

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 7
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Report of Executive Director – Strategic Resources

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ENTERPRISE PETERBOROUGH PARTNERSHIP PERFORMANCE REPORT

1. PURPOSE

- 1.1 This is an opportunity for the Committee to hear from and question officers of the Council and the Partnership Director, Richard Oldfield, on the performance of Enterprise Peterborough.

2. RECOMMENDATIONS

- 2.1 The Sustainable Growth and Environment Capital Scrutiny Committee is asked to review and comment on this report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The Enterprise Peterborough partnership contributes to all the priorities in the Sustainable Community Strategy:-
- Creating opportunities – tackling inequalities;
 - Creating strong and supportive communities;
 - Creating the UK’s environmental capital; and
 - Delivering substantial and truly sustainable growth.

4. BACKGROUND AND CONTEXT

4.1 History

Since 1 March 2011, Enterprise Peterborough has been responsible for delivering, on the Council’s behalf, the following services:

- refuse and recycling collection
- street cleansing and grounds maintenance (“Street Care”)
- facilities management
- property design
- building maintenance
- hospitality and school catering
- building cleaning
- public and home to school transport

- travellers' site management
- courier services
- Council's fleet maintenance;
- Hackney carriage and private hire licence testing;
- Interface management; and
- parks, trees and open spaces.

4.2 **Recent corporate developments**

Scrutiny Committee members will know that on 21 February 2013 it was announced that Ferrovial Services, the parent company of UK public services provider Amey, has signed an agreement to acquire Enterprise plc. That transaction is now subject to European regulatory approval. It is expected to complete in early April, when Ferrovial Services plans to integrate Enterprise into Amey. At the time of writing this report, as the takeover process is on-going, it is business as usual for the Council and Enterprise Peterborough. Members will be advised of developments in due course.

4.3 **Medium-term financial strategy and business planning**

The Council has made provision for limited additional investment into Enterprise Peterborough within the Budget consultation document. The Council and Enterprise will discuss and agree together exactly how the additional money should be used to support further improvements in the City Centre and across Peterborough. These conversations will take place within a new framework for establishing an agreed annual business plan that sets out the Council's key priorities for Enterprise Peterborough and associated funding.

5. **KEY ISSUES OF CONCERN TO THE COMMITTEE**

5.1 **Parks, Trees and Open Spaces**

5.1.1 When Enterprise Peterborough took over the contract in 2011 there were no grass cutting and grounds maintenance schedules in place. During this winter period Enterprise Peterborough have worked with the GIS mapping system to obtain full measurements of contract areas. This will enable Enterprise Peterborough to allocate the right number of people and machines into each of the five operational areas (North, South, East, West and Central).

5.1.2 By spring 2013 Enterprise Peterborough will have its *summer works programme* complete; this details the resources and machine requirements and will enable Enterprise to provide a robust yet flexible service

5.1.3 Through the close partnership with the Council, Enterprise Peterborough is ensuring all arboriculture work is in line with all relevant policies and strategies. Enterprise Peterborough does this in several ways:

- All Surveyors are provided with all policies and strategies in relation to trees and woodland
- All works identified are internally scrutinised by the Tree Services Manager to ensure they are in line with the Council's policies and strategies and in accordance with the spirit of the documents
- All works identified are scrutinised by the Council to ensure they are in line with the

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- Enterprise Peterborough conducts regular reviews with surveyors and tree surgeons to ensure they understand the scope of the works and what is to be achieved.

5.1.4 The budget has been divided into two parts:

- Provision of a tree services team capable of carrying out a wide variety of inspections from Ezytreev surveys to detailed inspections and with the ability to assist with reactive inspection requirements and provide ad hoc inspections for other Council departments as required
- Carry out works as identified in the scheduled surveys programmes and in line with the Council's policies and strategies.

5.1.5 All Enterprise Peterborough work is in line with the Council's biodiversity strategy and this includes tree removal which provides Enterprise Peterborough with an opportunity to improve tree diversity by selective removal of unsuitable, inappropriate or unsuccessful tree species and ensure replacement planting with a diverse species mix to ensure a robust tree stock with less susceptibility to pests and diseases.

5.1.6 Since the staff have been in place (1 July 2012) in the dedicated tree team, Enterprise Peterborough has not exceeded the allotted time for responding to any public enquiries, complaints or Member requests.

