Big Debate</b></p> <p>To agree the Committee's contribution to the Big Debate report.</p> <p><b>Contact Officer: Louise Tyers</b></p>	
	<p><b>Revised Biodiversity Strategy</b></p> <p>To scrutinise the revised Biodiversity Policy following comments made by the Cabinet in December 2009.</p> <p><b>Contact Officer: Brian Armstrong</b></p>	

**TO BE SCHEDULED**

- Adverse Weather Conditions – Review of Actions
- Costs of the Waste 2020 Programme
- Options for Park and Ride (when available)
- Water Taxi Options (when available)
- Long Term Transport Strategy (when available)
- Integrated Ticketing on Bus Services
- The Balance Between Environmental Education and Enforcement (Follow up report from July 2009)

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