5.1.7 Enterprise Peterborough has been developing – over the winter months – a new and comprehensive *Green Open Spaces Strategy*. This management plan will bring coherence to the various works that Enterprise undertake on the City's behalf and detail the nature of the services that are to be provided and can be expected in the City's various green spaces.

5.2 **Food Waste**

5.2.1 The new food waste collection service was successfully mobilised over a five week period between 23 October and 23 November 2012. To date the service has collected in excess of 1,000 tonnes of food waste.

5.2.2 Significant time and resources were invested by Enterprise Peterborough in making sure that residents were informed of the new food waste collection service, how it would operate and what they had to do. Communication direct to households in addition to media placements (e.g. bill boards, bus stops, pull ups in public offices etc.), press releases and information on the Council website ensured that residents had the widest exposure to stories, articles and benefits of the new food waste service. The role of Councillor Elsey as "Champion" of the service within the Council and with residents was significant.

5.2.3 Significant time and effort was spent to ensure that Peterborough Direct and the Council website had access to all information which would enable the vast majority of calls / queries to be answered without recall to the Partnership. Whereas in other food waste collection service mobilisation programmes elsewhere in the Country there is usually a spike in the volume of calls to the local call centre as residents get the new service; in Peterborough this did not happen. This is a clear testament to the communications work undertaken in the months and weeks before and during roll out.

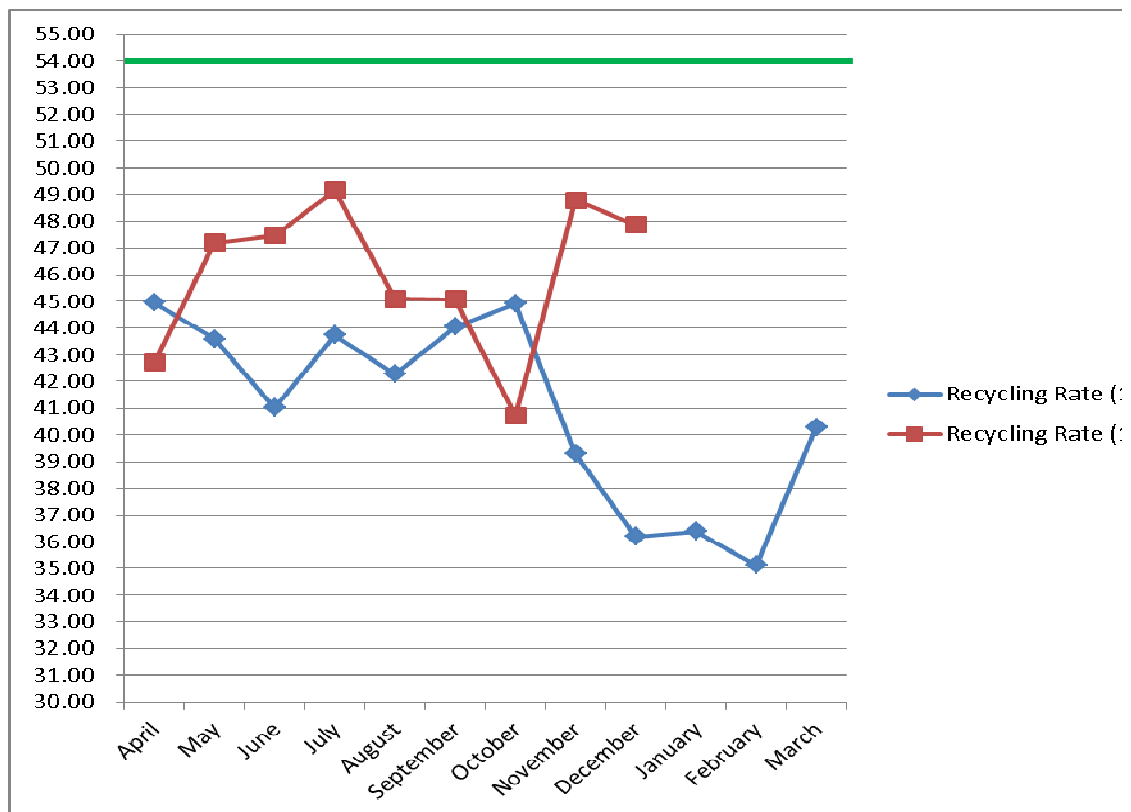
- 5.2.4 Within the partnership, operational planning for new vehicles, routes, rounds and working practices was extensive and highly detailed. The effort spent in planning for transfer of in-cab devices, trackers and radios from old fleet to new fleet, the deployment of new fleet, the development of new routes and rounds required following purchase of new fleet and the training of operatives paid dividends. Significant efforts continue to be made to bring further improvements to the service – operationally, to bear down on delays at the Material Recycling Facility (MRF) and with customers, reminding staff of the need to treat the new food waste disposal bins with due care and attention.
- 5.2.5 In June of this year the operation of the MRF will transfer to Enterprise Peterborough and a new Waste Transfer process will be implemented. This will enable the range of recyclates to be increased. More information will be provided in early May.
- 5.2.6 The service changes over the Christmas and New Year period were successful, with some issues in 2 wards, Park and Werrington. These have been reviewed and lessons learned for 2013. The Waste calendar for 2013/14 will include the Christmas and New Year service date changes, along with any changes to the Garden Service. Following the first months of stable collections, at the end of March it will be possible to identify trends in waste streams and to analyse tonnages more accurately. This should be done in the second quarter of 2013. At the same time, the Client and Partnership will need to give consideration to how to extend the food waste collection service to other property types (e.g. flats) and other organisations (e.g. schools).

5.3 **Waste collection and street cleaning**

- 5.3.1 Food waste helped to increase the recycling rate for November to 48.8%, in comparison to 39.3% during November 2011. There was also an increase in dry recycling during that month, reflecting the renewed information to residents during the communications campaign of previous months. In December 2012 the recycling rate was 47.9% compared with 38.7% in December 2011.

Refuse sent to landfill reduced from by 930 tonnes from 3448 tonnes in October to 2518 tonnes in December.

Poor weather during January has caused minor delays to the service in some areas, but the service has continued each day and we have had many compliments from residents and Members for the efforts of the collection crews.



- 5.3.2 The shrub cutting back programme which was put in place with Peterborough Direct in October has seen positive benefits in terms of communicating to residents when their shrubs will be cut. Shrub cutting progress has mirrored the programme throughout and is on target for completion for the end of February.
- 5.3.3 The city centre is benefiting from the recent restructure of the cleansing team. The recent severe weather posed challenges for the team in keeping the pedestrian areas free of snow and ice, and Enterprise Peterborough has received particular praise as to how well they managed and delivered this work during challenging conditions.
- 5.3.4 Litter bin installations are continuing across the city at locations agreed by the Council. A total of 86 have been installed so far with the remainder due for completion by the end of February.
- 5.3.5 The cleansing and vegetation maintenance of the parkway network continues. Sections undertaken in the last three months include the Nene Parkway, Werrington Parkway, Longthorpe Parkway and the Orton Parkway. In the next three months (and pending lane closure authorisations) Fletton Parkway, Frank Perkins Parkway, Paston Parkway and Soke Parkway will have been completed.
- 5.3.6 Two new Johnson sweepers have been added to our street cleansing fleet to replace old machines.
- 5.3.7 The revised street cleansing programme is being finalised and will be available on a ward-by-ward basis.
- 5.3.8 The Budget for 2013-14 has agreed the case for additional funding to support Enterprise Peterborough's work in tackling areas of particular concern to residents in terms of cleanliness. The Council is working with Enterprise Peterborough to agree how we make best use of this additional resource to ensure that additional effort is

targeted on the areas of greatest need. In agreeing this programme of work, we will take account of the outcomes of the Ward Walks (see below) that are taking place across the City with invitations to all Councillors to participate.

5.4 **Delivery**

5.4.1 Enterprise Peterborough has completed the restructure of operations to create a sustainable workforce for the medium term. This is subject to on-going financial stability.

5.4.2 The recent restructure has resulted in a number of new posts being created, along with long-term support from experienced staff and, through the technology changes we have introduced, the size of the support team has been reduced.

5.4.3 The strategic service delivery plans are being updated for commencement of the third year of the contract.

5.4.4 The plans for the Waste and Recycling Service, Street Care and Tree Management have been outlined above. The following is a summary of the plans for the other services:

5.4.4.1 **Bus Services**

5.4.4.1.1 Enterprise Peterborough is preparing for the re-tender of the public bus routes listed below:

- 401: Peterborough – Barnack – Stamford
- 404: Peterborough – Wansford – Stamford
- Local Link 406: Werrington – City – Bretton
- Local Link 408: Bretton – Millfield – City
- Local Link 401: Thornhaugh – Queensgate
- Local Link 407: Queensgate – Stanground – Hampton – Orton
- Local Link 410: Newborough – Dogsthorpe – Queensgate
- Local Link 411: Etton – Newborough – Dogsthorpe – Queensgate

5.4.4.1.2 Any short term extension to the service whilst the tender process is underway will require negotiations with the staff on the terms and conditions of the extension and the extension of leases on the bus fleet.

5.4.4.1.3 Enterprise Peterborough will continue to work with the PTA on the development of the Community Link Service.

5.4.4.1.4 Enterprise Peterborough will continue to deliver the Home to School service.

5.4.4.1.5 A new fleet of mini-buses for the SEN services was brought into service in 2012 and should be operational for 7 years.

5.4.4.1.6 The Yellow School Buses are due to be replaced in

2014. A procurement process will commence in Quarter 3 of 2013.

5.4.4.2 **Property Management Services**

5.4.4.2.1 The Property Management team has been restructured in the last year, with the FM Operations Director from within Enterprise taking on the role of the Service Manager, four new Surveyors being appointed to replace staff that have left, and strengthen the teams' skills and experience.

5.4.4.2.2 The programme of Statutory and Health and Safety Works is on schedule as are the various condition survey programmes.

5.4.4.2.3 A total of 105 replacement, refit and change projects have been completed in the last 12 months by the team.

5.4.4.2.4 The major Projects Design and the Project Management team are undergoing a restructure process to respond to the reduced work volumes, resulting from budget cuts and a move to more projects being procured through Design and Construction contracts.

5.4.4.2.5 Significant achievements of the team in 2012 include:

- Design Awards – finalist in 6 categories
- Winner for School Design
- Won funding for design for future climate changes

5.4.4.3 **Service Management**

5.4.4.3.1 The Service Management team have made good progress in the past year.

5.4.4.3.2 Overall school numbers increased by 214% over the Christmas Period and by 15% over the Autumn term compared with 2011.

5.4.4.3.3 Longthorpe School has moved to a price per meal service which has proved a success for the children and the School

5.4.4.3.4 All schools have been retained in the current period.

5.4.4.3.5 Corporate catering has continued to grow with new customers and increasing opportunities from across the Council departments.

5.4.5 Arrangements are in hand to start re-scheduling the next series of Ward Walks and all city councillors will have been contacted recently. Enterprise Peterborough is working

hard to ensure that the Ward Councillors experience of the Ward Walks will be positive in helping Ward Councillors to resolve issues quickly and efficiently in their Wards.

5.4.6 Dealing with any formal complaints forms on Enterprise Peterborough's services are part of work that Enterprise Peterborough has to address. At Annex 1 a flow chart sets out the process followed when dealing with complaints from both residents and Members.

5.5 Performance

5.5.1 The Contract Performance is measured through 100 Key Performance Indicators (KPIs). Over 253,000 activities are measured in the year to collect the KPI performance. The performance against these is summarised in the table below:

Summary of KPI Performance – 1st Nov 2012 to 31 Jan 2013						
Business Stream	Total KPIs	Measureable Events per annum	Measurable Events in the Period	Fails	% Success	Comments
Contract Plans and Reports	11	390	98	0	100.00%	
Health & Safety and Welfare Reporting	9	6,101	1,525	0	100.00%	
Waste & Recycling	8	6,960	1,740	1	99.94%	Recycling performance not on target, mitigation submitted
Street Care	32	40,078	10,020	3	99.97%	Fly tip collection outside SLA
Property Design & Maintenance	9	52,845	13,211	0	100.00%	
Catering	5	4,521	1,130	0	100.00%	
Authority Fleet Management	5	575	144	0	100.00%	
Traveller site management	1	124	31	0	100.00%	
Courier Service	3	14,088	3,522	0	100.00%	
Passenger Transport	18	127,669	31,917	9	99.97%	Bus routes not run for part of a day

5.5.2 The Council is working with Enterprise Peterborough to review the current suite of KPIs.

6. IMPLICATIONS

6.1 The partnership enables the Council to continue to provide value for money services through its partner.

7. CONSULTATION

7.1 Observations made by Members and other stakeholders have been taken into account in this report.

8. NEXT STEPS

8.1 The City Council will consider the Scrutiny Committee's comments as part of its continuing discussions with Enterprise Peterborough about the performance and value-for-money of its services.

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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